

Workplace Challenges in Managing New Employees

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Abstract: Managing new employees in the workplace presents unique challenges for organizations striving to integrate fresh talent into their teams. The onboarding process, although essential, often faces obstacles such as a lack of clear communication, mismatched expectations, and difficulties in adapting to organizational culture. New employees frequently struggle with role clarity, learning the intricacies of their tasks, and building relationships with colleagues. This article explores these challenges and provides insights into how organizations can improve their strategies to enhance new employee experiences. It emphasizes the importance of structured onboarding, mentorship, continuous feedback, and fostering a welcoming and inclusive environment to ensure new hires are equipped for success. By addressing these challenges effectively, organizations can improve employee retention, engagement, and overall performance.

Keywords: Managers, skillset, attributions, qualified newcomers, training and development, learning opportunities.

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1. Introduction

Effective integration of new employees into the organizational culture is a significant factor in whether an employee is satisfied and productive in their work (Paavola, 2019). There are many challenges a workplace faces when managing new employees, and it is essential that these challenges are addressed strategically from the very beginning of the employment. In this essay there will be explored three main themes regarding employee management: the top five challenges in managing new employees, the role of the leadership in the onboarding process, and how training can make or break a new employee. Each of these themes plays a large role in the integration of an employee into an organization, and without proactive management practices, the organization, the workplace, and the new employee could end up suffering significantly. Therefore, it is important for employees that do not just face these scenarios, but managers as well, to have at least a basic understanding of what to expect from an onboarding process.

Whenever you hire new employees, you should be performing employee onboarding to help your new hires learn their job. However, if you aren't giving them a proper **onboarding experience**, your new employees may struggle to understand and perform their duties. You may find yourself losing employees faster than you can hire them (HRCloud, n.d.).

Employee management is certainly not a simple aspect of being a leader, and there are numerous elements that need to be considered when engaging in this process. When managing new employees, there are a number of simple and complex elements that play into the employee being both retained by the organization in the long run, as well as their productivity levels. For new employees, the most difficult challenge can be adapting to the workplace culture. For someone that has just spent the four previous years being taught to 'adult' and learn a particular skill set, it can be incredibly overwhelming adapting to an environment that expects you to

know everything from day one. Flooding or absence of information when onboarding a new employee can lead to misinterpretation in the workplace environment, and could lead to the employee leaving the position in confusion or frustration. The top challenge in managing new employees is found to be cultural and relationship issues in the workplace, and how this can be mitigated by a strategic onboarding approach will also be discussed here. It is common within the context of these relationship issues that procedural disagreement will also become a part of concern for an employee.

1.1. Background and Importance of Managing New Employees

In the daily operations of contemporary workplaces, the walking in and out of new employees is an ongoing and recurring process. How can management best engage these new employees to catalyze rapid social integration and work-readiness? Effective management of new employees plays a significant role in enhancing employee retention and performance. Since World War II, trends in employment practices have shifted towards increased reliance on part-time and temporary work, altering the nature of permanent employment relationships. In turn, organizations have also adapted their recruitment and selection processes, as well as their training, development and onboarding strategies. Although challenges and impacts have persisted, changes in employment practices have continued to shift both expectations of new employees in the modern workplace and the way in which they are received into their respective organizations (Frögéli et al., 2023). Key variables that influence the success of new employee integration include the readiness and disposition of the individual, the culture and practices of the organization, and the support and management of the supervisor. It is during this career milestone that question marks arise around the company's culture, acceptable behaviors, and prevailing leadership style. It is when the preconceived notions formed from the organization's marketing

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ephemera and interviewers are unceremoniously met by the lesser-known idiosyncrasies of daily operation. Understanding that individuals have divergent reactions and attributions around the same event is essential to engendering an inclusive and supportive environment. The challenges of new employee integration and longer term retention have continued to grow in relevance as companies are facing increased pressure to attract and retain skilled workers and employee turnover has concurrently increased. Studies suggest that up to 25 percent of workers hired in the United States leave their job within the first year and the cost of employee turnover can be as high as two times the employee's annual salary. Adapting to the changing landscape of contemporary employment practices and business models can make it increasingly tricky for an organization to comprehensively and effectively support new employees through the difficult transition period into their new role. As organizations continue to shift, change, and amalgamate at an unprecedented rate, there emerges a pressing need to investigate new models and strategies for navigating the intrinsic challenges that arise in bringing new employees into established teams and organizations. With the advent of the gig economy and remote work, numerous businesses are forced into a perpetual state of reorganization in order to keep up with the next disruptive innovation in their respective fields. In this environment of unpredictable company mergers and takeovers, and ever-changing power structures, existing models of team development and onboarding quickly become outdated and offer only superficial support. With the above in mind, this white paper will aim to uncover lesser-known challenges faced in the integration of new employees and propose novel models and strategies for tackling these challenges. Furthermore, recommendations can be used to inform the development and optimization of organization and team-specific practices and systems to better meet the needs of incoming hires.

2. Recruitment and Onboarding Challenges

A seismic shift in organizational structure is mirrored almost perfectly in the rapidly changing job market. Job descriptions that have been essentially static for more than a century are now suddenly obsolete and unable to keep pace with the demands of the new landscape. Workers with the skills most desired can now demand the environments where they work. The job market now has a more active role in recruiting companies rather than the other way around. The onboarding experience has quickly solidified its place as a major pillar of the recruitment process. New employees armed with cutting edge skills are no longer abundant. Conversely, the demand for these qualified newcomers is currently soaring. The traditional methods of brochures and safety videos just aren't resonant anymore. Entirely too much time is wasted showing employees the bathroom and not enough is spent acclimating them to their new team and going through the first six months on the job. Environment-appropriate new hires that may have thrived were they properly integrated are instead dropping out after three months, if they last that long (Britto et al., 2017).

The fundamental nature of workplace community is shifting from a physical, location-based community to a company-wide digital presence. A remote workforce has quickly gone from atypical to the norm. A structured, environment-setting first week is no longer plausible because if executed as typical, it would take over 24 hours. Essentially, employee performance, retention rates, and overall engagement can be mapped back to the quality of their transition into the company. The introduction of new hires is

paramount to the success of both the company and the individual alike. The well-documented recruiting problem will never see resolution as long as an environment in which recruits can succeed is not guaranteed. Competition for the best employees will transform into a friendship with the best employees once incoming workers get a taste of how well other, more forward-thinking companies take care of their own from day one. Structuring the onboarding experience is not just a good practice, but a necessary one (Berardocco & Ogden, 2018).

2.1. Attracting Top Talent

Quality over quantity. Attracting top talent is being perceived as one of the most important, if not the most important, component of successful recruitment strategies (Kontinen, 2019). At the same time it is becoming increasingly challenging. There are multiple potential challenges, such as a company being invisible or unknown to their potential candidates, and creating a compelling narrative to encourage people to apply. Furthermore, candidates are getting increasingly demanding and selective, and the salary, benefits, workplace culture and practices are closely scrutinized. Attractive salary packages, communal farm-to-table meals or weekend retreats: this is just a casual selection of job perks offered by companies across the world. It is becoming clear that to entice, attract and keep quality employees, companies must go the extra mile. But what can a company do if such an endeavor is currently not feasible, may be due to company size or industry? Additionally, how can it stand out on a job market increasingly saturated with a plethora of job opportunities.

In today's digital world, a company's visibility is closely linked to its activity in social media and professional networks. However, maintaining a constant presence and engagement can be costly, and due to a non-strategic approach, highly ineffective. That's why participating in virtual job fairs, reaching out to specialists in recruitment marketing, or leveraging the extensive knowledge of organizations focusing on studying candidate expectations and workplace trends can pay off. The rapidly developing market of digital assessment will provide a company with an opportunity to implement innovative, and often unique solutions, tailored to its needs. Investing in an attractive employee value proposition (EVP) should be perceived as a long-term project, as brand differentiation requires a comprehensive approach. It's not only a matter of what the company says about itself, but also how others perceive it. Branding strategies have to resonate with the target group.

2.2. Effective Onboarding Processes

Effective integration of new employees is fundamental as they settle into an organization. The onboarding process plays an important part in this for a number of reasons. Employee fit is elevated when a structured process supports a smooth transition into the organization, and this can result in higher motivation levels, increased understanding of organizational ethics and strategies, higher engagement and contribution to team tasks (Britto et al., 2017). In addition, the time to creation of new units or extra efficacy in communication should reduce when the onboarding process is strategically employed.

Given this, it's important that new employees begin from early engagement with their immediate team, and this contributes to stronger relationships and better cooperation when working together. It is also important that expectations about the role are clear, this helps in understanding the nuances of the task that has been set and also the behavior expected in the associated culture.

Well organized companies who have committed attention to this stage provide new employees with a detailed job description and have also set KPIs. The discussion brings out both the importance of this and the negative outcomes where it is lacking. As the settling in process continues, new employees are more broadly integrated into the organizational culture and are also advised that there is a greater degree of freedom to perform the job duties in the manner they see fit, as they understand better the company context in which they are operating. There is an establishment of monitoring and support mechanism to decide, through regular dialogue, whether additional support needed during the onboarding period, this is also carried out by a quarter by quarter review of job KPIs. Activities which influence these dimensions positively, can be important, and the successful retention of employees that have thoroughly onboarded agencies over time are highlighted by an in-house integer that will correlate better onboarding with long term retention rates.

3. Training and Development Issues

Training and development are crucial aspects in new employee management. Training is considered essential to keep and improve job-related knowledge, skills, and ability. Training has to be well-designed to cater for different employees' roles. The challenges are in identifying the role-specific training needs and in organizing training expenditure (Ahmad et al., 2014). Employers often do not know exactly what training materials they should prepare. This commonly results in the prepared materials failed to accommodate the employees' needs and to fit the employees' job characteristics. Problems may also arise when employees have to participate in training using training methodologies that do not suit them, such as web-based training for employees with low computer skills. Employers often only offer a training program on their new employees. Once employees have worked, they are rarely engaged in further employee development by training. However, employee development is expected to be continuous to keep a quality on-going performance. Employers must listen to feedback from new employees about training suitability and effectiveness. The failure to provide adequate training will have repercussions on both the short-term and long-term performance of new employees. In the short-term, employees are unable to meet employer expectations so they do their tasks incompletely or incorrectly. This situation can also be a risk to employee safety. In the long-term, inadequate training can lead to a lack of confidence and constant feelings of incompetence. This situation will lead new employees to consider quitting their job. To prepare employees to succeed, employers must design a comprehensive and well-prepared training program. The training program must cater to the needs of different employee roles. A proactive training strategy by involving an in-depth preparedness program must be applied by employers. Thus, it is expected that the job success of new employees will increase and their decisions to leave the workplace will be reduced.

3.1. Designing Training Programs

Designing effective training programs can be complex, requiring a strategic, premeditated approach tailored to the specific needs of new employees and the competencies they need to thrive (Calderon, 2006). At its core, incorporated training ought to be designed in alignment with organizational goals to drive performance improvement and allow for adaptation to a new performance management and competency-based model. Moreover, training design should be based on the competencies employees need to succeed in their roles. This illustrates how a

competency framework can be structured and lists competencies for a variety of positions.

Within these competencies, a variety of training methodologies should be considered, from the design of handouts to implementing a hands-on training program, which will be lobbied at higher rates by measurable improvement in training comprehension, while the overall efficiency of training programs is highly reliant on a blend of methods. Along with hands-on training, a number of e-learning platforms can assist in the training of employees and in the transfer of knowledge to these previously instructed individuals. E-learning is an excellent way to increase the scope of the training program so that employees from different areas can participate in the same training environment.

It is also important to recognize that different individuals have different learning styles; what may work for some may not work for others. Hands-on training has been shown to be an effective way for learners who are visual and who benefit from implementation while being taught. It is thus important for trainers and observers to realize that people have different preferred styles of training. This recognition can help develop a blend of approaches that meet the needs of the entire workforce. Ultimately, training should be evaluated to determine the effectiveness. Assessment and evaluation are crucial aspects of any training program and can be used to gather evidence to indicate that training has taken place. It is also possible to assess the impact of training in terms of the future behavior of trainees. Additionally, evaluation could be used to diagnose the presence of skill shortages before an inordinate amount could become harmful. This would then permit all levels of management to carefully design resource allocation strategies or realistic objectives to overcome such impediments. Analysis can also be a means to monitor training performance and efficiency. This is seen as a powerful mechanism for self-regulation, providing teacher feedback and thereby enhancing the design and delivery of training. An ultimate aim should be to make trainees a customer of the training function, by increasing their level of satisfaction. For this, it is believed that the perception of training will highly improve if those trained are actively involved in what and how training is conducted. To neutralize the above-mentioned conflict of interest, external organizations might be charged with this feedback task. An effectiveness criterion should provide outside reviewers with clear and measurable elements of construction.

3.2. Ensuring Continuous Learning Opportunities

Learning and training for sustained employability across working lives concerns the necessity for learning, at work or off, to acquire amalgamated and transferable knowledge, skills, attitudes, and capabilities to re-skill and re-qualify as the workforce changes and targets new sectors of employment throughout working lives. Sustainable employability underscores the need to balance short-term targets with broader concern for long-term occupational or sectorial standing. Workers have had to recognise the need and value of learning over the working lives for both personal and vocational goals in declining and changing sectors of employment. Potentially, a longer-term and more amenable local workforce could have recognised the fortune and need of acquiring enhanced qualifications, incorporating workplace learning as part of vocational formation, or effecting better professional relationships with training providers (Smith et al., 2013).

The daunting challenge for organizations is to appreciate and become more proactive in supporting the sustained employability of workers across their working lives. Career opportunities and employment security rest upon people's knowledge levels and skill bases. Such interrelations also foment with respect to the necessity for learning and training on the acquisition and advancement of intellectual competencies, with the concern being with the character and adequacy of what is learned and trained in relation to the requirements of lifelong learning for employment tenure and security. At the more developed end of the embodiment/emission continuum can be matters of comprehension such as the design and implementation of training, learning, and education initiatives for either individuals or groups. At the more implicit end of the continuum can be the underlying thoughts and emotions associated with such generalized practices. Here the concerns are to contemplate how thoughts and emotions about these undertaken appear to be related to understandings of personal exploitation and the ascription of possibilities and prospects. At work, learning and discussing these matters influence a greater significance of such learning investment. On this note can emerge a set of apprehensions about the fortunate utilization and appropriation of such learning actions and the conditions that sustain such a perfection or hinder it.

4. Communication and Feedback Hurdles

Effective communication is a vital link to achieving a robust and successful place of work environment. Dialogue must remain constructive and balanced. This letter aims to address a concern or issue. The purpose is not to criticize or demean but address a concern to help improvement personally and professionally. Issues arise when miscommunication or an absence of communication continues between new hires and managers. Managers desire a new employee to ask questions to acquire information. Unfortunately, some employees may wish to impress or show competence to their superiors which can result in less information exchanged. Managers may inadvertently assume too much from the employee and provide less information than needed, which leads to a juncture of problematic workplace engagement (Bennett, 2015). Moreover, without transparent and honest communication, new hires may avoid revealing their weaknesses for fear of judgment. At worst, this lack of openness can result in the termination of an employee during an introductory period. Regular check-ins remain a noteworthy way to resolve these communication issues. It is recommended that feedback sessions be prioritized as the utmost imperative possible conversation for improved workplace effectiveness (Schamberger & Manjarrez, 2017). Additionally, novel employees may desire a no-experience-to-blame conversation where all feedback remains constructive. Managements must support an environment that remains open and understanding without providing judgment. It is important to foster mutual respect and understanding as the foundation of building an effective workplace relationship. It is also proposed that feedback sessions remain free from other conversation or action items for ease of open dialogue and as a way to focus attention. Obtaining and providing feedback can be a challenging conversation for managers and new hires, but prioritizing a supportive culture and understanding its significant role in the workplace can dramatically enhance overall employee success.

4.1. Establishing Clear Communication Channels

Our workplaces find themselves confronting parallel shifts—increased multi locational arrangements, a mix of office and

telecommuting set-ups, and flexible time arrangements—all of which present challenges in setting up communicative relationships and managing a climate of trust among co-workers. To some extent, locality as such becomes relativized because of an increased presence of technologies of communication which transform the world itself into a space of accessibility. The ability to move around the globe, and access otherwise distant places virtually, also allows for communication across continental and temporal boundaries. This has afforded us a world of many temporal zones: always on and always available, 24/7 service due to globally dispersed economies. To meet these challenges, establishing clear communication channels in the life of a workplace is vital. This is a matter of configuring hubs for the facilitation of information flow—hence away from a simplistic model of sentiments exchanged in a small group of friends, or bosses and workers. (Tourish & Hargie, 2004) Although feelings of sentiment are part of communicative relations, they take place somewhat ill-effectively through relational arrangements in the workplace. This sentimentality is traversed by a plethora of other relations and flows around tasks, projects, deadlines, schedules: it is also a chat forum around these topics. Office work is a site of interaction in which the division between work and leisure instances of interaction, and hence of sentiment clime, is often blurred by the very architecture that organizes it. The topic of conversation spreads across official meetings, cat videos, water coolers, and the gossip in the corner, which just as likely spills into the official message outlets. It asks about the hubs and mediums that have been set in place to allow for this communication to flow smoothly across all levels of staff, and at the same time—to the best of its ability—fixate the ephemeral characteristic that the critical literature identifies as fostering communication relations prone to the challenge of building trust.

4.2. Providing Constructive Feedback

When providing feedback, it is important to do so in a timely and respectful manner. It is also important to frame feedback positively, to encourage growth and learning over defensiveness. Some techniques for delivering constructive feedback focus on changing the way managers frame explanations of difficult topics used in performance evaluations, and to solicit feedback about the feedback process on a regular basis. Establishing a feedback-rich culture where performance is frequently discussed in an effort to improve it can be effective approach (Schamberger & Manjarrez, 2017). This is intended to be a guide for performance conversations, whether a yearly summary is provided and quarterly check-ins are conducted, or if a more informal approach is practiced. As part of the performance management framework, goal-setting is most important. Make sure goals are set at the start of the appraisal period and are SMART (specific, measurable, achievable, relevant, time-bound). Share goals with employees immediately. Discuss completed goals when they are fulfilled or due. Solicit feedback on employee goals to ensure continued alignment.

Timely Providing feedback in a timely manner is important for two reasons. First, the more quickly feedback is given, the more likely the conversation or incident prompting the feedback is remembered. This can help ensure that feedback is focused, relevant, and accurate. On the other hand, feedback delivered late can seem arbitrary or capricious, and can be disconnected from the events prompting it. Second, feedback about distant events might

be about issues that are no longer relevant or correct, which does little to help correct that issue or improve going forward.

Delivering Constructive criticism is the systematic analysis and evaluation of performance to "promote and encourage professional growth and assure the successful execution of a desired outcome". Responses to feedback can potentially stoke non-constructive fires or resolve legitimate issues. Fear of critiques can also generate defensive reactions, leading to a resistance of models, procedures, or learning in general. Techniques can be used to provide performance information that is likely to evoke defensiveness without alienating the recipient. The questions covered in this paragraph were designed to be contentious, illustrating both professional and personal matters. Moreover, upon receiving negative information regarding their work, employees may concentrate on outside factors, such as workload, which in turn can discredit feedback as being biased.

5. Retention Strategies

Employee retention strategies are essential for sustaining a proficient workforce to ensure that skilled and qualified workers remain within an organization. There are many successfully implemented strategies for inducing the preservation of employees and these create gratified, inspired employees who form supportive workplaces, thus retaining experienced workers. High turnover rates, irrespective of industry, are viewed by many as detrimental to organizations. Retail is frequently associated with high turnover rates, which are connected to loss in growth potential and diminished productivity. Successfully implemented retention strategies decrease employee turnover, decrease employee intent to leave, and lessen fiscal implications as a result of employee turnover. Employee turnover and intentions to leave are minimized and both customer and employee satisfaction are enhanced, thereby promoting customer retention. In retail, employee turnover can directly impact customers in an industry where positive interactions between staff and customers are imperative. Satisfied employees assist customer patronage by providing more advantageous services, advice setting employees apart as experts, thus encouraging customers to make significant purchases.

Employee satisfaction is affected by varied factors, including salary, perceptions of workplace safety, and agreements over jobs performed. It is posited that improvement in retention practices is necessary, necessitating the ability of management to adapt strategies to conform to alternations in the work force environment. Retail turnover rates are significantly greater relative to other segments in the private sector, illustrating a large disparity between data for various outcomes in retail sector workers. Satisfaction at work involves multiple elements, dependent on individual employment positions, wages, and the organization in which an individual operates. Such attitudes and pleasure are affected by diverse job circumstances and individual traits and accomplishments prompting remedial measures for job dissatisfaction. An employee's capability to leave a position is influenced by the conversion of their complaints to one's firm: resignation, the act of searching for another job, and filling out job applications. In the context of employee complaints, retention measures and practices are implemented as adjustments to employment practices (Clayton, 2018). Employee complaints likened to job dissatisfaction can be assessed with regard to factors in the job, social interpersonal relations, exploitation and abuse, inequity in wages, operational rights infringements, sexual abuse, and offensive behavior management, functioning as anti-retention

elements. Successful employee retention measures are employed proactively to create gratified employees. Satisfaction with a job is an essential factor determining if one maintains a job position and is an element in the formulation of policies and strategies for every corporation.

Many companies endeavor to retain quality staff in order to accomplish increase productivity and profit. To avoid job-burnout, strategies for maintaining workplace welfare are crucial for management. Environmental characteristics and employment status directly shape work environment welfare, which substantially influences job satisfaction levels. Factors such as age, experience, and sex spark vital workforce changes and should therefore also be taken into consideration in retention strategies. To minimize employee turnover intention and cut back the employee turnover rate, profit-making enterprises must strive to nurture good employee relationships and therefore enhance job satisfaction levels. Employee annoyance and non-satisfaction with the job reproducibly have a tendency to provoke employee turnover and intent to depart. A commonsensical strategy aiming at reducing employee turnover rate and turnover intention would want to employ measures to promote employee satisfaction.

Retention Strategy Plan

Employee satisfaction pertaining to different organizations can vary due to establishment scale conditions, management strategies, and professionalism. Generally, excessive salaries and benefits lead to conflicts and complaints acted in opposition to by SMB owners. Management techniques primarily based on the human relationship lead to employee satisfaction, justified in increasing retention. A company's conversion of complaints concerning the job will alter how one's workforce perceives the firm, influencing actions in employee retention. Mindful that such employee complaints are explained as those regarding feelings of distress and unhappiness regarding work, the formation of respective employment practices will occur. The aforementioned complaints flux in timing and intensity for every individual, leading to competitive business environments being analyzed distinct from the recipient's perspective. By correlating the complaints occurring within the identical period from different perspectives, the organization can suggest an approach to prevent negative outcomes. The majority of employee complaints signify issues inside the workplace connected to training, career growth, workers' requirements, and the work environment. The perceptions of employees about the opposite end of the conflict are the biggest determinants of non-contentment in the job. This perception puts into effect assumed neglect or abuses that event for the employee against the possessing organization. More often, dissatisfactory job factor complaints involve issues concerning insufficiently equilibrated wages and entitlements, an unsafe environment, and insufficient personnel.

5.1. Building a Positive Work Environment

An organization should treat their employees with respect and dignity and create a work culture where all employees share equality (Zahoor et al., 2014). Increasing the workload of one employee without just participation of work among other team members leads towards increased workload stress on that person.... Any discussion related to the employee's progress, his success or problems with the managers or colleagues should be done with a positive and constructive intent. All professionals working in the same department should help the co-worker whenever needed. As a result, it will be easier to deliver different tasks on time due to the

coordination and joint effort of all team members. Generally, employees leave their jobs for growth opportunities and better pay. An organization should have a system that will ensure the recognition of their performing employees by the manager, in the form of appreciation and reward giving to their subordinates, and convert their appreciation into promotion when they deserve it.

Employee-retention strategies are practices, which help organization in reducing the employee turnover rate, employee, to stay in the present job with respect to the alternative option rather than looking for another option, where the exact or separate align with employee's desire, and all type of growth opportunities, better salary package etc, are available.... Today the rapidly changing business environment created a great need of effective leadership. This is because the leadership style of the manager directly affects the culture of the organization.

5.2. Implementing Career Development Plans

A strategic approach to managing workforce planning and retention should include the feature of an organization's workforce planning, career development, and employee retention efforts. Seeking opportunities for employees' career development is indispensable for retaining a valuable employee. Employee turnover, caused by the exit of talented employees to competitors after the company has cultivated them with a great deal of resources and effort, has been identified as a crucial issue for organizations (Rahman et al., 2017). Various organizations fail to develop a recruitment and retention plan for these new employees. This may turn away valued employees who are seeking additional challenges or new career directions, and force them to seek career development opportunities elsewhere. Thus, it is vital to make a career development plan for new employees around workforce planning so that these new entrants to the workforce can be successfully retained.

A career development plan effectively aligns the career aspirations of employees with the objectives of the organization, and offers benefits to both the individual and the organization. For the individual, a career development plan that maps out a clear pathway to advancement, training and professional growth may strengthen motivation and improve the feeling of security. Such a career plan could also ease the management of new employees by providing a clear checklist of induction and training requirements. The organization receives the benefit of more skilled and versatile staff, and can cultivate a reservoir of talent, prepared to step up at the right time or to participate in innovative projects to deliver new services. To support work on career development plans, it is essential that mentorship and coaching programs are established. These should focus on the needs of new employees, for example by ensuring that skill development is targeted. It is also suggested that scheduled career discussions are a vital aspect of career development planning. Regular career discussions assist new employees to identify what they need to do to improve job satisfaction or reach their personal goals. Scheduled career discussions can provide both the supervisor and staff member with

opportunities to reflect on progress toward achieving identified goals and work on new challenging goals. It is important that career development plans are tailored to individual strengths, weaknesses and interests to improve satisfaction with both the job and the employer. Research shows that there is a significant positive relationship between the perceived extent of career development of new employees and their intention to stay with the organization.

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