EMPLOYEE ADAPTATION IN A SOCIALLY RESPONSIBLE ORGANIZATION

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Purpose: The beginning work in a new place for an employee means a lot of stress resulting from confrontation with unfamiliar surroundings and people. The process of introducing an employee to work should involve not only the employer, but also the entire team, emphasizing care, willingness to help and support at such an important initial stage. The main aim of the research is to examine whether the adaptation of new employees in a trade enterprise is effective. An attempt has been made to identify the conditions in the process of social and professional adaptation of a new employee through the prism of corporate social responsibility.

Design/methodology/approach: The paper is consisted with 2 parts. The first is about a theoretical context of CSR in small trade company level and personnel management issues and the adaptation of a new employe. The second part includes findings on research. The case study was used to develop research problem. The research questions included the issue of stress in the adaptation process and the role of the introducer. The study covered 100% of the study population. Data were analyzed using descriptive and non-parametric statistics methods (e.g. classification trees method to identify the importance of predictors).

Findings: The research results indicate that the adaptation of a new employee is an important element of his/her quality of professional life, and for the organization it is an important aspect of implementing the social responsibility strategy. Taking into account the needs of employees, as internal stakeholders of the company, is an expression of the implementation of socially responsible management. The implementation of the CSR strategy can be assessed by the degree of employee satisfaction with the quality of work life, which results from the effectiveness of fulfilling tasks in the adaptation process.

Research limitations/implications: Due to the fact that research is limited to the one chosen company results can not be uncritically generalized. This study covers only a narrow part from a wide range of problems in shaping social responsibility in business. It only applies to actions taken towards employees in the adaptation process. Due to this implication, research should be deepened and expanded to include additional aspects both in terms of responsibility towards employees and other stakeholder groups.

Practical implications: The research results can be a source of information for managers about factors important in shaping the personnel function of a socially responsible organization, primarily in the field of social and professional adaptation.

Social implications: The article contributes to the development of knowledge and dissemination of good practices in the field of corporate social responsibility.

Originality/value: The article presents a new approach to managing the personnel function in a business organization through the prism of the principles of social responsibility. Previous research does not directly or comprehensively take into account possible connections between corporate social responsibility and the adaptation process.

Keywords: corporate social responsibility, socio-professional adaptation, quality of professional life, trade enterprise.

Category of the paper: Research paper.

1. Introduction

The issue of corporate social responsibility, although not yet widely used in the practice of small and medium-sized enterprises, is permanently entering the canon of management sciences. The challenges that today's organizations face in terms of competition are increasingly associated with the need to expand the field of responsibility. This is done by including more stakeholder groups and pursuing a wider range of goals in various areas of social responsibility (Corporate Social Responsibility, CSR) (Borowska-Pietrzak, Stojan, 2023; Wolniak, Hąbek, 2016).

The first and most important resource of every organization are people and the capital they represent (Włodarczyk, 2022; Żychlewicz, 2015), hence, the first and priority group of stakeholders of every enterprise are its employees (Duda, 2022). A manager's responsibilities include acting as a leader. If he wants to maintain a team of qualified and committed employees, he should shape the elements of the quality of their professional life according to their needs.

The quality of professional life is an important element of the quality of life in general, because work itself is an unquestionably important part of life (Jakubczak, 2014). In this aspect, the problems of shaping work-life balance become the subject of theoretical, but also practical considerations among managers.

A socially responsible organization is a concept that is not sufficiently defined in the literature and practice. Corporate social responsibility has numerous definitions that are constantly evolving, but they are so broad that they do not allow for undisputed determination of whether an organization can be considered socially responsible or not. For example, Lemańczyk (2023) states, following Romanowski (2016), that the new business model that appeared in the second half of the 20th century is characterized by the inclusion of environmental and social aspects in business activities. Lemańczyk adds that responsible business activity is characterized by sharing the profits obtained with internal and external stakeholders (Lemańczyk, 2023). Romanowski, presenting the evolution of views on CSR,

mentions its aspects: the moral obligation of the enterprise, charity and fiduciary. It also presents, on the one hand, the occurrence of a conflict of economic and social goals when implementing this concept, and on the other hand, the possibility of a positive impact on the economic results of enterprises (Romanowski, 2016). Due to its specificity, the phenomenon of corporate social responsibility may take various forms of organizational activity in various spheres of its functioning. It includes influence and actions in the context of responsibility for the well-being of many diverse stakeholder groups, e.g. the local community, society as a whole, selected social groups, contractors, consumers, etc. The implementation of the CSR concept is very flexible and this flexibility refers to the diversity and scale of the organization's influence in the sphere of interests and influence (Kuropatwa, 2015). So far, there are no tools for objective assessment of this phenomenon for its unquestionable classification. Therefore, there is a risk of activities simulating CSR, e.g. in the form of greenwashing (Jakubczak, Gotowska, 2020). In this study, it is assumed that the main group and therefore the first group of stakeholders towards whom the company should act socially responsibly are employees. In terms of responsibility towards employees, one of the issues is the adaptation of a new employee.

The importance of the problem of socio-professional adaptation results from its direct impact on employees' work results, but despite this, many organizations do not pay due attention to this topic, and this process is spontaneous. Many managers underestimate the importance of the adaptation process, believing that it may take place unplanned, they do not want to spend available funds or they often implement it only partially. Most organizations do not even have basic programs for adapting new staff (Kolesnichenko et al., 2018; Stacho et al., 2017).

There are three important issues related to the recruitment process: expanding the pool of potential candidates, employing the best candidates and introducing them to work (Ulrich, 2008, p. 112). The process of introducing a new employee to work is aimed primarily at familiarizing him with the organization of work in the company, with the procedures, with the organizational culture, as well as with the values professed in an organization (Juchnowicz, 2003, p. 93). Regardless of the form of induction of a new employee, during the first few days it is the responsibility of the team, and above all the supervisor, to provide information about the specifics of the company, i.e. organizational culture, company history and prevailing customs (Ciekanowski, 2012, pp. 132-133).

The main aim of the research is to check whether the adaptation of new employees in a trading company is effective[1]. The considerations are conducted in the context of the principles of social responsibility. The focus was on the subjective opinions of employees resulting from their experiences, because it was assumed that the degree of meeting the needs

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[1] Effectiveness is the ability to set appropriate goals to "do the right thing". An effective action is one that, to some extent, leads to the intended result. The measure of effectiveness is the degree of achievement of the goal, after: Gilbert, Stoner, Freeman, 2011, p. 24.

of stakeholders in the adaptation process is also an indicator of the level of the company's social responsibility in the area of employees. Dialogue and participation of employees in management, i.e. taking into account their needs, is one of the elements of corporate social responsibility (Norm ISO 26000).

The following specific objectives have been formulated:

1. Determining the course of the adaptation process in a commercial enterprise: type of process - degree of formalization; occurrence of individual stages, their order, length; intensification of control.

2. Determining the employee's satisfaction with the adaptation process: stress level; assessing the degree of control; assessment of the level of responsibilities; assessment of the atmosphere in the first days of work; assessment of meeting the expectations and identifying the needs of the new employee; assessment of individual activities of the adaptation process; feeling of belonging to a team.

A case study have been chosen as the research method, which allows for a detailed exploration of the problem. The choice of the research entity have been purposeful, its main criterion was the possibility of obtaining the results of a direct interview from employees. A survey questionnaire have been used. 26 employees took part in the study, which constituted 100% of the study population (full study). The study was conducted on people employed in a trading enterprise located in the Kuyavian-Pomeranian Voivodeship. A trading enterprise is understood as an economic entity whose primary activity is the sale of goods.

Data were analyzed using descriptive and non-parametric statistics methods (e.g. classification trees method to obtain the importance of predictors).

The article consists of a theoretical part and an empirical part. Chapters 2 and 3 focused on locating the personnel function in the context of corporate social responsibility. Then, there are presenting the process and types of adaptation, as well as factors influencing employee adaptation. The second part presents the characteristics of the respondents and the organization and course of the study, as well as the study results in a graphical, tabular and descriptive manner. Then, the results obtained have been discussed in the context of other similar studies and the conclusions have been included in the summary.

2. Social responsibility of business and employees

The personnel function is one of the basic functions in an organization (Włodarczyk, 2022). Experience from practice shows that it is implemented with a different approach to employees' expectations and goals. The scope of employee management, in addition to the dimension of human resources administration, includes human capital management, which is closely related to leadership, management styles and motivation. Both human resources administration and

leadership is a difficult task for managers. It requires taking into account knowledge and experience in management, psychology and sociology. This issue is becoming more and more important in the light of the thesis that in today's organizations the only area of competitive advantage is the area related to human capital, because the remaining resources of the organization are relatively easier to imitate by competitors. Human capital makes the organization unique and is the carrier of its knowledge, which is accumulated in the organization's experience. It turns out that in the perspective of the development of ethical issues in management and their increase in importance gaining in a competitive advantage, human capital is also gaining importance as a carrier of the social responsibility of the organization. Ethics concerns people, not organizations. The norms and values shared by the members of an organization create its unique organizational culture (Gajowiak, 2023).

It should be noted that in the context of social responsibility, employees are treated in the organization not only as stakeholders, i.e. recipients of CSR activities, but also play an active role, as inspirators and implementers of the CSR strategy in all key areas for an organization.

Every manager who deal to personnel activities and followed the implementation of the overarching goals in the organization, should also plan its strategic dimension. Specialized strategies, also within the personal function, towards social responsibility, are the CSR strategy.

Employees are also stakeholders and implementers of the CSR strategy. In both of these roles, an essential condition for success is obtaining employee involvement in implementing this strategy. This effect can be achieved not only by carefully identifying the needs reported by stakeholders, but also by entering into a dialogue with them. Two-way exchange of information between employees and strategy managers begins already in the planning phase, i.e., primarily, in setting goals for implementation, and it is the recipients of the CSR strategy in the area of employees who are most reliably able to indicate their own needs that should be taken into account in the organization's goals. In accordance with the principles of management by objectives, employee participation in defining goals and then also programs for their implementation not only increases the effectiveness of undertaken actions, but also has a motivating effect. In this way, employee involvement is achieved not only as contractors, but also as stakeholders of the CSR strategy.

The guidelines on social responsibility included in the non-mandatory ISO 26000 standard include discussion and guidance for shaping CSR strategies in seven key areas. One of them contains practices directed employees. The standard divides and characterizes the scope of the organization's impact on personnel into several issues. Employment and labor relations practices were listed first. The overriding premise here is the need to shape employment security, including concluding permanent employment relationships, and counteracting all forms of discrimination. Another element is working conditions and social protection. The importance of shaping work-life balance is particularly strongly emphasized, which determines the quality of life not only of employees, but also of their families. In the sphere of social dialogue, the most important issues are creating a climate of understanding in employer-

employee relations and the application of democratic principles. Occupational health and safety are to be based on the highest standards, so it is recommended to continuously improve processes and identify sources of risk, as well as develop plans to prevent and minimize this risk. Another important issue in which the company should demonstrate actions responsible is training and development in the workplace. The expected effects of activities carried out in this aspect are not only the development of professional competences in the current job position, but also the personal development of the employee as a full member of society and a mobile employee in the perspective of shaping his or her own career (26000, 2010).

3. The concept and essence of employee adaptation

The concept of adaptation has been used in science for over 150 years. They can first be seen in the natural sciences. K. Darwin (year), describing the course of development of the living world, pointed to the role of adaptation. He documented that its mechanism consists in better adaptation of living organisms to living conditions by gaining greater ability to survive those of them that have significantly reorganized the properties corresponding to the requirements of the environment. A little later, the topic of adaptation entered the social sciences, especially sociology (Kowalik, 1998, pp. 13-15). Adaptation is an extremely broad concept closely related to education, economics, sociology and psychology. Its purpose is to orient employees to the environment in accordance with the planned process. Unfortunately, this process is underestimated by many organizations. Adaptation concerns not only the professional aspect, but also the social one, because the employee learns not only the duties and rules of the company, but also the people who function in it (Kałużny, 2018, p. 347).

One of the simplest definitions by Z. Janowska (2010) says that adaptation includes the introduction of new employees to the company and should take place after the employee selection phase. It begins when a new employee enters the organization (Janowska, 2010, p. 83).

In turn, J. Szczepański (1963) adds that adaptation aims to modify the characteristics of employees so that they meet the company's requirements, which, as stated by H. Olesiak (year), is measured by the employee's job satisfaction (Szczepański, 1963, p. 162).

During adaptation, the employee and his quality play the main role. Immediately followed by them is the company's value system communicated to employees located. The system consists of opinions, attitudes, interests and ways of behavior. Success is the adoption and acceptance of the system, or rather entry into the organizational culture. In accordance with an effective personnel policy, employees should adapt to new roles, positions, co-workers and working conditions (Szałkowski, 2006, p. 106).

Adaptation has a dual nature and depends largely on the industry, culture, norms and goals of the organization as well as the employee himself and how he absorbs the information he acquires. The essence of adaptation is to transmit expected behavior patterns and respond to changes (Kałużny, 2018, p. 349).

Focusing on the concept and essence of adaptation of new employees, it is also necessary to mention what the goals are. T. Oleksyn listed the following goals of employee adaptation (Oleksyn, 2017, pp. 271-274):

– introducing a new employee to the organization as quickly and effectively as possible, and more specifically, familiarizing him with:
  o about the mission,
  o about the history of the company,
  o about the strategy of action,
  o about health and safety regulations,
  o about the division of labor,
  o about the scope of duties,
– achieving independence at work as quickly as possible,
– training the employee in performing his duties, achieving the required quality and work efficiency,
– interest of the new employee in the organization and presenting him with opportunities for further personal development, in order to encourage him to stay in the organization,
– reducing stress related to a new job,
– familiarization with applicable internal and external regulations,
– learning how to behave and react in non-standard, crisis or dangerous situations.

Combining all the collected information, it can be concluded that adaptation is a concept closely related to sociology, pedagogy, psychology and economics, which aims to orient new employees in organizational structures. Adaptation has a two-fold nature: we are talking about professional and social aspects. Employee adaptation begins after the recruitment process and plays an important role in it. During the orientation process, information about duties and tasks is provided, co-workers, the position and the company's value system, including views, attitudes, interests and behavioral patterns, must be presented. In the adaptation process, the employee's characteristics are modified so that they meet the organization's requirements. Adaptation is effective when the employee is independent and able to work in a team (Kałużny, 2018, pp. 347-349).

3.1. Types of adaptation and providing necessary information

Sometimes a situation occurs when an employee is unable to adapt to the work environment. This is influenced by the personality traits of a individual, but also of his or her colleagues. The adaptation process begins with assigning the employee his position, and there are two types of it (Pawlak, 2011, p. 250; Woźniak, 2013, p. 294):

-   spontaneous adaptation,
-   guided adaptation.

The first type is the spontaneous adaptation of the employee himself, which forces him to obtain information from various sources in the organization, co-workers or self-observation of the environment. In this case, the organization does not incur any costs related to the acclimatization of employees, but full acclimatization takes much longer. The likelihood of process failures and employee resignations also increases. This may be due to incomplete and erroneous information obtained through spontaneous information and experience collection (Ludwiczyński, 2006, p. 216-217).

Guided adaptation includes precise activities preparing new employees to fulfill their role in the organization. The adaptation process carried out in this way gives the employee a sense of security and bond with the company, which increases his participation in the duties performed. This is a cost-intensive process, but because employees learn faster, the adaptation time is shortened. The risk of employees leaving is also reduced. The costs incurred by the company are related to the development, implementation and enforcement of employee adaptation plans. The program is especially effective when it is created with a specific employee in mind (Ludwiczyński, 2006, pp. 216-217).

Regardless of the type of introduction, the basic role of the supervisor is provided emploee with the necessary information. They concern the specificity of the enterprise, i.e. the company's history, mission and goals, or prevailing customs (Ciekanowski, 2012, p. 133). The necessary information for the proper implementation of a new employee is presented in Table 1.

Table 1.
Necessary information for proper onboarding of a new employee

Area	Contents
Basic information about the company	the company's history products and services provided
Goals and organization of the enterprise	mission of the company organizational structure development strategy
Working conditions	working time health and safety at work
Development prospects	employee development program career development paths periodic evaluation system training
Terms of remuneration for work	salaries loans
Interpersonal relations	employee organizations sources of information buffets, dining rooms
Additional benefits	social benefits non-wage forms of remuneration forms of insurance

Source: Jamka, 2001, p. 162; Ciekanowski, 2012, p. 133.

The literature also divides information into three types. According to J. Stoner and Ch. Wankel, a newly hired employee should receive three types of information (Stoner, Wankel, 1992, p. 292):

- basic (general) – company history, goals, services provided,
- detailed – regulations, rules applicable in the company, benefits to which employees are entitled,
- fundamental – information regarding everyday, routine work.

Basic (general) information should be provided to the employee during the inaugural meeting. Issues regarding the elements that should contain basic and detailed information are presented in the table 2.

Table 2.
Elements of basic and detailed information provided to a new employee

Specification	Elements
Basic information	mission of the organization, goals and strategies, history, basic economic and organizational data, characteristics of the business, position on the market, products or services offered, main customers
Detailed information	organisation of working time, management system, remuneration rules, social security of the employee, evaluation of effectiveness

Source: Ziębicki, http://studenci.pl/zarzadzanie/zasludzkie/sem29.html; Jamróz-Ligęza, 2012, pp. 19-32.

Effective employee onboarding will facilitate the initial phase of employees' functioning in the new conditions and speed up the adaptation process, and the more time invested in the process of introducing a new employee to the team, the greater the chances of achieving the desired effect, i.e. gaining a new participant in the organization who is faithful, committed and aware of their responsibilities (Ciekanowski, 2012, p. 133).

3.2. Adaptation process

The adaptation process is important, but at the same time difficult when taking up a job for the first time in your career. This is a watershed moment in everyone's life, as work is associated with hopes and plans for the future, not only financially, but also with the possibility of professional or personal growth. The future employee is tailored not only to perform a specific job, but also to all future work experiences (Kałużny, 2018, pp. 349-350). To ensure correct adaptation, instrument kits are used. Such tools include (Jamróz-Ligęza, 2012, pp. 19-32):

- guides for supervisors,
- brochures.
- information available on the Internet,
- integration trips.

Socio-professional adaptation has a fixed structure and elements. They consist of recommendations aimed at correct implementation. An important element is getting to know your co-workers. A common mistake is introducing a new person to too many employees in

a short time. A new employee may feel uncomfortable and nervous due to not remembering all the names. In order to avoid such a situation, the adaptation phase should be spread over several days. First, introduce the new person to people directly related to the position held, and then to representatives of other departments in the company (Jamróz-Ligęza, 2012, pp. 19-32).

There is divisions of the adaptation process in the literature presented by P. Krzyszkowski. This process has four stages (Krzyszkowska, 2016, pp. 16-19):

- the first is to introduce employees to the workplace. This is an extremely important element because the effectiveness of subsequent stages depends on it. It should contain introduction of co-workers and provide all information related to responsibilities, tasks and applicable organizational rules and culture;
- the next stage is initial professional experience, which is closely related to the first stage. Here, the employee is monitored on how he or she copes with the tasks assigned to him or her. Questions are asked to confirm knowledge and dispel any misunderstandings and misunderstandings;
- the penultimate stage is the assessment of the employee's adaptability, usually performed by the immediate superior. The employee's knowledge is checked whether he has learned all his duties and whether he can handle them independently;
- the last stage of the process is drawing conclusions regarding further staff development.

A more detailed division was proposed by A. Żarczyńska-Dobiesz, who presents six stages of the adaptation process (Żarczyńska-Dobiesz, 2008, p. 41).

To sum up, the adaptation process includes all activities related to the new employee's orientation to co-workers and the new environment, as well as familiarization with the applicable rules, duties and tasks. Adaptation can be spontaneous or guided and can be divided into stages facilitating its implementation (Rutkowska, 2006, p. 119; Ludwiczyński, 2006, pp. 216-217; Pawlak, 2011, p. 250; Woźniak, 2013, p. 294). The figure of the supervisor or other person introducing the new employee to the organization plays an important role in this process.

4. Methodology and results

The main objective of the study was to check whether the adaptation of new employees in a commercial enterprise is effective in the context of social responsibility. In order to obtain the data, a research tool was used, i.e. an online survey questionnaire. The survey was conducted at a commercial enterprise in the Kuyavian-Pomeranian Voivodeship at the beginning of February 2023. All responses were anonymous. The survey questionnaire was created using Google Forms. Then, it was made available on-line in a joint group created especially for the

participants. The study group consisted of 26 people, which constituted 100% of the study population.

4.1. Characteristics of the study group

There were more women (57%) then men (43%) among the surveyed people. The study participants were divided into three age groups. Most respondents (68%) were between 18 and 25 years old. The second largest age group was 26 to 35 years old (24.6%). The least number of people were in the age group of 36 to 45 (7.4%). The respondents had various educational backgrounds, the vast majority of them (55.9%) had secondary or higher education (29.7%). A very small group of people had primary/lower secondary education (4.6%) or vocational education (9.8%). The respondents live in towns of various sizes. The largest group of respondents (33.9%) comes from cities with up to 50,000 inhabitants. Two further groups of respondents were people from cities with 51,000 to 150,000 inhabitants (27.4%) and people from rural areas (22.6%). The remaining study participants come from cities with 151,000 inhabitants or more (16.1%).

4.2. Research results

At the beginning of the study, respondents were asked whether they had been trained in occupational health and safety rules. All respondents (100%) responded positively. Then it was checked whether the respondents were familiar with the company's structure, mission, strategy and goals. Less than half were familiar with it (42.3%), the remaining respondents were familiar with only some of the above (30.8%) or not at all (26.9%).

Next, it was checked whether the respondents were provided with information about their first day of work. Most people answered yes (84.6%). This result is positive and suggests that the vast majority of respondents received information regarding their first day of work. This is important because the first day in a new job can be stressful, and providing the right information can help employees feel more confident and better prepared. Respondents who have not received information about their first day of work may feel uncertain and confused, which may affect their initial experience of work. Providing information about the first day of work allows you to better prepare for the new environment, procedures and responsibilities. Those responsible for onboarding new employees should continue the practice of providing this important information to help employees feel welcome and comfortable in their new workplace. The results are presented in the figure 1.
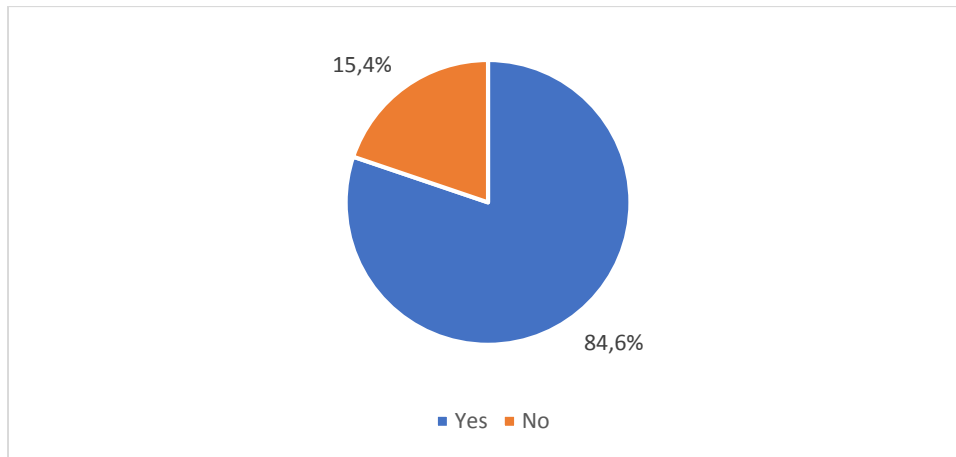
Figure 1. Providing information on the first day of work.

Source: Own research.

It was also checked whether the new employee was properly prepared for work, and more specifically whether he was provided with the necessary tools for work, and whether he knew where each department, room, kitchen and toilet were located in a new place of work. First, it was checked whether the employee was equipped with the tools needed for work. Most respondents answered affirmatively (80.8%), and few answered negatively (19.2%). Then, they were asked whether the respondents had been shown around the workplace. The majority confirmed this fact (76.9%), but it should be noted that some of the respondents (23.1%) were not shown around the workplace. They may be less familiar with the work environment, which may impact their initial impressions and comfort in the new environment. A tour can help them adapt more quickly to the new environment and increase their involvement. The results for the above two questions are shown in table 3.

Table 3.

Preparation for work of the surveyed persons

Question	Answer	
	Yes in %	No in %
Have you been equipped with all the tools you need to do your job?	80,8	19,2
Have you been given a tour of the workplace?	76,9	23,1

Source: Own research.

Assigning a person responsible for induction new worker to work is important in the employee adaptation process. Unfortunately, it can be seen that most new employees did not have a person assigned to help in the adaptation process (23.1%) or this person changed frequently (38.5%). Assigning a supervisor is necessary, among others: in defining work rules for a new employee. Thanks to the assignment of a trainer, the employee knows who to contact in case of problems. Therefore, the relationship between the assignment of a caregiver and the knowledge of whom to contact in the event of problems occurred was examined. It is worth continuing the practice of assigning a supervisor in the first days of work to ensure that they feel confident and comfortable in the workplace from the first day (Table 4).

Table 4.

The relationship between assigning a supervisor and knowing who to turn to in case of problems

Have you been assigned a person to carry out the adaptation process (supervisor)?	Do you know who to contact if you have problems?	
	Yes in %	No in %
I had one supervisor for the entire duration of the adaptation	61,1	0
I didn't have a specific supervisor, I worked with many people, depending on the needs	16,6	37,5
The supervisor has changed many times	15,3	62,5

Source: Own research.
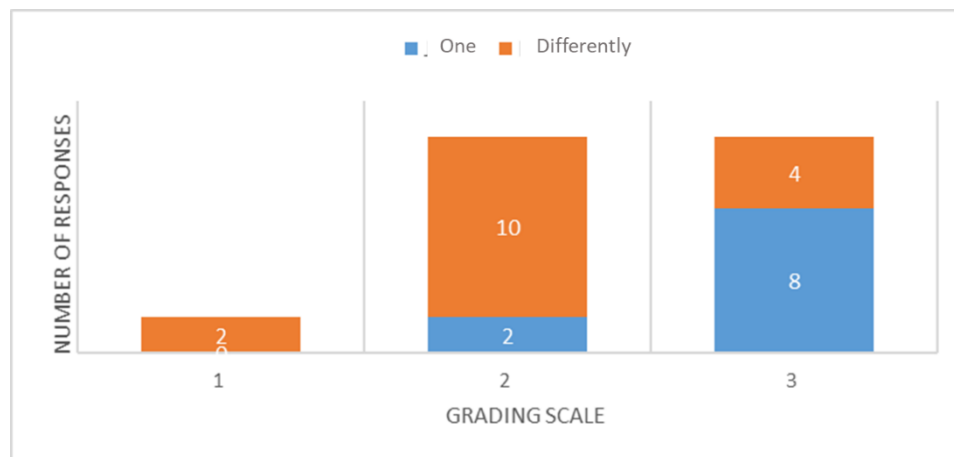
Figure 2. Supervisor stability and satisfaction with the recruitment process.

Source: Own research.

Assigning one permanent guardian to an employee was important for the respondents' assessment of the adaptation process. In this analysis, due to the relatively small size of the group, the 5-point scale was collapsed into a 3-point scale, grouping extreme answers from both sides of the scale. The highest positive ratings were given by people who were assigned one supervisor throughout the entire recruitment period (fig. 2).

About the atmosphere during the first days at work, almost half of the respondents (46.2%) answered that it was neutral. Every third respondent (26.9%) stated that their welcome was nice. The study participants also admitted that they were received very nicely in the company (145.4%). Some of the people who took part in the study were welcomed to the company in a negative or very negative way (fig. 3).
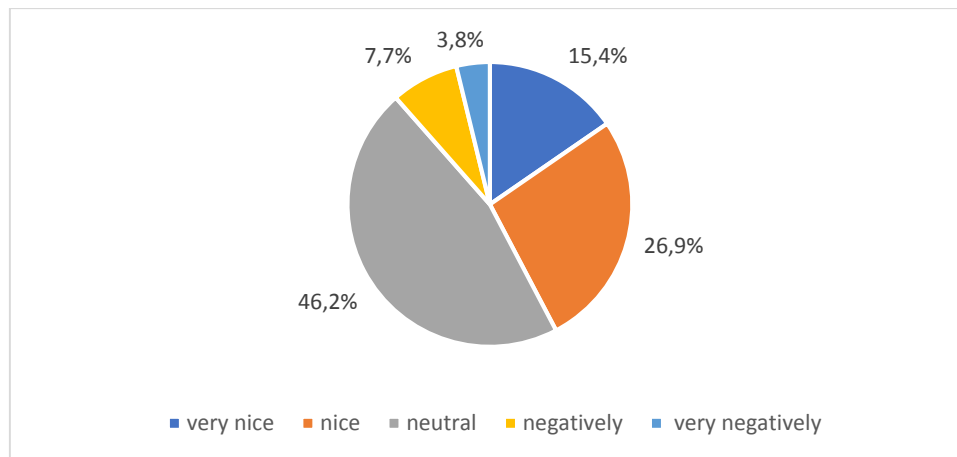
Figure 3. Welcome to the company.

Source: Own research.

Respondents were asked to indicate whether they received learning materials that they could use both at work and outside of work. There is a large difference between receiving the necessary learning materials during training (92.3%) and access to training materials outside of work (53.8%). More than half of respondents received training materials that were available off-site, which may mean that they accessed the materials outside standard working hours or outside the workplace. The materials may be useful, especially for training that requires independent study or practice. It should be noted that the company has materials that can be used at work as well as at home, so you should consider where the difference in answers to these questions comes from. Access to materials outside the workplace was not as common, which may be an area worth considering in the context of improving employee access to additional learning sources. The results are presented in table 5.

Table 5.
Classification of respondents according to access to learning materials during training and training materials outside of work

Question	Answer	
	Yes in %	No in %
Have you been given access to the learning materials necessary during the training?	92,3	7,7
Have you been provided with training materials that are available outside the workplace?	53,8	46,2

Source: Own research.

The opinion on the length of the adaptation process was also checked. The big division is notced in the answers. The same number of respondents stated that the adaptation process was of appropriate length (42.3%) and too short (42.3%). A small group (15.4%) described the adaptation process carried out in the company as too long. However, the majority (80.8%) confirm that the adaptation process made it easier to start working independently. However, it was examined whether gender had a significant impact on the response. The results are presented in table 6.

Table 6.
The Process of adaptation and gender

Characteristics of respondents		Has the adaptation process made it easier for you to start working independently?	
		Yes in %	Not in %
Sex	Woman	70,6	29,45
	Man	100	0

Source: Own research.

It was examined what actions had been taken to support the adaptation process. The most frequently mentioned were proposing to start to address each other by first names with colleagues (61.5%), initial training in knowledge about the structure and goals of the company (50.0%), a tour of the company (50.0%) and an integration meeting (46.2%). Respondents could indicate more than one answer. The results are presented in Table 7 in descending order.

Table 7.
Actions taken to support the adaptation process

Actions taken	Contribution of responses to %
suggesting a switch to "you" with co-workers	61,5
initial training in knowledge of the company's structure and goals	50,0
guided tour of the company	50,0
integration meeting	46,2
training about the company's products	38,5
handing over educational materials	38,5
receiving a gift with the company's products at the beginning of work	34,6
assignment of a supervisor	30,8
access to the tools used at work	30,8
information about the possibility of making mistakes	30,8
information on who to contact in case of problems	26,9
assignment of low-responsibility tasks	19,2
feedback from the supervisor	15,4

Source: Own research.

The respondents were asked to assess the level of tasks in the first period of work. The majority indicated that the tasks were adequate to the competences (65.4%). This is a positive signal, suggesting that most respondents were faced with tasks that were in line with their skills and experience. This result may indicate an appropriate adjustment of duties to the level of employee competences, which affects their sense of comfort and effectiveness at work. Nearly one third of respondents (26.9%) believed that the tasks they were supposed to perform were too demanding or exceeded their current competences. This may be a signal that in some cases employees may have felt pressured or uncertain about their tasks, which could lead to stress and low job satisfaction. A small group of respondents (7.7%) believed that the duties in the first period of work were below their skills. It may be suggested that some employees may have felt a lack of challenge or a sense of not fulfilling their potential in the workplace. First of all, there is a need to pay attention to employees who believe that tasks are too demanding or exceed their competences. This may suggest that it is necessary to better adapt duties to the skill level of new employees or to provide them with appropriate

support and training. On the other hand, it is also worth taking an interest in employees who believe that their duties are below their competences. There may be untapped skills on the team that could be used more effectively.

Respondents were asked to indicate the answers they agreed with. They concerned the feelings of new employees. They could indicate more than one answer. The majority of respondents (53.8%) felt responsible for the decisions they made in their work, which may be related to the autonomy or level of trust they enjoyed in their role. The results suggest that there are positive aspects to the relationship between employees and their caregivers or supervisors. However, there is still room for improvement in areas where scores are lower. The answers are presented in figure 4, from the answer with the largest number of indications to the answer with the least number of indications.
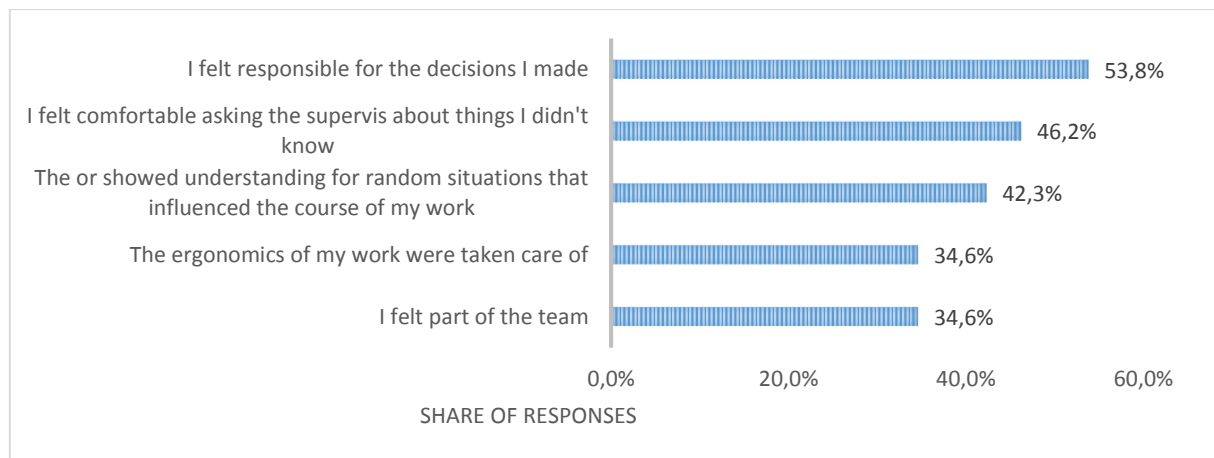
Figure 4. Employees' assessment of the elements of the adaptation process.

Source: Own research.

Employees rated the adaptation carried out in the company on a scale from 1 (the worst) to 5 (the best). The largest group of respondents (46.2%) rated adaptation at level 3, which may suggest that most employees have average or neutral impressions of the adaptation process. The survey results indicate a certain differentiated assessment of the adaptation process in the company. However, it is worth paying attention to the group of employees who rated adaptation at the lowest level (5) (Fig. 5).
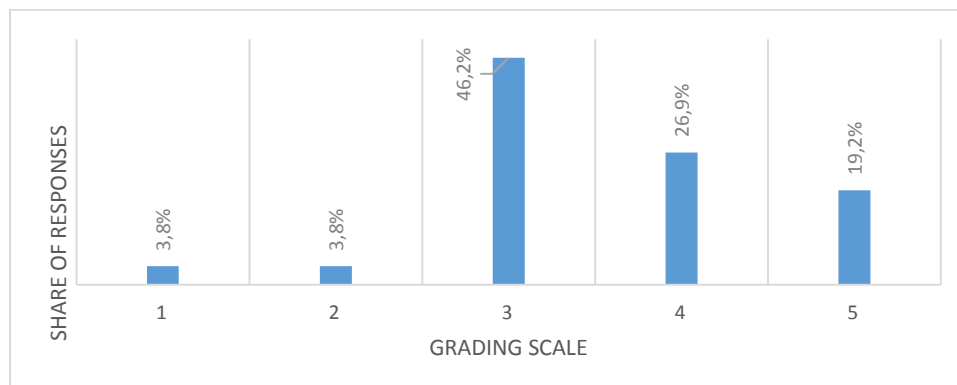

Figure 5. Evaluation of the entire adaptation process.

Source: Own research.

New employees rated their stress level in their first days of work. Opinion was measured on a scale from 1 (worst) to 5 (best). None of the respondents rated their stress level as the lowest, which may suggest that all respondents had some level of stress in the first days of work. The largest group of respondents, as many as 50%, rated the stress level at 4, which indicates a high level of stress in the first days of work. Most employees experienced moderate to high levels of stress in their first days on the job. This is understandable, because the first days in a new job can be difficult and full of uncertainty. It is important that employers offer appropriate support and assistance in the adaptation process to help new employees cope with stress and quickly adapt to the new work environment (figure 6). A more detailed analysis of the results revealed that most people who were satisfied with the adaptation process described their stress level as average (fig. 7).
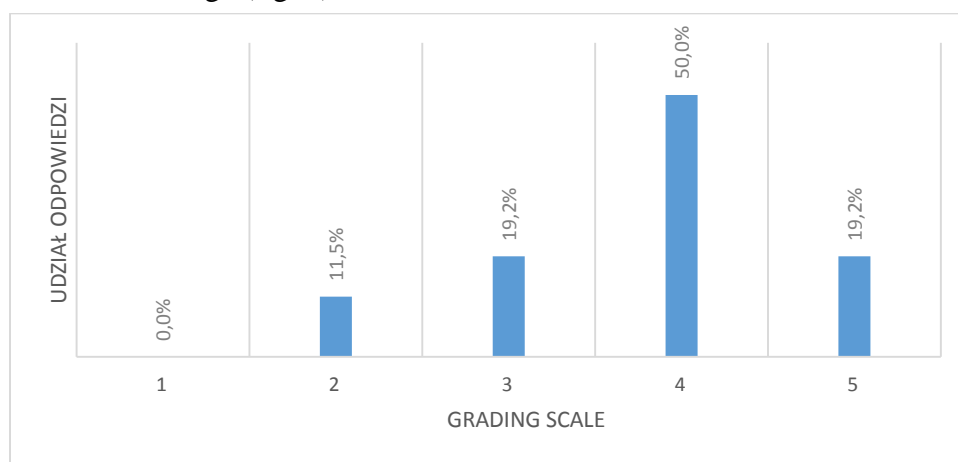

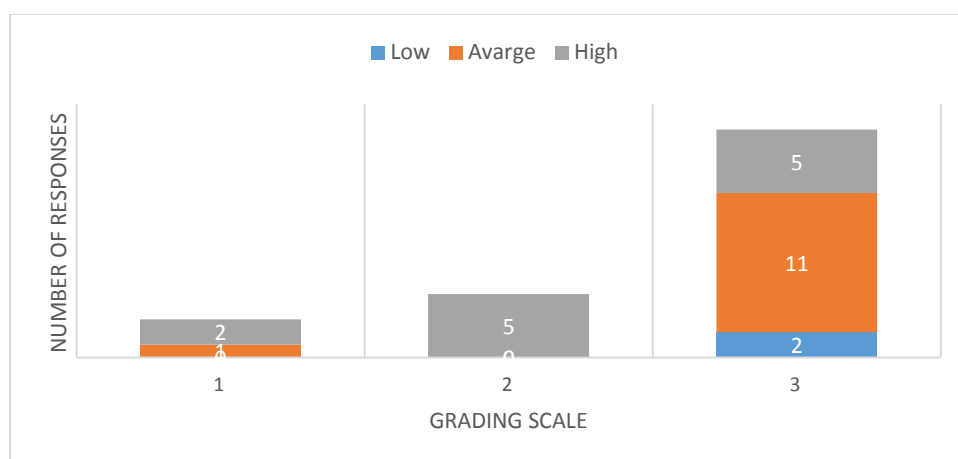**Figure 6.** Stress levels in the first days of work.

Source: Own research.

Figure 7. Assessment of the adaptation process and stress level.

Source: Own research.

Based on the survey results, it is possible to determine the level of satisfaction of employees' expectations and needs in the first days of work in the company on a scale from 1 (worst) to 5 (best). The largest group of respondents (34.6%) rated the level of satisfaction at level 3. The next group of respondents (26.95) rated the level of satisfaction at level 4. The low level

of satisfaction with the fulfillment of the needs of newly adopted children was most significantly influenced by the participation of many caregivers in the adaptation process. The results indicate that most employees had average or good satisfaction of their needs and expectations in their first days of work. This is positive information, suggesting that in most cases the adaptation process met the expectations of new employees. However, it is worth paying attention to the group of employees who assessed satisfaction at lower levels, which may require further analysis and actions aimed at improving the adaptation process (fig. 8).
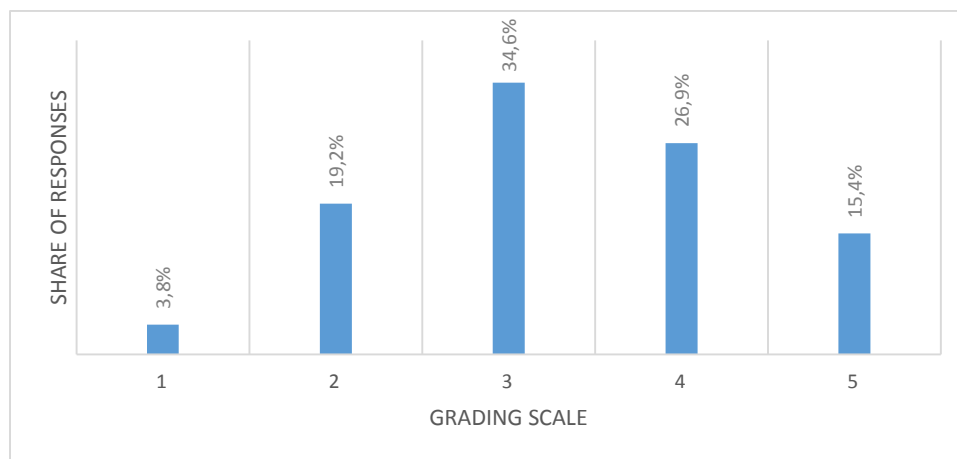

Figure 8. The level of satisfaction of expectations and needs in the first days of work.

Source: Own research.

The low level of satisfaction with meeting the needs of people newly admitted to the team was most significantly influenced by the participation of more then one guardian in the adaptation process.

Employees determined the level of control that was presented to employees in the first days of work in the company. Opinion was measured on a scale from 1 (worst) to 5 (best). The largest group of respondents, as many as 50%, rated the degree of control at level 4. Less than one sixth of respondents (11.5%) rated the degree of control at the highest level, which suggests that few had a very high level of control in the first days of work. A small percentage of respondents rated the degree of control as the lowest, probably they were very dissatisfied with the lack of control or excessive supervision in the first days of work. Most employees experienced a moderate to high level of control or supervision in their first days on the job. This may be due to an attempt to provide new employees with appropriate support and direction in their new work environment. However, it is worth paying attention to the group of employees who assessed the level of control at lower levels, which may require analysis and possible adaptation of the process to take into account the individual preferences and needs of employees (figure 9).
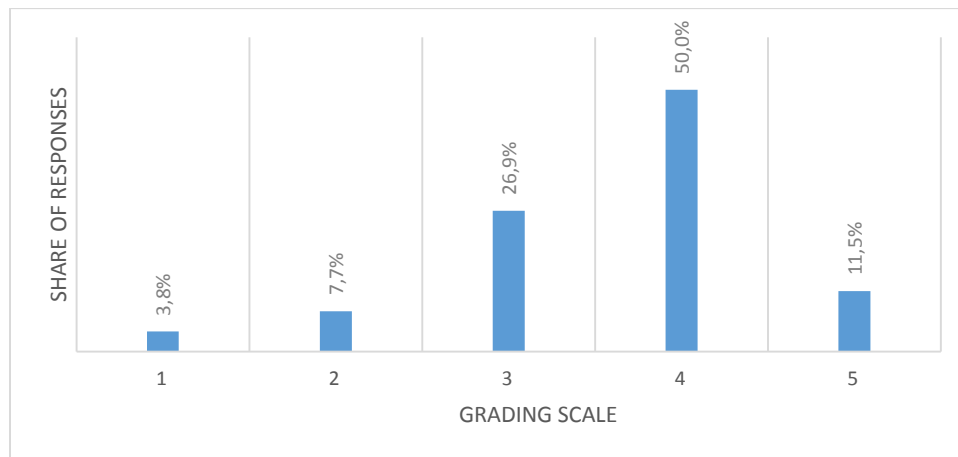
Figure 9. The degree of control that was shown to the employees.

Source: Own research.

The higher the level of control in the first days of adaptation, the more satisfactory the respondents rated it as. The degree of control was important for a positive assessment of the adaptation process (fig. 10).
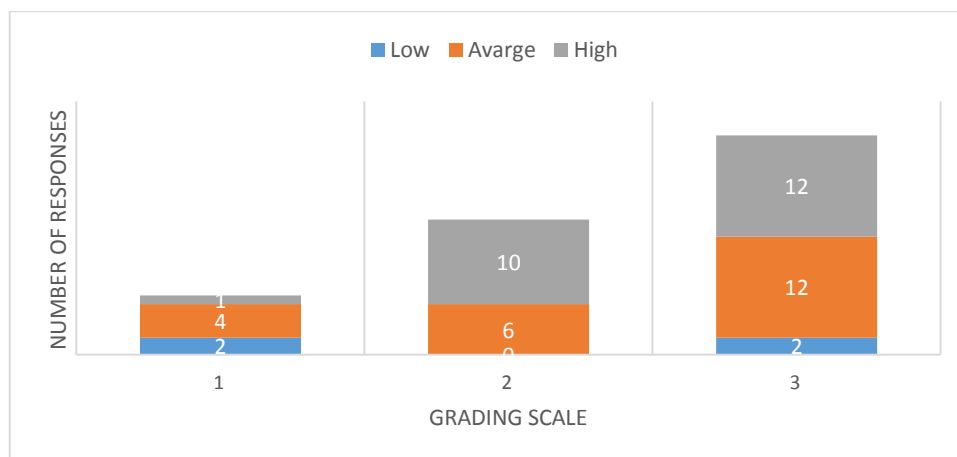

Figure 10. The degree of control and satisfaction with the adaptation process.

Source: Own research.

Based on the survey results, it can be determined whether the degree of control in the first days of work was appropriate from the employees' perspective. The majority of respondents (57.7%) assessed that the degree of control was appropriate for them. This indicates that most employees felt comfortable with the level of control or supervision. Less than half of respondents (42.3%) said the degree of control was not appropriate for them. The results are shown in figure 11.
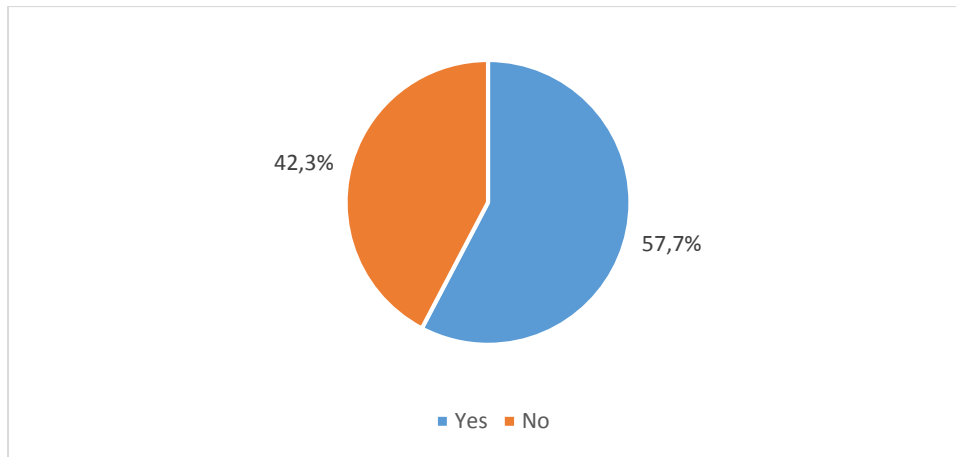
Figure 11. Degree of control.
Source: Own research.

It should be noted that the largest number of respondents had a high degree of control during adaptation (fig. 12).
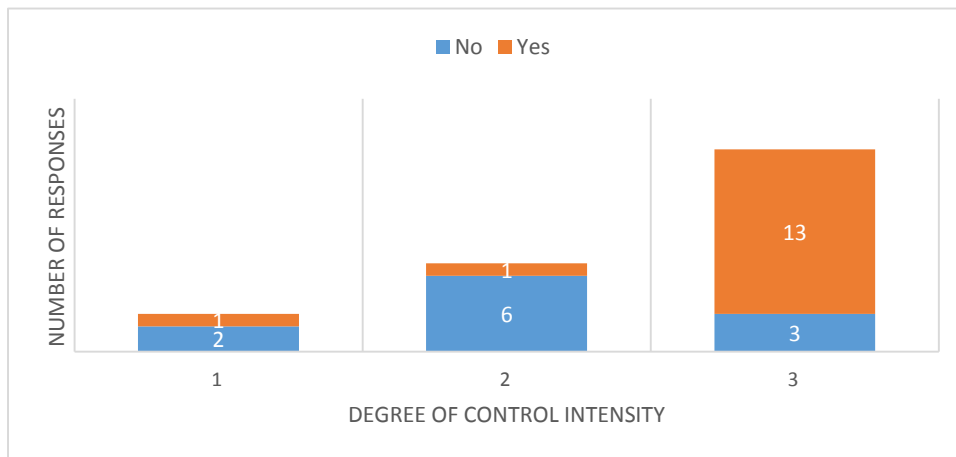

Figure 12. Degree of control and its acceptance.
Source: Own research.

5. Discussion

Research conducted among 350 Slovak organizations from various industries in 2017 revealed (Stacho et al., 2017) that the issue of employee adaptation is important and related to shaping organizational culture. Only approximately every fifth company presents a systematic and organized approach to this process. Important elements in an employee's adjustment to a new organization include learning about the system of tangible and intangible values, the organizational structure, including formal and informal rules, and recognizing his or her own status in the company.

The authors of the study (Chernysh, Kozyk, 2021), using the example of the adaptation process of managerial employees in the hotel industry, also note how important the role and responsibility of the person directly supervising the adaptation process is. These people, called mentors, not only supervise the employee, but also advise him, act as role models and support the new employee as his individual needs become apparent. Eliminating the stress of a newly accepted member of the organization by creating relationships in the new environment (Jiang et al., 2022) ensures his high productivity (Lapointe et al., 2014). The adaptation process should be systematized in organizational activities and maximally tailored to the individual needs of novices (Cai et al., 2023).

6. Summary and conclusion

Adaptation of a new employee is an important element of the functioning of every organization, it allows the new employee to quickly adapt to the environment and provide him with knowledge and skills to accurately and correctly perform his duties and tasks. To sum up, the survey results indicate that the process of adapting new employees to the company may be stressful, but most employees feel satisfied with the level of control and satisfaction of their needs. However, there is room for improvement, particularly in the provision of information and support activities, to ensure a more positive experience for new employees. The presented analysis of the collected data allowed for the following conclusions to be formulated:

1. Most of the surveyed people had received information enabling them to perform the assigned tasks.
2. Most respondents were assigned a person to supervise the adaptation process and in most cases this person was rated as helpful. It should be noted that not all new employees were assigned a guardian and it is important to remember to avoid such a situation in the future.
3. The majority of study participants described the adaptation process carried out in the company as sufficiently long, necessary and effective.
4. Most of the respondents received access to the materials necessary for learning during the training, but attention should be paid to the differences in the answers regarding the materials that can be used at work and the materials available for learning at home.
5. The company meets its obligations in terms of creating appropriate working conditions and training employees, providing instruction and instructions on safe behavior, because all new employees have undergone occupational health and safety training.
6. The largest group of employees assessed the adaptation process at an average level. It is worth noting that there is a group of employees who rated the process at lower levels, which may require further action to improve the process.

7. The results indicated that most employees experienced moderate to high levels of stress in their first days on the job. The first days at a new job are often stressful, which emphasizes the need for appropriate support and preparation of new employees for this period.

8. The majority of employees assessed that the degree of control in the first days of work was adequate. This indicates that most employees felt comfortable with the level of control or supervision presented during this period.

9. The main factors of effective adaptation include the assignment of a new employee's guardian, who ensures an appropriate level of control in the initial phase, which helps manage the new employee's stress level.

A socially responsible organization in the personnel sphere should ensure the highest standards, and this means meeting the needs of employees also from the first stage of their functioning in the organization.

The obtained results made possible to assess the effectiveness of the employee adaptation process in the selected trade enterprise. The main attention was paid to the elements of the process that the employer should consider careful so that new employees are in the result be fully prepared to perform their functions in the company. Further analyzes and adjustments to the adaptation process included in managing process may contribute to increasing employee satisfaction and commitment.

Due to assuming that the degree of meeting the needs of stakeholders in the adaptation process is also an indicator of the level of social responsibility of the company in the area of employees, the results obtained indicate a certain level of its implementation. Determining this level is a diagnosis and a starting point for taking management actions. In order to manage in a socially responsible manner, the company's management should consider whether the effects obtained in the current employee adaptation practices are sufficient, i.e. they contribute to increasing satisfaction with professional life and thus ensure an appropriate level of staff involvement for the company's needs. Then take corrective or preventive action.

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