

# Integration of new employees

A study of integration challenges for international companies with homework environment

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## **ABSTRACT**

When an employee joins new workplaces, an introduction is made to get to know the new organization. In 2020, the pandemic affected this introduction for new employees, and it was moved from the workplace to the home. This study aims to investigate how organizational socialization strategies in the manufacturing industry have affected new employees' expectations of social and cultural reality when boarding takes place online. The study concerns research in organizational culture and knowledge dimensions and socialization strategies, which helps new employees understand organizational socialization to respond to the study's identified problem area. The research uses primary and secondary data, which is largely obtained through semi-structured interviews with two HR employees, two managers and two new employees from two multinational companies, Hilti (Company A) and Johnson & Johnson (Company B) and secondary data obtained from the chosen theory and selected using non-probability assessment. The empirical results presented responses to the organization culture of business organizations, integration process, socialization activities, challenges in recruiting new members and the potential to employees remotely. The analysis of empirical results is divided into three sections, respondents' perceptions of the company's social and cultural reality, organizational socialization strategies and organizations for community organizations. The results show that online on-boarding of new employees is affected by the distance between the business and the new employee. The study shows that integrating new employees via online on-boarding has a negative impact if they are carried out through a social process as the study shows that shortcomings in the ability of new employees to embrace organizational culture, men who it is difficult to be with the organization as a new employee when online on-boarding takes place.

## Sammanfattning

När en medarbetare ansluter sig till nya arbetsplatser genomförs en introduktion för att lära känna den nya organisationen. Under 2020 kom pandemin att påverka denna introduktion för nya medarbetare och den kom att flyttas från arbetsplatserna till hemmet. Denna studie ämnar undersöka hur organisatoriska socialiseringsstrategier i tillverkningsindustrin har påverkat nya medarbetares förväntningar på social och kulturell verklighet när ombordstigningen sker online. Studien berör forskning inom organisationskultur och kunskapsdimensioner samt socialiseringsstrategier, som hjälper nya medarbetare att förstå organisatorisk socialisering i syfte att svara mot studiens identifierade problemområde. Forskningen använder både primära och sekundära data, som till stor del inhämtas genom semi-strukturerade intervjuer med två HR-anställd, två chefer och två nya medarbetare från två multinationella företag, Hilti (företag A) och Johnson & Johnson (företag B) och sekundära data erhålls från vald teori och valdes ut med hjälp av icke-sannolikhetsbedömning. De empiriska resultaten presenteras utifrån respondenternas svar om företagets organisationskultur, integrationsprocess, socialiseringsaktiviteter, utmaningar vid rekrytering av nya medlemmar och potential att introducera medarbetare på distans. Analysen av empiriska resultat är indelad i tre avsnitt, respondenternas uppfattningar om företagets sociala och kulturella verklighet, organisatoriska socialiseringsstrategier och vardagliga organisationssocialisering. Resultaten visar att online on-boarding av nya medarbetare påverkas av avståndet mellan verksamheten och den nyanställda. Studien visar på att integration av nya medarbetare via online on-boarding har en negativ påverkan om de genomförs genom en individuell socialiseringsprocess då studien visar på att det finns brister i förmågan hos nya medarbetare i att ta till sig av organisationskultur, men även att det svårigheter att socialisera sig med organisationen som nyanställd när online on-boarding sker.

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## **Concept list**

Teleworking – Working from another place that is not at the office.

Socialization – Integration with other employees

Working remotely – Work remotely from the regular office

Online on-boarding – Introduction to the business online

# 1. Background

*This chapter presents how the development of research within the introductory process, how the development of organizational socialization has taken place and how the role of organizational culture has on a new employee. Furthermore, a problem discussion is presented, explaining how strategies such as organizational socialization paved the way for a more efficient introduction process, as well as to be painted if the problem area n is it takes place without physical meetings. Concluding with research questions, a purpose, delimitations, and an overview of thesis outline.*

When a new employee starts his first day at a workplace, the introduction process begins. The process is described by Bauer and Erdogan (2011) in which the new employee goes from being an "outsider" to becoming an "insider" of the organization. The employee thus has a limited view of the organization at the start of his employment regarding the organizational culture and the unwritten regalia (Bauer & Erdogan 2011). By the individual learning the hidden and clear rules, values and norms, the process can be accelerated. What happens is that the individual then learns the organization quickly and understand how to behave to be accepted (Bauer & Erdogan 2011). The process does not explicitly contain values and norms, so it falls to the individual himself to identify these and gradually learn by studying the employees or asking. Bauer and Erdogan (2011) argue that through a formal introduction, the new employee learns through, for example, videos, lectures, and information sheets.

One of the most cited studies in organizational socialization research is John Van Maanen and Edgar H. Schein's 1979 study "Toward a Theory of Organizational Socialization. The research suggests that the previous research focused too much on problems that are conditioned for actual behavior and attitude problems that individuals in the organization assumed themselves. These problems are also associated with group or situation attributes, which means that they cannot be seen as general. Other researchers who were on the same track as Van Maanen and Schein, were Ashforth, Sluss and Harrison (2007) but also Perrot, Bauer, Abonneau, Campoy, Erdogan and Liden (2014), who argued that previous research focused on the organization implementation of measures to socialize the new employees, while new research tends to be about the proactive role of new recruits in socialization. A question highlighted by Van Maanen and Schein (1979) and where there was little research on where certain patterns of action or thought are transferred between generations by the organizational members. Information and values resulted in the organizational culture being the factor that transferred these patterns between the generations (Van Maanen & Schein,1979). It is therefore a question of the organizational culture exploiting the individual for its own survival. Thus, when a new employee meets the organizational culture, it is the individuals with the most experience that are seen as carriers of the organizational culture who will teach the new employee, and thus the culture is carried on over the generation (Van Maanen & Schein,1979). It is when new employees see the organization with the same glasses as the experiences that make organizational socialization happen.

Organizational culture consists of special organizational language, values, customs, and social etiquette (Van Maanen & Schein,1979). As all these elements show, is that it points to how the individual should integrate with the organization. It can be seen as visible and invisible rules that require an outside individual to adapt to be accepted. Van Maanen and Schein (1979) argue that the new employee should have to question some of these rules in the organizational culture, while ignoring some of them. It therefore asks the more experienced employee not to interfere

with the ongoing culture and that it then gets the same image as those with longer experience in the workplace already have. It is this process that Van Maanen and Schein, (1979) mean is organizational socialization.

Organizational socialization is a process where the new employees learn from the organization through adaptation to become part of it (Hatmaker & Park 2014). Unlike the introduction process of an employee, socialization is something that happens without a direct plan (Hatmaker & Park 2014). Nevertheless, there are similarities between these concepts, as it is the organization that bothers to look after the new employee in the organization, while it is up to the new employee to seek knowledge and information about that is expected of a social but also which professional skills are required (Hatmaker & Park 2014). At the same time, socialization is a learning process, describes Ashforth et al. (2007), which the new employee must understand to determine the values and standards that exist in the organization, but also define the tasks required by a role in the organization.

Bauer and Erdogan (2011) argue that the new employee possesses different characteristics. An individual can take responsibility for their socialization process, Crant says (2000), by being proactive they increase the possibility of becoming part of the organization more quickly. This puts the individual in a position where it learns the organization and how it works, while integrating with other members and building networks, where it more easily understands the organizational culture. People of an extrovert nature or have an openness, according to Kammeyer-Mueller and Wanberg (2003) show a higher alignment with their new employment, as it seeks information on its own, looks positively at new situations, seeks feedback, and builds relationships with other individuals. It's about the social skills, relying on his help, where it's about understanding what expectations and limitations are attached to one's person, Morrison (1993) argues.

## 1.1 Problem Discussion

The introduction of a new employee is based on a process that will lead the new employee to be able to learn the organization, but also the skills and behaviors required in his professional role (Bauer & Erdogan 2011). For a new employee not to get an incorrect picture of neither what the organization stands for nor what the new job means, there is a strategy *Realistic job Preview* that aims to give the new employee a natural feedback of the organization and service. The strategy aims to create an objective overview of the organization and work from other media such as manuals and videos, in order not to give an idealized picture (Baur, Buckley, Bagdasarov, Dharmasiri-Ajantha, 2014). A failure in the introduction process may be that the new employee's expectations have not been met. (Louis, 1980). Louis (1980) believes that there may be unrealistic expectations or that expectations have not been met from the employer. Louis (1980) argues that shortcomings in the strategy are due to the existence of unspecified expectations between the new employee and his manager. Louis (1980) believes that it is important to specify these expectations between the parties when the employment begins.

Regardless of the interaction for the individual, it is of the utmost importance that the introduction has a cost awareness for the company (Staw, 1980). However, it is not only the cost of planning an introduction, but at the same time there is the image that the new employee will perform (Louis, Posner & Powell 1983). It is common for the new employee not to perform at the same level as a colleague who has been in the organization for a long time, which in turn is a cost (Louis, Posner & Powell 1983). This makes the introduction an important factor to control and improve while the organization wants to keep costs down (Louis, Posner & Powell

1983). Companies with a good introduction for new employees can reduce the risk of this exposure, which can lead to the well-being of new recruits and the company can avoid the risk of losing newly recruited staff (Staw, 1980).

Cost awareness of a new employment results in productivity, where the new employee will undergo a process called organizational socialization (Van Maanen & Schein 1979). The process aims to make the newly hired to an experienced member of the organization, and at the same time information available by, for example, participating in informal networks, representing the organization, and seeking advice from employees (Louis 1980). The socialization process of the organizations about quickly integrating new employees into the organization in order to get the organization to quickly take advantage of the new employees (Perott et al., 2014). The latter research in the interaction and the social structure has focused on the individual's prerequisites towards the interaction with the company. Perott et al., (2014) concerns in their research that the dependence on the role to be recruited so there are different needs for support in the interaction phase. Kowtha (2018) believes that depending on the individual's previous experience and knowledge, there are different demands on the company's need to support the newly recruited, which is also something Allison, et al. (2017) concerns in their research. At the same time, the process is learning, Ashforth et al. (2007) believes that the new employee must learn what values and standards exist, while at the same time figuring out the roles in the organization that make the organization who they are. Values and norms are two of the goals of organizational socialization, as well as to transfer knowledge and information required as a new employee to do the work (Van Maanen & Schein 1979).

The strategies behind organization socialization show that organizations and new recruits have a positive experience of the impact of a strategy on the introduction process (Ashforth et al. 2007). Ashforth et al. (2007) believes that the picture is that new employees and organization give an impact on a commitment to the organization, about how well a person fits the organization, how satisfied he is with his work, clarity of how the job should be done and how well he adapts to the organization's culture. All these factors are linked to those that Ashforth et al. (2007) believes may mean that the new employee terminates his introduction prematurely and end his or her employment. It is also linked to lower staff turnover (Ashforth et al. 2007). At the same time, it is important to distinguish between integration and the organizational social structure, Klein et al argues. (2015), which suggests that its concepts should be viewed entirely separately. The introduction is a process that will help socialization move faster, but socialization continues throughout the stay in the organization, while the introduction is a short period in the start. At the same time, there is no doubt that the introduction is extremely important. Both Klein et al. (2015) and Alan et al. (2007), as Kowtha (2018) talks about the importance of quality during the introduction, as well as the value created for the new employees during this phase.

Van Maanen and Schein's (1986) six dimensions contain two terms of organizational socialization strategies, collective/individual, formal/informal, sequential/random, fixed/variable, serial/separation, or acceptance/denial. The strategies were categorized into three forms, context, content, and social aspect. They were also divided into institutional and individual start-ups. Collective and individual refers to whether the introduction is carried out in groups or individually. The formal introduction makes the new employee feel the situation isolated from the others in the organization, while the informal way allows contact with the other employees. According to the sequential way, the introduction takes place in one sequence while the other way has a random sequence. Fixed and variable defines whether there is a specific time for the introduction or if it varies. The penultimate dimension is serial and

dissociating, where serial means whether the new employees have been socialized with the help of a senior colleague at the organization and the separation has not done so. Investiture and divestiture account for whether the new employee has received social support from a senior colleague and how they appreciate the person. Investiture accepts the new employee while divestiture would like to see the new employee's identity changed in order to fit the organization (Van Maanen & Scheins, 1986).

Organizations that use institutional strategies implement systematic introduction programs for the new employee, in order to teach them what roles they have, the organizations' norms that exist, and how to behave. It becomes very isolated from its colleagues, but at the same time there is a social aspect within the institutional strategy, where senior colleagues are available to help and provide support, while respecting the new employee. The institutional strategy contains sequences of patterns in which the new employee will actively participate and follow. It is a way, according to Van Maanen and Schein (1979), to secure the new employee. After institutional socialization, the new employee has the tendency to have a more positive attitude towards his work and the organization. The new employee feels that they fit better into the organization and the company gets a lower staff turnover, than if they entered an individual socialization, according to Alan et al. (2007) Perott et al., (2014), Klein et al. (2015), and Kowtha (2018). However, the authors argue that the strategy can limit creativity, as the organization must follow a specific order and thus not go beyond this strategy. At the same time, Erdogan (2011) believes that more research is needed if the strategy affects creativity.

When the Corona pandemic hit the world in spring/winter 2020, it meant that several business operations had stalled, and been moved to be conducted entirely or partly digitally (Bloomberg, 2020). Employees of many companies around the world have moved their workplace to their home, where there today has lack of complete physical socialization with their colleagues. Conducting their communication through digital communication tools has meant that interactions between employees have moved to the digital environment, but so has the integration phase of new employees (PWC, 2021; Lund, et al., 2021).

Moving the integration of new employees from an environment where the business has had full control over the entire organizational socialization process to today being conducted in an environment where one only owns the interaction through a digital platform, makes the business difficult to understand and difficult to manage. A study from McKinsey (Lund, et al., 2021) involving over nine countries and over 800 professions points out the difficulty for managers in influencing, coaching, and training their employees. In addition to what Kowtha (2018) has mentioned before, if the support and the need that a new employee needs depending on experience, it puts a different light on the problem of new employee support, and what is possible to get during a remote interaction. At the same time, research shows the challenges associated with new recruitment and that there is a risk that the expectations of the new employee that cannot be met from the employer (Louis, 1980). This, in turn, leads to the problem of cost awareness (Staw, 1980), and how the introduction of the new employee must not be too costly (Louis, Posner & Powell, 1983). This leads to what Van Maanen and Schein (1979) argue that the faster a new employee becomes productive, the faster it leads to him becoming part of the organization.

Another factor to consider is that of the organizational culture. In a study by the company PWC (2021), several managers in the US say that they do not believe that the company culture will survive pure teleworking. Ashforth et al. (2007) highlights how norms and values aim to set crucial limits for the new employee, but when the interaction does not take place based on the

given rules such as Ashforth et al. (2007) refers to, that it opens the risk that the interaction process will take longer and become more costly, while the PWC (2021) study shows the risks that the culture in many organizations may be lost with full teleworking. At the same time, several organizations and employees open to conduct business or work completely remotely as something that may be relevant even after the pandemic (Business Standard, 2021; Bloomberg, 2020).

The research today highlights the organization socialization process that is partly or entirely driven by a physical exchange and has thus not been studied when the physical interaction fails. This study aims to review the area when the interaction between companies and new employees takes place online, and how the socialization process is affected, and at the same time try to give more knowledge to a phenomenon that several companies today turn their attention to.

## 1.2 Research question

1. How does a new employee perceive the common organizational culture when the on-boarding takes place online?
2. How have the organizational socialization strategies been used on a new employee when the on-boarding takes place online?
3. How have organizational socialization strategies affected the new employee's expectations about the company's organizational culture?

## 1.3 Purpose

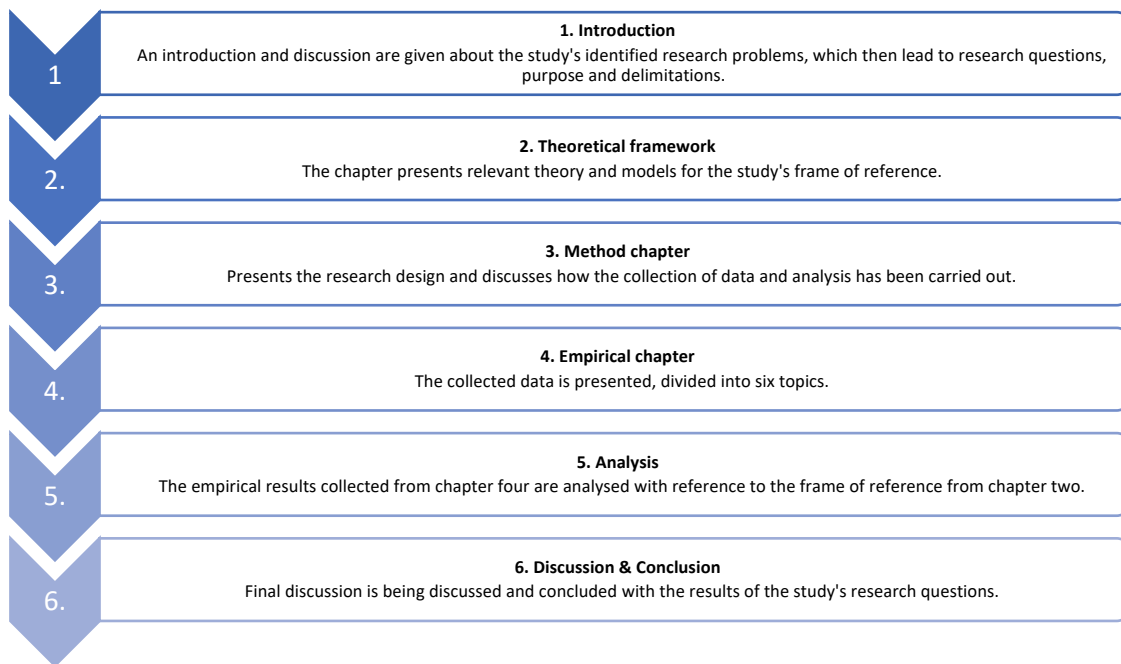
The purpose of the study is to investigate how organizational socialization strategies in the manufacturing industry have affected new employee's expectations of social and cultural reality when the on-boarding takes place online.

## 1.4 Delimitations

The study will stroke international companies based in Liechtenstein and the US that operate in Sweden. The companies should have a strong organizational culture and the organizations should believe that it is an important part of how the business is conducted. Culture is a comprehensive concept, and this study has focused on how the new employees embrace norms, values, behavioral patterns, and customs. The study will stroke office workers whose integration process has been moved from the company's own premises to the home and is being taken digitally. The study focuses on how the new employees perceive the organizational culture conveyed through the organizational socialization strategy.

## 1.5 Outline of the study

This study is available under six chapters, which follow a planned composition to introduce the subject, identify the current research gap and use existing literature and method to collect new data for the purpose and following question of the study. Below is a figure of the study's outline.



*Figure 1: Own illustration of the outline of the study.*

## 2. Theoretical Framework

*The chapter highlights three central theoretical areas within the study; organizational culture, knowledge dimensions of the content of socialization, socialization actors in the organization and organizational socialization, concluded with a literature review of challenges and opportunities. The*

*research questions are connected to the Frame of Reference, subsequently presenting a self-illustrated theoretical synthesis to provide a precise analysis in the coming chapters.*

## 2.1 Organizational culture

Organizational culture consists of rules, expectations, values, specific language, ideologies, and practices that shape the members of an organization (Van Maanen & Schein, 1979). Through a common standard, everything that is carried out in the same way as prejudice, models of social etiquette and establishment, like specific habits and routines of the members, and how the members act against colleagues, subordinates, superiors, and outsiders. It is also possible to include members' experiences of what is seen as correct and accepted regarding organizational culture (Van Maanen & Schein, 1979). Schein (1992) believes that culture is understood as different levels, which form a whole that is visible to new employees. These different levels refer to Schein (1992) as *artefacts*, *prefaced values*, and *basic assumptions*. It is difficult to find a pure definition of what is organizational culture. Bang (1999) make an attempt to define below.

*"Organizational culture is the set common norms, values and perceptions of reality developed in an organization when members interact with each other and the outside world" –Bang (1999).*

The organisational culture perceives as natural and accepting are the common situations and problems created and arise in the organization (Bang, 1999). Members see natural behaviors based on events as the optimal reaction in this given environment. This, thus, governs how they act, and thus on what they perceive as the natural way of reacting and thinking (Bang 1999). As a result, there is an incomprehension for outsiders to understand the rules and behavior that govern members. Van Maanen and Schein (1979) argue that organizational culture arises in response to an environment in which members operate and manage. Thus, it is a way for the individual and the group to divide and set rules in the complex environment in which they operate. Van Maanen and Schein (1979) describe the concept that creates and maintains the organizational culture as a "coping technique," whereby the new individual manages the new environment and already established members are located.

For new members, the experience it brings to the organization can contribute to the change in the current organizational culture (Van Maanen & Schein, 1979). The new individuals enter the organization with different backgrounds, values about right and wrong and different ways of working. This may mean that the new employees can question different assumptions and not work according to the values that prevail in the organization. This means that the organization is not a present organism but constantly changes based on the members replaced (Van Maanen & Schein, 1979).

### 2.1.1 Subcultures

A concept that Alvesson (2009) touches on with description and the common organizational culture is subcultures. Alvesson (2009) concerns that within large groups, additional subgroups are created by people who collaborate and identify as their group within the larger business. It is mainly in larger businesses and companies that this is found, according to Alvesson (2009), which cedes examples of smaller units separate from the business and which operates in different areas can be a distinct subculture. As a result, research today strongly argues that

subculture is such a vital part of the large common organizational culture and that it today coexists in parallel with it. This argument put forward by Alvesson (2009) shows a dividing line with Van Maan and Schein (1979), which describe it from something in common. However, it should be noted that the different views do not completely diverge, as Van Maan and Schein (1979) continue to point out that organizational culture is a reaction to an environment in which members operate, thus becoming a way for them to deal with the situation.

In studies on group dynamics, Hatch (2002) has shown that when individuals interact socially, the likelihood of strong cohesion increases. Hatch (2002) points out that factors such as physical proximity, exchange of information and interdependence may arise under these conditions. In addition, Hatch (2002) explains that these individuals have closer cooperation and contact with each other, which contributes to forming a community characterized from the outside by the socially constructed cultural phenomenon. When it comes to subculture concerning organizational socialization, Korte's (2009) research shows that relationship building in smaller working groups is a strong driver for new employees, not in larger organizations.

### *2.1.2 National Culture*

A national culture entails all the norms, customs, beliefs, values, and behaviors shared by the population of an entire nation (Alvesson, 2009). These specific traits unique in almost every nation may include characteristics such as racial and ethnic identity, religion, language, traditions, and cultural history. As Alvesson (2009) argues, the national culture forms the basis of all other cultures in the nation, as the main principles and rules must be followed. Thus, the national culture affects organizational cultures and business cultures in the sovereign nation and ultimately affects socialization.

The national culture establishes grounds for personal and group interactions in the entire nation, which, as Hatch (2002) puts it, increases cohesion, and leads to productivity. When the national culture is good, there is a stronger cultural phenomenon that creates closer cooperation with the individuals of that nation. Though working in smaller groups is a driver for new employees, especially large organizations, national culture is equally important in promoting organizational socialization (Korte, 2009). Thus, each organization needs to set its culture according to the national culture's demands.

The national culture, subcultures, and organizational cultures are interdependent. The organizational culture reflects the national culture and all the subcultures involved. Though national and organizational culture differs in the weight of values and practices each associate with, they are much more common in symbols and behaviors (Hatch, 2002). The relationship between these three distinct cultures involves the organizational and subcultures in the national culture. Hatch (2002) notes that a strong organizational culture takes and adapts the valuables of national culture.

### *2. 2 Knowledge dimensions of the content of socialization*

Klein and Heuser (2008) present knowledge dimensions that the new employee needs to get through when they start their employment. The knowledge dimensions are content that helps the individual in the management of socialization. Chao et al. (1994) laid the ground for Klein and Heuser (2008) research by identifying several of these dimensions. Chao et al. (1994) concluded that the dimensions of history, language, goals and values, politics, people, and achievements all have an influence on the individual's ability to manage the socialization of the

company. The set of dimensions like Chao et al. (1994) according to Bauer et al., (2007) has been the most rewarding to research in socialization. Through their research, Chao et al. (1994) presented a scale for assessing the degree of the new employee has adapted and learned the different areas of knowledge that are seen as critical at the start of the employment. Chao et al. (1994) research represents a good beginning of the knowledge dimensions in the individual's management of the socialization of a company, but the areas have also increased in scope. Klein and Heuser (2008) criticized the six dimensions and expanded the number to twelve, built from Chao et al. (1994) previous research. These are history, language, ability to task, workhand social relations, structure, politics, goals and strategies, culture and values, rules and policies, navigation as well as reward and benefits and in this study have language, work hand social relations, structure, goals, and strategies as well as rules and policies been used.

**Language:** The language dimension refers to the unique language each workplace has and is a necessity to know at different contexts in the workplace to communicate effectively with the other members of the organization (Klein & Heuser, 2008). Terms that are unique to the organization and the workplace are extremely important to know and learn, Klein and Heuser (2008) argue. This is when it comes to understanding procedures, expectations and role and task requirements. Which it also plays a major role in being able to speak the same language as it facilitates social integration, as language gives united power in the organization. Klein and Heuser (2008) say that the level at which the individual knows the language also shows the individual's level of integration into the organization. The dimension is about the extent to which the individual learns the technical language, such as slang and jargon. The language also has a social and task-oriented function, where the dimension aims to explain procedures, expectations and role and task requirements, but also integration (Klein & Heuser, 2008). The role of language as a communication tool between people also manifests itself in nonverbal form. Mimicry, eye contact, gestures, and body movements, all take part in how we communicate and perceive messages (Nilsson & Waldersson, 2016).

**Working and social relations:** Klein and Heuser (2008) dimension, work and social relations, means that different types of relationships established between members of the organization. They believe that these relationships have an impact on the outcome of socialization between the new employee and the organization. Working relationships are linked to the need for cooperation and exchange of information for success with tasks, understanding role allocation and one's obligations. An effective working relationship allows for real communication and feedback between colleagues and deeper collaboration, which affects performance outcomes. Klein and Heuser (2008) argue that this can lead to lower staff turnover, higher organizational engagement, and better cohesion. Social relationships are about friendship outside of work, and for the new employee it is important factor in getting support and gives a sense of acceptance, belonging and identity (Klein & Heuser, 2008). Social relations provide security that allows the new employee to express themselves, get help and deal with uncertainty that arises when they enter the organization. The social interaction, as well as social support and friendships, are positively related to the effect of socialization, in the same way as high job satisfaction, organizational commitment and low staff turnover (Klein & Heuser, 2008).

**Structure:** Means the individual's way of learning formal structure, and where responsibility and authority are assigned. The structure is about understanding the importance of socialization in conveying the hierarchy and helps the employee understand priorities, Klein, and Heuser (2008) argue. Klein and Heuser (2008) mean that the dimension provides a formal direction for how to find information and who to turn to.

Goals and strategies: Defined according to Klein and Heuser (2008) as the extent to which the individual has learned the organization's current competitive position, goals, and strategies. According to Klein and Heuser (2008), having clear goals is to be able to link these with motivation and resources the organization finds important.

Rules and policies: Many organizations have a lot of rules and policies that a new employee should learn. In this dimension the organization puts great importance of going through how things are done during the formal introduction. The dimension is defined by Klein and Heuser (2008) as the extent to which the new employee has learned the formal rules of policy and approach of the workplace. Informal rules are also of great importance in workplaces and in organizations. These rules are often painted as contradictory or complementary to the formally recognized rules (Klein & Heuser, 2008).

In view of the restrictions pointed out by Klein and Heuser (2008), the six dimensions of Chao et al. (1994) successfully presented by the knowledge dimensions, it is believed that these have the content a new employee needs to learn to be well socialized into the organization. These dimensions give a picture of how the new employee absorbs the content of the above-mentioned knowledge dimensions.

### 2. 3 Socialization actors in the organization

Under a individual upbringing, family members are the central socialization actors in his life (Ashforth, 2001). When the individual later in life transitions to work, it is the managers and colleagues from their own and other activities and departments, mentors and HR staff who are these actors (Ashforth, 2001). All these actors contribute to the new employee's adaptation to the organization through feedback, role models, social relations, support, confirmation, and information (Ashforth, 2001). The actors thus design the integration and adaptation of the new employee into their own identity creation. Ashforth (2001) argues that the integration and adaptation of the new employee depends mainly on the social interaction and the exchange of information it receives from different social actors. This exchange helps the construction of the necessary relationships for social acceptance and integration into the working group and activities (Ashforth, 2001).

The research today highlights employees and the joint role of management in being able to influence the socialization phase that a new employee is affected by at an introduction (Wanberg, 2012; Sluss & Ashforth, 2007; Nilsson et al. 2018). According to Nilsson et al (2018), colleagues have great ability to influence new employees, mainly in the amount of time they have in relation to the manager with the new employee. The manager's ability to reward and punish the individual should be on an equal footing with colleagues' ability to influence the individual, in at least as much as the time they interact with the new employee, argues Nilsson et al (2018). At the same time, the individual selects his or her own role models in their role over whom they are chosen. In cases where designated actors of management appear negative for various reasons, the individual needs to look for actors who appear in the opposite direction, to be able to help and understand what it needs to do to become an insider, that is, a full member of the organization. The unofficial role model does not necessarily have to exist in negative contexts, but can complement the official actors (Wanberg, 2012; Sluss & Ashforth, 2007; Nilsson et al. 2018).

## 2. 4 Organizational socialization

Van Maanen and Schein (1979) describe the role of the new employee in an organization and how it learns important elements for his expected role, for example, social codes and requirements. The process, van Maanen and Schein argue (1979), can take place in many ways, speed, and level of independence where the individual on his or her own learns social codes and set demands, for example in the form of a lengthy process that requires training, and a lot of support from other members. Wanberg (2012) believes that organizational socialization tactics include organization-initiated activities, programs, events, and experiences specifically designed to facilitate new employees' learning, adaptation and socialization to a job, role, workgroup and organization in order for them to become members of the organization. Klein and Heuser (2008) argue that strategies and orientation methods used in organizational socialization are jointly defined as a way of structuring the early experiences of new employees in the organization. The activities of both Van Maanen and Schein (1979) and Wanberg (2012) contain mechanisms aimed at shaping the individual's behavior to adapt to the members of the organization.

Bauer, Bodner, Erdogan, Truxillo and Tucker (2007) interpret organizational socialization in a similar way in which socialization is a process that the individual undergoes as a new employee, where they go from being an "outsider" to "insider", from non-member to established member. Van Maanen and Schein (1979) process can be exemplified by a transition to new tasks, new department, or other workplace with completely new tasks, all of which lead to the individual needing to be re-socialized into the group, business, or workplace. When the new employee becomes aware of how the new organizational environment is structured, and thus understands its values and principles that govern and act within it, this means that the individual has become part of his organizational role, according to Van Maanen and Schein (1979).

When a new employee enters an organization, they can be perceived as a disorder with organization and thus they become transformative about how they interpret and govern into events or phenomena that do not fit with what exists in the new context (Bauer & Erdogan 2011). As a result, the new employee needs to reconsider their previous assumptions and thus try to find information as to why members of the organization behave as they do. One way to influence this learning process of the organization is to use special socialization tactics (Van Maanen & Schein, 1977). Van Maanen and Schein (1979) present a theoretical explanation of how different socialization methods affect a result of socialization. According to Van Maanen and Schein (1979) research, new employees' sees their roles differently because the socialization tactics the organization uses shape the information that new employees receive. By offering, maintaining, or providing information in different ways, recognized members of the organization can encourage new employees to interpret and govern in situations in a predetermined manner (Van Maanen & Schein, 1979).

The premise behind Van Maanen and Schein (1977) research is that the new employee finds his first time in the organization stressful, and that the strategies the organization uses to teach the new employee their role has significant long-term consequences on the individual. This theory focuses on the efforts of the organization and not on the efforts of the new employee (Kramer, 2010). Van Maanen and Schein's (1977) research consists of six socialization strategies, each of which explains two different types of socialization processes, Jones (1986) took the starting point from Van Maanen and Schein's (1977) work and revised the theoretical model of institutionalized and individualized socialization. Below is, by its own illustration, a figure of its strategies Van Maanen and Schein (1977) developed and later Jones (1986) further progress the theory by dividing the strategies into two main areas.

<i>Dimensions</i>	<i>Institutionalized processes</i>	<i>Individualized processes</i>
<i>Context</i>	Collective	Individual
<i>Context</i>	Formal	Informal
<i>Content</i>	Sequential	Random
<i>Content</i>	Fixed	Moving
<i>Social aspects</i>	Serial	Separated
<i>Social aspects</i>	Acceptance	Denial

*Figure 2: Own illustration of Van Maanen and Schein's (1977) socializations strategies.*

The role orientation is characterized by groups, clear career plans and supervisors. This role orientation can support the transition to the new organization's acceptance of the rules and norms that they have developed (Jones, 1986). An individualized role orientation is characterized by the fact that the new employee does not follow the rules and norms of the rest of the organization, but that it is instead encouraged to test the organization in relation to his culture (Jones, 1986). Furthermore, organizations try to socialize their employees through various socialization processes (Van Maanen & Schein, 1979), which aim to facilitate the learning, adaptation, and socialization of the new employee (Wanberg, 2012). By designing the new employee's previous experience in the organization, these processes and orientation methods are important, Klein and Heuser (2008) argue. Jones (1986) believes that the new employee faces a challenge to adapt his behavior and personal assumptions in context too the adaptation that is essential to avoid the feeling of uncertainty for the individual's sake. The organization, in turn, can use the socialization process to influence the new employee's internalization of organizational culture (Jones, 1986).

Through their research, Van Maanen and Scheins (1979) have been able to categorize significant boundaries in the field of research and literature. The categorization delimits the series of coherent theoretical proposals in research on the structure, results, and processes of socialization (Van Maanen & Scheins, 1979). Van Maanen and Scheins (1979) have been able to investigate the links between specific socialization variables (strategies) and behavior (role orientation). The strategies for socialization are divided into six strategies and further into three overarching groups of context, content, and social strategies. These strategies provide a consistent starting point for examining the process of organizational socialization, in this study the following strategies are touched upon in more detail collectively, individually, formally, informally, and serially.

#### *2.4.1 Collective vs. Individual Socialization Processes*

The collective socialization process involves putting together a group of people to implement alternatives to respond to an event to see how members feel the same, thus creating common experiences (Wanberg, 2012). The process of socialization thus affects the members of the group to experience a community and togetherness in the form that it shares the same problems and can jointly come up with solutions. What the collective socialization process entails is that it promotes and intensifies the need for "social agents", as Wanberg (2012) calls it. A social agent aims to integrate new individuals into the group, such as new employees. The role can be portrayed through specific individuals or entire groups, which aim to promote the adaptation of new employees by offering information, feedback, role models, social networks, and support, while at the same time allowing the new employee to also have access to larger

networks and other relevant work-related contacts (Klein & Heuser, 2008). Managers and colleagues are the main individuals who are made agents when it comes to learning and expected outcomes (ibid.). Van Maanen and Schein (1977) argue that the group shares the same problem and thus finds solutions to collective problems. This, they say, leads the group to recognize the value and usability of collegiate relationships. The strategy of collective socialization processes is that it is primarily user-friendly when there are several individuals to be introduced at the same time and where the content of the role is clearly defined. The aim is primarily to create a collective identity, where solidity and loyalty are important elements of the joint group (Van Maanen & Schein, 1977).

A socialization process with a focus on individualism is instead a strategy in which the new employee acquires unique experiences separate from other new employees (Van Maanen & Schein, 1977). The individual socialization process also provides insights and perspectives for the new employee, but at the cost that they are very homogeneous than when they appear during collective integration phases during a socialization process (Van Maanen & Schein, 1977). The socialization process differs from the collective strategy, in that only one other member of the organization is responsible for socializing the new employee. This in turn leads to the person becoming a role model for the new employee, to the point that actions, and thought patterns are mimicked by the new employee (Van Maanen & Schein, 1977). Individual socialization processes are often associated with complex roles, since learning to carry out the operational work is considered more important than creating the collective identity (Van Maanen & Schein, 1977). However, the cost of this method is associated with both a lot of money and time (ibid.).

#### *2.4.2 Formal vs. Informal socialization processes*

The formal socialization process refers to the processes that the new employee encounters when he participates in experience and activities explicitly developed for the new employee before starting his or her work in the workplace (Van Maanen & Schein, 1977). The process is separate from the other members of the organization and aims to ensure that the new employee learns, for the organization, correct attitudes, and values in the new role with the aim of making the new employee think and feel like a member (Van Maanen & Schein, 1977).

In relation to the formal socialization process, the individual is not separated from the other members of the organization (Kramer, 2010). The informal strategy refers to the new employee "learning while you go", which means that you get a quick introduction and model of tasks explanation from managers or colleagues in order to learn while taking on your duties (Kramer, 2010). Learning takes up space different from the formal strategy, which requires the new employee to select their own agents based on problems and needs (Van Maanen & Schein, 1977). The choice of agent falls on the experience and relevant knowledge that he has, but also on the person who can best transfer knowledge. Shortcomings in this process of socialization are evident in the fact that the new employee makes mistakes to a greater extent, which can be costly and more serious than in the formal process of socialization (Van Maanen & Schein, 1977). This is because the errors and mistakes are made at work and can thus affect both the organization and external parties. Experienced team members know about these errors but that the new employee has a requirement to perform during this informal period, or that in those cases the new employee asks questions before he start the task (Van Maanen & Schein, 1977).

#### *2.4.3 Serial vs. Separate socialization process*

The serial socialization process occurs when experienced members of the organization take on a role as role models for the new employee and thus become a sounding board for the new

employee to ask questions (Van Maanen & Schein, 1977). When new employee's does not follow the footsteps of the elderly or not follow current routines or role models, it leads to a separation of socialization processes. Such a situation can mean increased stress and contribute with additional uncertainty for the new employee. It may also be the case that some socialization processes can be seen as serial for the new employee but are in fact separate, examples of this are when the new employee does not take his role model or mentor seriously (Van Maanen & Schein, 1977).

## 2.5 Previous studies

The previous research on the way organizations introduce new employees is largely based on Van Maanen and Schein's (1979) six dimensions of organizational socialization. The research has taken a big step during these 40 years and below are some advantages in this research field, but also the recent focus on an individualized socialization process.

### 2.5.1 Benefits of institutional socialization strategies

Research in the field on how socialization strategies are expressed broadly suggests that there are advantages to institutional socialization strategies. In a 2007 meta-analysis, Saks, Uggerslev and Fassina (2007) point out that previous research institutionalized socialization tactics have been shown to reduce ambiguity, role conflicts and dismissals while increasing employee job satisfaction, engagement, and performance. Further research by Liu, Chen, Wang and Hous (2017) also pointed to the same mechanisms, then through a quantitative approach, to show results that employee role clarity, task management and social integration in the organization are increasing, which is then in line with the results of Saks et al. (2007) previously presented. Liu et al. (2017) was also able to show that where institutionalized socialization strategies have been used, an increase in employees' ability to see problems in the organizational landscape has also pointed to improvements deemed necessary. As early as the early 2000s, Cable and Parsons (2001) were able to show through their longitudinal study that employees exposed to content-based socialization strategies, in the form of sequential and fasting, increase their ability to adapt than those who encounter random and mobile socialization strategies. Cable and Parsons (2001) also manage to demonstrate the same relationship between employees exposed to serial and accepting socialization policies. Kim, Cable and Kim (2005) outcome from a survey of executives and employees from Korea on the relationship between institutional socialization and personal-organization adaptation. Their study has been able to show that this relationship is not contextual. In the same year, Jaskyte (2005) also pointed to that indicates that employees who are exposed and accept socialization strategies experience a reduced conflict of role compared to their work.

Filstad (2011) has, like Cable and Parson (2001), Kim et al. (2005), and Jaskyte (2005) managed to point out the benefits of social strategies in socialization context. By examining the relationship between institutional socialization policies and organizational engagement among 179 new employees at two Norwegian authorities, she has succeeded in pointing out - by using institutional socialization policies - that organizational engagement increases. This means that the enjoyment of the strategies is significant to the new employees the support they need, which her research suggests leads to an increased sense of context upon entry into an organization. Research by Gustafsson, Frögéli and Rudman (2017) emphasizes the importance of a structured introductory effort. The research was carried out on newly hired nurses, but the researchers believe that it is possible to make a generalization to more professions.

### 2.5.2 Individualized adaptation

The benefits are thus general throughout the research field, but at the same time there is a discussion about whether the socialization process can be adapted to the individual employee's conditions and needs. Gruman and Saks (2011) studied 243 students participating in a management program and pointed out that the experience of organizational socialization should also consider personal preferences. By a general approach, they argue that individuals prefer institutional strategies as they create more structure, guidance and information that is necessary in a situation that can be perceived as stressful, and anxiety ridden. This is also something like Feldman and Weitz (1990) pointed at when they study summer interns, and how they experience the process of socialization. Feldman and Weitz (1990) point out that the experience differs, although the general view is that structured processes and formalization greatly appeal to students who participate in summer internships.

In this context, Filstad's (2011) results also indicate that older employees prefer socialization strategies, and that the organization allows employees to maintain their personal characteristics in relation to being clearly linked to the individual. In relation to this, Filstad's (2011) argues that younger employees prefer more collective and formal socialization strategies.

Since much of the research on organizational socialization revolves around the experience of individuals, Ellis, Nifadkar, Bauer and Erdogan (2017) contribute with new perspectives when studying managers' involvement in the socialization process. In their study, they investigate new employees and the interaction of their managers in relation to the socialization process and show that individuals' adaptation largely depends on the support offered by the closest managers. They point out that in a situation where managers offer extensive support, the new employees also show better task management and social adaptation while reducing their intentions to terminate their employment. Additional strength to Ellis et al. (2017) is given by Guðmundsdóttir and Lundbergsdóttir (2016), who in a qualitative study investigate expatriate Icelandic workers working in a Nordic co-operative organization. They point to the importance of having a mentor or someone in the organization who offers support on work-related issues for the socialization process to go smoothly.

### 2.5.3 Organizational socialization in crisis

Studies in the subject of organizational socialization in crises are not common, but a study from Lalonde (2009) highlights this topic, as well as the research space that should further lead to more questions within the subject. Looking at organizational socialization in crises, Lalonde (2009) presented a study on the subject. The study shows that knowledge of how a crisis affects employees rises at a company that is in one and has also overcome a crisis. Lalonde (2009) refers to Van Maanen and Schein (1977) that employees must substantially change their perception of their role when a crisis occurs. This leads Lalonde (2009) to conclude that he believes that the socialization process is a breeding ground for future research to study which knowledge should be offered to these individuals in the event of a crisis. Lalonde (2009) argues in his research that the importance of coherent strategies is more important in the event of uncertainty and crises. Through Van Maanen and Schein (1977) study the view that regardless of how long you have been employed, new socialization situations will bring uncertainty and a new context. In addition, Lalonde (2009) believes that strategies taken should follow a given and clear pattern, which aims to reduce uncertainty among employees.

## 2.6 Research overview

The research in introduction and new hire staff is extremely large and there is a wide variation in the subject. Common to the field is the research from Van Maanen and Schein (1977) which offers a solid foundation in the field, and which is a great springboard from which later research takes its starting point. Regarding the effects of the socialization process, the research field considers predominantly the same thing, i.e., that institutional socialization processes and strategies are considered to reduce role ambiguity, role conflicts and dismissals while increasing the employee's job satisfaction, commitment, and performance (Saks, Uggerslev, & Fassina, 2007). However, Cooper-Thomas, Anderson and Cash (2011) raise criticism of the field, saying that the research has not been successful in the socialization of employees who have little or no work experience since before. Their study of 86 employees shows that socialization strategies have a lesser effect on employees with experience of working where it has played a more proactive role and thus rely on adaptation strategies that it is already familiar with (Cooper-Thomas, Anderson & Cash, 2011). There is also a discussion about personalized socialization process based on the background of the employees, as well as pointing to the value of offering support for new employees through different types of mentorships (Guðmundsdóttir & Lundbergdóttir, 2016) Ellis, Nifadkar, Bauer and Erdogan (2017) believe that much of the research on organizational socialization revolves around the experience of individuals. Ellis et al. (2017) raises this perspective through its examination of managers' involvement in the socialization process. By studying the interaction between new employees and their managers during the socialization process, the individual's adaptation largely shows a relationship with the support offered to the manager. In situations where managers are offered support, it is shown that new employees get better task management, social adaptation while reducing their intentions to terminate their employment.

## 3. Research Strategy

*In this chapter, the research strategy chosen by the authors is manifested. A conscious choice is made in (1) the scientific starting point, (2) the application of research design, and (3) selection of respondents based on the presented criteria. In addition, the ethical approaches that support the research in connection with the quality criteria for the study's content are presented. A methodological reflection is later discussed and reflective in chapter X to strengthen the design and outcomes of this study.*

By nature, research strategy introduces the major elements of study project, including research focus, perspective, design, and methods. Fundamentally, it is concerned with how a researcher proposes to answer the research questions and how he or she will implement the methodology. The four types of strategies include case study, qualitative interviews, action research, and quantitative survey (6 Research strategy n.d.). The nature of research significantly dictates the research strategy to be deployed. In the current research, qualitative interviews will be used in answering the research questions since the study seeks to explore rather than to confirm.

### 3.1 Comparative Research Design

Similar to research philosophy, design is also an important aspect of research methodology. Research design is the logic for associating the data gathered and the conclusions to the initially formulated research questions. The nature of the research and study questions substantially influence the choice of research design. The three common research designs that have been documented by researchers include quantitative (confirmatory), qualitative (exploratory), and mixed designs (Abd Gani, Rathakrishnan & Krishnasamy 2020). Quantitative designs are appropriate when studying the relationship between variables. Subsequently, they seek to confirm or disprove the relationship between variables as captured by hypotheses. Quantitative questions, which often commence with “what”, “which”, and “why”, seem to emphasize on specific aspects of a phenomenon, limiting the researcher to a specific variable. By contrast, qualitative designs are exploratory by nature, and they are appropriate when the researcher aims to generate knowledge or create theories (Maxwell 2012). Subsequently, research questions that commence with “how” and “what” seem to tell the researcher to discover, generate, identify, describe, or explore. Consequently, they can suitably be answered using qualitative designs. Mixed designs seem to combine the aspects of quantitative and qualitative designs by offsetting the limitations of each design to provide a strong and comprehensive design that answers research questions.

The present study will utilize the qualitative or exploratory, and not confirmatory. Exploratory studies are designed to investigate what is happening, develop new insights, ask questions, and use new perspectives to explore issues. Therefore, sufficient flexibility is a crucial requirement for qualitative studies.

The qualitative interviews will be used in answering the research questions since the study seeks to explore rather than to confirm.

### 3.2 Research Approach

Quantitative designs are appropriate. In its simplest form, research involves searching for knowledge and truth. However, in formal sense, it implies the systematic study of a problem by pursuing an approach. As claimed by Alshenqeeti (2014), a research approach could refer to plans and procedures for study, comprising steps from broad presumptions to comprehensive methods of data gathering. The three basic elements of research approach include the philosophical world view, research design, and methods of research. By selecting a specific approach, the researcher is also supposed to choose marching methods. By contrast, qualitative designs are exploratory by nature.

The first approach, which is the philosophical world view, originates from the epistemology concerns. According to Devers & Frankel (2000), such considerations determine a paradigm as per the philosophical orientations of a study approach. Research design is the general strategy that an investigator selects in attacking the problem, and it demands the integration of various study elements in a comprehensible and logical manner. Therefore, comprising the blueprint for collection, measurement, analysis, interpretation, and presentation of conclusions, research design strategy ensures that the problem is solved in an efficient manner. As a strategy, research methods can be viewed as ways of mining information from a sample (Dalen 2007). When an investigator describes his methods, it is necessary to describe how the study questions and hypotheses were addressed (Kumar 2015). The current study will combine multiple strategies - particularly research design - as evident in collection and analysis of data, and methods, as evident in population and sampling.

### 3.2.1 Data collection

The thesis focuses on collecting qualitative data from primary sources and the data can be divided into primary and secondary data. In this study, the primary data will be the only data obtained in the main. Methods for their collection can be identified, such as interviews, photos, and focus groups. For this thesis, interviews are chosen as the main method for collecting data and more information on the research topics that the thesis aims to study.

### 3.2.2 Selection

Based on the study of non-probability judgmental sampling. It allows authors to choose the respondents and adaptors to contribute to a study.

According to Van Maanen and Scheins (1986) the purpose is to have accurate knowledge in parallel with the main objective of the article. The study therefore relied on experienced respondents on the impact of the merger on international companies in the global market.

The study also collected preliminary information for the selection of respondents who have the necessary standards for our study, companies with an international background within the same field, whose Human Resources, managers, and employees working in the same field in international companies were interviewed and provided with sufficient necessary information to research.

The article gathered information from the perspectives of experts in the field working in international companies. The authors have chosen two human resources managers, two managers and two new employees from two multinational company, Hilti and Johnson & Johnson. The reason to choose these professionals is that they have the ability and sufficient experience to provide the thesis with the necessary and specific information and data for the study, and their also have sensitive centers in a company capable of providing the thesis with what data and specific information need.

This number of interviews was sufficient due to the length of the interview and the depth in the questions and answers that completely led to obtaining sufficient accurate and deep information suitable for the thesis. The interviews conducted in the study were long, deep, and lasted approximately an hour and a half.

According to Van Maanen and Scheins (1986) the explanation of the judicial sample fits the structure of the article because the authors have chosen individuals who have sufficient knowledge and experience to dissolve the study with in-depth information sufficient to obtain accurate research. Since the research gap affects integration, the focus is on people who are a main concern and can fill the gap, and this study contains complete and accurate studies.

### 3.2.3 Company presentation

#### Company A - Hilti

Hilti Corporation It is a multinational company. It works to improve, manufacture and market building products, manufacturing, energy and building maintenance. It is located in Liechtenstein, founded in 1941.

#### Company B - Johnson & Johnson

The second company that we interviewed is an American company founded 35 years ago, a multinational company called Johnson & Johnson, which is one of the largest companies in the world in the field of developing medical devices, medicines, and consumer packaged goods.

#### 3.2.4 Literature collection

In addition to firsthand information derived from interviewing HR managers, managers and new employees, the study will also depend on secondary research, which will be conducted to explore organizational strategies of ensuring new employees successfully integrate into the new culture (Glesne 2016). The emphasis will be placed on reviewing organizational processes and activities using what has been outlined in the literature. The objective of literature collection will be to obtain a general overview of the problem and available solutions that companies are using. Based on this overview, the researcher will know the existing solutions used by companies to integrate new employees and proceed to examine their effectiveness. The literature will also provide important direction of the research as it will guide the nature of questions to be asked by the researcher.

Documentary sources of literature will be obtained from various citation indexes, electronic databases, and credible websites. An example of citation index that will furnish the research with credible information include Google Scholar. Electronic databases, such as ScienceDirect, JSTOR, Ebscohost, and Pubget, can also provide insightful information concerning the integration of employees into organization. Most importantly, the citation indices and electronic databases will be provided peer-reviewed information, implying that the data obtained from them will be objective.

The literature selection process is also a significant aspect of the methods. Therefore, a selection criterion, involving inclusion and exclusion of material will be utilized in choosing sources for their incorporation into the literature review. The inclusion criteria will be based on the year of publishing, credibility, and relevance. In terms of year of publishing, sources publishing in the last 10 years will be considered for inclusion. Concerning credibility, only peer-reviewed sources will be considered for revision. Pertaining to relevance, the sources should provide themes concerning employee integration and organizational strategies for achieving successful employee integration.

#### 3.2.5 Interviews

Interviews will provide firsthand data concerning the problem in question. Interviewing is a natural and socially acceptable process of gathering data because it can be utilized in different situations covering different topics. Two forms of interviews that can be utilized by researchers include structured and semi-structured interviews (Lewis 2015). Whereas the structured interview has a set of questions, which disallow the interviewee and interviewer to divert, semi-structured interviews are open, enabling the inclusion of other ideas because of the responses from the interviewer. Based on this description, structured interviews are appropriate when using quantitative designs that do not focus on the generation of knowledge. Consequently, they are not suitable for this study.

### 3.3 Semi-structured Interviews

Semi-structured interviews refer to a type of qualitative data collection method involving the use of pre-arranged set of questions, which direct discussions between the interviewee and interviewer while giving a chance to respondents to give opinions and answers outside the

discussion. In other words, semi-structured interviews do not limit the interviewee to specific answers. The advantage of this type of interview is that the discussion is not confined to rigid questions, as witnessed with questionnaires, and structured interviews (Jackson, Drummond & Camara 2007). Therefore, semi-structured interviews are flexible because they enable researchers and respondents to discuss an anticipated issue, which might emerge from discussions. This flexibility is required by exploratory designs utilized in this study. However, despite this flexibility, the researcher will prepare a guide to help in the discussions. Fundamentally, the primary rationale behind the utilization of semi-structured interviews is their effectiveness in qualitative study designs. They create an opportunity for following up and expanding on issues that require clarification.

While using interviews, it is necessary to consider the formats: face-to-face, video link, and telephone. In the present investigation, face-to-face interviews will be utilized because of their convenience. Additionally, face-to-face interviews will be adopted since the investigator seeks to interact with new employees in their natural environment, which is their new organization. Worth noting is that there are no substantial differences between interview formats and the outcomes produced. For instance, Graue (2015) did not establish any variations in the interview scripts conducted using telephone, Skype, and face-to-face. To complete the data collection process, the interviewer will take notes in point form from the responses provided by the respondent.

With the interviews as data collection method, the investigator will be capable of acquiring in-depth and comprehensive information concerning the integration of new employees into the organization. In addition, a reflexive dyadic approach will be used in the interviews. In such an approach, the interviewer develops an interaction with the respondents by asking questions and interviewee responding to the questions. The decision to use the dyadic approach depends on the notion that it could provide an avenue for interviewees to communicate deeper and personal experiences with integration frameworks deployed by their organization.

However, for interviews to be successful, there is need to adhere to some best practices. In accordance with these best practices, the first best practice is the avoidance of biased questions or generalizations (Alvesson & Sköldbberg, 2017). In the light of this avoidance, assumptions will also be minimized. Similarly, interviews will be carried out with the utilization of non-verbal cues. Consequently, there are adequate grounds to assert that the process will be thorough and in line with proven best practices.

The first best practice is concerned with conducting interviews. According to Glesne (2016), a good qualitative interview has two primary aspects, namely natural flow and detailed. To achieve this feature, it is necessary for investigators to recall that they conduct interviews to listen instead of speaking. Besides, investigators ought not only to be neutral but also establish the most appropriate atmosphere through which the interviewees would feel more at ease and talk freely. In this regard, Abd Gani, Rathakrishnan & Krishnasamy (2020) pointed out some of the key concepts that interviewers ought to consider when deploying interviews as a data gathering tool: power relation, value, trust, meaning, and wording. The current study will consider these key concepts when conducting exploration, the integration of new employees into their organizations.

Concerning power relations, it is necessary to determine the influence of the interviewer on the interviewee. By nature, power relations are the interrelated power within the interview, as pointed out by Alshenqeti (2014). Essentially, such power might intentionally or

unintentionally emerge from the interviewer's side towards the interviewees. Consequently, to ensure that this factor had limited impact on the study, the researcher will extend the interview; consequently, balancing the relationship between the interviewer and the interviewee, as posited by Alshenqeeti (2014).

The importance of the interview is the value it provides in order to provide the thesis with the necessary information and the significance of the interviewees' words. To the researcher, the interview is significant in attaining the study objectives. However, the interview might have a different importance to the interviewee. In the current study, the researcher will explain to the interviewee the significance of the interview. In particular, the explanation would be that the interview will enable the interviewee to present the challenge that he or she faces while trying to integrate into their new organization (Alshenqeeti, 2014).

Wording refers to the grammatical framing of the questions to carry meaning that can be understood by the interviewee. As a recommended practice, the interview questions should be shorter and simple to comprehend so that they can elicit long insightful responses. Based on this recommendation, the interview will ask short semi-structured questions that can be easily understood by the participants.

### 3.3.1 Source criticism

The interviews will provide firsthand information concerning experiences from HR managers and managers as they strive to help the new employees to be integrated into new organizational culture. Consequently, interviews will be suited to attain their objective of eliciting experiences. However, these experiences might be biased since they are based on individual emotions and attitude towards organizations. In some cases, the employee might deliberately omit some details during the interview because of self-interest or fear of managerial action. Some employees might also report false information hoping that they influence the findings in their favor.

Literature sources will provide secondary information, which might be credible. However, in some instances, the authors of these information might also suffer from individual biases in their analysis. Similar to employees, these authors might deliberately omit crucial information, or they might not have the knowledge about other factors. Consequently, by relying on the subjective viewpoints of authors might significantly shape the outcomes of the study.

### 3.3.2 Sampel selection

Based on the study of non-probability judgmental sampling. It allows authors to choose the respondents and adaptors to contribute to a study.

According to Van Maanen and Schein (1986) the purpose is to have accurate knowledge in parallel with the main objective of the article. The study therefore relied on experienced respondents on the impact of the merger on international companies in the global market.

The study also collected preliminary information for the selection of respondents who have the necessary standards for our study, companies with an international background within the same field, whose human resources directors, managers, and employees working in the same field in international companies were interviewed and provided with sufficient necessary information to research.

The article gathered information from the perspectives of experts in the field working in international companies, according to the researchers (Van Maanen & Scheins, 1986). According to Van Maanen and Scheins (1986) the explanation of the judicial sample fits the structure of the article because the authors have chosen individuals who have sufficient knowledge and experience to dissolve the study with in-depth information sufficient to obtain accurate research. Since the research gap affects integration, the focus is on people who are a key concern and can fill the gap, and this study contains complete and accurate studies.

### 3.3.3 Selection of companies

Thousands of companies are recruiting and training new employees. Therefore, they qualify to participate in the study. However, it is impossible to study all organizations due to time and cost of the research. Subsequently, the research will focus on some companies, selected from different sectors, based on their direct connection to purpose and research questions as well as delimitation thus the authors can answer the questions and define the thesis in reliable and academic way (Bryman & Bell, 2013). These companies will provide pool of employee from which the interviewer will select potential participants.

The authors have chosen an industry in accordance with the purpose. The author have chosen this particular industry because it fits perfectly with the studies, purpose and answering the questions. The authors have chosen those companies because the companies have had new employees right now and had experience of integrating new employees with homework environment, which means they can provide the thesis a clear picture and necessary information about how it works with integrating new employees with homework environment.

### 3.3.4 Selection of interviewees

Thousands of employees are joining different organizations; hence, they are required to integrate into the new environment and embrace new organizational cultures. Subsequently, the population that the study aims to study comprises some of employees that joining new organizations. These employees have to acquire social skills through organizational socialization. At the same time, the organizations that these new employees are joining have a responsibility of ensuring that they acquire professional skills.

Since the population under study is very large and cannot participate entirely in the study, it is imperative to select a representative sample. By definition, a sample refers to a subset of people or objects from a larger population. Therefore, the process of sampling involves selecting the individuals who will participate in the study. Different studies dictate the sampling method that a researcher can use. Besides, each sampling method has strengths and weaknesses. Worth noting is that no single sample method is superior to the other. Appropriate application of a sampling technique can achieve study outcomes.

The study will use purpose and convenience sampling. In purposive sampling, participant will be selected based on their contribution to the study. As the name suggest, the participants ought to have a purpose in the study to participate.

HR, managers, and new employees will be interviewed from the selected organizations. The study will be conducted in two phases: pilot research and preliminary study. The pilot research will be the first phase, involving conducting the inquiry to determine its feasibility. As the second phase, preliminary research will involve interviewing HR managers. During this phase, organizational managers and leaders will be interviewed to obtain their views on how their

organizations ensure new employee's transition. Interviews with these leaders and managers will provide comprehensive data enabling the understanding of social factors that contribute to successful integration of new employees.

### 3.3.5 Selection of method

A qualitative data was the most suitable method as the study seeks to address the integration of employees in multinational corporations. According to Bryman & Bell, 2013, Studies that have qualitative data (words) such as this thesis are usually evaluated based on: applicability, reasonableness (a form of conformity), credibility (a form of reliability) and accuracy (conscientiousness, honesty). Studies that have quantitative data (numbers) are usually evaluated on the basis of: applicability, validity (a form of conformity), reliability (a form of reliability) and accuracy (precision, objectivity). This thesis was aimed to take part in the respondent's reality image and understand the subject very deep thus it was best to choose qualitative method based on the subject the authors have chosen and the paper was also looking for applicability, reasonableness (a form of conformity), credibility (a form of reliability) and accuracy (conscientiousness, honesty), and interviewing the companies helps in providing more information useful during the analysis of responses collected. that is why the authors have chosen qualitative method. According to what the authors have explained, you can easily see that the authors were aware of all the information and the difference between qualitative and quantitative data before choosing the right method (Bryman & Bell, 2013). Therefore, a qualitative data was the most appropriate tool for analyzing organizational socialization strategies and their impacts on new employees.

### 3.4 Analysis of empirical material

The practical and theoretical chapters did not continue with the same content of the title and the content of the text, because the content of the empire is complex and unnatural to read based on the content of the theoretical framework of reference. Therefore, a more chronological list of how the organization will operate and an analysis according to the theoretical frame of reference structure is made.

The thesis used several important and very necessary elements during the study for better quality and to better study and delve more into the information and materials that we obtained in the interviews with the selected companies (Ahrne & Svensson, 2015). The elements were the careful discussion and linking them to scientific theories, accurate sorting, and professional reduction.

In first step: the paper carefully studied the documents to gain the ability and knowledge to arrange the study and make it clear and easy to narrate to the reader. And thus, the thesis got to know the material better and for the sake of the credibility and reliable. So that is why the paper talked and searched for materials that may be against the thesis study as well (Ahrne & Svensson, 2015).

The second step, which was linking the theoretical framework of reference with the produced material, therefore the paper saw the need to discuss and explain how the author dealt with scientific theories and related them to the information that was experimentally collected, and this chapter was mentioned in the analysis section of the paper. And due to the congruence

between the scientific theories and the experimental materials the thesis gathered through the interviews, experimental materials were fact and proven (Ahrne & Svensson, 2015).

### 3.5 Ethical approach

The involvement of human subjects in the study necessitates investigator to adhere to research ethics. Most importantly, the researcher will not ask the interviewees to provide any information that might lead to their identification (Bryman & Bell, 2013). Consequently, self-identifying information, such as name and social security numbers, will not be asked during the interviews. Besides, participants will not be forced to contribute to the study. They will be allowed to opt out of the study whenever they want.

### 3.6 Quality of study

Analyzing qualitative data and measuring its quality. Perspectives can be divided into conclusions and exceptional approaches. For this thesis, extrapolation is chosen for the main approach, thus studying the investigative viewpoint shows the theory because of an experimental reality, and the theory was not settled before the research was conducted. The chapters will explain the general analytical procedure, which is the main theme of data analysis and measuring its quality.

#### 3.6.1 Credibility

An instrument of study is considered as a credible measure if the data collected by it passes both applicability and credibility tests. According to Yin (1994), applicability seeks to determine whether a research can be trusted and if it assesses what it is supposed to measure. Subsequently, the quality of the interview instrument is critical since the conclusion of the inquiry is subjected to the information gathered using the instrument. Regarding credibility of the instrument, the data collected are subjective and exist in narrative form. These forms of data might eventually cause problems for the analysis. Nonetheless, a research is regarded credible if there is consistency of interview data, which should also not be biased, and if it measures the concepts that it is required to measure. Consequently, both credibility and Applicability is crucial in the current study (Yin,1994).

The current research will adopt inter-observer credibility, which refers to the degree to which at least two observers assign similar rating, label or category to an observation, behavior, or segment of text. In other words, when using the interrater credibility, the study will be interest in the amount of agreement between observers. To ensure such credibility, the collection and analysis of data will be based on an established guideline. In terms of Applicability, the researcher will ensure that there is one-to-one correspondence between the interview questions and the underlying competencies.

#### 3.6.2 Authenticity

Authenticity is concerned with the validity of the study. In the modern era of digital revolution, electronic sources of information, which will be used in this study, are vulnerable to authenticity issues. The reason for this vulnerable is the ease with which they can be published (Bryman & Bell, 2013). Two crucial determinants of validity include time and the authority of the author. Concerning time, only sources published within the last 10 years will be considered for analysis. The reason for considering these sources is that they can depict the present scenario validly. Concerning author, only sources authored by authoritative individuals in the

field of human resource management will be considered. The reason for such consideration is that such individuals can offer genuine and objective view of the phenomenon.

## 4. Empirical Findings

*This chapter describes the empirical data collected from the interviews conducted with the respondents of the two companies. The headings differ between the categories of organizational culture, the integration process, socialization activities, challenges, and opportunities. Under each heading, answers from respondents follow based on professional role.*

### 4.1 Respondents' perceptions of the company's social and cultural reality

On the Theme of Organizational Culture, respondents have answered questions regarding the company's organizational culture, how to work based on it and how to introduce new employees to it.

#### HR – Employees – Company A

When Company A recruit's people, there is a greater emphasis on the person and their personalities, values, and ways of being than on the education or experience itself. It is more important that the person fits into the organizational culture than that they have the right training or experience in the industry, says HR. Company A works in a group on the theme of 5-6 people depending on the task and through the common culture, the head of the theme leads the group in the day-to-day operations. The group has a strong culture that the company has actively worked with in building through a structural and careful selection process when choosing the right employees. To maintain that organizational culture, the head of the theme is of the utmost importance, so they are thoroughly schooled in them the values and norms that govern the business.

## New – Employee – Company A

For the new employee, the organizational culture had been something that he had heard about inside he came to become part of the recruitment process and thus part of the organization. Through his close friend, he had sweet on the organizational culture and thus got a positive image of this process although he lifted a little skepticism as it sounded so incredibly good and that it may be too fabricated. But during his short time at company A, the new employee believes that the expectations and the picture he has received about the organizational culture are true. He gives examples of an organizational culture that really comes out at the fingertips, as he recounts it, really lives, and breathes the culture that has been so proudly talked about. Through the integration between national borders, between different teams within his region and also with them support functions and other themes that he works closely with and with, he testifies to an organization that is really what you breathe and live. The organizational culture, as he describes it, is strongly connected and helpful, he describes it this way:

*"There is a care for each other that I have not experienced anywhere else, it is in an organization like this that I always wanted to work but that I never really thought existed. It's the same values between me and everyone else here, it's an incredibly inspiring environment."*

- new employee, company A

## Manager – Company A

The organizational culture is strong at Company A and an important part of maintaining it is that the people inside it are so selectively selected. By having a process where several managers see meeting the candidates we meet, the people are selected based on a common assessment basis. This is at the same time as managers are always visible in the business, supporting, talking to colleagues, and following up on their personal development. It is extremely important to be present, involved, and responsive, as the organizational culture is always evolving, while at the same time maintaining the core and its values.

## HR – Employees – Company B

Company B is a culture-driven company, so for the new employee it is very much initially about education within company B's culture and its background and values. It is an important part of what company B is and should be something of a backbone for us employees. Within the organization, company B follows what they call good practice, and which was formulated by the company at the IPO in 1944. Good practice is a guiding principle for our employees about how our responsibilities are described towards shareholders, consumers, employees and society, the HR employee reflects. It is noticeable that the company is globally managed, while management believes that there should be as little difference as possible between countries and parts of the company. In addition, no one should fall behind regardless of the world you work in, there should be indifference between all employees around the world. Company B does not therefore need to build its own structures, values or, for that matter, organizational culture in the department, unit or region, but it exists throughout the company, regardless of country or continent, again the HR employee. The training plan, and specific one on good practice, reflect the events that the new employee encounters through different scenarios, and which educates

the new employee on how to act based on values and norms. This is a way to implement the company's values to the point where the new employee understands these.

Today, the company is working at a strategically high level with a clearer organizational culture and commonality plan, which is hoped to lead to an indifferent onboarding for the new employee in order for everyone to have the same experience and information. It may be that everyone should receive a welcome package with indifferent processes across the group. It is still a very big challenge that the leaders of company B are about to develop, HR says. Which also continues, *"because although we strive towards indifference, the company is a rather fragmented company"*, for example, there are different conditions depending on where you work, or in what function. There is a stated objective that those recruited should fit into the culture that Company B is trying to pursue as clearly as possible. The important thing is that the people can stand for the values that the company has set and thus it is not a question of the people having a specific identity when it comes to the business, but they are the values we all share that will determine whether you can become an employee here.

#### New – Employee – Company B

Before the new employee came to the company, he had a certain idea of organizational culture, but it was not something that he regarded as any experience in that sense. What is said is that the organizational culture is, according to the new employee, also visible in the various interactions he has had with the organization. He thus believes that it is possible to see the organizational culture among those in the business that are within. He describes the organizational culture as something he was ret told during his introduction and during the interviews during the hiring process, that it was based on a strong community, where a lot of activities were carried out outside of work. Which, unfortunately, is not something he can see in the digital environment that he integrates through with the company today.

Then, when asked if the organizational culture has been learned, the new employee says that there is not exactly an unambiguous answer. He admits that he has got a good picture of the organizational culture but that at the same time it is not so tangible in everyday work. He believes that he sees it and its tendencies in the business, among decisions made and among his colleagues. His example is that he shows that he sees how norms and values govern the business, but that they do not control the way he works to the same extent.

#### Manager – Company B

The manager has been at the company for over twenty years and has worked in several different roles, but he currently holds two years. Why he has stayed is largely due to the organizational culture that the company has. He describes it as very inviting and solution oriented. Much of the culture is that you take care of each other and curious towards your colleagues, but also about different areas of activity that usually do not have much collaboration. He gives examples

of how a French team had sought out his team and wanted to find out more about what they were doing. It suggests a curiosity and at the same time an openness that what you yourself may not possess is possessed by someone else, which leads you into this openness and curiosity that the manager has talked about. To maintain that culture, the manager recounts a recruitment process that involves the candidate performing and selling a pitch to the interviewer. This part is about identifying the outgoing candidate, while also challenging the person to be able to make presentations in front of an audience, as well as seeing its innovative ability. Important during the interview is that you get a good picture of the candidate you have moved on with during the interview, then, of course, it is that the new employee should be able to get good answers about the role, what demands will be made and what is expected, says the manager.

## 4.2 The integration process

On the integration process theme, respondents have answered questions regarding the company's introductory process, how to work with it and how new employees introduce.

### HR – Employee – Company A

The introduction starts as soon as the new employee comes to the company. With a three-week training course, which is now moved to digital, it becomes a more efficient process, where you know that all new employees learn the same things. Company A tries to adjust so that it is constantly getting better, which they do by checking with the new employee in how they learn the business. During the training, the newly hired company A learns policies and rules and where to find parts and things that can be good to feel when working at company A.

The most important part of the introduction is the community with the team, to become part of the group and feel a community. By a new employee entering a team when the business is conducted remotely, this means that the introduction will not be optimal in the way that Company A wants, HR says. Everything becomes divided into different processes when everything is moved to the digital, of course you can have digital AW or coffee, but there will be moments that are not natural, which then slows down the learning and the individual's ability to confirm everything about the organizational culture that Company A itself says they have and are.

### New – Employee – Company A

Before the new employee came to company A, he had a positive image of the organization that he had received through a close friend who had been tipped to apply to company A. The friend himself worked at company A and believed that he could fit into the organization. The new

employee decided to apply as he felt both about changing the industry but also that Company A was an exciting company that he had heard plenty of. By first answering questions orally and recording himself, there was an interest in the new employee at company A and he moved on to the next step in the process. At step two, an interview was conducted between the recruiting manager and the new employee digitally, and then switched to a third interview under physical conditions at company A. At the last and fourth interviews, it was held with HR manager and head of the business area in which the new employee would work. The new employee says that through this meeting-heavy process, he understood that the important thing about the right person being more important than the right background, so also that more managers were involved in the process for several to be able to get the same common picture about the person to be recruited.

During his first time at company A, the new employee has undergone large training packages in combination with internships. Initially, the new employee was digitally introduced to the general values, norms and organizational culture that characterizes company A, and then reconciled with a final test where these areas were measured and reconciled. This part then leads to training courses in the profession with which the new employee is to work. These courses are divided into four castle areas and processed by a digital format over three months, led by Manchester. In times without the need for teleworking, there is training on site, but now education takes place digitally, where different tasks are taken through at home in front of the computer. The new employee finds the introduction extremely rewarding, ranging from small tricks and tips, to how the work should be done and how to carry out all the elements that you meet in your work. The training, which was held remotely from Manchester, was carried out with colleagues from Norway, Denmark, Sweden, and Finland.

Next to the trainings, there is a step-by-step combination of practical work with the team of which the new employee is a member. During the internship, the new employee is very close to his theme and mainly his mentor. The mentor is a major mainstay during these months, and the mentor has pointed out that the process in which the new employee has been part is more of a marathon than a sprint race, the important thing is that they are slowly built on with tasks and that it is always matched by how the new employee feels that this can receive.

#### Manager – Company A

Company A has put together a digital introduction plan, which lasts between 3-6 months and is individually adapted, and contains everything a new employee at the department should learn. Through digital courses, the new employee learns the organizational culture, the company, his role and what Company A strives towards and its values. The training is given in the form of short films, self-study, collaboration with other newly hired colleagues, study visits to other departments via digital tools, but also tests carried out with supervisors digitally.

The most important person for a new employee is the mentor who is appointed, they are in constant contact and are the closest person that the new employee will lean on. Here, the new employee can reconcile the question, ball ideas and thoughts that he meets during his first time. The mentor is part of the teams within which the new employee is employed, and it is thus a security, since at the same time you work very much together and strive towards common goals. Other important people are the closest team available with answers to questions and support based on a more practical area of daily work. The team helps to find small solutions and practical tips along the work process. To the last, it is the manager, who has daily contact with the new employee for follow-up purposes. The manager has a role of both continuous

reconciliation but also the purpose of being able to follow up the new employee's work. Through the close cooperation with his mentor and the continuous reconciliations, the manager believes that it is possible to ensure in this way that the new employee will follow the arrangements and rules that the business sets up. Measuring can be sensitive for some, but at the same time you wouldn't have ended up in this business if you couldn't do your job, it's part of a job," the manager recalls.

During the integration process, the new employee is taught how to prioritize and structure. Company A measures pretty much everything, and for the new employee there will be a lot at first sitting with the statistics review with the manager on how to succeed in his professional role. The success of the new employee in succeeding at company A is not even education or background, but they are abilities such as drive, courage, perseverance and discipline, according to the manager. These are the key factors that Company A looks at during the interview process and which are reconciled with several colleagues, in order to strive for everyone to have the same common picture and that the right decisions are made. The manager states that Company A has a principle of "hire for attitude, train for skill" mindset, which is also driven by the business. No one is an expert when in this business area or has experience with it already on a large scale. This means that those who are employed come to this activity with the same principle and face the same situation. This makes the business a tremendous strength, according to the manager, while the importance of training and training is a large part of Company A's operations.

#### HR – Employee – Company B

The recruitment process starts with a manager wanting to recruit, it can be for a new position or replacement recruitment. Company B has its own recruitment team that takes care of everything by finding the right candidate, interviews and until the candidate accepts, then the recruitment process transitions to HR. HR starts its part by developing contracts, sending out welcome letters and packages with information about the company and our products. The letter is a welcome letter describing the company's culture, pension and benefits and information about privacy parts. Then the candidate receives the package, signs the contract, and sends it back to HR. Then HR hands over to the boss. So, after the contract is signed and everything is in place, the manager's responsibility is to get in touch with the employee and when to meet on the first day.

In this process, change has taken place since the pandemic erupted in the sending of contracts when everyone is sitting at home, so we do not send any physical documents anymore. and for my team, that's a big change. In the past you have got bundles of paper with everything, now you get everything digital which has become a big difference since before. This has meant problems in the recruit to sign, since most people do not have a printer at home, and thus have problems printing, signing and then scanning in, so this has become a huge problem for the newly recruited. Another thing that differs is coming into the office on your first day. The process is that today you come in on the first day and possibly meet your manager, or someone at the reception or office manager and then you get your things, then you go home and log on to your new computer.

When the new employee starts, HR holds the introduction of the company, which concerns HR intro, which is held together in a small group of 4-5 new employees each time. Here they go through a little bit how the company works with HR and then also the different systems company B uses. It's something HR has been holding since before, so without the difference is

that they are handled digitally. But what differs most is the support for managers during the introductory process. The cooperation was tighter before the pandemic, which has become more difficult to maintain now. For example, HR has not been able to give exactly what we usually do in a new hire, we have previously met up with the new employee on the first day and been able to introduce the company on site. All of this has changed in the fact that managers have taken on more responsibility than before. The solutions have changed during the year, way to how long Company B thought the pandemic would last. In the beginning, the managers took over everything themselves, then HR realized that the quality could suffer, as all managers do in different ways, so today there are more video meetings, but the responsibility still lies more with the manager in that it should work at the introduction.

#### New- Employee – Company B

Introduction was limp at first, because of the new employee working a certain part as a consultant to company B, which meant that this had some knowledge of the company before he came to be employed. As a result, the new employee did not go all the way through the onboarding process. But much of the experience during the parts he was with was hacking as a result of not attending the office on the first day of boarding. The first day of onboarding is important because of it becoming one's first official interaction with the company, which if it becomes structural, means that as an employee there is always some knowledge to relate to, which in turn gives a calm, he says.

#### Manager – Company B

In the first two weeks, there is an enormous amount of information that is communicated to the new employee. Partly through training and review of tasks, but also through all systems, colleagues, and operations. HR initially supports with training within the different systems in which Company B works, but also share company B's organizational culture and the values and norms that govern. Then the introduction turns more into actual work, i.e., the manager and the team support the new employee in different parts that he thinks he needs help within so that it enters the work. It may be that as a manager you have introduced the new employee to the people with whom it will work, to support with general questions and to answer problems that arise in their everyday life. A lot of changing workplaces describes the manager as being more about changing managers and not companies. What is meant is that the tasks can be the same, but the manager is the new one, this means that they are extremely much of the personal chemistry between the new employee and the new manager, to this it is important that the right person is suitable for the right position. It is mainly about the new employee feeling safe and able to be involved, the self-confidence is something that the manager highlights as extremely important, especially in conditions where uncertainty can easily be created when you are not physically seen, he says.

### 4.3 The Company's organizational socialization strategies

On the theme of Socialization activities, respondents have answered questions regarding the company's socialization activities, how to work remotely and how new employees introduce to these activities.

#### HR – Employee – Company A

At company A it has an informal socialization process, but that also follows a certain educational plan, but for the most part Company A is a business that believes that the individual learns while walking. At the same time, the company works a lot with follow-up, everyone is measured in performance, while the group decides together how they will perform, as their joint results control their bonus for the year. Socialization occurs through the interaction between employees, very small, short reconciliations several times a week have allowed new employees to learn, feel values and norms in the company that company A reproduces during the introductory training.

#### New- Employee – Company A

At company A, socialization takes place with other thematic members once a week and with a manager once a month, at the same time it occurs regularly with the new employee during the first months of the interaction between the mentor, the manager, and the new employee. The new employee says that he has come very close to his team, where their care of him has been very mutual. Although it has largely been in a digital environment, he has felt that it has been extremely supportive and been a security in relation to the new situation but also to the new format to integrate on, i.e., the digital environment. He points out that the strategy of gradually raising the demands of the work has had a calm impact on him and there is gratitude towards Company A in that this is a process that gradually follows his personal development.

#### Manager – Company A

The socialization takes place online for the most part, both with the manager, mentor, and the rest of the team. Company A has not taken in extra integration meetings between the new employee and his colleagues than under normal conditions. The mentor, manager and the new employee are in constant contact, and they have a dialogue daily in relation to the pent-up needs of the new employee. In normal circumstances, there is a weekly meeting with the team and then a larger meeting with regional employees in each area of activity once a month that now takes place digitally, then the responsibility is very individually controlled.

#### HR – Employee – Company B

When it comes to feeling connected and building context between colleagues, HR believes that there is an enormous amount of work that needs to be both rebuilt but also developed, she states that this is perhaps where HR should take a leading role. At the same time, however, the difficulty of being able to create this affinity over such a large geographical area where the business is conducted is highlighted from a central role. Here, the manager is raised as the part that should be the bridge for togetherness between colleagues and across national borders. There are currently examples of different regions starting their own team groups where it is free to write and communicate about everyday things, but at the same time there is no uniform approach across other regions, which shows the difficulty of getting it on an equal footing between different regions for the new employee to have the opportunity to feel connected with their colleagues. At the same time, there is a hope that when the review during the HR introduction, which addresses context, culture, values and norms, it will lead to a community that everyone within the organization will work towards the same thing.

Based on the values and culture that company b has set up and written down, as well as what is conveyed to the organization, company b has a formal process of socialization activities. Having said that, HR means that socialization itself is very informal at the team level, i.e., with its closest colleagues. Then there is a risk that this will lead to the teams becoming the only one for the new employee to be actively socialized in, which is obviously a disadvantage but also an advantage. The advantage that the individual gets close security during a difficult time, to work remotely, while there is a situation afterwards, when the opportunity to come back to the office is opened up, the individual should be re-introduced. These are difficult issues that HR believes are extremely important to deal with for the future, because will everything become normal or everything will change, it remains to be seen, HR says.

By giving the new employee a "buddy" on the first day, the new employee also gets someone to hold their hand and also says an easier transition into the group with which they will work. For the officials, they can be about the fact that it is not said to the new employee, but the manager tells a colleague, that now there is a new person coming to the team and this person you should take care of. Company b has no training or rules on requirements that this person should have, but it is more up to the manager who hires and who appoints a "buddy" who thus places demand on who is best suited for the role. This "buddy" should be seen as an offer to the new employee that you can use or not, so there is no requirement for this person to be followed, unless they are explicitly said by a manager, which is not a case that HR is aware of.

#### New- Employee – Company B

Getting to know the organization and its employees in relation to other employers you have been with has been more difficult under these conditions, the new employee says. By not seeing, meeting, and getting a face on all your colleagues and those you have worked with, the new employee says that there has been great challenge and frustration within. It is mainly about understanding the structure and role distribution around your colleagues you work with. The new employee raises the problem of getting to know a colleague in an office gives an understanding of his role and the organizational structure that that colleague holds in relation to a digital environment where integration is directly with the colleague and a context is absent. By experiencing as a new employee that he belongs to a function and he holds a first-line role and then belongs to an organization. There will be a connection between the colleague and context that does not really want to sit down, according to the new employee.

His boss has introduced him to colleagues with whom he will work, either directly through conversations across teams, or that he has recommended contacting designated colleagues. By establishing contact with the new colleagues, himself, they have meant another step that he feels should be done in relation to his new employment. However, he shows that this role for which he has been employed has been such a sought-after area within the company that it has never been a problem to connect with his new colleagues. There has thus been a great openness to his introduction to the company among the colleagues with whom he will work, which he believes has been an important security when he looks back on his time as a new employee.

In the teams of six to which the new employee belongs, the integration has worked well. He feels that there is a strong affinity between them. But this is believed to give an example of a colleague who was hired a little earlier than him and who had time to meet the other colleagues physically before it became mandatory to work from home. His experience is that this person

has a closer affinity with other colleagues than himself. He himself believes that there can be a point in doing other things and not just working, which he means can be a dimension that is difficult to create when the interaction is only done digitally.

By far the most important person during the integration has been the new employee's manager, who is also the manager to whom he has reported. He recounts how the manager has been able to put the new employee in contact with the right people and also introduced him to several important people whom he will work more closely in his professional role. It is also something that the new employee understood only afterwards that the manager-built channels and bridges for him without perhaps directly informing him that this had been done. For example, that manager has spoken to people about the resource that the new employee is for Company B and that this role will fill this function that they lacked. This has thus helped further in getting people at Company B to understand the role of the new employee. After the manager, they are the closest colleague found in the same region that he sees as one of his most important colleagues.

#### Manager – Company B

Much of the integration between the new employee and his colleagues takes place during the digital relationship. The process has worked well on the basis that everyone meets under the same conditions, and at the same time with a combination with an organizational culture that is very prestigious and where the new employee gets the opportunity to express himself and his thoughts openly. The manager introduced prestige fewer meeting bookings for his entire team early on in order to try to develop a natural office environment. There is a lot of talk here about everyday life and what happens outside the workplace, the important thing has been to try to get a place that replaces the coffee room, and where not only work-related issues are dealt with. Getting the new employee into the community in the team has mainly been about feedback and conversations. The manager works a lot to reconcile the energy level of his employees, and for the new employee, where it is not only new with a new workplace, but the way to integrate without the physical environment of one's new colleagues and the common workplace; it becomes extra important with these reconciliations, according to the manager.

### 4.4 Everyday organizational socialization

This chapter covers the parts that fall under everyday socialization, i.e., in addition to introductory training. The chapter follows up on the challenges and opportunities that respondents have experienced online on-boarding.

#### 4.4.1 Challenges

On the Challenges theme, respondents have answered questions regarding the company's challenges in introducing new employees remotely.

#### HR – Employee – Company A

Because of that the business is very detailed and that it thus cannot interact new employees in normal forms, there is a difficulty for company A to reach out to the new employees, according to the HR employee. This can thus also spill over into the fact that the business loses those who are recruited, while Company A spends considerable money on this process, he continues. One of company A's greatest difficulties is the ability to motivate the specific individual and make

them feel comfortable in the role they have taken on. Since the background does not mean anything to company A to a greater extent than with the competitors, there is a risk that it will be faster for the individual to lose their self-esteem and confidence when everything is to be handled digitally and not done physically, as they have been able to work with in the past, says the HR employee.

During the introduction process, the new employee and manager work very closely, as Company A believes in close cooperation can build confidence through support and coaching of the new employee, but when the pandemic broke out, the opportunity has been completely replaced. HR says that managers have felt frustration about this and have had to spend more time with their new employees than they normally do. By not being able to study and follow up on how the new employee works and thus misses important details, this means that the risk the new employee faces having a longer start-up distance than under normal conditions. At the same time, it is not only about support but also training, managers may not always be able to introduce everything well over the phone or digitally, which puts the difficulty in a different situation, i.e., that the new employee does not receive the training that he deserves and should have.

Some who have been given an even more important role are the employees in the theme who have had to take greater responsibility in taking care of the new colleague, at the same time it is natural as the organizational culture is caring. When it comes to motivation and care, HR says that probably other companies may have said that they have become more efficient and that costs have been reduced by now being able to sit at home. However, for company A, which has an organizational culture where interaction between each other is significantly important for the business, the distance between individuals becomes a major problem, and specific to new employees. For companies A, the biggest risk of only communicating and interacting through digital tools is the financial risk, HR says. Because the new employees do not receive the right training and not the right support, they can risk them quitting and we thus lose sales revenue or need to move more resources to do something company A thought had expired, HR argues.

#### New – Employee – Company A

The challenges for the new employee have been to try to enter the Community and at the same time learn a new field of work. He admits that there is a lot to be taken in but that at the same time there is an understanding of the business. He states that he does not know if the differences in the pandemic have had any higher acceptance to learn his work compared to how it has been before, but he still wants to admit that systematic evaluation is carried out all the time and he believes that the key is very much in the measurements that Company A does.

#### Manager – Company A

The challenges of integrating new employees remotely are that they miss the small details of the new employee's development and the problems they face. The social provides security as a manager as there is room to see the reactions, setbacks and successes in the work they face. This has meant a difficulty as a manager to accept, that you cannot always see with your own eyes and thus experience this in common with your employee. Not always being able to follow up on the details, in what cannot be measured, is extremely frustrating, the manager says. These parts can be signals that you first see later in the statistics, which means that you should be able to make changes on an earlier level in, among other things, the coaching you give as a manager.

There is also frustration that the distances that arise on a digital platform can affect the reliability of a manager when training and teaching the new employee. This requires extremely clear communication from the new employee, which can mean a stress on the part of that manager, as he needs to increase his trust in someone it has just come to know.

#### HR – Employee – Company B

For HR, there have been no major changes as the HR team works towards the entire Nordic region, which means digital meetings and thus people cannot stick their heads in the office that is more possible in other operations. The major challenge for the business and for HR has been to be able to follow up on how introduction goes and how managers manage to lead remotely. For HR, it is of course about managing to capture problems through the questions we ask the business, and at the same time HR asks questions based on the signals they see. For HR, a lot has been about practical solutions, and at the beginning of the pandemic there was a different commitment than they are today to work remotely. HR, for example, has supported a lot in the beginning with pep talk to employees, and employees themselves have arranged coffee, After work or digital walks. Later in the pandemic it has started to disappear, people's commitment has gone down to work remotely. These are, of course, something for HR to look at, about how HR can create surfaces within the digital environment where such exchanged ones get space. For those new employees, this is even more important, according to HR, as the new employees can lose contact with the company and miss their old workplace. The important factor that HR raises is if company B cannot provide the normal exchange with other people that a workplace provides, then the individual must find those exchanges elsewhere.

But to the actual onboarding today, there is a similarity to a certain level and that is the part that HR is involved in. It is about HR taking joint overall responsibility for the part that lasts for two weeks, then when the different sectors take over, it acts as being responsible for the remainder, therefore the responsibility is largely handed over to the managers. The difficulty is that it should be indifferent, several sectors have developed a structure and plan for how new employees should become part of the organization, while others have not quite done the same planning. This means that the experience of new employees can vary depending on where in the company will start working, HR says.

The big challenge for company B according to HR, and so they have also been in for the pandemic is to create togetherness across national and regional borders, as well as between departments. There is a level of good practice that should be one of our many watchwords, which should mean that it will lead to an affinity with a team that you may not have never met. The new spontaneous barrier created by working remotely and over digital meetings has presented major challenges for the business in the form of creating greater togetherness. HR has not been able to do this in trying to help managers with this part in relation to the safety work in that no one should be infected. Company B has had many new employees during the year and to follow up on how they feel about the situation and the new workplace is not something that has been done in relation to everything else that needs to be done.

#### New – Employee – Company B

The difficulty as a new employee to be introduced to company B remotely and thus to work in these conditions has been that the new employee experiences a distance between the company and himself. He states that he sees himself as an employee but not as part of the organization. This distance, he says, can be exemplified in the fact that once a month there is a big digital

meeting among all those working in that region, between 80 to 100 people, and everyone interacts between each other in a way where he feels unable to contribute. He admits that these people already know each other and have thus met and have a physical relationship, something he lacks. This distance, he points out, is something that he finds difficult to process next to his professional role and he expresses himself not to be a direct participant in and in the organizational culture.

A major challenge with teleworking and also the introduction has been that you have not been able to get to know colleagues or people in the business on a personal level. Much of the interaction you have with people during these relationships is most associated with work. He believes that if these barriers are found (the digital interaction), there is also a distance between his relationship and his colleagues. He describes it as not speaking outside the meeting agenda, which he believes can make you pursue your own agenda and thus run counter to the organizational culture that you are said to belong to and be a part of. He means that they can be described as not sensing the atmosphere in the room in the same way as if it had been a physics meeting. You don't see and notice body language and attitudes towards the other participants in the same way, which he believes are important components in also understanding and taking a stand on organizational culture.

If you look at the professional role of learning the job, he has done relatively well. He admits that learning moments faster, where, for example, they can be learning a system quickly to get ahead in their work, can be faster in an office by quickly sticking your head in or tapping someone on the shoulder, making your work move faster. But at the same time, he believes that they are a process that should take time, one should not know everything at once, and practice gives skill, to which he returns. Then you should not ignore the fact that sitting next to someone who gives tips and advice should not, of course, be ignored. But now that he has worked from home, he says that he has always been helped by his team if it has been the case that they were needed.

One observation that is also raised by the new employee is that he touches the smaller team in relation to the large business. The team works towards other functions, and this means that his and the group's interaction takes place only professionally towards the other functions, but that the part exchanged through social interaction in addition to one's tasks becomes mostly with their team. This thus leads to the team becoming the most important group in one's workplace. Another thing that the new employee highlights is that in his team the members sit in different geographical locations, with a majority in a specific place. This has meant that now that everyone is seen digitally, it automatically makes you equal to everyone in relation to how to integrate. Then when the conditions go back and a small part of the team integrates physically, it can lead, he says, to those who physically integrate can thus create their own group in the group.

#### Manager – Company B

The manager states that he likes to read people's body language, which has become more difficult when the interaction with one's employees is now done digitally. The difficulty of seeing and being able to get a proper idea of how your employees are feeling and how the new employee feels in their new position makes it difficult for the manager with the digital tool. He finds it difficult to know a little about his gut feeling, in the form that he has already been able to see the body language of one's employees at a physical meeting and today it is not possible. It will thus be extra important to build that trust early with your employees to get them to reflect

the exact feeling of how they experience different situations, challenges they face or things they think about, he says.

#### 4.4.2 Opportunities

On the Theme of Opportunities, respondents have answered questions regarding the company's ability to introduce new employees remotely.

##### HR – Employee – Company A

Company A has allowed new employees to borrow a lot of the equipment they will work with. This is meant to be instructive as you can sit with the materials you are actually going to work with. However, they are time consuming, and they usually take more time than it would if you looked at the products together, HR says. Company A holds digital training on the different products, which is convenient that they can be held digitally and that it does not therefore require extra resources or time in the form of having to get to and from different places.

##### New – Employee – Company A

By accepting the situation and having already worked a lot on the introduction process, there is an elaborate approach that has thus been adjusted in relation to this new situation. Company A is a very innovative company, so to turn to the current situation appears quite natural in trying to find effective and suitable solutions that were thus known to be user-friendly for the new employee. This is at the same time as always working on the basis of the core values that are also reflected in the new employee's experience, and which he has also been able to confirm.

##### Manager – Company A

The manager believes that much of the company A succeeds in these conditions is that they have already taken on a digital environment early. Company A is an innovative company, which through constant follow-up has been able to manage and manage this transition well. Company A is an organization where people are the engine, which can be seen in the organizational culture, this then reflects how well it performs. If you look at the incredible challenge that society has faced, our organizational culture has helped us not to lose the ways in which we conduct what the organization believes in, according to the manager. If you look at the introduction process, the potential candidate meets several different managers, which the manager believes is a key factor in finding the right candidate and not a candidate. At the same time, there are several things that working remotely can help Company A with, especially the introductory courses that have now proven to be sufficiently effective remotely, such as on-site. We will see if Company A will continue to do so in the future, with a combination of physical integration with its colleagues in the team, this is extremely effective," the manager replies.

##### HR – Employee – Company B

Even before the pandemic, there was talk that Company B would digitize the processes more, for example by stopping sending out paper contracts physically, partly for the sake of efficiency, so a discussion with e-signing with Bank ID has only a long time. Otherwise, management has not gone out in any direction, but as has been said now, Company B will still have the offices, but to what extent do they not know. Management has opened up to work

from home more, and today they have had to work from home before, but they have not been fully accepted to do so more regularly than before. In that today you work from home, and management and managers know that they have maintained the same efficiency, there is discussion first about reassessing their values.

#### Manager – Company B

There are also great advantages to working remotely, while the adaptation needs to be considered for the group and the individual, according to the manager. It is therefore a question of the fact that even after the pandemic, the new employee will be able to interact with their colleagues in these conditions. The important thing is that this happens on equal terms with all and not a middle way, where one part of the group meets physically, and the other half meets digitally. The important thing here is that everyone is reviewed over the digital forum or the physical.

## 5. Analysis

*The empirical results presented in chapter 5 are analyzed in line with the reference framework, to give the data collected a coherent meaning. The analysis is divided into three sections, Respondents' perceptions of the company's social and cultural reality, the Company's organizational socialization strategies and everyday organization socialization, all headings with associated rounder headings.*

### 5.1 Respondents' perceptions of the company's social and cultural reality

The culture of an organization refers to its belief systems, values and attitudes. It is also used to refer to its ideals and often dictates how its members relate with one another and their external environment (Van Maanen and Schein, 1977). Not only does culture define the organizational values, but these values also give direction towards interpersonal relationships in the work environment. In this case when we speak of values, we refer to the ideologies held up the mechanisms and how they are used to achieve the organizational goals. With this as a background, this section on respondents' participation in the social and cultural realization of enterprises begins.

#### 5.1.1 Conception

##### Company A

According to Van Maanen and Schein (1977), the organizational culture is based partly on the behavior of its members towards oneself but thus outsiders. For company A, there is a recurring representation about the common organizational culture, where you dress it in common terms regardless of the respondent. One of the new employees said that he had a restrained attitude to company A's organizational culture before the hiring process show an attitude towards the organizational culture that they once skeptically oppose. They argue that the care of members really takes up space according to what has been told through education and stories. Van Maanen and Schein (1977) confirm the new leader's image of both the role of an outsider, in which they give the parable of a suspicion of Company A, but so does the image of an ideology form by its members. For a new employee, participating in an organizational culture, Van Maanen and Schein (1979) mean the difference between successful integration and a failure. Taylor and Stanton (2007) also touch this subject, arguing that it is a matter of copying other members of the organization's behavior to manage the environment they face. Thus, finding people of the nature who "copy" the behavior of others can be adopted in the ways that the recruitment process at company A carries out. Large parts of Company A's construction of the organizational culture are done through the selection process carried out by the company when appointing new positions. All respondents reflect a selection process that includes more interviews of candidates that company A finds interesting. HR and manager describe their cooperation during this process as extremely important in finding the right candidate, who holds the values that the organizational culture holds. This process does not contradict, but it

puts Van Maanen and Schein (1977) in view of the organizational culture as an organism that is never maintained in a different light. HR thus highlights the importance of maintaining the organizational culture when recruitment begins, so this is something that Van Maanen and Schein (1979) do not believe goes when the individuals who are recruited have different backgrounds and values. Van Maanen and Schein (1977) argue that the organizational culture is not a lasting stage but is constantly reshaped depending on the members being replaced. En viktig del i möjligheten

#### Company B

Organization B is a culture-driven organization where its values and norms make themselves clear during conversations with all respondents. This clarity allows the new employees to recognize behavior and also predict reactions, van Maanen and Schein (1977). The new employees state that they experience the organizational culture when interacting with the organization, but that it unfortunately does not appear in the daily work. Finding confirmations of organizational culture, Van Maanen and Schein (1977) argue, are important for the organization's members to determine proper behavior. For a new employee who is supposed to understand the behaviors of an organization, Van Maanen and Schein (1977) believe that the ability to mimic and copy older members is extremely important to take in organizational culture. In what is reproduced by the new employees about the compliance with the organizational culture, there is a dividing line with HR's opinion. HR believes that the values should be respected by everyone, which thus the new employees have not been able to support, but they do not find that this governs their work to the extent that the manager, for example, makes the appearance of. Van Maanen and Schein (1977) believe that organizational culture is a difficult defined concept, but that it can be described as an ideology formed by its members.

#### 5.1.2 Values of participation and community

##### Company A

The description of an informal socialization process from the respondents of company A testifies to the recurring participation of the new employees with their team in weekly meetings. Through the interaction with his team as the new employees testify, Ashforth (2001) believes that they help the new employee build the necessary relationships for serial socialization process and integration in both work group and activity. En viktig faktor i att kunna se dessa igenkänningsfaktorer är den nationella kulturen menar Hatch (2002). For new employees, there is thus a lot of help to be able to lean on national culture if you look at Hatch (2002) when members of the organization's personalities are rooted in national culture. The new employees give a picture of great delight to company A, which Klein and Heuser (2008) lead to a deeper commitment and participation in the organization. As a new employee at Company A, you have a mentor who support the new employed during their first time in the company. Van Maanen and Schein (1977) describe it as a serial socialization process in which the new employee can learn through a merited colleague. Klein and Heuser (2008) touches on this as an example of the development of a work or social relationship, where working relationships relate to the need for cooperation and exchange of information for the new employee's success in understanding their duties. The newly hired employees of company A testify to this relationship, where a strong relationship exists with their mentor, but that it also asserts itself with other team members, believed that the interaction takes place online. Using mentors like Company A is something that Van Maanen and Schein (1977) can contribute to the newly hired interpreter and govern in situations in a predetermined way.

A big reason for the success of the new employees enjoying company A means a combination of the organization's lower requirements at its first time, while at the same time there is a strong curiosity and team feeling in the group. Both HR and manager state that the team feeling is strongly linked to the performance-based governance that they hold at the company. Klein and Heuser (2008) believe that clear goals and strategies give the new employee the ability to take in and learn the organization's current competitive position, goals, and strategies. Klein and Heuser (2008) argue that this makes it easier for the new employee to connect to the resources the organization finds important. Van Maanen and Schein's (1977) description that culture exploits the candidate for its own survival. This can therefore be seen in the answers given by the new employees in their description of the organizational culture. This can be seen in how the organizational culture members has embraced the newly recruited. Van Maanen and Schein's (1977) thus argue that when new employees see the organization white the same point of view as their older colleagues, they make organizational socialization possible, which is reflected in the new employees' answers.

### Company B

For Company B, the participation of the new employees is very important, the manager says. However, there is a problem that is highlighted between the respondents, about the possibility and ability to include the new employees in the organizational culture in order to make them become experienced members. The new employees describe a distance that they see between themselves and other colleagues, and that this is a big reason for integration into the organization online. Feeling participation and community is significantly important for a human being, according to Wanberg (2012), who believes that the socialization process's most important task is for the individual to become an established member. The new employees highlighting the challenge of getting to know their new colleagues digitally is not the same as if it had been done physically in an office. They state that physical contact can help you understand balances, strategies, and roles more clearly and faster than when it happens digitally. This design puts Company B in a difficult position if one is to look at Van Maanen and Schein (1977)'s view of organizational socialization. They believe that the organizational socialization deficiencies if the new employee does not learn important parts for his expected role, though, for example, social codes and requirements. Even if employees say they know and feel about that organizational culture, they do not feel guided by it, which runs counter to the image that the manager reflects and the target image that HR lift's introduction should have on the new employees.

Klein and Heuser (2008) reflect in one of their dimensions on the importance of creating social relationships and not just working relationships. This is something that the new employees reflect a lack of, as the meetings they attend are governed solely by the agenda. Normally you can talk about small things on the way to or from the coffee machine, but now the meeting agenda is guided by the set agenda, according to one of the new employees. This gives the impression that there is a difficulty for the new employees in building social relationships. Klein and Heuser (2008) believe that the social relationship brings a sense of serial socialization process, belonging and identity to the new employee towards colleagues and organization. Although the manager has filled an important role for the new employees, one of the new employees believes that there is a physical contact that cannot be replaced. The manager also touches on this in his portrayal of the current situation. The manager highlights the difficulty of reading the body language of the new employees in the digital conditions that now prevail. He reflects that the gut feeling that he has previously been able to rely on in his role as manager is not quite in the same balance as impressions made during the physical contact. HR, which for a question approached the business and the new employees, also finds

it difficult to rely on the collecting information that makes them known. Bauer and Erdogan (2011) in their research touch on the first time of the new experience as very disruptive. Van Maanen and Schein (1979) believe that this strategy of socialization, between the new employee and the organization, could have significant long-term consequences on the new employee's relationship with the company.

Bauer and Erdogan (2011) highlight the qualities of the new employee as extremely important at the start of their employment. An individual who takes responsibility and who is proactive in there way of being part of the organization can lead to faster socialization. However, there is a difficulty in Company B as the new employees do not feel able to network in the same way under the conditions with which they feel safe, in this case them physically interaction. One of the new employees recounts the monthly large regional meeting where participation is prevented as he knows no more than his closest team colleagues. Klein and Heuser (2008) believe that building networks leads to rapid effective and the ability to learn organizational culture.

## 5.2 The Company's organizational socialization strategies

Initially, there are strategies that have been more emphasized by those described by the respondents, which can then be attributed to the organizational socialization that they have undergone. As previous sections claim, a partially fragmented picture emerges, regarding respondents' perception of social and cultural reality when integrating white the companie online. It can thus be noted that although the respondents' experiences of the socialization processes vary, everyone returns to the interaction. Like Nilsson et al. (2018) and Ashforth (2001), the interaction plays an important role in the socialization process, as new employees tend to use this strategy to a greater extent as a solution to the problems they have encountered. The section on corporate socialization strategies takes the recruitment process, which thus led the new employee to employment and organizational socialization.

### 5.2.1 The recruitment process; a first inviting socialization

#### Company A

As mentioned earlier, Company A has a process that the respondent's stroke with great confidence, and which manager and HR concerns as an important part of finding the right candidate for the organizational culture that companies have. As has been mentioned earlier, one of the new employees had a dubious view of Company A, as he meant that it is an embellished image reproduced by his friend. The experience accumulated by the new employee for the recruitment process seems to be described with those whom Schein (1992) touches on his description as the ultimate layer of culture. According to Schein (1992), the artefact layer constitutes company valuations, formulated visions, and global areas of activity, which are also examples of what the respondent has taken on at the first interaction with Company A, i.e., through stories from his friend. HR gives the impression that integration begins on the first contact with the new employee, thus leading to the socialization of an organization according to Van Maanen and Schein (1977). Although the first contact is extremely important, it is during the recruitment process that the deeper relationship is built with the company. By the new employee meeting the company in these structured forms, Ashforth et al (2007) argues that they are under this part that socialization leads to a commitment between the two parties.

#### Company B

During the recruitment process at company B, the candidate may present a problem with a solution where it is intended that he/she should be able to sell an idea to the company. The manager says this is a form of testing to identify extroverts, who can both manage an audience but also have an innovative ability. Research by Kammeyer-Mueller and Wanberg (2003) suggests that people of an extrovert nature have a higher degree of openness, which in turn leads to higher adaptation to their new employment. Kammeyer-Mueller and Wanberg (2003) believe that they are more positive about new situations and seek feedback from others, which in turn leads them to build relationships. Morrison (1993) argues that this is a social competence on which they have been able to rely, which allows them to see their expectations and limitations in the role they are employed for. During the recruitment process at company B, the manager reflects the importance of the candidate receiving both answers to their questions, while at the same time the manager has been able to get a good picture of the employee. Van Maanen and Schein (1977) definition of a serial socialization process thus recurs in how both the newly hired experience the recruitment process, but also how the manager and HR describe large parts of how the company B wants to be perceived. Here, the newly hired person received answers to the questions it has about employment one and how the requirements will be formed based on the role that he takes on. It is during this first step Ashforth et al. (2007) mean with a learning process, that largely does not follow any direct or rules. At the same time, there is a dividing line that Hatmaker and Park (2014) touch on when it describes the interaction between the organization's care and the search for knowledge among the new employees.

### 5.2.2 Educational programs such as organizational socialization

#### Company A

As soon as the new employee joins Company A the introduction begins. This is done through the implementation of a three-week course. All new entrants are expected to be inducted through this training. Company A believes in the need to be dynamic, constantly looking for ways to better the experience and make their employees more acclimated. This has contributed to the introduction of a digital training plan, which is individually tailored. Looking at the individual adapted socialization process is something that Van Maanen and Schein (1977) believe can lead to the acquisition of unique experiences and valuable insights. The role taken on by the new employees is thus unique to the company and is described as valuable. This means that the new employees inadvertently have an individually adapted socialization process, as described by Van Maanen and Schein (1977). Van Maanen and Schein (1977) also describe how an individual socialization process leads the new employee towards taking on the individual who is responsible for the individual socialization process. In the case of one of the new employees of company A, there are tendencies of such a role between the new employee and his mentor. The new employee portrays his mentor as the most important person during his first time at company A, which at the same time makes it isolated in the sense that Van Maanen and Schein (1977) choose to describe it as in their theory. It should be added, however, that the new employee's mentor is one of four people in a group of six, whom the new employee describes with openness, enthusiasm, and courtesy. The new employees stress the importance of the team's role in their first time at company A and that they have all been able to support during the training.

These trainings are common in form of self-study materials, short films, and digital tours and in collaboration with other colleagues. It is important to occasionally check in with new employees to see how they are faring in learning the business, rules and policies. Education in this form makes the parable a formal process of socialization, as described by Van Maanen and

Schein (1977). HR states that the training program is based on proven experience, which indicates a process in which the new employee should learn attitudes and values associated with the role for which he has been employed.

Community is the essence of Company A, and with the transition to a digital platform, the difficulty of building the necessary knowledge is reflected, according to one of the new hires. This also gets feedback from the manager and HR. There is an image from the manager and HR of creating a frustration that is strongly linked to the distances that exist through the digital platform. This means that the remote conducting of business is not optimal as the company would wish, but still very necessary in this digital times. However, it is noted that digital interaction decelerates learning and makes it difficult for an employee to see the culture in action. Moving from a more training strategy for new employees based on a combination of practice and training to today's predominant training also shows more of a shift to a more formal socialization process, as described by Van Maanen and Schein (1977). According to Perott et al., (2014) research is something that can confirm their concerns that they are experiencing. Perott et al., (2014) describes that depending on the role being recruited, the different support is required, if the support in company A's case cannot be given, there is frustration. At the same time, Ashforth et al (2007) believes that new employees must learn values and norms, on which new employees in the company have united, are possible when working remotely.

Company A believes in mentorship. This means that every new employee is assigned a mentor whom they can lean on as they navigate the new work environment. According to Van Maanen and Schein (1977), using a mentor is a description of the serial socialization process in which the new employee gets a sounding board to turn to during his first time in the company. In the case of the new employees at company A, both they and the manager feel that it has worked well with the help of digital communication. The manager refers to the fact that it has not been possible to put any deviant behavior of the new employees towards their mentors, thus making Van Maanen and Schein's (1977) research of the separate socialization process not relevant in this case. At the same time, it is shown that the manager and mentor work closely together, which can thus mean that the risk of a separate socialization process is never relevant in the case of company A.

### Company B

An introductory program can be understood as a formal process of socialization, deliberately planned on the part of the company. In accordance with Schein and Van Maanen's (1977) definition of the formal socialization process's, they use a formal strategy aimed at creating a context in which new employees, together with other new employees, socialize in exclusionary forms. The new employees are then taken through the systems and workings of the organization. However, since company B started working from home and the introduction process was forced to be done away from the office, the role of HR is reduced to information rather than support. This suggests that they have made a transition from a collective socialization process to an individual socialization process, in accordance with Wanberg (2012) and Van Maanen and Schein (1977) theory. The transition is perceived to involve great uncertainty between the management of the roles that all assist the new employee during this process. Van Maanen & Schein (1977) argues that the individual socialization process increases the requirement for the manager in charge, as is the case with Company B. It is reproduced that in most cases the managers have been fully charged and have had to be engaged to assist the new employees.

The formal socialization process thus follows an introductory plan, in which the individual is provided with information for the purpose of taking on the subject. As with this formal socialization process, the introduction program takes place within a separate period, where the new employee receives information about company B's activities. This form of introductory program describes what Van Maanen & Schein (1977) means by institutional strategy. The new employee sees this as the single contributing factor to a greater understanding of the process control and structures that Company B has. However, even if the new employee describes and draws attention to the information provided during the introductory program, they are not the primary ones highlighted from this program. Instead, it is to some extent the social aspect that the new employee highlights as a scarce commodity during the program. This lack of social phenomena can thus lead to similar behavior and can also be perceived in isolation, according to Van Maanen & Schein (1977). At the same time, the new employee has always been able to get help and support. Both the new employee and the manager return a collaboration and social support during this process, although the manager experiences a distance that he believes can never be replaced by the physical meeting, which Van Maanen and Schein (1977) believe is a way to secure the employee.

### 5.2.3 Meaning making through the inviting socialization of the education program

#### Company A

The interaction with other participants has not been possible to some extent for the new employees during their time with the introductory program. The reason is as previous sections have pointed out; the introduction is now done fully remotely. At the same time, the new employee testifies about support and socialization from mentor and manager during the program and thus his first time at company A. This commitment attributed to the company in the introduction of new employees has responded in high appreciation and a sense of care from the company towards the new employees. Using this strategy, Van Maanen and Schein (1977) argue that claims are once again being made as what is called serial socialization process in the process of socialization.

They are also described if the socialization process is supported not only by managers and mentors, but also by the teams to which they belonged as an extremely important factor in how one has been cared for and treated. By seeing, interpreting, and familiarizing himself with the organizational culture, his values and norms, Bauer & Erdogan (2011) believes that the newly hired quickly becomes integrated into the company. The support of its team can thus also be seen as Van Maanen and Schein's (1977) strategy on the serial process of the socialization process.

#### Company B

In the introductory training, the new employees have received support from their manager. The manager has helped the new employees in how to orient themselves within company B, which shows the learning process that organizational socialization can be during the introductory training. The introduction program makes this possible further by a serial in the socialization process, like what Van Maanen and Schein (1977) describe in their theory. Serial in the socialization process can here show an inviting and meaning making. It is mainly through the manager's commitment to the new employees, and that one is thus a company that nurtures the individual's development and community. The new employees also touch on how activities in the digital forms enable them to get to know and see the organizational culture and their values within company B. It is through practical cases that the new employees also learn, according to Klein and Heuser (2008), who say that this aims to make the new employee an experienced

member of the organization. It is thus possible to see a link between Schein and Van Maanen's (1977) description of the serial socialization process and company B promotion of the development of the new employees. A design partly derived from the meaning-making that takes place during the program. However, this is done in a formal context, which is also a process that ends at the end of the introduction, but the socialization of new employees continues in daily interaction. At the same time, the new employees state that they are responsible for their work themselves and there is no person to turn to for guidelines and instructions on how to work. This means that the serial socialization process that Schein and Van Maanens (1977) describe as transitioning to a more segregated process when it comes to actual work.

### 5.3 Everyday organizational socialization

Between all the work in everyday life there is a mutual exchange between the company and the new employee, which within Klein and Heuser (2008) dimension Work and social relations, is a form of thoughtful and convivial exchange aimed at making the two parties feel comfortable together. The chapter on the everyday socialization of the new employee and how these and how this importance falls out for those who work remotely and online ends up in this context.

#### 5.3.1 Informal socialization in subgroups

##### Company A

Unlike the formal introductory program, all respondents believe that everyday life has a more prominent role in organizational socialization. In the case of company, A, many falls back on individual socialization while joint team meetings are set up with all team participants at company A. The manager believes that it is a formal agenda to book a meeting but that the conditions during meetings are informal. This also reflects the new employees, as they believe that it is not possible to get away from the formal booking of meetings when working remotely. Van Maanen and Schein (1977) report that social codes are taken up through socialization, which is also visible through there-narratives of the respondents. This is because of it is forms of the interaction and where socialization takes place, with already established members. It is therefore not only the learning during the formal training courses that contributes to the new employee's knowledge of his new employer, but also during its more informal meetings. This is thus something like Kammeyer-Mueller and Wanberg (2003), but also Klein and Heuser (2008) and Chao et al. (1994) strongly claims, and which are also claimed by the answers reproduced by the respondents.

In line with Van Maanen and Schein (1979), who attributes the process of meaning making to the new hires, the social aspects of the work highlighted in the conversations about a friendly and patient existence in the company seem to have been the social aspects of the work. As an early emphasis on the importance of the working group on how to learn to enter company A and thus create a picture of what applies, there are aspects of organizational socialization where the group affiliation is not as prominent or even existing. In its dimension structure, it is an important part of individual responsibility, namely Klein and Heuser (2008). Where they emphasize structure as extremely important for an effective socialization process, leads to a simpler understanding of the organizations priorates.

##### Company B

Van Maanen and Schein (1977) define the informal process of socialization as the new employee explaining his own approach based on the needs. On the question of whether the new

employees in company B undertake to comply with these principles, it is therefore possible to see this by contacting colleagues of their own who they want as a new employee, which Kramer (2010) means is a way that is strongly associated with a successful interaction. The new employees describe the relationship with the more established members of the organization as good and that it is through these individuals that one largely learns about approaches within the company.

The interaction between new employees and established colleagues in the team integrates and comes up with solutions to problems, can of course be seen as the development of a subculture (Alvesson, 2009). Alvesson (2009) argues that the formation of its subcultures and also its perpetuation is even more common in the culture of the organization conveyed and recreated through new employees. Within Company B, the subculture and the team are described as the most important party in the integration of new employees with the company, which they believe is reinforced especially by the digital form through which they communicate today. But how to influence on socialization, is nevertheless deeply characterized by the informal process in subgroup and its culture. In the subgroups, the subcultural-informal socialization has shown an existence where it is okay, among other things, to ask for help from both the manager and colleagues, reflecting both the manager and the new employees. These strategies lead to the new employee being interpreted and accepted further by the more experienced members, as the socialization process continues, Alvesson (2009) argues. The subcultures formed by informal socialization thus primarily bear the imprint of the individuals who are part of the group, and several of the respondents also believe that it is the people in the team who make you feel community.

## 6. Discussion

*This section highlights the authors' own reflections on collected empirical evidence and theory. The outline follows the headline, respondents' perceptions of the company's social and cultural reality, the company's organizational socialization strategies, everyday organizational socialization. In the final part the conclusion takes place, as well as the discussion chapter while the contributions to research fall out and the managerial implications, as does method reflection and suggestions for future studies*

### 6.1 Respondents' perceptions of the company's social and cultural reality

The new employees of companies A and B experience the organizational culture as present during their time as employees. The return of the two organizational cultures seems to be confirmed by the interviews conducted with the manager and HR. Company A mirrors a close organizational culture in which the new employees portray with great enthusiasm an organizational culture that he has previously had a restrained attitude to and of which they are today a part. In relation to the new employees at company B, there is a continued distance between the new employees and the company, although the organizational culture is confirmed by the new employees as well as the manager and HR.

We believe that the emergence of a large dividing line between the new employees of companies B and A is the interaction with the business. Thus, being able to confirm the images and stories that are reproduced among all the elements that the introduction process claims is extremely important for the new employee. This thus results in clear differences between the companies as to how they have managed to persuade the new employee to perceive the organizational culture. The first dividing line between the companies is the ability of the two to integrate work and organizational culture. The return that Company A lives and breathes its organizational culture is made possible by the clear mentoring that is exposed to the new employee. Here, practical elements and conversations regarding several practical parts can be contrasted with the common organizational culture. In relation to company A, Company B fails through the support provided by the manager who tries to put the new employees in contact with colleagues who they are to work closely.

Another aspect is the description of a distance between the organizational culture that the new employees at company B feel when integrating online. From the theory it is claimed that this part is extremely important for the individual's satisfaction about their situation and role in the company. This experience is also made recurring throughout the new employee's time with the company. It is therefore insufferable that all respondents are aware of the distance but that nothing has been done about it. Company A on the other hand shows how organizational culture and interaction with teams and colleagues that deepen work and social relationships in parable with theory

## 6.2 The Company's organizational socialization strategies

In the organizational socialization of the companies studied, several socialization strategies can be distinguished, given the attribution of Van Maanen and Schein (1977). Although the dividing lines between the companies regarding the strategies applied, both examples find that there is a serial socialization process. Under the conditions of introduction takes place at working remotely, a transition from the more socializing forms of introductory education, to today, has taken place completely formal. Although the forms have changed at company A, a serial socialization process has returned to a higher degree than that of company B, although at the day-to-day work there are clear signs of a separated socialization process is aware. The result of the empirical work thus shows that everyday socialization is the part that gets the most space for the new employee, this is believed to be the formal meetings that so often need to be set up, even if the topics of conversation are not associated with direct work. However, from the perspective of the new employee, the picture is given that the socialization strategy applied is mainly linked to the role of the new employee. This is thus particularly evident in the case of the new employees at company B, when examples are given of a new employee whose role is strongly sought after by the company. The everyday socialization consequently falls into several different categories of socialization strategies, when working remotely.

Prominent from the manager from company B is that he demands that the new employees themselves find solutions and answers to their problems. The new employees should seek out and find answers to his problems the self, even if the manager helps as much as he can. For Van Maanen and Schein (1977), the definition of this is thus the individual socialization strategy, which also recurs in the way the new employees describe their situations. In accordance with Van Maanen and Schein (1977), the interviews may show that the individual socialization strategy in the case of Company B of those new employees who have not fully established themselves in their teams, thus taking on a role of a more original nature, and which is anchored by the physical distance that exists. The individual strategy, under the form of working remotely and integration, thus recurs in what Louis (1980) describes in the form of a more traditional organizational socialization.

## 6.3 Everyday organizational socialization

For the everyday context, most of the organizational socialization falls in. As mentioned earlier, the different companies fall under different characteristics, but where the picture of the strong and clear organizational culture can be found. The result on informal subcultural socialization thus falls under company B, but also within company A, but then in other forms. Socialization with the team falls more naturally under company A, as the natural fall unit, but for company B it is more of a formal government. Regardless of how socialization takes place, Schein, and Van Maanen's (1979) argues that what ascribes to the process of organizational socialization is thus that the new employees embrace, thus accepting and valuing the actions that primarily characterize the group in which they are part. Although there are contrasting differences between companies A and B, the more controlling and formal governance seems to shine through even more in company B than in company A, which among respondents seems to prevail from a more individual socialization. According to Schein and Van Maanen (1977), individual socialization contributes even more to the individual's experiences of everyday life, where he can adapt his problem, solving and find answers to questions he has. Thus, having a lack of daily interaction that usually takes place on the opposite side of the online on-boarding, the new employee has a greater responsibility for their socialization.

## 6.4 Conclusion

This chapter brings together analysis and discussion of the prominent characteristics that are highlighted in the foreground about companies and respondents' experiences of the organizational socialization that has been undergone during the introduction made online, and thus from home. It is therefore time to reconnect with the overarching purpose, which was "The purpose of the study is to investigate how organizational socialization strategies in the manufacturing industry have affected new employees' expectations of social and cultural reality when the on-boarding takes place online". Based on the empirical and analysis chapters, it can initially be said that organizational socialization has an impact on respondents' expectations of social and cultural reality when onboarding takes place online, through the creation of sentences of the strategies applied during the process. The strategies have thus been drawn up to varying degrees and to an extent, which is why awareness of online socialization among companies is fragmented. In this study, the study has shown that the strategies of organizational socialization have an impact on the new employee of the company's cultural and social reality. This study thus underlines Schein and Van Maanen's (1979) and Jones (1986) idea of institutional and individual strategies, and the interviewees' own proactivity leads to related and distancing results in organizational socialization.

## 6.5 Contributions to research

This study has primarily helped to shed light on the strategies that Van Maanen and Schein, (1977) distinguished for the new employee in online socialization. This is to the extent that the new employee could have been given the opportunity to interpret the situations he was in, which in turn led to important experiences. The theoretical perspective of the study has led to the possibility of being able to interpret the organizational socialization that companies face online between the new employee and the company, which has mainly led to an understanding of how this process is constructed. For as in accordance with Van Maanen and Schein, (1977), custom and understanding of people are created when they meet in social contexts, in situations of these company sizes, it has been demonstrated that people meet each other differently depending on socially accepted places that the new employee enters, which can thus be said that the organizational reality differs markedly between companies.

A prominent part is also how socialization strategies are characterized out of the respondents' description of how these come together and thus not necessarily be seen in isolation. This has thus led to what Van Maanen and Schein, (1977) believe, should thus be seen in the fact that the different strategies cannot be seen entirely as opposites, but as intertwined, in the context of online socialization.

## 6.6 Managerial implications

This thesis provides foundation and inspiration to organizations such as how to work with organizational socialization when integrating new employees online, and what different types of activities lead to outcomes on both individual levels, and organizational. This study is primarily aimed at organizations that have recruited office employees and who integrate them online, as it is within these organizations that the study concerns. This study has been able to shed light on the topic of organizational socialization for workers online, where research has not previously been highlighted. The thesis highlights employees' own experiences and shows

how during their first time as new employees they meet both challenges and opportunities to become part of an organization remotely.

## 6.7 Method reflection and discussion

Portability depends on the researcher's assertion regarding the presentation of the data. The thesis analyzes the collected data in an accurate manner. The result is fully informed by data and literature review. After that, the study attempts and efficiently explains how to arrive at the conclusion and how to use the data to construct the conclusion. As for the methodology, we explain our method of data collection through semi-structured interviews and analyze it using the general analytical procedure. This method of data collection and analysis enables us to present the data results and then the final conclusions in a way that supports the research question and the title.

A qualitative approach where two international companies are interviewed under semi-structured interviews. The chosen companies are divided into one group and they are all connected with our study. The final data analysis is based on the general analytical procedure. The choice for semi-structured interviews has meant that several respondents have been able to reproduce different notions of the phenomenon studied based on their experiences. The semi-structured interviews have been able to provide the opportunity to observe the feelings, opinions, and thoughts of the respondents. However, since the experience of the interview subjects always differs in time, it can have a critical impact on the method selection.

One risk that existed in this study was to ask subjective questions that interested the respondents instead of questions that focused on the purpose and questions of the study. To try to prevent it, an interview guide was created based on the theoretical frame of reference, in addition, leading questions were tried to be avoided during the interviews.

### 6.7.1 Scale of time

This thesis is executed between 18.01.2021 – 31.05.2021 during the course, Master Thesis in international Business.

## 6.8 Future studies

This thesis was aimed to take part in the respondent's reality image and understand the subject very deep thus it was best to choose qualitative method based on the subject the authors have chosen. Noticeable is that a similar research can be done by using mix between a quantitative and a qualitative research method. It could be used to understand the Integration of new employees in both perspectives. Therefore, the authors would like to recommend the mix between a quantitative and a qualitative method as future research for students in the future.

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## Attachments

### **Interview questions**

H – HR

M – Manger

E - Employee

#### **Del 1,**

Name:

Age:

What is your role at the company?

How long have you been working at the company?

#### **Del 2,**

H+M: How does the process work when you fill a position? (ear to loaf).

E: How did they do when you got hired?

H+M: What has changed from before the pandemic broke out?

H+M: What has the organization tackled the challenges of the pandemic from anHR/manager perspective? (Associated with this process)

#### **Del 3,**

H+M: How does HR/manager support the introduction process?

H+M: What steps does a new employee go through during their introduction?

E: What steps did you go through when you became a new employee?

H+M: Which people are most important to support this process for an employee?

E: Who has been the most important support for you as a new employee?

H+M: Which parts of the introduction are most important?

E: What parts do you experience from introduction that have been the most important?

H+M+E: Do you have joint introductions?

#### **Del 4,**

##### Collective vs. Individual socialization processes

H+M: How does (the company) ensure that the new employee feels connected with his colleagues?

H+M: Does the new employee have a designated person to whom they can turn?

#### Formal vs. Informal socialization processes

H+M: Do you have a formal socialization process or an informal one?

#### Sequential vs. Random steps in the socialization process

H+M: What requirements do you place on experience and education? And how do you ensure that the new employee has this.

H+M: The severity of work, is there a structural consequence or is it happening randomly?

#### Serial vs. Separate socialization process

H+M: Do you have outspoken people who will take on the new employee with experience?

H+M: How do you ensure that the new employee follows these people?

#### Investing vs de-socialization process

H+M: Do you hire people with their own identity, or do you want to develop it for the person?

### **Del 5,**

#### Knowledge dimensions

History:

H+M: How do you work with the new employee learning the history of the company?

E: What can you tell us about the history of the company?

Language:

H+M: How does the language of the newly hired workplace learn?

E: How is the language in the workplace?

Ability to task:

H+M: How do you ensure that the new employee learns the expected tasks?

E: What duties do you have?

Working and social relations:

H+M: How do you get the new employee to build Work and Social Relations with employees?

E: How do you experience integration with your colleagues?

Structure:

H+M: How do you learn the way the newly hired organization structured? Priorities, hierarchy, and authority.

E: How do you prioritize your work?

Politics:

H+M: How do you teach the individual who has the decision-making power?

E: What is the hierarchy and decision-making position in the company?

Objectives and strategies:

H+M: How do you teach your competitive position, your goals and the strategies to get there?

E: What is the company's strategy?

Culture and values:

H+M: How do you ensure that the individual learns the organizational culture?

E: How do you describe the organizational culture?

Rules and policies:

H+M: How do you ensure that the new employee learns formal rules policies and approaches that you have?

H+M: How does the individual learn the informal rules and policies you have?

E: Are these clear ways of working? Do you know how to do your work?

Navigation:

H+M: How do you teach the new employee how to learn how things are done, how to find and also unofficial rules?

E: Do you know where to find answers to problems that arise?

Reward and benefits:

H+M: Are you developing a development path for the individual and telling you how to get there?

E: Do you have a development path? How are you going to get there?

## **Del 6.**

H+M+E: What have been the biggest challenges you have experienced from hr/employee/manager side during the pandemic?

H+M+E: What has been the biggest advantage of working like this during the pandemic?

H+M+E: How will you work after the pandemic?