

# *Research on the Integration Degree of New Employees in Enterprises*

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**Abstract:** The new employee is the fresh blood of the enterprise, is the new power of the enterprise development. Especially for traditional manufacturing enterprises, the staff is generally older, lack of work passion and vitality, more urgent need for the integration and joining of young new employees. However, how to make new employees adapt to the new environment and integrate into the new collective quickly, give full play to the potential and value of new employees faster and to a greater extent, and let new employees enter the role as soon as possible is an issue that enterprises should study and think about. The purpose of this paper is to explore how to improve the integration of new employees. According to the theoretical basis and practical experience of domestic and foreign scholars, combined with objective data to show the integration of new employees, and then in-depth analysis of the factors affecting the integration of new employees. Focus on recruitment, training, compensation system and humanistic care and other aspects to find out the problems and countermeasures. Thus, the integration degree of new employees can be improved, and at the same time, the human resources management of new employees in the whole enterprise can provide a certain reference.

**Keywords:** A new employee, Degree of integration, Salary

## 1. Introduction

With the continuous progress and development of society, the competition between enterprises has become more and more fierce, and the integration degree of new employees has become an important issue for enterprises to cope with the competition. In recent years, more and more researchers have begun to delve into the degree of new employee integration. However, previous studies mainly focused on the strategies of enterprises to cope with competition, while there was a lack of research on the degree of new employee integration. Nowadays, with the increasing awareness of enterprise managers and employees, many enterprises propose to replace "engagement degree" with "integration degree". Its connotation remains unchanged basically, but it is easier to arouse the resonance of ordinary employees. On the basis of numerous researches on "employee engagement", the discussion on "employee engagement" is to better get close to the management reality. Although there are many definitions and opinions on this concept, they are all intended to fundamentally solve the urgent problem facing managers, that is, how to attract employees into the enterprise, stay in the

enterprise, and let them play a positive creativity and contribution. Therefore, it has become necessary for enterprises to carry out research on how to improve the integration of new employees.

In practical practice, various strategies and measures are needed to improve the integration of new employees. For example, enterprises can improve the integration degree of new employees by establishing good employee relations and teamwork atmosphere; Improve engagement by providing personalized training and career development opportunities to meet the career development needs of new employees; By optimizing the management system and process of the enterprise, the new employees can reduce their work pressure and sense of discomfort, so as to improve their integration. Therefore, improving the integration of new employees has become an important issue in the development of enterprises. In this regard, researchers need to further explore the influencing factors and improvement strategies, and provide practical guidance, so as to help enterprises better cope with competition and improve the work efficiency and quality of employees.

## 2. Literature review

Domestic research on employee integration is relatively late. As the domestic manufacturing industry has shifted from the original stage of rapid expansion and development with emphasis on benefits and scale to the stage of fine management, the emphasis on talents has been raised to an unprecedented new stage, and the research on employee integration has also been increasingly attached importance, and many scholars have started their own research in this field. CAI Qingqing[1] used the theory of social adaptation to analyze the problems encountered by foreign employees working in China in their communities. From the perspective of social work, combined with relevant practical work, he explored the solution mechanism for the problem of community integration of foreign employees working in China. Before intervening in the community integration of Korean employees in J Community of Yancheng City, this study investigated 68 Korean employees in J community by means of interviews and questionnaires, and analyzed their integration status from the aspects of economy, life, culture and psychology. Zhang Tingting[2] proposed that it is very necessary to establish an incentive mechanism for employees in an enterprise, treat the enterprise and employees as a harmonious and beautiful relationship, and establish a peaceful corporate culture in the fierce competition, so that employees can feel the warmth of the enterprise, have a sense of gain, and feel that the work they do is more meaningful. Wang Zhijiao[3] analyzed that when new employees joined an enterprise, no matter whether they had previous work experience or not, they would have concerns about whether they were competent for the new job, whether they could get along well with their superiors and colleagues, and what their future career development prospects would be. New employees usually went through three stages when they first entered an enterprise.

To sum up, the research on the theory research and application field of employee integration degree is not mature, with authoritative research results still rare. The future research and development trend in the field mainly shows three aspects. Firstly, the concept definition is multi-dimensional. Secondly, the evaluation content tends to be localized and hierarchical[4]. The theoretical circles and business circles in developed countries are all studying the integration evaluation, and the construction of index system is not the same, and the research is mostly based on the management experience of some large multinational enterprises. Finally, the ascension path is systematized. Some scholars have analyzed the influencing factors of integration degree, but there is no in-depth discussion on the path of integration degree improvement based on the influencing factors systematically.

### 3. Research method

#### 3.1. Literature review method

Collect domestic and foreign literature related to employee integration, carefully study the previous achievements, absorb and digest the arguments related to employee integration, combine the research results of enterprise employee motivation and the research methods used by domestic and foreign scholars in this field, dig out the factors of origin employee integration contained in the existing research results. It lays a theoretical foundation for studying the structure of new employee integration degree.

#### 3.2. Case study method

Yun visited a number of enterprises as the research object, conducted a questionnaire survey on them, conducted a survey on the degree of employee integration, and conducted data analysis on the questionnaire, so as to obtain the influencing factors.

### 4. Result

#### 4.1. Sample selection

Core elements of employee integration obtained through data analysis and collation. According to the principle of proximity, four excellent enterprises are selected as formal questionnaire survey objects, and senior, middle and grass-roots managers and ordinary employees of the four excellent enterprises are interviewed.

#### 4.2. Implementation of investigation

The questionnaire content of this paper includes two parts: factors of integration degree and factors affecting employee integration degree, as well as the background of the sample, including employee's gender, age, education background, position, brand category, etc[5]. 170 questionnaires were distributed through the Internet, and 150 were effectively received, with effective recovery of 83.5%.

#### 4.3. Result analysis

One is the sense of belonging of new employees. When new employees enter a new working environment and meet new tasks and leadership from new colleagues, they will feel strange everywhere[6]. Once they encounter difficulties, they will give up the psychology, and some even have the idea of changing the platform to find a new way out as soon as possible. Older workers, on the other hand, focus on job stability and security, while working in a familiar environment has no such problems. According to the survey, the sense of belonging can be divided into four levels: high, medium, low and no sense at all, accounting for 10%, 21%, 46% and 23% respectively. It is not difficult to find that the majority of new employees have low sense of belonging or no sense at all.

Table 1: New employees' sense of belonging

type	level	quantity	proportion
sense of belonging	high	15	10%
	In the	31	21%
	low	70	46%
	no	34	23%

Second, the work pressure of new employees. The survey reflects that the vast majority of new employees have a high degree of recognition for the new working environment and jobs, and they are trying to improve their dedication to work with a positive attitude. Some new employees are slightly uncomfortable with the job, but they are also working hard, and no new employees are slow to work or have negative emotions. In addition to the other options with high concentration, 81 and 69 people said complex interpersonal relationship and family problems accounted for a higher proportion of work stress. However, the appearance of complex options in interpersonal relationships is inconsistent with the previous communication into better situations. There are few choices that do not adapt to the current job or have no interest in the current job and worry about the future, which also echoes people's good sense of identity to the job.

Table 2: Working pressure of new employees

type	level	quantity	proportion
working pressure	worry about the future	35	23%
	not fit for work	25	17%
	complex interpersonal relationship	40	27%
	inability to improve one's ability	30	20%
	other	20	13%

Third, salary satisfaction of new employees. According to the survey, for the current probation benefits, the new employees think that basic satisfaction and a little gap from the expectation account for more, 20% and 47% respectively; 10% of the new employees think that they are very satisfied, and 23% of the new employees think that they are not satisfied. In summary, 70% of the new employees are not satisfied with the salary and treatment during the probation period.

Table 3: Salary satisfaction of new employees

type	level	quantity	proportion
salary satisfaction	very satisfied	15	10%
	basic satisfaction	30	20%
	a little unsatisfied	70	47%
	very dissatisfied	35	23%

Fourth, new employee information exchange. According to the survey, 70% of the new employees use the internal website of the company as the main way to learn about the company. In addition, the company meeting, leader's speech, chat between colleagues and office notice are also the four ways to learn about the information, with the proportion of about 30%, while only 13% choose to talk with their superiors. It shows that the superior leadership does not pay enough attention to the new employees and lacks guidance and communication.

Table 4: Information exchange of new employees

type	level	quantity	proportion
information exchange	internal website	106	71%
	leadership speech	22	15%
	superior conversation	5	3%
	office notice	9	6%
	other	8	5%

## 5. Conclusion and discussion

### 5.1. Discussion

Through the analysis of the above research results, it can be seen that there are several influencing factors in the process of integrating new employees into enterprises.

First, new employees do not have a strong sense of belonging. Without a clear career plan and a clear path up the ladder, new employees become very confused about the direction of their future work efforts. Meanwhile, colleagues, even leaders and some old employees around the work sometimes just muddle along, with all kinds of dissatisfaction and complaints, which makes it more difficult for new employees who are already somewhat vulnerable to establish firm confidence in the company[7]. In some departments, due to the low job satisfaction, the staff turnover is very serious. New employees who do not work enough in the probation period propose to change their posts or quit, resulting in employment crisis. Therefore, it is urgent to solve the problem of employees' sense of belonging caused by internal atmosphere.

Second, the training is not systematic enough. The enterprise has not established a systematic training system for new employees. First of all, the training content is too simple. There are no normative texts and handouts for general and special courses, and only simple lectures. Besides, most enterprises do not have specialized training institutions and training instructors, and do not conduct systematic research on training, resulting in poor training effect. Secondly, the training method is monotonous, simple teaching, all new recruits fixed training content, fixed training method[8]. The training effect evaluation system was not established, and only focused on the process, ignoring the assessment of the training effect. The induction training ended with the end of the training time or only carried out a simple answer test, and the training effect was unknown. Finally, the assessment is not standardized enough, and there is a lack of clear assessment standards for new employees, management methods for new employees, and evaluation methods for the conversion. The traditional and customary treatment of new employees is followed.

Third, the pay of new employees during the probation period is too low. Considering the personnel cost and the instability of new employees, under normal circumstances, the salary of new employees in the probation period is low, deducting the five social insurance and one fund, the monthly amount is limited. For employees, the probation period is not long, but the impression of "lack of money" in the first few months of work still makes many employees feel embarrassed. When new employees face greater economic pressure and strong external contrast, psychological fluctuations will inevitably occur[9]. In particular, some excellent new employees were admitted to this company with top grades, while voluntarily missing other not bad work units, and finally decided to choose this company as the beginning of their career.

Fourth, ideological guidance is not timely enough. When new employees enter the enterprise, they do not know the specific work, development planning, corporate culture, etc., and are often easily affected by the surrounding environment and negative atmosphere. Once negative voices appear in

the surrounding environment, they are easy to produce a gap and shake, and their thoughts fluctuate. The lack of regular ideological guidance and communication for employees will aggravate the unstable factors of employees, increase the employee turnover rate or prolong the period of conflict between employees. They cannot integrate into the enterprise and play their role as soon as possible, and cannot integrate their own business philosophy and corporate culture into the behavior and concept system of employees.

## 5.2. Conclusion

In view of the above factors, enterprises should formulate effective plans for talent retention, screen out outstanding talents needed by enterprises, and make different talent retention and training plans for different new employees.

One is to control the source of recruitment. Whether a new employee can quickly adapt to the job and integrate into the team depends largely on whether the recruitment is good or bad. If the new recruits are the right people, then he can adapt to the job quickly, vice versa. One is to recruit new employees who identify with the corporate culture. A new employee who does not understand and identify with the corporate culture is unlikely to actively create value for the enterprise, and it is difficult to stabilize in the enterprise. Therefore, corporate recruiters must have a good understanding of the company's goals, strategies, culture and values, and use this as an important basis for evaluating candidates during the recruitment process. The second is to have an accurate assessment of the job competence of the applicant. Job skills are almost blank for candidates just out of school. At this time, we can only look at some general abilities that can be shown, mainly a variety of comprehensive abilities and qualities required for the post. Only in this way can we ensure that the people we hire are the right people for the job.

The second is to control the process of training. The main content of new employee orientation training is enterprise status, background, prospect, products, rules and regulations, corporate culture and so on. Providing necessary training for new employees can help them have a comprehensive understanding of the enterprise, and enable them to integrate into the group and play a role as soon as possible. First of all, we should teach according to our needs and be pragmatic and realistic. It is necessary to formulate a systematic training program, formulate a detailed training plan, carry out multi-level, classified and focused training with rich content and flexible time, highlight pertinence and effectiveness, and ensure the quality of training. Secondly, we should be flexible and diversified to enhance effectiveness. The orientation training for new employees not only includes classroom teaching, but also various forms such as role drills, on-site coaching, special lectures and outward bound training. Then bring the old with the new and clarify responsibilities. For the new employees, the guidance and support of the old employees can make them quickly adapt to the new environment and new positions. The old staff should set an example in the process of leading the new staff, and let the new staff feel the good image of the new unit with good working habits and qualities. Finally, training feedback should be strengthened to improve training quality. As a closed information cycle system, feedback link is essential. Without the feedback link, we cannot know whether the training work is good or bad, and we cannot try to update and improve it.

Third, improve the incentive system and make good use of assessment. First of all, we should break the "horizontal big pot", increase the floating wage part, give play to the leverage of wage income. The same level of staff within the same department to adopt the principle of "reward the good and punish the bad", establish the concept of "position by competition, income by contribution". Second, we need to increase non-material incentives. In addition to bonus incentives for excellent new employees, non-material incentives such as training opportunities and honor incentives can also be adopted. Enterprises can improve work efficiency by training employees, and employees can tap their potential and improve their quality and ability through training. Then we should strengthen

performance management. Based on the actual production and operation of each department, the assessment scheme for new employees of each department should be set and adjusted accurately and flexibly, and the assessment indicators should be reasonably selected, so as to avoid the phenomenon that those who work too much cannot get too much, which is caused by the uneven work and leisure of each department, and the assessment should be "personalized and fair". Finally, strengthen performance feedback. The assessment results will be fed back to the new employees, making the assessment become an interactive two-way behavior, prompting the manager to guide and motivate the new employees, and use the assessment results to continuously improve the performance of the new employees, so as to improve their working ability and professional level.

Fourth, we should strengthen humanistic care and set up warmth. The necessity of strengthening humanistic care and psychological counseling is determined by the characteristics of new employees. The first step is to fully respect the personality of the new employee. Leading cadres or old employees should try to communicate and exchange with new employees in an equal manner, solicit opinions and suggestions widely, and enhance new employees' sense of participation and identity in the organization. Second, focus on new employee development. Take the initiative to care about the daily life and emotional problems of new employees. Finally, we should constantly innovate our working methods. By establishing restraint mechanism and learning, heart-to-heart, management, supervision and other systems, standardize the behavior of new employees, and create a good atmosphere conducive to the mental health of new employees. We should pay attention to the combination of psychological counseling and enterprise ideological and political work, so that the psychological education of new employees and ideological education work organic combination of care and love with competition incentive, comprehensive use of a variety of incentives, scientific use of manpower, actively propagandize the advanced model, set an example, carry forward the right spirit, Make new employees always keep positive, optimistic, healthy and upward mental state, devote themselves to work, and form a good situation in the process of enterprise reform and development.

### 5.3. Deficiency

The research of this subject received the help and support of many friends in data analysis, but due to the limitation of time and level, there are still some problems:

First, Due to the limitation of time and energy, I chose my favorite professional enterprises based on the principle of proximity and convenience, without taking the nature of enterprises as an influencing factor. There are differences in the nature of different enterprises, and different surveys on the influence of new employees' integration degree.

Second, No dynamic research on large samples was carried out in the study. The integration degree of new employees and the enterprise environment are not invariable. If a long-term dynamic study can be carried out in the future, it is believed that the influencing factors of the integration degree of new employees will be revealed more profoundly, so as to maintain and improve the degree more accurately.

Third, Due to operational difficulties, correlation analysis between influencing factors and integration degree has not been carried out, which is also the main direction of future research.

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