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A model for the adaptation of newly recruited employees  
in the organisation

**Abstract**

The adaptation of new hires has been one of the more challenging social issues and challenges for organizations for many years, as it involves psychological, social and cultural aspects that affect job satisfaction, commitment and overall employee performance. The dissertation seeks to understand how various elements of this process can be optimized to support employees in their professional development and provide organizations with greater stability and operational efficiency.

The dissertation seeks to analyze the phenomenon of newly hired employees' adaptation to the professional and social environment in the workplace and to develop a model of new employee adaptation that meets the challenges of the modern labor market. The research problem undertaken in this dissertation is the high turnover of employees during the adaptation process, which occurs with varying intensity depending on the enterprise. Accordingly, the subject of analysis is adaptation as a complex and multi-stage process aimed at integrating newly hired employees into the organization. The above research problem is set in the perspective of the cognitive, methodological and empirical goal. The cognitive goal of the dissertation is to systematize knowledge about the process of adaptation in the organization with particular attention to the determinants of this process, the essence of its course and its limitations. The methodological goal of the dissertation is to construct a tool for studying the determinants and course of the adaptation process in an organization. The empirical goal of the dissertation is to diagnose and evaluate the determinants and course of the adaptation process in the studied organizations. To achieve the goals set in the dissertation, the following research questions were formulated: What are the key factors affecting the adaptation process of new hires in the organization? What are the specifics of planning and implementing the adaptation process in the studied organizations? What competencies of the organization are key in planning and implementing adaptation processes? What benefits are achieved by organizations that implement a structured and integrative process of adaptation of newly hired employees?

The paper analyzes existing theories and models of adaptation and identifies their limitations. Based on the analysis of the research obtained, a model for the adaptation of new hires in the

organization was proposed, which focuses on two main aspects: the integration of the new hire into the organizational culture and the preparation of the employee to perform his or her duties, which is expected to lead to the new employee reaching full effectiveness more quickly. It combines traditional elements of adaptation with a new approach, allowing the process to be flexibly adapted to the specific needs of the organization and industry.

One of the important elements of this work is the redefinition of the concept of adaptation. Traditionally understood, adaptation has focused on the organization's internal activities aimed at introducing a new employee to the company's structures and processes. In the proposed redefinition, adaptation acquires a broader meaning, encompassing also the organization's outward-facing activities aimed at building a positive image of the company in the labor market. This redefinition takes into account the fact that in today's reality it is often the employee who chooses the organization, not the other way around. The paper emphasizes that positive perceptions of a company by potential employees can significantly simplify the adaptation process, shortening or eliminating the need to introduce an employee to an organizational culture with which he or she is already familiar. The empirical research conducted confirmed the need for an effective and universal model as a valuable tool for HR professionals and managers.

The work also provides practical guidelines and tools that can be used to design and implement adaptation processes while ensuring high levels of engagement and satisfaction among newly hired employees.

In addition, the work highlights the key role of the competence of those responsible for conducting adaptation processes. Success in implementing newly hired employees depends not only on the adaptation model itself, but also on the skills and knowledge of those who carry out these processes.

Keywords: personnel selection, adaptation of new hires, turnover, adaptation model, competence.