Tampere University of Applied Sciences

Creating Orientation Process for Integrating New Employees to Work Community of the Company X

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ABSTRACT

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Creating Orientation Process for Integrating New Employees to Work Community of the Company X

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This thesis is written by international business student. Human resource management has always been very important subject to study, therefore writing about this subject was an easy decision. The thesis is made for company where I am currently working. Rapid growth has eliminated all orientation processes targeted to new employees and the employee experience has been forgotten. Problem seems to be that current employees in the company are too busy to arrange proper orientation for new employees. For this reason, the research is aiming to solve a problem how to integrate new employees into the company most beneficial and profitable way.

The research was conducted via online survey. Employees at the company are working all over Finland which this method was chosen to carry out the research. Ten different questions were asked from the employees to see where the company is with the orientation process at the moment.

The survey revealed that there is no orientation guide, employees are not receiving enough support and the orientation process is inadequate.

Orientation is the foundation of well working and successful company. Employees are the most valuable asset of the company and proper orientation should be number one thing.

Key words: orientation, motivation, well-being, employee, employee experience

CONTENTS

1 INTRODUCTION

Did you know that companies that invest on good employee experience, reported 22-38% higher commitment, productivity, closing percentage, less employee absences, resignations, and accidents at work? (Tenhunen 2016) Hiring a new employee is a two-way street. The company can benefit from the employee as well as the employee can benefit from the company. Mutual respect is key thing.

Goal of the thesis is to improve the orientation process and create orientation guide that integrates new employees at the company. Goal of the research was to collect as many responses as possible from the employees at company X to understand the current situation of the orientation process. After finding out what are the employee experiences regarding the orientation, this orientation guide was created where can be found all the valuable information the new employee might need.

From this thesis first can be found the research plan and following that the theoretical framework where subjects such as orientation, employee well-being, employee experience, motivation and occupational safety law are processed. After the theoretical part, it is time to dig into the actual research of this thesis. The nature of the research is qualitative. Research was conducted via survey and employees' answers are analysed during data analysis and in the results part. At the end can be found the recommendations and conclusions.

1.1 Background

Company X is rapidly growing company, and they are lacking proper orientation guide for employees. Few years back when the company was smaller, the job and the orientation was different level, and the company did not need it as much as now. The workload was smaller and only few employees were working at the time when the working methods where only discussed and agreed. This has stayed until this day even though number of employees has tripled. When company grows orientation guide is necessary and now the time has come.

The main issue in the orientation process was the lack of information about the company. The company will train you for the hired position but not for the company's culture, organization, or values. That lead to not really understanding how the company operates which I believe is very important. When employees do not understand the organization, how the company can expect them to perform the best way? The more comprehensive and thorough the orientation is, the faster the company will have productive employee and liability turns in to asset. Simply as that yet still hard for companies to understand. How can the company expect the best from the employee when the company do not bring the best?

We want those new employees feel welcome and appreciated at the new company. How we guarantee that employees prosper in the company as many years as possible? Employee experience is key thing today. If employee has great experience in the company, she/he wants more likely to keep working and developing the company.

We can see from the results of the survey that the level of the orientation is not where employees would want or need it to be. As one of the employee said well in the survey *"In the orientation process I would prove a lot. And it has improved but still there's a lot to do. We need to assign people to plan and execute the orientation, and time has to be allocated to the person to do so. There are two organisations in the company, and within those there are different units with different tasks, and all of them need their own orientation plans. There needs to be some sort of a monitoring and follow-up on how the orientation is going, and discussions with the new person one-on-one on how it's going."* (Sales Support Manager, 4,5 years)

1.2 Thesis objective and purpose

This topic is very close to my heart as I have experienced poor orientation in my current job. Therefore, I am writing about this in my thesis. I have determined to create better orientation guide that will help new employees to adapt and have a better employees experience in this company. Every company's goal is to have employees working there as long as possible and orientation is one way to invest

in that. So, it is safe to say that orientation is not one thing that company should save from.

The importance of this subject is great. When company grows rapidly it must take care of its employees and that starts with good orientation. Fast growing company naturally will have to hire new employees in fast phase. And typically, the situation in the company is chaotic at the time. This leads to lack of orientation as everyone is so busy to take the time thorough orientation requires and one that employees deserves. The company is blinded by chaos, and they do not know how to stop and see the affect it does on employees. This does not need mentioning but here we go. With this behavioural company cannot land as motivated, thriving, goal orientated and happy employees than one that focuses and appreciates new employee. Hiring a new employee is a two-way street. The company can benefit from the employee as well as the employee can benefit from the company. Mutual respect is key thing.

1.3 Goal of the research

Goal of the thesis is to create orientation guide that integrates new employees into the company X. Through comprehensive orientation employees integrates more deeply into the culture of the company. And with this we create more motivated employees that wants to work in the company longer. Another goal of the thesis is to improve the employee experience through this guide. According to HR manual book by Joki M (2018, 111) thorough and comprehensive orientation has positive impact on the employee satisfaction, and it integrates new employee faster to result-making employee for the company.

Orientation should be tailored specifically for the employee and for the company. It should be built in a way that it inspires and motivates the employee. As the goal is to keep employees working in the company as long as possible. Content of the orientation should be plan ahead and have it clear who oversees the new employee. In the orientation it is important to focus on the company's mission and vision and how they operate as a company. That way new employee knows how to represent the company and work knowing the company's values. Other things

that should be arranged are arranging time to get to know colleagues and their positions, have an orientation guide where the employee can always come back and check basic information, occupational safety, arrange on going orientation, company's rules, and regulations, check list what needs to go through and actually going it through. As well as making the employee feel supported, welcome, and have the opportunity to ask any questions. (Kunnollinen perehdytys kannattaa aina | Työterveyslaitos 2022)

1.4 Research questions

This research is aiming to answer one main question and three sub-questions. The main question is, how to create orientation process that integrates new employees in the company X? The three sub-questions are following; How to create orientation guide that supports the orientation process? With good orientation process, how does it affect on employee experience? And finally, how to ensure long lasting relationships between employer and employee?

With these questions the purpose of this thesis is to help new employees to integrate into the company. As orientation and motivation goes hand to hand the focus needs to be shifted towards orientation to guarantee employee satisfaction and motivation through many years.

1.5 Limitation

As the data was collected via survey one of the limitations can be the low number of answers in the survey. Link of the survey was sent via email to all employees as the employees are working all over Finland. If employees are not answering the survey immediately, it is easy to forget and not answer at all. Other limitation can be survey's open-ended questions. Most of the questions were open-ended questions and the questions can be misunderstood and either the answer is very thorough or not long enough. Therefore, the limitation can be quality and the amount of the answers as employees cannot be monitored when answering the survey.

1.6 Reliability and validity

Reliability and validity are concepts used to evaluate the quality of research. They indicate how well method, technique, or test measures something. (Middleton 2019) The goal of the survey was to gather information about the employee's experience about the orientation process they have had when they started the job. This was important to research first so it would be clear where the company is now with the orientation process and what parts need more focusing on. The survey received 50% responses of the total amount of employees at the case company which help the research to be reliable.

Most of the survey questions were open-ended questions to guarantee honest and personal answers. The goal was to have deep understanding how the employees are experiencing the orientation process. The survey was anonymous to ensure truthful and honest answers to improve validity. The survey was sent via email to gather as many responses as possible.

2 THEORETICAL FRAMEWORK

2.1 Orientation

What is orientation? Orientation is learning new things and utilizing information. The process is one of the most expensive processes in company and that is why the company should fully invest in it. Good orientation will support the employee during orientation process giving safe space to interact, learn, ask questions, and make mistakes. (Eklund 2020)

Orientation is key thing for many reasons when new employee is hired. Orientation introduces the company and the work tasks for the new employee. Orientation helps new employee to learn the work quickly and well. The goal is to give comprehensive orientation where mistakes are minimum, and the benefits of the employee should be maximum. (Joki 2018, 111)

Orientation should proceed step by step. First, welcoming the new employee into the company and getting to know him/her. At the first day introducing the orientation guide as well. It is important that the orientation is proceeding in slow pace so the employee can internalize everything. Other things the first part of the orientation should include are introduction of the company and the work tasks. Company's mission and vision, their history, employees' roles, and him/her goal in the company. (Joki 2018, 112)

There are certain factors that impacts how thorough and comprehensive orientation need to be. Work task, professional competence, work experience and age. Employee with more work experience and professional competence does not need as comprehensive orientation as employee with no previous experience or very little experience on the industry or work in general. The aspect of the orientation should be different with employees that come from different starting point. (Joki 2018, 113)

Orientation does not only consider new employees. Employees on their maternity leave or returning from longer trip can need orientation as well. The length of orientation is always in case-by-case basis. (Joki 2018, 112)

2.2 Poor and good orientation

2.2.1 Poor orientation

Orientation is more beneficial for the companies than many even realize. That is why many do not invest in the process enough. Well educated employees are more likely to stay in the company longer and working more effectively. On top of that study has shown that more motivated employees have straight impact on company's success. "*Companies that invest on good employee experience, reported 22-38% higher commitment, productivity, closing percentage, less employee absences, resignations and accidents at work."* (Tenhunen 2016)

In other hand poor orientation may have negative impact on the company and definitely for the employee. At very first day the employer should be there to introduce the company for the employee. The first feeling should be personal and getting to know the work culture. This is the first impression for the employee and the company should not ruin it. (5 Employee Orientation Mistakes Made By Employers - Hire Up 2022)

The biggest turn off is when the company is not prepared for the employee. Not making him/her feel welcome impacts straight to the employee experience and fortunately the first impression is rarely wrong. Basic things such as a desk, chair, mobile phone, and login information should be ready at first day. This is telling the employee that he/she is important part of the team. (5 Employee Orientation Mistakes Made By Employers - Hire Up 2022)

First day at work is like first day at school. Here comes handy the orientation guide where the employee can read all the important information at their own time. Everything at first may feel overwhelming so orientation guide gives the

opportunity to get to know the guideline and practices as slowly as the employee need to. (5 Employee Orientation Mistakes Made By Employers - Hire Up 2022)

Us humans we make our own busy schedules and make ourselves busy. Anyhow, in the orientation process we should not be in a hurry. The whole idea of the process is to make the employee feel as welcome as possible and so forth the company should name a person who is responsible for the new employee. This person needs to be there to greet and guide through the day. This person should be available at all times even after the official orientation has ended. It is important that the new employee feel that she/he can ask anything at any time and have as a support. (5 Employee Orientation Mistakes Made By Employers - Hire Up 2022)

2.2.2 Good orientation

Good orientation is clear, well planned and consistent. The company need to make time for the orientation process to make it profitable. The orientation process needs to be transparent, fair and coherent. Good orientation process is where the employee understands what parts the process is including. The better the employee in the orientation understands basics of the process the more likely the employee is ready to commit to the company. (Eklund 2020)

Meaning of good orientation is great. It gives good foundation for the work and upcoming tasks. It helps the employee get faster hang of the work and to be profitable member at the company. Good orientation impacts on the employee motivation and experience which has straight impact how long the employee is going to work at the company. Good orientation will also create good company image which will help with upcoming recruitment. (Millainen on hyvä perehdytys? 2020)

Investing in good orientation has significant advantage for the company. In other hand with poor orientation can have crucial results and financial losses for the company. End of the day with poor orientation the employee is not going to prosper at the company very long. (Millainen on hyvä perehdytys? 2020)

2.3 Orientation guide

Orientation guide should be there to support the orientation process. Orientation guide should include information about the company, organization, employees' positions, rules and regulations and everything that is important to know about the company. The guide could also include the orientation process. This way the new employee will feel more welcome, and she/he will know what to expect from the upcoming process. As the orientation guide is important part of the whole process the step-by-step orientation process cannot be forget. Clear check list should be made. First, going through the business. Second, company's organization and personnel. Third, company's operating methods. Fourth, company's premises. Fifth, working hours. Sixth, salary related matters. Seventh, occupational safety and health care. Eight, getting to know employees own work environment. Ninth, job related tasks. Tenth, training and internal communication. Eleventh, other things such as hobbies, employee benefits and well-being. (Joki 2018, 115-119).

2.4 Employee well-being

Employee well-being goes hand in hand with orientation and it is as important. Employee well-being has straight impact on company success. Employees who feel satisfied in the company are giving better customer service and happy customers buy more products. The main thing in employee well-being is that employees feel satisfied with the work, is active at work and home along with high tolerance of stress and pressure. In other words, the bottom line is to stay motivated at work and maintain good energy (Andersén 2020)

2.5 Employee experience

Employee experience work in many stages. It starts when employee sees the job opening and ends when the employee leaves the company. Everything employee

sees, feels and does is affecting the employee experience. According to Morgan (2017) the author of Employee Experience Advantages, companies that invest in employee experience are 4 times more profitable than those who do not. This is telling us to take action and start investing into employees and their experiences at the company.

"In a world where money is no longer the primary motivating factor for employees, focusing on the employee experience is the most promising competitive advantage that organizations can create." (Morgan 2017) As the author Morgan (2017) said, we need to start focusing on the employee experience. When the target company is rapidly growing company this is the time to do so. When the company is at the starting point and there are only few employees, the change can be done more easily. And then when the new employees arrive, they can have the best employee experience from the start. As one of the employees answered in the survey. *"Orientation guide is missing. Information about where to go, what things I should be familiar with, what has already been familiar enough and what is yet to be familiar. Who oversees the orientation and what the schedule is? I would like to have feedback how am I doing, what am I doing well and what do I need to improve."* (Sales Assistant, five weeks) This was not the only feedback the survey got from this subject. This only proves how badly the company need the orientation guide.

2.5.1 The 5 stages of employee experience

Recruitment	This includes all the steps that lead to hiring a new employee. Considerations are how long it takes to hire, how much it costs to hire, the rate of offer acceptance, and the hire's quality. Were your job ads attractive and clear enough to catch the attention and applications of the best candidates? Did your interview process engage and reassure great candidates so they quickly accepted your job offer? How was the entire candidate experience?
Onboarding	A new hire gets up to speed with the systems, tools, and processes and comes to grips with the role's expectations. Most new employees need "ramp time" to get up to speed and become productive in their job. Obviously, the quicker they can do this, the more profitable it is for your organization. An effective onboarding process translates someone's initial enthusiasm for their new job into a more meaningful, long-term connection to the brand and a commitment to doing great things while they're there.
Development	Employee development is an ongoing stage in the employee journey, with individuals developing at different rates across a variety of skills. As employees develop within their roles, you need to quantify their productivity, ability to be a team player, and promotion aspirations. You also want to offer them the chance to expand their skill sets, an increasingly important differentiator for many employees looking to have a "portfolio career" consisting of many different experiences.
Retention	Employees are now fully ramped and integrated into the organization. With a strong people retention strategy, you can keep them performing, developing, and contributing to the company's success, as well as ensure they're inspired by and connected to the company's core vision. It makes economic sense for a company to do all it can to keep hold of existing employees. It can cost up to 50%-60% of an employee's annual salary to replace them.
Exit	Employees can leave for a whole host of reasons: They may retire, move to another employer, or make a life change. Every employee will leave your company at some point, and finding out why is an opportunity to improve and develop the employee experience for current and future employees. Leavers may be more candid in exit interviews about why they're going as they may feel they have nothing to lose by being brutally honest.

(What is Employee Experience (EX)? - Qualtrics, n.d.)

2.6 Motivation

Motivation forms from three different needs. Achievement, belonging and the need of power. (Löydä oma työmotivaatio työsi merkityksestä 2022) Leaders play the biggest part in company when comes to motivating employees. (Joki 2018, 124)

Management has big part when creating motivational and goal orientated employees. The goal is to motivate employees to keep them at the company as long as possible by encouraging them for good performance, creating environment for growth, development, and experiences of success. This is applying for yet to come employees as employers need to lure them into the company. (Joki 2018, 123) Even though leaders have big responsibility when come to motivation, employees can motivate themselves as well. It is important that the employee finds the job meaningful. Motivation and well-being grow when the employee knows the relevance to others. Own attitude is important as well. Employee should focus on the positive side of things. (Löydä oma työmotivaatio työsi merkityksestä 2022)

There is a big impact on how work community is managed. Leader's mission is to share information, create open atmosphere and encourage employees as individuals and as a group. It is leader's responsibility to motivate employees on its own examples and actions. Good leader is honest, open, self-confident, persistent, reliable and even-handed. (Joki 2018, 124)

There is no one way to motivate employees. Everyone should be seen as individuals and find the right angle to motivate them. Some work might not challenge one employee enough when for other employee it might be too much. It is important for employers to recognize different personalities and find the way to motivate them. (Löydä oma työmotivaatio työsi merkityksestä 2022)

2.7 Occupational safety law 2002/738

In Finland there is occupational safety law that obligates many employers to organize thorough orientation. The employer is responsible of the orientation structure, implementing and supervising it. Below can be found the law more detailed.

14 § Employer has to offer orientation and guidance for employee.
14 § 1 mom. Employer has to offer essential information about danger and disadvantages of the workplace. Additionally, employer must make sure that the professional competence and experience is consider by following:

1. The employee has comprehensive orientation for the job, working environment and equipment.
2. The employee is receiving guidance and education about the dangers in the workplace to avoid them.
3. Employee is receiving guidance for adjustments, cleaning, maintenance and repairing for exceptional times.

(Perehdyttäminen ja työnopastus - Ennakoivaa työsuojelua - Työturvallisuuskeskus 2022)

3 CASE COMPANY AND DATA COLLECTION

3.1 Case company

The case company is working in import and wholesale since 2001. The company is growing rapidly, and they have 40 employees today. The number of employees has tripled in few years due to rapid growth. When the company was smaller, they really did not need the orientation process as much or at least they did not know any better. As the number of employees has increased in short period of time there must be a guide and process, they can follow.

As mentioned earlier, because of the increased number of employees specifically for this company it is highly important to create the orientation guide now, so employees know how to work towards on the company's goals. Everything starts with the orientation guide and process the employee experiences. Through those the employee is having a good or bad experience and that will affect on how long the employee will work for the company. When reading the answers of the survey, few employees have had negative impact on their satisfaction at work because of the current orientation process. These employees are more likely to leave the company faster to seek for better environment to work. This sums up the fact how badly the company needs this.

3.2 Data collection

Data was collected via survey. This method was chosen as the employees are working all over Finland, so this was the most efficient way of conducting the research. The survey was up from January 21st to February 11th. Most of the questions where open ended questions which gave room for the employees tell about their experience and thoughts. Survey had only two questions where the employee needed to give points on scale one to ten. "I know the company's strategy and values? Scale 1 to 10" and "Was the orientation comprehensive enough and was enough time spend on it? Scale 1 to 10"

The goal of the survey was to gain as many answers as possible. Based on the answers we have understanding what the situation is that we are in right now and what parts need more focusing. The survey got 18 responses and it can be seen that the answers where very honest and not so positive as could be expected. Even though the outcome was not very positive, it is only telling us that this process came in the right time. Based on the survey we can start developing the orientation process and really focus on the company's weak spots.

The average time spend on the survey was 10 to 30 minutes. Some of the employees really took the time and answered very thoroughly and others were faster.

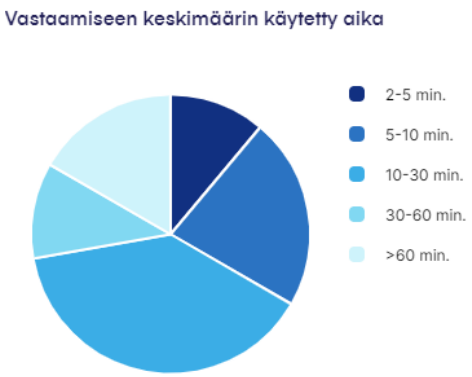

FIGURE 1. Average time used to answer the survey. (Survio 2022)

3.3 Survey

The survey was conducted via My survio website. This platform was chosen because it was free, easy to use and easy to collect the data. This site was very good especially for open ended questions. Open ended questions were chosen because the goal was to have very honest picture of the experiences from the employees. At the beginning it is important to know where the company is so the process can be improved. In total there was eight open ended questions and two questions where employees rated their experience on the scale of one to ten.

Below can be found the questions of the survey.

1. What is your position in the company and how long have you been working there?
2. What kind of orientation you have had in company X?
3. What was good in orientation?
4. How would you improve the orientation process?
5. Was the orientation comprehensive enough and was enough time spend on it? (Scale 1-10)
6. Have you noticed that orientation have had any impact on your satisfaction at work? (Good or bad)
7. What was your first impression of the company based on the orientation?
8. Did you get enough support during the orientation?
9. I know the company's strategy and values? (Scale 1-10)
10. How has the company motivated you in your job?

4 DATA ANALYSIS

Main points of the research are analyzed in chapters below. Such as orientation experiences by employees, support during the orientation, how to improve the orientation process, what is good about the process, how comprehensive the process is, and motivation together with company's strategy and values.

4.1 Orientation experiences by employees

There was huge variety of what kind of orientation the employees have had when they started but few things were cohesive with everyone. There was no assigned person who was responsible for the new employee, there was no support during the process and either there was no orientation at all, or it lasted only few days and then the employee needed to manage on their own. As one of the employees stated *"Quick introduction of the position and immediately doing the work by myself"*

There seems to be different experiences when comes to orientation in this company. I believe that different starting points and different work experiences are affecting in this. Employee who has work experience from different companies think that the orientation process is not comprehensive enough and those who do not have any other experience from proper orientation do not have anything to compare this company's orientation process with. And with that said, we all have different personalities, experiences and backgrounds and we experience things differently. With this reason orientation process should always be planned for the specific employee looking at the starting point where the employee is at.

4.2 Support during the orientation

Employees do not receive enough support during their orientation process. Few survey answers below form employees.

“No, I did not have enough support during the orientation. There was too little time, and the company was on the starting point to orientation to be even closely comprehensive enough. A lot has improved after year 2020” (Product manager, 5 years)

“No, but there can be support, when you know how to ask for it.” (CEO, 15 years)

“The few orientation days we had were really intensive and I don't think there was much room to go into specifics or details. However, everyone offered to give support whenever I might have some questions, so in that sense I think the support is there if I just know what to ask. I fear more that there will be things I don't even realize I need to ask and have been left untold.” (Product Manager, 1 month)

These answers sum up the fact that employees are not having enough support during the process. Even the CEO of the company have not had enough support and that can even reflect on the fact that the company is not offering it. As CEO and Product manager said that there is support if you know how to ask for it. New employee should not be the one who has to ask for support during the orientation process. If the employee does not get enough support automatically from the company, it will definitely affect on the employee experience as well as on the motivation to work in the company. When the starting point is at this point it is not wonder if employees have lack of motivation at their work.

4.3 Improving the orientation process

How to improve the orientation process gathered very good answers. Many where same ideas that I had thought about before writing this thesis and orientation guide. Clearly other employees have had the same thoughts about the current orientation process. Few comments to point out. *“Introduction of the whole process is missing. Easier to think about what to do and why. In addition, more general things could go through”.* (Import Purchaser) and other; “*For every new employee should be pointed out one person who oversees her/him, someone that the employee can turn to after the official orientation. This way even the employees that are shyer can ask for help.”* (CEO, 15 years)

Current employees clearly feel that the process was not what they expected. It is clear that if you do not have anything to lean on, a person or a guide, it can feel quite lonely with the new job. As can be seen from the answer of Product development assistant *"Basic information should be available at all times in writing. Help should be available always when there is need.* The support and help are needed in every department and there should be one orientation guide and process in each department.

Main things that the employees need to be improved are orientation guide for basic information in written and available at all times and one person who oversees new employee and who is giving the support that he/she needs during the whole process.

4.4 Good about the orientation process

Although there was a lot of negative feedback and feedback about what need to be improving, it was not all bad. Current employees really appreciate the fact that the company is offering a lot of responsibility to all who wants it. As the company is developing, everyone's ideas and suggestions are taken into account, and this is getting a lot of good feedback. The company's atmosphere is very flexible and open. It is possible to impact on your own work and the space to grow is given to everyone. As I would say that there are endless possibilities, and the employees knows it which can be seen from few survey answers below *"Company has motivated me by giving more responsibility as well as positive feedback. I got the support, feeling that my opinion and work is valued. We have great, close-knit team that I enjoy working in. Overall, I find this occupation meaningful, and that keeps me going."* (Sales Support Manager, 4,5 years)

*By giving me the freedom to do the job in a way that feels best for me and giving me the chance to use my expertise and focus on the fields that feel interesting to me. (*Product Manager)

4.5 Comprehensive orientation

As from the Figure 2. can be seen six out of eighteen employees gave eight to ten points on orientation being comprehensive enough. Over ten other employees felt different, and they were not satisfied of the length and content of the orientation process. When over 50 % of the employees are feeling that orientation process is not comprehensive enough it has to affect on the employee's productivity, motivation, experience, and well-being. This way the company will have ineffective employees that are not bringing the money into the company. But if the company is investing in the length and quality of the orientation process they will have productive employees in faster phase and it will cost less money for the employer.

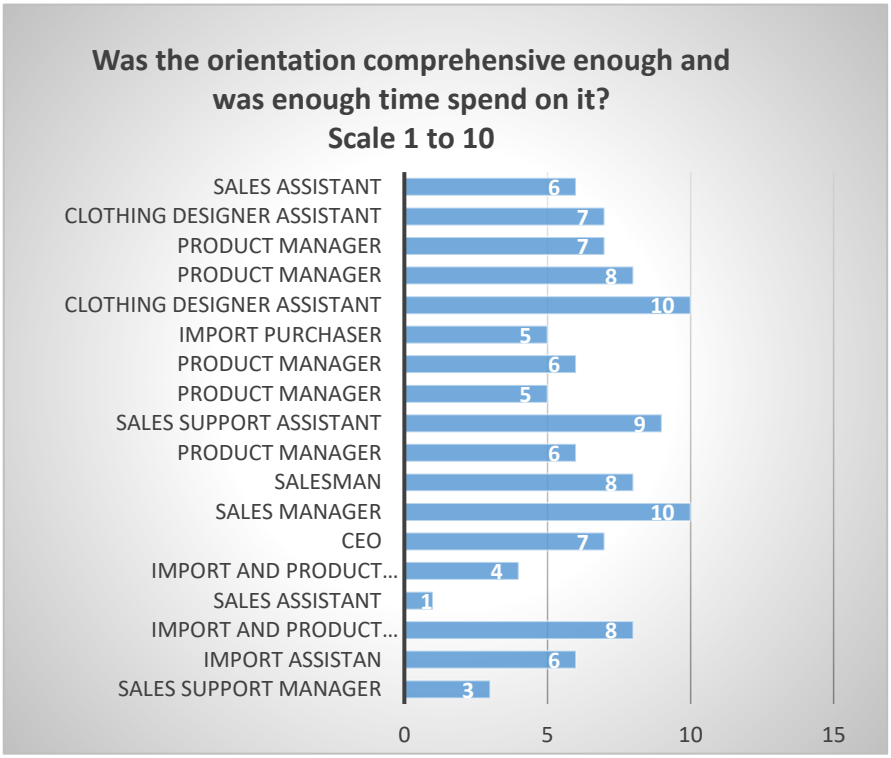

FIGURE 2. Thorough and comprehensive orientation

4.6 Motivation

Biggest sources of motivation are clearly employers trust and responsibilities received from management. The company gives lot of freedom and responsibilities for employees, and this has worked successfully motivating the employees. Additionally, friendly and helping colleagues, chill atmosphere, good employment benefits and adequate salary has motivated employees. *"By giving me the freedom to do the job in a way that feels best for me and giving me the chance to use my expertise and focus on the fields that feel interesting to me."* (Product manager, 1 month) Even though orientation process has its faults, employees still feel motivated by other factors.

Based on the results employees feel motivated, but it is clear that lack of support, short orientation process and missing orientation guide is reducing the motivation automatically. The difference between employees that has been working longer period in the company and those who has started working there less than year ago is big. I believe that employees that has worked longer have accepted that things will not change, and the current process is good enough. The longer employees spend in the same company the easier it is to get blinded when some process or standard need to be updated. After all most people do not like change. When other hand newer employees remember the orientation process clearer. They have the ability to question these processes more as they have changed companies more recently than others. They still have their experiences in fresh memory from current and previous work.

4.7 Company's strategy and values

Employees were asked to think of the beginning of the orientation process if the company made clear its strategy and values. As we can see from Figure 3. below, almost all who gave ten points in this inquiry were manager level employees. Few employees gave even five or less points as can be read that they barely know about the company's strategy and values. At the very first day the company should make clear the strategy and values so new employee know exactly what company he/she is working on. At the end employees are presenting the company so they should least know what they are presenting.

FIGURE 3. Company's strategy and values

5 RESULTS

All in all, we can see from the analysis that orientation process is too narrow, employees do not receive enough support, and orientation guide is missing. With all these factors employees will not prosper at the company very long.

5.1 Support during orientation

Many employees said that they are not receiving enough support. When starting a new job, the support is very important. Without that the motivation start to decrease and employee experience will not have a good start. New employee may feel unwelcome and not appreciated when there is lack of support. More than one employee answered that the orientation process has had negative impact on the satisfaction at work. Employee should not need to ask for the support, but it should be provided at the very beginning and through the whole journey. As the lack of support leads to lack of motivation the leaders of the company are in charge. It is the leader's responsibility to create motivated, supportive, and creative atmosphere at the company. (Joki 2018, 124)

As read from the article 5 Employee Orientation Mistakes Made By Employers - Hire Up 2022, first day of work is like first day at school. Everything being new and scary the support should be there right away. Signing a person who is responsible for the employee gives the feeling of support immediately and makes the employee feel welcome.

Lack of support has a straight effect on the employee experience. According to Morgan (2017) It is no wonder that if employee is not receiving the support she/he needs, the experience in the company is not as good as it could be. More likely that employee is not going to feel satisfied working at the company and will look for another job in few years.

5.2 Orientation process

The main issue in the orientation process was the lack of information about the company. The company will train you for the hired position but not for the company's culture, organization or values. That lead to not really understanding how the company operates which is very important. This way the orientation process is slower and leads to many misunderstandings, stress and frustrated situations. It is safe to say that doing the process this way, it is more expensive for the company. As from the Figure 3. can be seen, only six employees gave eight to ten points on the survey question, is the orientation comprehensive enough and was enough time spend on it. All other 12 employees felt different. Many said as well that the orientation focuses on the wrong things, and it is not comprehensive enough.

In the orientation process there should be processed following things. Guidance of employees own work tasks, company's rules, and regulations, getting to know working equipment's and occupational safety. (Perehdytys - Työelämään.fi 2022) Only few days lasting orientation cannot include all these steps, or the steps are going through too fast. For the orientation process should be booked enough time so there is no rush to go through essential information.

From the paragraph 3.4.1 The 5 stages of employee experience can be seen the steps of where the employee experience starts and where it ends. In this process all these five steps are as important when comes to the experience that the employee is experiencing and through that employee's interest and productivity increases. (What is Employee Experience (EX)? – Qualtrics, n.d.)

5.3 Orientation guide

With this new orientation guide, new employees are integrated into the company more beneficial way. They feel more welcome as there is one person to greet and showing them around in the office at first thing in the morning. Employees will have comprehensive information about the organization and the company. This

helps them to get to know the operations, how they operate, colleagues and everything regarding on the company's way to work. First impression is the key and its effects on the employee experience which effects on the decision how long the employee is willing to work in the company. Employees are the most valuable asset of the company, and the goal is to build employee relationships as long as possible.

Orientation guide need to be updated and developed regularly. With good orientation guide the company can have competing advantage at the market and it will have positive impact on the employer image. Orientation guide should answer five questions. **Who** oversees the new employee? **What** are the key things that should go through? **When** are these things processed and how long it will take? **How** is the orientation implemented? And **whom** the orientation is addressed? (Eklund 2020)

Orientation process check list was created to support the orientation guide. See appendix 4. Every time new employee starts working at the company, the employee who oversees that employee fills out the check list. This way the orientation can be go through step by step and all areas are covered. It starts before the employee starts the job and it ends with evaluating the orientation process. All steps require date when one step is covered, comments how the employee is doing and finally signature. Person who oversees the employee will fill out the form. This check list has taken influence from Joki (2018, 115-117).

Orientation guide is where all essential information can be found, and the orientation process check list is used to going through the orientation process thoroughly and not too fast.

6 CONCLUSION AND RECOMMENDATIONS

6.1 Results

Results from the research were missing orientation guide, lack of support and orientation process being too inadequate. Having this orientation guide employees feel more welcomed and more prepared for the job they are hired for. Knowing company's rules and regulations helps to understand how the company operates.

Another result the survey produced was the lack of support. Employees need to know how to ask for the support because the company is not offering it. This have had negative impact on the employee experience and employees does not feel welcome or wanted.

Final finding was that the orientation process is inadequate. There is no clear process to follow or person who is signed to oversee the new employee. The whole process is confusing for the new employee and for everyone else as well.

6.2 Recommendations

As a recommendation for the company. Orientation guide should be updated regularly, and it should be available for everyone at the company. One person should be responsible of the new employee and have a clear structure how the orientation is proceeding. The first day should be fully spend with the new employee. Introducing the employee for everyone, giving thorough presentation of the company, going through work tasks that are related of the work position, going through systems in use and have a time for any questions. At the first day there should not be any actual work. Employee should have the opportunity to get to know everything is slow phase. Basic essential equipment's should be ready at first day. Such as desk, chair, phone, and login information.

Employee experience is other thing that the company should focus on. Focusing on that the company will have more motivated, productive, and profitable employees who are willing to work and develop the company longer. Employee experience can be improved by making the employee feel welcomed, respected, and valued. The way the employee is experiencing the whole orientation process and the time working after that is directly affecting employee's motivation working at the company. So, focusing on the employee experience will improve employee's motivation as well.

Clear step by step process should be presented how the orientation process is proceeding and what are the subjects that are handled during the process. This way the employee knows what to expect and helps him/her to keep in touch with everything. In addition, this helps him/her to understand and internalize the process and subjects better. Which leads to the employee being more prepared for the upcoming tasks.

6.3 Conclusion

Finally, this subject can be research forever. Orientation is on-going process and developing the system should never stop. New and old employees need the orientation as much but just different way. Making these changes that are recommended for the company they should have more satisfied and motivated employees who are willing to work at the company longer and towards the company's goals, productivity and profitability increases and unnecessary absences are reducing.

In the future the company should focus more specifically for the employee's motivation. What is the main reason of the lack of motivation and are employees even leaving the company because of it? As employee experience goes hand in hand with motivation, these subjects need more researching. What are the biggest mistakes the company is doing in these areas and what is the price the company is paying from these mistakes?

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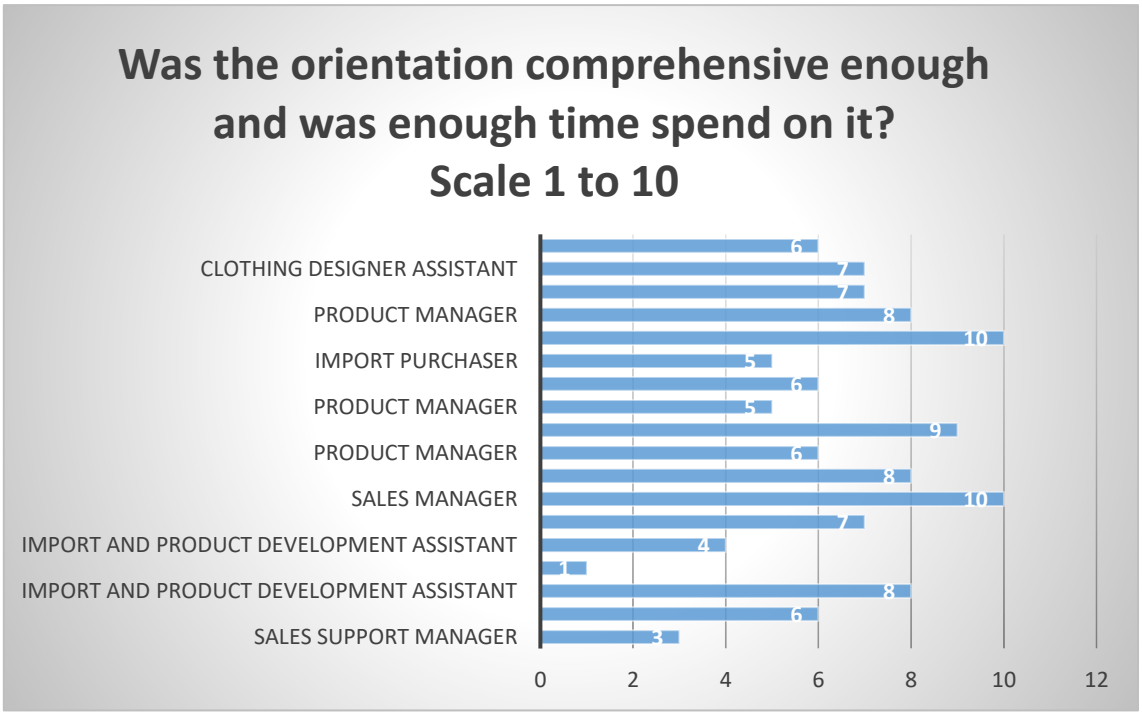
APPENDICES

Appendix 1. Research questions

1. What is your position in the company and How long have you been working there?
2. What kind of orientation you have had in company X?
3. What was good in orientation?
4. How would you improve the orientation process?
5. Was the orientation comprehensive enough and was enough time spend on it?
6. Have you noticed that orientation have had any impact on your satisfaction at work? (Good or bad)
7. What was your first impression of the company based on the orientation?
8. Did you get enough support during the orientation?
9. I know the company's strategy and values?
10. How has the company motivated you in your job?

Appendix 2. Paragraph from survey



Appendix 3. Survey Company's strategy and values

Appendix 4. Orientation process

PEREHDYTYKSEN KULKU

Työntekijän Nimi:

Vastuuhenkilö:

Ennen työn aloittamista	Suoritettu (PVM)	Kommentit	Allekirjoitus
1. Perehdytyssuunnitelman tekeminen 2. Työntekijän opastaminen ennen työn aloitusta			
Työn aloitusvaiheessa			
3. Yrityksen toiminta, tilat, asiakkaat 4. Perehdytys vastaava 5. Työntekijät ja tehtävät 6. Työpaikan toimintasäännöt 7. Työsuhdeasioiden läpikäyminen 8. Työhyvinvointi ja siihen opastaminen 9. Talokirja			
Tehtäväkohtainen työnopastus			
10. Työtehtäviin tutustuminen 11. Työvälineet 12. Työaika, työvuoro, tauot, poissaolot 13. Sisäinen kommunikointi 14. Työtehtäviin perehdyttäminen			
Perehdytyksen jatkaminen työn ohessa			
15. Perehdytyksen jatkuvuus 16. Palautteen antaminen ja tuki			
Perehdytyksen arviointi ja kehittäminen			

17. Arviointi ja kehittäminen 18. Perehdytyksen jatkuvuus			

Appendix 5. Orientation guide

TALOKIRJA

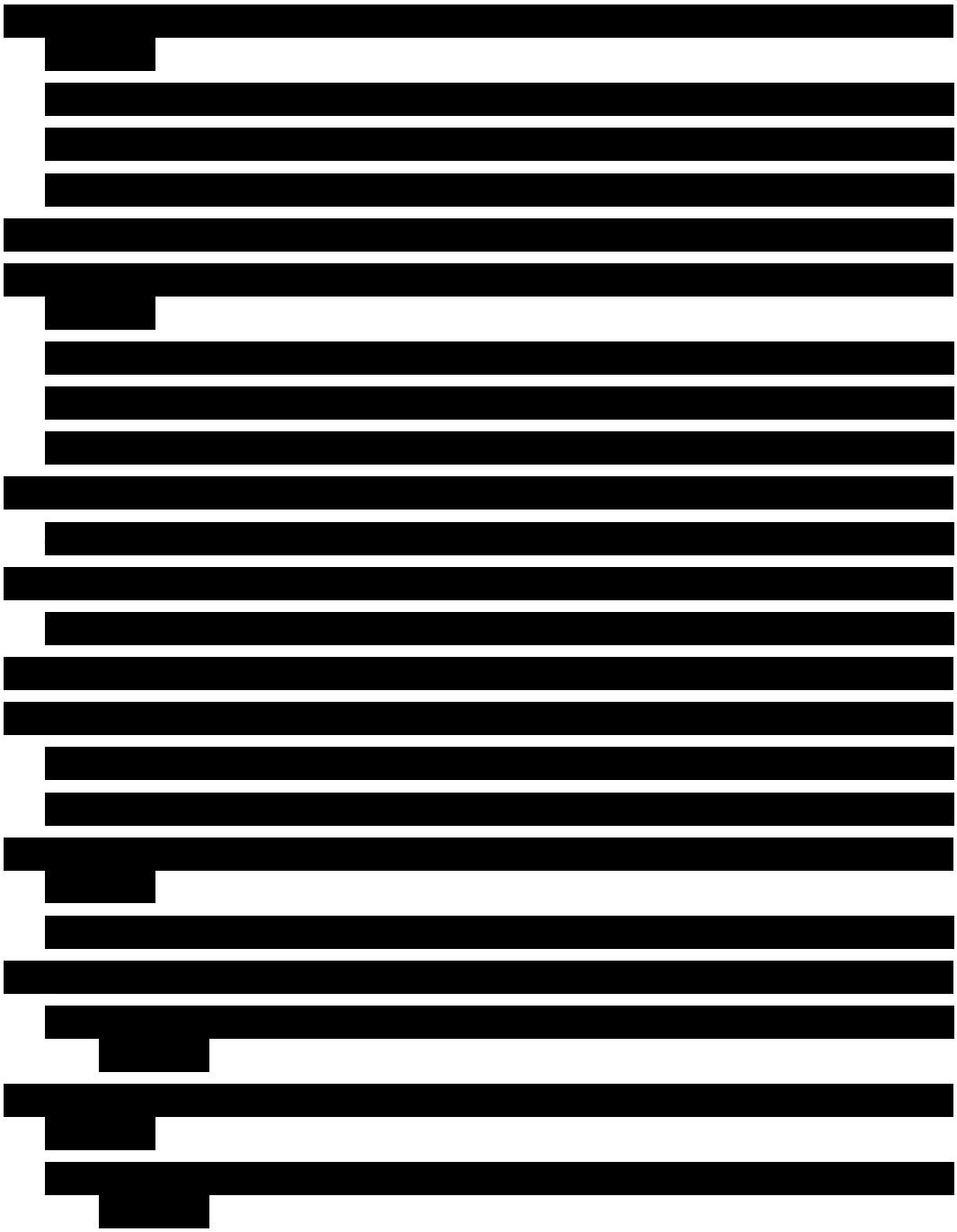
ESITTELY

Tämä talokirja on tarkoitettu oppaaksi kaikille [redacted] työskenteleville erityisesti juuri yrityksessä aloittaneille. Tämä talokirja sisältää tietoa [redacted] meidän pelisäännöistämme sekä ohjeita ja toimintatapoja.

[redacted] työntekijänä olet osa kasvavaa yritystä.

Hyvä työntekijä on ahkera, rehellinen sekä tiimipelaaja.

CONTENTS



[redacted] / KETÄ ME OLEMME

[redacted] on maahantuoja sekä tukkuliike, joka toimii koko Suomen alueella. Yhtiö on [redacted] vuoden 2019 syyskuusta alkaen. [redacted] on harjoittanut maahantuontia ja tukkukauppaa vuodesta 2001 aputoiminimellä [redacted] Yrityksessä työskentelee tällä hetkellä noin 40 työntekijää. Toimipisteet sijoittuvat Ouluun, Ylivieskaan, Kokkolaan, Vantaalle sekä päätoimipaikkaamme Lempäälään.

31.1.2022 päättyneellä tilikaudella liikevaihtoa kertyi 37,3 miljoonaa, edellisenä vuonna liikevaihto oli 22,8 miljoonaa euroa.

[redacted] arvot

- Tehokas: Luotettava hinta/laatusuhde
- Yhteistyö: Arvostamme kaikkia sidosryhmiämme sekä kilpailijoitamme
- Luotettava: Asiakaspalvelua ammattitaidolla

Työpaikkakulttuuri

Työyhteisönä olemme rento, avoin sekä luotettava. Hierarkiaa yrityksessä ei ole juurikaan ja tämä onkin meidän yksi vahvuuksistamme. Pyrimme siihen, että asioista voidaan puhua avoimesti sekä asioihin on mahdollisuus vaikuttaa.

[redacted] panostamme yhdessä tekemiseen sekä yhteisten tavoitteiden saavuttamiseen. Tiimissä teemme asioita yhdessä sekä autamme aina toinen toisiamme, kun apua kaivataan.

[redacted] **KONSERNI**

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[redacted] TOIMINTASÄÄNNÖT

Yleiset toimintasäännöt

1. Työntekijän velvollisuus on noudattaa esimiehen ohjeita.
2. Töihin tullaan ja töistä lähdetään työvuoron mukaisesti. (8-16) Mahdollinen liukuva työaika on sovittavissa lähiesimiehen kanssa.
3. Yhden työntekijän tulee olla aina tavoitettavissa 8-16 välisenä aikana. (asiakaspalvelu)
4. Etätyönmahdollisuus kun työntekijä pystyy toimimaan itsenäisesti.
5. Perhevapaat (äitiys-, isyys-, hoito- ja vanhempainvapaat sekä muut vapaat) on sovittava viim. 2 kk:ta ennen aiottua vapaata. Lähetä vapaa-anomus Sympassa, ja toimita samalla perhevapaan kokonaissuunnitelma.
6. Siisteys: Henkilökunnan sisäänkäynti, osastot ja käytävät ym. pidetään siisteinä ja viihtyisinä. Huolehdi omalta osaltasi myös kahvihuoneen siisteydestä. **Tiskaus kuuluu kaikille.**
7. Paloturvallisuus: pelastustiet ja käytävät on pidettävä esteettöminä aina.
8. Työaika alkaa, kun avaat koneen ja kirjaudut leimausjärjestelmään Timeconiin. Ohjeet löytyvät kappaleesta kahdeksan kohdasta 5.
9. Irtisanoutuminen tulee tehdä aina kirjallisena. Irtisanomisaika on määritelty erikseen työsopimuksessa.

Matkalaskut

Matkalaskujen kirjaus tapahtuu osoitteessa:

Työterveys

Työterveytenä toimii [redacted] Asioinnin helpottamaksi lataa [redacted] Appi puhelimeesi. Työterveyssopimuksen sisällöstä kysy esimieheltäsi.

10 TYÖTURVALLISUUS

Työntekijälle annetaan työpaikan avain sekä hälytyslätkä. Viimeinen henkilö, joka poistuu toimistolta, huolehtii toimiston valot pois, ovet lukkoon sekä hälytyksen päälle. Hälytysten päälle sekä pois laittaminen ohjeistetaan erikseen.

Aina koneelta poistuttaessa, laita kone lukkoon. Työkoneella säilytämme erittäin arvokasta tietoa sekä tärkeitä järjestelmiä. Koneen lukituksella varmistamme, ettei tieto joudu vääriin käsiin.

Palohälytyksen sattuessa poistu aina lähimmästä ovesta ulos, älä palaa takaisin sisälle ennen kuin lupa on myönnetty. Yhteinen kokoontumispaikka on [redacted]

Katso turvallisuusvideo ennen töiden aloittamista.

Lait

Työpaikalla sovellamme työlainsäädäntöä, ympäristölainsäädäntöä, kuluttajansuojalakia sekä turvallisuuslainsäädäntöä.

11 HENKILÖKUNTAEDUT

Removed from the thesis by the request of the concern.

Lisäksi [redacted] tarjoaa työntekijöilleen osteopatiakeskus Valossa käyntejä, virkistysiltoja sekä pelivuoroja. Työhyvinvoinnin parantamiseksi otamme aina vastaan uusia ideoita.

Henkilökuntaetu ja alennuskäytäntö

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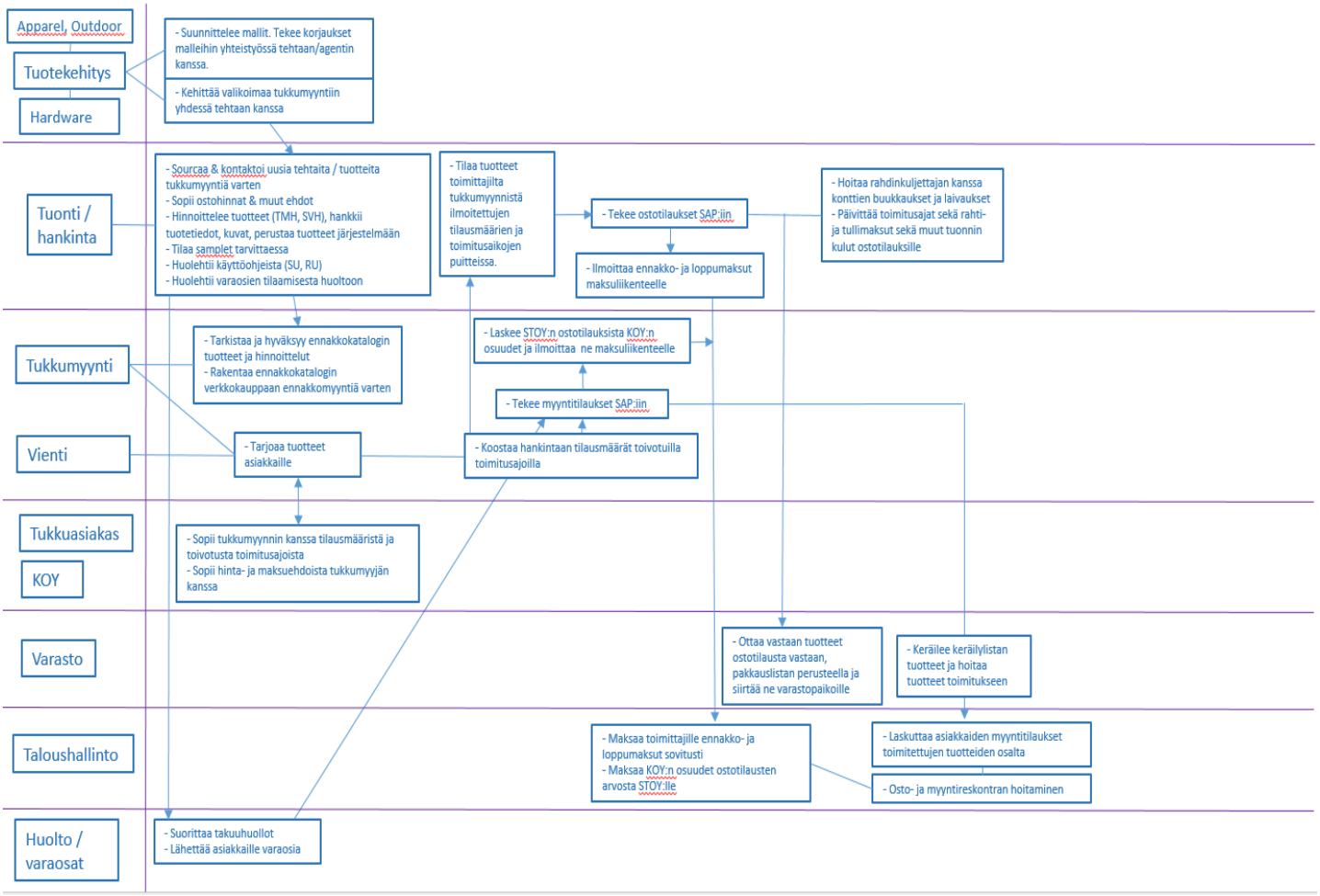
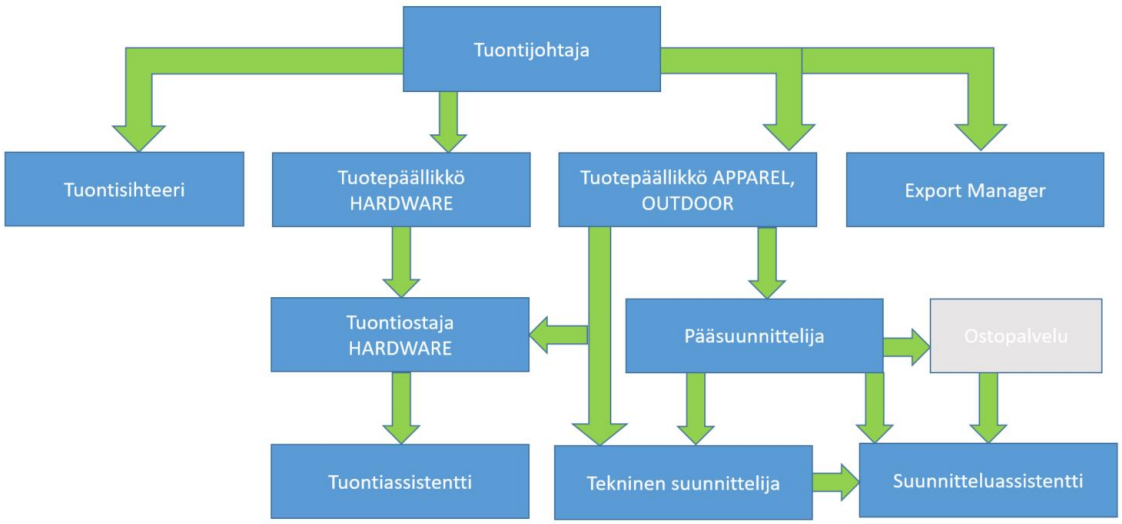
12 PROSESSIKUVAUS

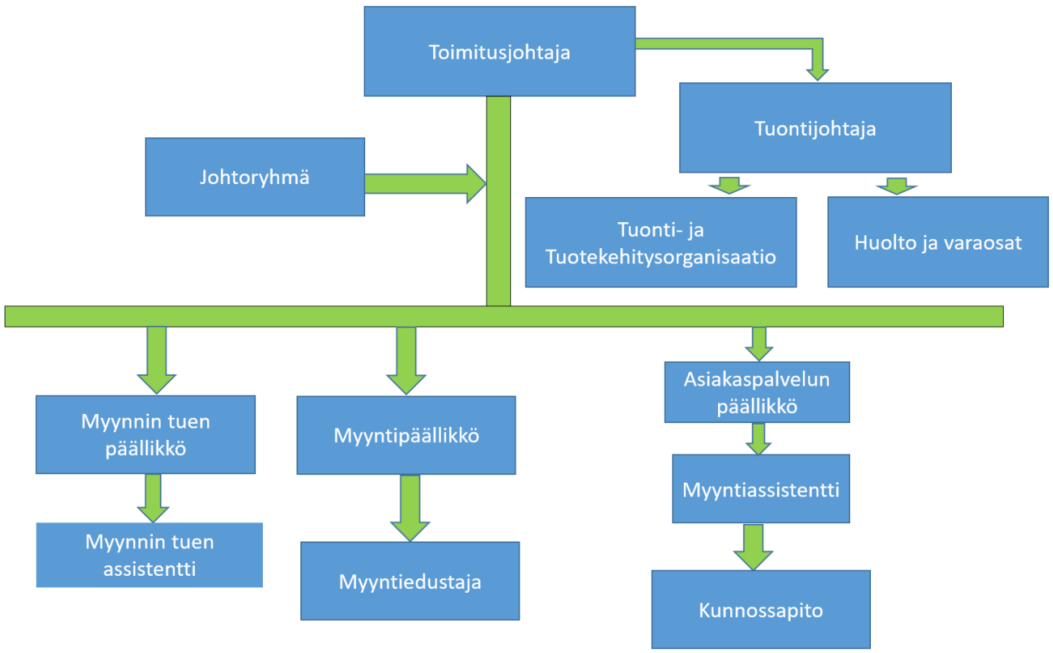


13 ORGANISAATIOKAAVIO

Tuonti



Myynti



14 PEREHDYTYS TYÖHÖN (ASIAKASPALVELU)

[redacted] asiakaspalvelun työssä olemme keskeisessä asemassa yrityksen viestinnässä ulospäin. Olemme ikään kuin yrityksen kasvot ja tämän vuoksi asiakaspalvelu on meille erittäin tärkeää. Haluamme kehittyä työssämme koko ajan paremmaksi, jotta asiakaskokemus olisi mahdollisimman hyvää.

Uudelta työntekijältä odotamme hyvää asennetta, positiivista mieltä, avoimuutta, paineensietokykyä, joustavuutta sekä ratkaisukeskeistä luonnetta. Meille asenne on tärkein sekä haluamme, että asioita tehdään yhteisen tavoitteen saavuttamaksi eikä omaksi eduksi.

Työntekijässä arvostamme ahkeruutta, avoimuutta sekä tiimipelaajaa.

15 JÄRJESTELMÄT

Isossa osassa asiakaspalvelun työtä on tietää eri järjestelmien merkitys ja minkälaista tietoa niistä haetaan. Eri järjestelmien tavoite on helpottaa ja selkeyttää työtämme. Tämän vuoksi niiden oppiminen sekä sisäistäminen ovat työn tärkeimpiä asioita.

Asiakaspalvelun käytetyimmät järjestelmät

Alla on listattu kaikki keskeisimmät järjestelmät, joita tässä työssä tarvitaan.

1. **SAP**

- Esittely järjestelmästä käydään erikseen Power Point läpi esityksenä ensimmäisenä päivänä.
- Tunnukset lähiesimieheltä [redacted]

2. **Magento** [redacted]

- Asiakastiedot
- Tunnukset [redacted]

3. **Zendesk (sähköposti)**

- Asiakaspalvelun päätyökalu
- Kommunikointi ulkoisesti sekä sisäisesti
- Tilausten käsittely, reklamaatiot, tuotetiedustelut yms.
- Tunnukset henk. koht. sähköpostista (Outlook)

4. **Outlook**

- Henkilökohtainen sähköposti

5. **Timecon** [redacted]
- Työajan leimausjärjestelmä
- Tunnukset henk. koht. sähköpostista (Outlook)

6. **Elisa ring**
- Puhelinpalvelu
- Järjestelmästä löytyy kaikkien konsernissa työskentelevien puhelunnumerot
- Puheluiden sisäinen siirto
- Puhelinvuorot (kirjautuminen sisään sekä ulos)
- Sovelluksen lataaminen työpöydälle IT-tuesta [redacted]

7. **Logius** [redacted]
- Posti Pennalan tilausjärjestelmä
- Kiintiötilausten syöttäminen
- Tunnukset lähiesimieheltä [redacted]

8. **Google Sheets**
- Yhteisten dokumenttien jakoalusta
- Kiintiöt, A-tilalistat, toimituskulut, kiintiöpalvelumaksut, käyttöohjeita yms.
- Tunnukset myyntipäälliköltä [redacted]

9. **Verkkokauppa** [redacted]
- Valikoimassa olevat tuotteet, ennakkotuotteet
- Asiakkaiden verkkokauppatilausten seuraaminen/hallinnointi
- Yksittäiset hintamuutokset
- Tuotetiedot
- Tunnukset myynnin tuen esimieheltä [redacted]
- Chat on yhdistetty verkkokauppaan ja vastaamme siihen vuoroviikoin. Chat-alustalle tarvitsee lisenssin jokaiselle käyttäjälle (Tunnukset lähiesimies)

10. Verkkokauppa [redacted]

- Henkilökohtaiset ostokset -20 %
- Tunnukset luodaan omalla henkilökohtaisella sähköpostilla (EI työpaikan) mikäli henkilö ei ole luonut tunnuksia aikaisemmin. Rekisteröitymisen jälkeen tieto sähköpostiin [redacted] jossa kerrotaan sähköposti sekä oma nimi.
- Mikäli tunnukset löytyvät, laitetaan sähköpostia [redacted] joka lisää henkilökuntaedun sähköpostin taakse.

Osa järjestelmistä ovat yhteisessä käytössä. Alla listaus näistä.

1 Smartship [redacted]

- Postin alusta
- Seurantatunnukset
- Noutotilaukset
- Käyttäjätunnus: [redacted] Sal. pyydettäessä

1. Matkahuolto [redacted]

- Seurantatunnukset
- Käyttäjätunnus: [redacted] Sal. pyydettäessä

2. Consignor

- Seurantatunnukset
- Noutotilaukset
- Ei tunnuksia

3. Therefore

- Käyttöohjeet

[redacted]Ulkomaisten tilausten lähetys (Postnord)

[redacted]

- Postnord, Käyttäjätunnus: [redacted], Sal. Pyydettäessä
- DSV, Käyttäjätunnus: [redacted] Sal. pyydettäessä.

16 MUISTETTAVIA ASIOITA ASIAKKAITTAIN

Kuukausittain:

- [redacted] jälkihyvite
- [redacted] KPM hyvitykset Ruotsin osuudet kuun viimeinen päivä

Viikoittain:

- Pennalan saldotarkastus
- [redacted] hyvitykset perjantaisin
- Käy postilaatikolla

Hyvityskoonti käytössä:

[redacted]

-

Verkkokaupan tilausvahvistukset täytyy aina tarkastaa, ja käydä muuttamassa rahti edullisempaan vaihtoehtoon, mikäli mahdollista. Huomioi myös toimitusosoite (onko PL?)

Muut muistettavat asiat asiakkaittain

[redacted]

- [redacted] Ruotsin kiintiötilausten merkkaus Sheetsiin (KPM osuus 75 %)
- [redacted] kiintiötilausten sis. kommentteihin merkintä tilausnumero, nimi, tuotenumero, varasto
- Ei hyvityksiä, vaan kaikki lisätään hyvityskoontiin
- [redacted] logiuksen ruotsintilauksissa muista muuttaa toimitustapa NOUTO!
- [redacted] Ruotsin varaosakeissit jatkossa suoraa sopenkorvesta Ruotsiin (Pyydä [redacted] tekemään os.kortit)
- [redacted] toimituskulut löytyy sheetsistä (näitä hieman sovellettu vrt. muihin)
- A-tilan hinnat ajettu tuotteiden taakse, ja ne mitä ei a-tilasta löydy, menee tukkuhinnalla

- [redacted] ilmoitus aina, kun tuotetta siirtynyt kiintiöön.
- [redacted] ilmoitus aina kun tuote loppuu kiintiöstä [redacted]
- [redacted] ruotsin tilausten osoitekortit pyydetään edulta vasta sen jälkeen, kun tilaukset on noudettavissa.
- [redacted] ja [redacted] samaa [redacted] kanssa. Samat hinnat ja muutkin ehdot.

[redacted]

- Muista merkitä kaikki sovitut hyvitykset ja [redacted] takuuvaihdot sheetsin koontiin
- [redacted] ei hyvityksiä, vaan lisäävät kaikki koontilaskulle
- [redacted] takuu/varaosa ym tilauksiin mahdollisimman tarkka viite! Kysy [redacted] erikseen, mikäli epäselvää.
- Tilaukset rahtivapaasti (pl. verkkokaupan suoratoimitukset)

[redacted]

- Mikäli tilausviestissä hinta toimitettuna, niin toimitusmaksun osuus vähennetään ko. hinnasta, ja merkitään omalle riville. Ennen kuin [redacted] laittaa uudet hinnat, muista tarkastaa kate! Jos liian alhainen, käytä aina [redacted] ensin!

[redacted]

- Jälkihyvite joka kuun 15.pv mennessä. Muista laittaa maksupyyntö reskontraan!
- Hinnat ja asiakkuudet löytyy sheetsistä.
- Wellikset sis. toimitusmaksut!
- Kun joku [redacted] kauppias tilaa [redacted] [redacted] kiintiöstä porealtaan, tulee tästä laittaa tieto [redacted] (Tuotenimi, tuotteen EAN, kauppias keneltä allas laskutetaan) Tällöin [redacted] voi laskuttaa tämän altaan kyseiseltä kauppiaalta: [redacted]

HUOM! Ei koske verkkokauppatilauksia. Näistä lasku kuuluu normaalisti [redacted].

- Huomioi oikea asiakasnumero Sheetsistä!

[redacted]

- Pidä sheets ajan tasalla! Kaikki varaukselta toimitetut ym muistettava merkata sinne!
- Hinnat ja toimitusmaksut siirretty sheetsiin!
- Wellikset sis. toimitusmaksun. Muihin toimitusmaksu / KPM normaalisti

[redacted]

- Aina viitteeksi toimipiste (Kokkola tai Lempäälä) Tärkeää laskutuksen kannalta!

[redacted]

- Aina viitteeksi toimipiste

[redacted]

- Tarkistetut hinnat ajettu asiakkaan taakse. Mikäli ei tule hintaa, niin voi hinnoitella itse ja ajaa sitä mukaan asiakkaan taakse. Mikäli kyseessä iso tilaus, ja tarvitsee tukea hinnoitteluun, voi kysyä Jarilta. Kaikkien asiakkaiden viimeaikaiset tilaukset myös tukena hinnoittelussa.