

Bachelor's thesis (TUAS)
Degree programme in International Business
Specialization in Human Resources
2015

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ENSURING ADEQUATE ORIENTATION FOR A NEW EMPLOYEE

– Case company Nestlé



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BACHELOR'S THESIS | ABSTRACT

TURKU UNIVERSITY OF APPLIED SCIENCES

Degree programme in International Business | Human Resource Management

9.5.2015 | 35

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The following thesis will concentrate on the importance of ensuring adequate orientation throughout the recruitment process and after. A new employee orientation (NEO) plan is consisted of different areas and stages to be recognized, analyzed and implemented at the factory of Nestlé. The goal for every company nowadays is to make a new employee a valued resource for their profitability. This research was commissioned by Nestlé Oy, Turku factory.

The concept of new employee orientation (NEO) have been a topic among many companies. It is a process consisting of different stages like orientation, competency building and result orienting, throughout one's career. These topics became more familiar to the author while accomplishing the internship at Nestlé, Turku factory, at the human resources (HR) department.

Continuous improvement in different areas is a main factor for Nestlé. One of the areas that needs improvement is the NEO plan. A research of qualitative method was conducted, to implement the solutions for adequate orientation.

The literature review part of this thesis covers the theoretical part of the topic and is applied in this case study. It will also provide the reader with relevant theory about the NEO process. The purpose however of this thesis is to improve and ensure the ongoing NEO process at Nestlé, and all the required data collected throughout interviews regarding orientation and training will be used in order to update the current NEO plan.

KEYWORDS:

New employee orientation (NEO), training, human resources (HR), training needs assessment (TNA)

Shilan Ashtiani

RIITTÄVÄN PEREHDYTTÄMISEN VARMISTAMINEN UUELLE TYÖNTEKIJÄLLE – CASE STUDY NESTLÉ

Opinnäytetyö keskittyy perehdytyksen tarpeellisuuteen ja sen varmistamiseen rekrytointiprosessin aikana ja sen jälkeen. Uuden työntekijän perehdytysprosessi sisältää erilaiset vaiheet ja osa-alueet, joita täytyy huomioida tehtaalla. Jokaisen firman tavoitteena nykypäivänä on saavuttaa uudesta työntekijästä kannattaavaa voimavaraa. Tämän tutkimustyön toimeksiantaja oli Nestle Oy, Turun tehdas.

Uuden työntekijän perehdytys on paljon puhuttu ja tärkeä aihe jokaisessa firmassa nykypäivänä. Sen erilaiset vaiheet ovat perehdytys, osaamisen kasvattaminen ja tuloshakoisuus työntekijän uralla. Nämä aihealueet tulivat enemmän tutuksi tutkijalle suoritetun työharjoittelujakson aikana Nestléllä, henkilöstöhallinto puolella.

Nestléllä jatkuvan parantamisen menetelmä eri osa-alueilla on keskeinen käsite ja toimintatapa. Aihe alue joka vaatii parantamista ja kehitystä tällä hetkellä on uuden työntekijän perehdytysprosessi. Tämän tutkimustyön tavoitteena on riittävän perehdyttämisen varmistaminen käyttäen kaikkia tuloksia saaduista laadullisista tutkimuksilta.

Tutkimustyön kirjallisuusosiossa lukija saa kaiken tarvitsemansa teoreettisia näkökulmia koskien aihetta ja antaa lukijalle myös tietoa erilaisista menetelmistä koskien uuden työntekijän perehdytysprosessia. Tutkimustyön tarkoituksena on nykyisen perehdytysprosessin parantaminen ja kehittäminen Nestlén tehtaalla, käyttäen kaikkia saatuja tietoja haastattelujen kautta.

ASIASANAT:

Perehdytys, työnopastus, henkilöstöjohtaminen

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LIST OF ABBREVIATIONS (OR) SYMBOLS

NEO	New employee orientation (source)
HR	Human resources
TNA	Training needs assessment

1 INTRODUCTION

This research is a mix of qualitative and quantitative case study about ensuring adequate orientation for new employees commissioned by Nestlé. The factory the research is made for is located in Turku and their main products are baby food. The number of employees (2015) is 130 and they get around 20 employees working for them hired by an external company.

1.1 Research background

During internship the topics orientation, training and competency building became more a part of my profession and tasks. The orientation plan needs changes. Accompanied by Sari Miettinen-Rantala, the factory manager, it was agreed on carry out an efficient research on how to ensure adequate orientation for new employees, also not forgetting the importance of choosing the right persons to train. Regardless of different ways of training and orienting, the content and the way of orienting a new employee to the factory, it has to be performed with similar style for everyone.

Making the current orientation programme more sufficient and provide the company with simplified materials to the line managers and new employees is a focus for Nestlé and this case study.

Effective orientation is however a part of human resources, therefore it became very interesting to the researcher. As mentioned before competency building and the topic orientation were present throughout my whole internship. In January 2015, the topic became interesting and the researcher made some literature review as such. Somehow it was expected that Nestlé would give the author this opportunity to make research about it, since the tasks were related to education, orientation and training. Therefore, the topic was present for some time before deciding about it with Miettinen-Rantala, as well with my supervisor and HR manager, Tuuli Paarma.

1.2 Research objectives

The future goal for Nestlé is to orientate new employees effectively and make the new employees a valued asset to the organization, accordingly to Cadwell (1989, 3). New employee orientation is not difficult and need not consume a large amount of time. When it is done properly, orientation will save time in the long run.

The research focuses on the benefits of orientation programme for a new employee, what it costs (considering current situation) and also what the orientation process consist of. By the help of this research the current orientation plan will become more efficient and provide clarification to the NEO process. The findings will be implemented at Nestlé factory.

The research questions are:

Q1 How to ensure an adequate orientation for a new employee?

Q2 Orientation process: which parts it consist of?

Q3 Training method: how to plan and resource an orientation for a new employee?

Q4 Why is it important to ensure an adequate orientation?

The orientation program have to be well designed to help the hiring process and pay dividends in the future. New employee orientation (NEO) is a relevant topic in the Finnish working society. The importance of NEO is recognized and in practice. To reach the best advantages and implementation of the NEO practices does not happen constantly, it is time consuming and requires planning and monitoring. (Kjelin and Kuusisto 2003, 246)

Orientation and training go side by side but they have different purpose in practice. Training is more about the specific task to learn, how and what should be done while orienting is more about the company and their objectives as a whole,

and emphasizing the question why. (Wallace 2009, 168) Well prepared orientation is not only the confirmation of the employee's decision to work for the organization but also provides the possibility to the employee to become a part of the organization and feel like belonging to a culture, the organization culture.

This thesis can provide Nestlé with new forms to be filled, containing all the important areas related to the work tasks, safety and Nestlé corporate principles. The employees need to fill in the areas of what they have been trained for. Line managers however need to have discussions with the new employees after approximately three months to keep their competences up-to-date, this will in return enhance the possibility of transferring an employee to another task in the factory. The forms will be given (to both of the participants, new employee and the trainer) on the first day of work.

The interviews for collecting empirical data have taken in place as one and one sessions with the employees. This way of gathering data on the effectiveness of the current NEO plan is rather more valid and valuable. The interview and at the same time conversation after presenting the questions, have given the employees the chance to tell more about it in their own words.

1.3 Structure of the thesis

After introduction, research background, objectives and motivation will be presented. The research questions are presented in the first chapter and literature review is presented in the second part. The literature part presents important factors, tools and methods used in the new employee orientation (NEO) processes.

Chapter three will discuss the methodology used in this case study. Methodology part consists of qualitative data methods, participants, and focus group and sampling methods used.

Chapter four presents the findings and aims to imply in the updated NEO plan for Nestlé.

2 LITERATURE REVIEW

During my internship at Nestlé, I had the opportunity to be a member of an education and training pillar where the topics competency building, orientation, training and result orientation became familiar and a part of my job. In this section existing theories about NEO will be provided and linked to the existing NEO plan.

2.1 New employee orientation theory

An employee becomes a part of the organization while the contract have been signed, but it all actually starts from there. Starting from this point the concentration need to be on the factor – orientation (Kjelin and Kuusisto 2003, 13, 14). The first contacts made between the employee and the organization is the goal for the future. The process of orientation is also about trying to make the new employee to interact with the organization culture as soon as possible. This have an influence on ones feelings, belonging somewhere where you are needed, is the asset for motivation, commitment of the employee and also regeneration of the organization (Kjelin and Kuusisto 2003, 17).

According to Arthur (2003, 291), the orientation is linked to effective employee/employer relations. The commitment will be strong to develop one's own competencies and the fact that the contribution for the work place is strong. The benefit of orientation is gained both ways. While taking the case company in consideration, well planned orientation is more than crucial, since working in a factory comes with different types of challenges, like factory environment and safety issues, than working in an office. The tasks in the factory are diverse and changes throughout one's day. The culture as itself differs noticeably, employees interact more actively with each other and work is done in groups. Because of this the NEO process takes even longer, even several weeks. (Miettinen-Rantala 2015)

The understanding of the organization's ethics and business principles will lead to the willingness of an employee to care about developing the current situation

at the company, and this will eventually lead to better competitive advantage of the company on the market. (Kjelin and Kuusisto 2003, 22)

Orientation introduces not only the culture, values and goals of the organization but also creates the image of trust, loyalty and commitment. While an employee is committed and loyal to the organization, it will reduce the cost of recruiting new employees and turnover but also increases productivity. So, well organized and planned orientation is beneficial for the organization. (Kjelin and Kuusisto 2003, 68)

2.2 How to ensure an adequate orientation for a new employee?

It starts with choosing a person to orient and train with experience of the work, the environment, the vision of the company and also genuine interest on helping the new comer. The trainer have to have basic knowledge about adults as learners in this area. He/she have to be able to provide the new employee the big picture on what, how and where things will happen during first day of orientation. (Kjelin and Kuusisto 2003, 196) The results of the interviews at Nestlé with the employees clearly shows that big picture is showed at the first day, however the part that needs development is the that they have been oriented by more than three trainers during their first weeks, and this confuses them.

Ensuring adequate orientation have its own process to follow. In this case, the development areas are noticed and through a plan can be changed to become more sufficient. Evaluation discussions have to take place with the line manager and the new employee after 1-3 months from starting date. (Miettinen-Rantala, 2015) The evaluation discussion will not only provide the managers with valid data regarding the orientation, but also gives the employee the possibility to recognize one's weaknesses and strengths, the gaps and the areas to be developed in order to work at another position in the future. After this step, more orientation will naturally be given if needed. Another part of this step is the filling of the forms and updating the employee information data folder.

2.2.1 Current orientation practices

Discussing the topic with the line managers, the opinions did not differ from each other that much, in fact all of them were on the same level about the orientation practices at the moment. The new employees at Nestlé usually start their job in the morning shift. There is well organized orientation provided to the new employee. The main issue here is that they need to have more effective trainers in the other shifts as well. They feel like there are not enough of trainers who can give orientation by using the same methods as such at the moment. By interviewing the new employees at Nestlé, the result did also prove the weakness of different methods used and changeable information regarding the tasks. This is confusing the new comers and extends the length and need of orientation. One of the new employees were oriented by four different trainers from different shifts, and the statement was that it did not develop one's competency, and made the learning more challenging.

The NEO process is planned in a way that from the beginning, the new employee will be provided with necessary information regarding the factory environment and safety issues on her/his first day, of course. He/she will get working clothes, hat, safety shoes etc. The visitation to the factory will take place most immediately, to become very familiar as soon as possible with the factory and different types of tasks as such.

The new employee will be provided with information from the HR unit regarding sick leaves, payrolls and contract issues mostly at the first day of work.

The need of making the current orientation practices more effective is noticed and by the help of this research and the employees it will be changed. When employees have the chance to tell about what and how something should be developed in the organization, the sources will be used to develop the objectives of the orientation. (McConnell 2002, 69)

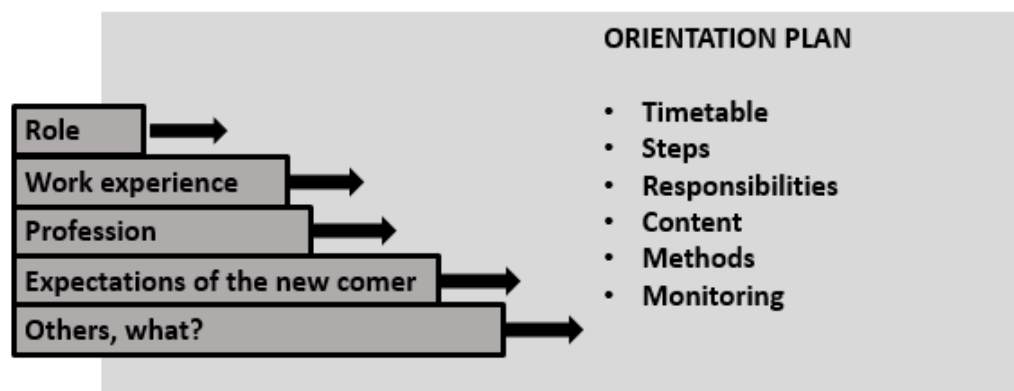
2.2.2 Additional materials

New employees will be provided with some additional materials on their first day. The materials tell about the safety matters at Nestlé and also give the necessary contact numbers of the managers. The output of this research will be an orientation guide, consisting of important information, such as, organization information, values, business principles, phone numbers, the shifts and information of employee health care service. The materials regarding the job itself have been updated at several parts of the factory and are placed there physically for everyone to see.

After having the interviews with the employees and line managers, in fact with the factory manager as well, having a new orientation guide is a decision. All other information, such as timetables, safety issue guide and information regarding food industry will be handed to the new employee. All of them, whom have been interviewed have wished for an orientation guide, since the orientation can be tiring and the important parts of the orientation might be forgotten easily.

2.3 The orientation process: which parts it consist of?

There are steps that needs to be followed within the orientation process. The picture below explains the important parts of it.



Picture 1. Orientation plan (Kjelin and Kuusisto 2003, 199)

As shows in Kjelin and Kuusisto's findings (2003, 199), the main question to ask before planning the orientation is "What helps the employee to succeed at one's job?" The plan will provide the answers if done properly. It is very important to recognize the need of one's competency areas and take it in consideration while hiring a person. There may occur that the new employee have the profession for some tasks from earlier experiences, he or she may have had a role in previous job that helps to get the big picture in the current company very easily and one's expectations differs from others without experiences. When planning the orientation with the new employee before the orientation in practice, gives the result to concentrate on needed areas to work on, and this will reduce the amount of time used (Kjelin and Kuusisto 2003, 198).

According to Rossett (1987, 4) orientation needs assessment in order to understand performance problems and to be able to introduce the right systems and technologies required to get an output. Rossett (1987, 8) also addresses that systematic approaches for training are important to take in account in order to train in the right way.

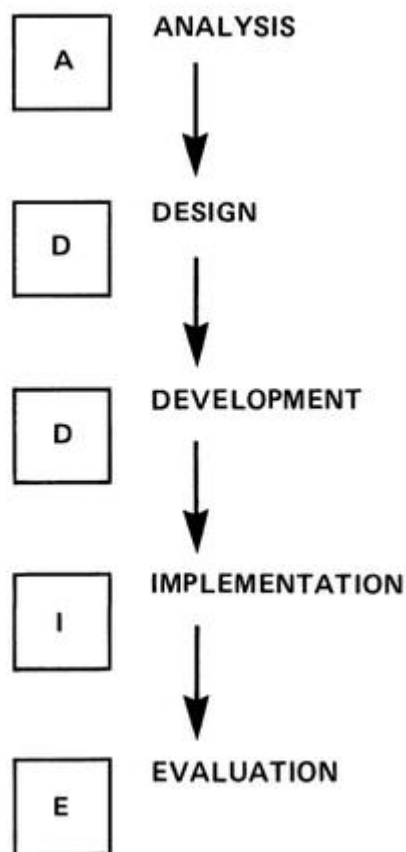


Figure 1. The trainer's challenge (Rosset 1987, 9)

These steps mentioned in the figure 1, are challenges for the trainer, however using these steps the result will provide a systematic approach to train the new employees.

The theories mentioned above by Kjelin and Kuusisto and Rossett are useful ways of implementing the orientation plan, the findings show that in the case company, training itself is not that systematic and more flexible and time consuming. The nature of the work and the environment have obviously an impact on it, however the planning have to be done regardless of the challenges of the work place.

After the steps mentioned earlier regarding the planning of the orientation, the evaluation of the new employee competencies and experiences have to be done. There will be conversations with the new employee within three months after starting working at Nestlé. This step will be updated into the employee information form regarding areas that need development. This is a crucial step and it will help the employee to require more training or apply for another position after certain time of experience. It also helps the managers to easily find the right person in challenging situations, like needing someone with more competencies for a specific position. This step will also be followed up with more advanced training if the situation requires it.

2.4 Training method: how to plan and resource a training for a new employee?

The author's observation of planning a training method to imply the factory employees derives from a strategic planning of choosing the best line managers and trainers to orient and to train new employees. All three interviewed line managers had the same opinion on training the trainers effectively, especially for the NEO process.

Result of the interviews shows that the NEO have to be planned in a way that the need of a new employee quick adaptation and assimilation successfully into his/her new work environment are essential, and is a requirement to save time and resources.

Zaccarelli and Hayes (1996, 21, 35, 55, 71) address the four steps to consider while planning orientation for beginners. The four steps are:

1. Define how the job should be done
2. Plan the training
3. Present the training and
4. Evaluate the training

Accompanied by Miettinen-Rantala, the factory manager, it was agreed that these four steps have to be pointed out in the orientation process for the trainers to do their job with same methods.

Saving time is another issue related to the needed efficient NEO plan for Nestlé. As mentioned earlier when the orientation is given properly, it will not be time consuming. Although the mentioned steps needs to be followed. When the results show that the new employee learns the tasks within three weeks instead of four, it will reduce costs in this matter.

2.4.1 Why is it important to ensure an adequate orientation?

Ensuring an adequate orientation simply means that evaluation in the final step of the NEO process points out how the orientation have the orientation is given. After analyzing and the assessment of the orientation, evaluation will help to recognize the needed gaps within the process of employee's competencies and learning solutions.

According to Kjelin and Kuusisto (2003, 89) placing goals is very important and will have an influence on the trainer and the trainee as well. From the very beginning off the orientation, the trainee will notice the motivation of the trainer. Therefore the trainer needs to know about the goals of the NEO process and the results

as such. It is not only crucial to be aware of current challenges within the process but also to tell the vision and values of the organization to the new employee since it has an influence on the new employee's motivation to learn. (Kjelin and Kuusisto 2003, 89)

The forms and homogeneity of the orientation methods and tools will be provided as an output of this research and will help to recognize the results of the orientation. Ensuring the orientation leads to productivity as well as competency building in the future.

The competency building goes through several steps, not only as mentioned, to define, recognize and face the problems in the process, but also ensuring an orientation will give the possibility to acknowledge the gaps employees have in their skills to train. The goal to be remember throughout this research is to ensure that the new employee is given all the needed orientation and training for different tasks. Factory manager addresses the following steps to be fulfilled by the responsible trainers:

- compulsory training fields to be recognized and filled in the forms, including whom needs a specific training
- amount of time needed for the training
- weeks, when the training happens for the new employee.

These are simple steps to consider in order to improve the NEO process. It also gives clarification in order to have the current information on how to proceed.

2.4.2 Trainers

The interviews shows the researcher that there are several trainers at Nestlé. Regardless of the problems with the homogeneity of the content and the ways of orienting. People are different and naturally everyone have their own ways of learning and training others. The tasks at Nestlé factory can fortunately be accomplished in many ways with the same results, but the purpose of this research is to have the same methods used by every trainer. When interviewed a newcomer to the factory, being trained by four trainers within three weeks was confusing. The new employee preferred to be oriented and trained rather by one person than many. However, another person gives an opinion on same issue and finds it very interesting to learn a task in several different ways. These results and opinions gives the researcher the possibility to carry out the importance of choosing the specific staff to train. It is true that people learn in many different ways, but it will be more productive and simple to orientate new employees by using one method as an orientation tool.

Nestlé continuously trains the trainers to orientate and to provide the best training to the new employees. The challenges are the timing and usage of similar orientation tools. According to Talbot (2011, 92) "it is necessary to examine a wide range of approaches and 'trigger mechanisms' which are valuable for the internal training manager. He also points out that the problems of described techniques within a training audit have no clear line between analysis and remedy. Recognition and facing the problems within a training process is important in order to improve the effectiveness of the audit and ensuring the process, however it have to be a continuous development process. (Talbot 2011, 93)

2.4.3 Adults as learners

Adults as learners are challenging for every company nowadays. Adults behave differently when it comes to learning something new, or doing the same task in a different way. According to the line manager, Kontto (interviewed, 2015), adults do not understand why they are doing the specific job in the factory after a certain period of time and while a change in the performing of the task occurs it will be challenging to accomplish it. (Kontto, 2015)

According to another line manager, Jussila (interviewed 2015), adults do in fact learn by doing, not by being told. As Lawson addresses (2006, 11) it is a typical behavior for adult employees. In previous jobs, observing new employees whom are older or employees that have worked for the company several years are the ones with difficulty of learning a new method. She additionally points out that orienting adult employees for another task may be more sufficient if supported with training material and orienting physically both simultaneously.

Since adults need self-direction, they take responsibility for their own lives, including planning, implementing and evaluating of their activities. Therefore adults must have the need to learn or to do something in order to perform more effectively, whereby they want the learning experience to be more realistic and problem solving rather than subject – oriented. (Lawson 2006, 2, 3) It is more likely that employees at Nestlé with a specific amount of experiences and with their age above 40-50 years have a different perception of learning new ways of doing the same job. Therefore they need to be trained in a simple way and by doing rather than giving presentations etc.

3 METHODOLOGY

3.1 Preparation for the research process

Unstructured interview were used with the factory manager to get an overall picture on what needs to be changed for the current NEO plan. There were agreed on to interview line managers in first hand. At this stage there already was designed open questions for the interviews. The unstructured interview gave the researcher a wider understanding of the demands of the commissioner. Qualitative method approach was used at this stage to gain information on the stages that need changes.

Three semi structured interviews with line managers took in place after the interview with the factory manager, where some areas regarding the case were covered, however more ideas was obtained to reshape the designed questions. The questions are led to employees that have worked for Nestlé for more than four months but not more than a year. The questions can be found in the Appendix 1 and the answers was collected simultaneously at the interview sessions.

Also a questionnaire were designed for new employees that have been working for approximately a month. The questionnaire can be found in the Appendix 2. The questions are specifically designed to gather data on how the orientation have taken in place on their first day. The semi structured interviews with the line managers did have a great influence on designing the right and simple questions for the employees.

3.2 Participants

Including the three line managers, a fourth person, Anne Kaukonen, was interviewed with open questions, as a semi structured interview as well. She has been in charge of orienting the new employees for several months and have the experience and knowledge for training the new ones.

Except the line managers, interviews with two employees who have been working more than a month, however less than a year took in place. The questions are found in Appendix 2. Even though there were open and closed questions presented at the interview, it still gave more information while the session were taken in place face-to-face and the data was collected simultaneously. By having the chance to interview them without a supervisor or line managers being present, the sense of answering honestly was possible. The employees had a positive attitude to answer the questions. This phase by creating trust with the employees gives the case study more valuable and reliable data to be collected. Moreover, there was interviews with two employees who have worked less than a month. Data collection method was similar with the previous ones.

3.3 Focus group

Due to an agreement with the factory manager, Miettinen-Rantala, observation of a focus group for one hour mixed with new employees and others worked longer became very interesting for this research. The focus group discussed some open questions and were able to talk about their own honest opinion to each other about the NEO process. They also gave answers on questions related to evaluation of the orientation. Questions will be found in Appendix 3.

The focus group is a group of six members. Three persons have longer experience at Nestlé, at this point more than six months and two persons have worked less than four months, including one person who have been working in the factory

for five years. The focus group was carefully chosen with a diverse age group. The diversity of the age group provide this research with different kind of opinions and experience related to the orientation.

Observation is a data collection method that gives the researcher current situation-related data and information. The group have the possibility to concentrate only on one issue or area related to the NEO process at a time. The conversation is flowing well and the honest opinions are given. The reason why this way of data collection method was chosen is that it gives a lot of honest angle on how the employees actually feel about orientation at Nestlé in general but also specifically.

Some of the information and data collected by the focus group would not have been collected through the interviews. People have the tendency to talk more about the challenges at work while they have been given a reason to talk about it. In this case, NEO process, is a topic which have been talked about for months. While working at Nestlé, the researcher have had the opportunity to talk straight to the employees and have already gathered some opinions by the employees related to the topic even before starting the research.

3.4 Sampling method

The sampling method is a purposive sampling as well as a census. Purposive sampling also known as judgmental, selective or subjective sampling, is a type of non-probability sampling method. Non-probability sampling focuses on sampling techniques where the units that are investigated are based on the judgment of the researcher (Anon, 2012).

The sample population in this case company to be used for the qualitative data collection are amount of few persons. Even though the company have more than 130 employees, the target group of new employees are not that much. The amount of new employees that have worked for Nestlé less than four months are six persons, and similarly the ones worked more than four months but less than a year are around 15 persons and out of them three persons were chosen for the

focus group. The purposive sampling method gives the researcher and the case valuable information through people whom are able to be a part of the interviews.

Since the author worked in the case company during this research, it was rather easy to be in contact with the new employees, and that is why the result of the sampling method in this case is a census. Snowball sampling method could have been used and especially throughout the semi structured interviews with the line managers. The line managers were chosen carefully to be interviewed before the researcher prepared the questions to be used on the interviews with the employees. By the usefulness of the semi-structured interviews with the line managers, the right person to be interviewed was found.

3.5 Research purpose

The purpose of this research was to find out the best NEO plan for Nestlé in order to keep the new and other employees satisfied with their job but also to make them feel that they are needed. The need of this research have been a topic at Nestlé for a while, but more gladly the timing is just right for the author to make the research.

This study is not only aiming to update the current NEO plan, but also aims to find the specific needs for accuracy of ensuring the NEO process also in the future. The needed areas that will be covered are presented in the introduction as research questions.

Other areas that need fulfillment through this research are following ones below:

- NEO plan
- forms (for the new employee as well as the trainer)
 - safety issues, organization information, business codes etc.
- folder (online, to be updated after every orientation and to be seen by other managers as well)
- evaluation discussion with the new employee every approximately three months; forms to be updated and saved in the folder

These points mentioned, are requirements by factory manager, Miettinen-Rantala.

4 DATA ANALYSIS AND CONCLUSION

The main findings and data analysis are discussed in this chapter. The researcher have had an opportunity to work and be present in the case company during this research. This opportunity makes the data collection simple and easy.

During this research nine employees were interviewed from different levels (factory manager, line managers, trainer and factory employees), and they gave the researcher very valuable data based on current NEO process. Also observation of a focus group took in place. The focus group was mixed with new employees and employees with more experiences from the factory. The questions used for the interviews and focus group are all presented in appendix 1, 2 and 3.

4.1 Importance of orientation at the case company

While having a semi-structured interview with the factory manager, the main core of the discussion was to make the current NEO process and planning more sufficient, and finding the right methods and tools to be used by the trainers since they are in charge of the orientation. The factory manager did emphasize the importance of the NEO process and the need on making it work in a way that the new employees will have the feeling that they are valuable and needed at Nestlé.

The importance of orientation and training were highlighted throughout the interviews with the line managers and the employees, and there was a clear resemblance between factory manager and everyone else regarding the NEO process. This data was very useful, since the employee's opinions and factory manager's opinions are on a similar level regarding this issue. It made the research more interesting, since the problem was identified among everyone being interviewed.

The researcher came to a conclusion with the interviewee's after the interviews that by giving required time and putting effort on developing the NEO process, the output will be. As many of the factory employees stated that the business

principles and way of working at the factory are clear and easy to learn, even while some have been trained by many trainers. However, two employees find this confusing. They find it hard to learn many methods and ways to accomplish a task. This also verifies the need of homogeneity in the methods and training.

4.2 NEO plan

There are very useful theories found and mentioned in the literature review regarding NEO plan and its process. One very important part of the orientation process is safety at work, and implementation of the fact that occupational accidents may occur in the work place, in this case it is a factory. The safety issue was also discussed with all the interviewees and the factory manager, Miettinen-Rantala highlighted this issue several times. She pointed out that safety issues and everything related to it have to be presented at the orientation from the beginning of the orientation. This is not only helping the employees to work safely, but also gives the employees the opportunity to recognize gaps in this matter.

Other than safety information, the interviewees also mentioned the need of additional materials after the orientation. The manual would include general information on the factory and contact information as such. The employees will be provided with safety issue materials to remember all the discussed details. An orientation guide will be provided to Nestlé employees with all information, including the safety information.

The main core is how to begin the orientation with a new employee. According to Barbazette (2013, 45) the need of recognizing the difficulty, importance and frequency of the task is very helpful in order to train the new employee. From the beginning the learner needs to understand the difficulty, importance and frequency of the task. It is relied on the trainer's skills and ability to actually communicate all these factors to the beginner. Barbazette (2013, 46) also addresses that while these factors have been understood, doing and learning the task will not be that challenging. These facts goes hand in hand with the Rosset's (1987,

9) figure 1. Analysis need to be done in order to know what experiences the new employee have in order to take the advantage of teaching them differently. The design, development and implementation of the orientation will be successful after the analysis. After all the evaluation is critical in order to fill the competency gaps of the beginner.

4.3 Conclusion

As part of the corporate culture, Nestlé continually seeks to improve the employee's knowledge, understanding and engagement with the corporate business principles. It is understood that when employees are familiar with the business principles as much as required, the environment and safety issues will also be more convenient and understood. The more the employee knows about the factory the better and efficient their skills will become. The employees are conscious of the need to continuously develop their knowledge and skills, as also mentioned in the HR policy guidebook (2002, 11), the willingness to learn is therefore a non-negotiable condition to be employed by Nestlé.

The result of the observation of the focus group, gave this research many great points on current situation regarding the orientation and training. One of the members of the focus group started with the statement that "nothing works regarding the orientation, and information flow among line managers and employees is very poor". Four persons out of six have had three or more trainers during their first month of work. One of them have had eight trainers the time she had started. The opinions were that, it does work and they got all the information regarding the tasks, but it were also very confusing while every trainer trains differently. This leads to learning many different ways to work but simultaneously confuses that which ways of doing should be used. After discuss of this matter, they all agreed on the fact that it would be nicer and more comfortable to have at least one and the same trainer during the first month.

The problem is not about the amount of information given, but how and when it is given. It depends of course on the trainer at this point. This mentioned issue was also argued with the focus group and stated that the amount of information is wide and diverse, therefore it is confusing. Information needs to be given step by step during the NEO process. This group have been oriented and trained months ago and some of them weeks ago, they still feel that the orientation was very confusing and information regarding work environment and principles was learned by them self, not as a part of the training. The homogeneity of the HR and line managers did not occur regarding the first days at work. These mentioned issues are frustrating, says one member of the group. Getting information not relevant is tiring.

As a conclusion for the information flow among the trainers and trainees need to change. The trainers need to concentrate on relevant topics during the first weeks. One of the members highlighted the importance of the orientation forms to be filled, which she managed to do after nine months of work and evaluation discussions did not take in place at all. These parts of the process need to change and be scheduled in order to recognize the employee's competency gaps and skills to be improved. However, it has to happen within first three months. It is stated in the HR policy guidebook (2002, 11), that "guiding and coaching is part of responsibility of each manager and it is crucial to make each one progress in her/his position", and it need implementation.

The Rosset (1987, 9) figure and Kjelin and Kuusisto's (2003, 199) orientation plan and theory on trainer's challenges are valid methods and tools to take in consideration at the case company, in order to implement the needed data collected in this research. The employees want to develop their skills and knowledge, and the best trainers need to be chosen in order to conduct the needed training. The main findings after making all the research and collecting data, enthusiasm and putting effort on developing skills and learning more about the tasks makes one a professional, and therefore the employee becomes a valued asset of the organization. The effort needs to be given by the

trainers, and the trainers need to be chosen throughout the evaluation of training and competency building. After this step continuous adequate training and orientation programs will be developed at the operating company.

As a conclusion of the interviews and observing the focus group information related to the current NEO process have been gathered. The NEO plan need to be more complete and have to include the stages presented in figure 1 and picture 1. The analysis of the new employee have to be done before starting the orientation. The orientation day have to address all information regarding the factory and the task. After the orientation day training take in place and the new employee's previous experiences have to be known by the trainer. The trainer need to design the orientation and training effectively and implement it during the training period. The development and implementation of the training will take approximately three weeks, depending on the new employee's competencies. The trainer need to remember that every new employee will learn in a different way. Therefore the orientation and training have to be designed to fulfill the new employee's expectations. After the training period evaluation steps in. Trainers will have an evaluation discussion with every new employee within three months in order to recognize the areas that need more training.

Nestlé continuously improve their functions and methods at the factory, therefore as a further research for the orientation more discussions with the employees is needed and it will improve or maintain the new NEO plan. The development of the NEO process relies on the need of making more observation and having more evaluation discussions with the employees.

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Appendix 1. Interview questions/ Evaluation of orientation

These interview questions are designed for them whom have been working at Nestlé for at least four months but less than a year.

1. Oliko sinulla tervetullut olo?
Did you feel welcomed?
2. Oliko perehdytys valmistettu oikein?
Was the orientation planned well?
3. Kiersin paikkoja esimieheni saattamana tutustumassa organisaatioon?
I received a tour of the organization by a qualified person?
4. Saitko materiaalia koskien yritystä/ työtapoja yms?
Did you receive materials of relevant literature, such as company's employee handbook, operation manuals etc.?
5. Esimieheni selitti minulle selkeästi työvuoroni ja työalueeni?
My boss reviewed my formal job description with me?
6. Tutustuin myös muihin työkavereihin?
I met people from other departments?
7. Minua ohjeistettiin/perehdytettiin itse työhön?
I was given a specific job assignment along with instruction or training?
8. Miten parantaisit jo saatua perehdytystä ensimmäisten päivien aikana?
How would you make the received orientation better?
9. Olisiko mielestäsi joku muu tehnyt sitä paremmin? Kuvaile miksi?
Would you have been oriented better by someone else, describe why?
10. Minulle kerrottiin työajoista, vaatetuspolitiikasta, sairaspöissaoloista ja muista käytännön asioista?
Office hours, dress code, sick leave and other policies were explained to me?
11. Minulla oli mahdollisuus esittää kysymyksiä?
I had opportunities to ask questions?
12. Viikon kuluttua tunsin olevani osaa tiimiä?
I felt like a member of the 'team' after one week?

Appendix 2. Interview questions/New employee orientation

These questions are designed for new employees at their first day. The ones interviewed with these questions have been working at Nestlé for four months or less.

1. Kuka sinua otti vastaan ensimmäisenä työpäivänäsi?
Who met you on your first day at work?
2. Tunsitko olevasi tervetullut?
Did you feel welcome?
3. Oliko perehdytys hyvin valmistettu?
Was the orientation well prepared?
4. Näytettiinkö oman työalueesi lisäksi muut tilat, kuten kahvitaukotila, toimihenkilöiden toimistot, evakuointialueet yms.?
Were other facilities shown other than your own work place, like coffee room, offices of the managers, evacuation areas etc.?
5. Pääsitkö tutustumaan muihin työkavereihin?
Did you have the chance to meet other employees?
6. Miten sinua ohjeistettiin työpisteellesi?
How were you oriented to your work position?
7. Mitä kerrottiin työturvallisuudesta?
How and what were you told about work safety policies?
8. Oliko perehdyttäjä hyvin valmistautumaan perehdyttämään?
Was the trainer well prepared to give you the orientation?
9. Saitko materiaalia sisältäen tietoa jo läpikäytyistä asioista?
Did you receive material containing the areas covered at the orientation?
10. Saitko selkeitä ohjeita koskien hätätilanteita?
Were you oriented with relevant guidance of emergency situations?

Appendix 3. Focus group

These questions are similar with the interview questions but presented at the group discussion session with a focus group with six employees. Three of them have been working longer than four months but less than a year and the other three members are new employees and worked less than four months.

1. Miten perehdytys oli valmistettu ja kuka perehdytti?
How was the orientation prepared and by whom did you have the orientation?
2. Kuvaile miten vastaanotto onnistui ja miten nopeasti lähdit kiertämään työympäristösi?
Describe how well you were welcomed and how fast you could go around the work place?
3. Miten muuttaisit annettua perehdytystä ja miksi?
How would you change the orientation and why?
4. Oliko sinulla mahdollisuutta kysyä kysymyksiä? Jos ei ollut, niin miksi?
Did you have the possibility to ask questions? And if not, why do you think so?
5. Miten nopeasti tunsit olevasi osaa organisaation yhteisöä?
How fast did you feel like a part of the organization community?