

# Personnel adaptation in the workplace, the quality of working life and subjective well-being

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## Abstract

The process of personnel adaptation in the workplace is reviewed in this paper. In many works, this question is regarded as involvement in someone's job. The analysis of scientific publications has shown that personnel adaptation in the company directly depends on a company's corporate culture. Successful adaptation influences an employee's quality of working life and professional wellbeing. The model describing professional wellbeing, taken from the field of psychology, has been commented on in this paper. In addition, topical issues regarding personnel adaptation types and stages are addressed. The approaches to designing organizational programmes, which aim at improving and optimising adaptation process, at decreasing stress levels during adaption and at increasing professional wellbeing are outlined in the pap

*Keywords:* Personnel adaptation, quality of working life, motivation, corporate culture, professional wellbeing, job-related stress, involvement in one's job

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## 1 Introduction

Currently, many changes are being brought to economic and political spheres in Latvia. People were actively registering their small size businesses and start-ups during the past years.

The present paper presents the results of the research on personnel adaptation process in the workplace, in small companies in Latvia. During the research of these issues, it was found that adaptation of newly hired personnel, its training and retention are seen as acute problems that are dealt with by personnel management. In present days, graduates apply for a job in such companies to receive hands-on experience and to acquire length of service in the field relevant to their university studies. Moreover, adaptation period plays an important role even for specialists with secondary adaptation and with hands-on experience. Regardless of the previous job experience, it is successful adaptation that defines a new employee's efficiency, and the time a new employee will stay in the company. It was also noted that personnel adaptation in the company is directly connected with the company's corporate culture, its typology and elements.

Taking into consideration the research findings, it is possible to assume that an employee's quality of working life and professional wellbeing depends on successful adaptation.

All this affects the operation of companies and society. Therefore, the aim of the present research is the following: to study personnel adaptation in the workplace, the quality of working life and professional wellbeing. The research was carried out in cooperation with small size businesses with limited liability that enrol up to 10 employees and with microenterprises in Latvia. Their employees, from different age groups, participated in the research. The research was anonymous.

## 2 Outlining methodology

The secondary research on personnel adaptation, the quality of working life and professional wellbeing was carried out within the present work.

The following methods were used to achieve the aim of the research:

1. Work-Relation Quality of Life (WRQoL) Scale, Simon Easton, 2012
2. Peter Warr, Job - related affects and behaviours, 2014
3. A questionnaire based on problems arising during adaptation in the workplace was designed.

The total number of employees that took part in the research was 245. The research was carried out from October 2016 till February 2017.

## 3 Findings of the research

Professional wellbeing is a new subject under scientific research. There are few publications in the field of psychology that deal with an individual's wellbeing related to his or her professional activity during his or her work; these publications, considered as scientific studies, appeared in the late 1980s.

A model of professional wellbeing proposed by Peter Warr is one of the widely known approaches developed abroad and used in the psychology to study wellbeing in the professional context. This model was designed in the late 1980s; wellbeing is shown from the perspective of professional activities in the model. (Warr, 1990).

This allows us to discuss the importance of understanding personnel needs, the significance of interconnection between adaptation, motivation, the quality of working life, corporate culture and professional wellbeing.

## 4 Research results

Thereby, the following suggestions can be made to optimize the personnel adaptation process in the workplace:

1. Adaptation is a complex psychological process during which an employee enters new employment relationships. It is a subject's reaction towards the changes in his or her work life conditions. It is possible to manage this reaction if its main tasks are identified: making the process of integration in a new

- group of colleagues easier, decreasing the anxiety level and diminishing the lack of confidence, increasing job satisfaction.
2. The adaptation process depends on clear and proper actions of the whole group of colleagues, on the designed personnel adaptation programme and on the introductory instruction.
  3. Nowadays, new opportunities to implement the changes in the adaptation process with the aim to improve it are being created.
  4. Adaptation success is determined by:
    - High level of initial knowledge and skills
    - Interest in the organization and in a new job, and in the future perspectives
    - Having necessary character traits and psychological characteristic
    - Timely assistance from colleagues, the supervisor and the manager
    - The ability to envisage difficulties and timely react to situations

## 5 Conclusions

1. As the respondents included both personnel with primary and secondary adaptation, their answers to the distributed questionnaire differed.
2. The recent graduates experienced certain difficulties in adaptation to a new workplace. These difficulties include the lack of practical skills, the lack of skills regarding communication with clients and colleagues, as well as they had some difficulties in professional and organizational-administrative adaptation.
3. Newly hired employees who had previous work experience had minor difficulties during adaptation. Newly hired employees usually did not have any

difficulties in professional and organizational-administrative adaptation.

4. Regarding supervision, the opinions of respondents were split. A half of the employees believes that a specialist needs a supervisor; this helps the recent graduate to receive work experience and a certain set of practical skills and competences that are necessary in their careers.
5. The majority of the respondents believe that it is necessary to ensure every new employee and a recent graduate with a supervisor for the time period from one to six months in average.
6. The personnel, in general, did not experience any difficulties in adaptation to a new work team.

## 5.2 FEATURES OF SUCCESSFUL ADAPTATION ARE:

- Acquisition of professional knowledge and skills
- Showing true interest in the organisation and in work that begins playing even more significant role in life
- Feeling connection with a profession and satisfaction with the increase in the quality of working life
- Having and understanding your life goals as well as being satisfied with self-fulfilment
- The connection between the adaptation in the workplace, the quality of working life and well-being

It is necessary to plan development and to examine how the set goals can be attained to increase the personnel competitiveness in the labour market, to decrease the influence of stress and to raise and improve personnel well-being. It is crucial to help personnel to adapt to a new workplace, to overcome stress, to strengthen self-esteem and to increase confidence in oneself and in one's profession; thereby, improving the quality of working life and increasing personnel's well-being.

## References

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