HR Experience with Employees Initial Attitude on Joining and Work Behaviour Later

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Abstract: The Human Resource (HR) department plays a critical role in shaping employees' attitudes and behaviours from their initial onboarding to their long-term engagement in the workplace. This research paper explores how employees' initial attitudes upon joining an organization evolve over time, the factors influencing work behaviour, and HR strategies for maintaining motivation and performance. By leveraging psychological insights, performance tracking, and engagement initiatives, HR professionals can ensure long-term employee satisfaction and organizational success.

Keywords: Human Resource, Motivation, Performance, Engagement, Employee Satisfaction

Introduction

The onboarding process marks an employee's first experience with an organization and significantly influences their future performance, motivation, and job satisfaction.[1] Employees join an organization with pre-existing expectations, attitudes, and levels of enthusiasm, which may change over time based on their experiences, workplace environment, and HR policies. Understanding how these attitudes transform and how HR can positively impact them is crucial for long-term organizational success.

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Review of Literature

When new employees enter an organization, their attitudes are shaped by several factors, including recruitment processes, pre-employment expectations, and initial workplace interactions.[2] Some common employee mindsets during onboarding include

1. High Enthusiasm and Motivation: Many employees start with a high level of enthusiasm and eagerness to contribute.
2. Anxiety and Uncertainty: Some employees may feel nervous about fitting into the organizational culture.
3. Skepticism and Caution: Certain employees may take a wait-and-see approach, assessing the company's culture before fully engaging.

HR's role in onboarding and orientation is critical in reinforcing positive expectations and mitigating negative perceptions. [3]

Evolution of Work Behaviour Over Time

Employees work behaviour often evolves with time due to various influences -

1. Organizational Culture: A positive work environment fosters engagement, whereas a toxic culture leads to disengagement.[4]
2. Leadership and Management: Supportive leadership promotes motivation and loyalty. [5]
3. Workload and Job Satisfaction: An excessive workload may lead to burnout, affecting long-term productivity. [6]
4. Career Development Opportunities: Employees engaged in skill development and career growth show higher job satisfaction and retention.[7]

HR Strategies for Maintaining Employee Motivation and Performance

HR professionals can implement several strategies to ensure long-term employee engagement and job satisfaction-

1. Effective Onboarding Programs: Structured orientation programs help employees integrate smoothly and align expectations.[1]
2. Regular Feedback and Performance Reviews: Continuous feedback fosters improvement and engagement. [8]
3. Employee Recognition and Rewards: Recognizing achievements boosts morale and motivation.[9]
4. Work-Life Balance Initiatives: Policies promoting flexibility help reduce stress and increase retention.[10]
5. Training and Career Development Programs: Employees value opportunities for growth and skill enhancement.[7]

Methodology

A self-developed structured questionnaire was made after Literature review. The questionnaire was administered to 65 employees to assess changes in their work performance, job satisfaction, behaviour and interpersonal skills, and career growth over time. The questionnaire covered four key sections-

1. Work Performance Feedback – Evaluating overall performance rating, efficiency improvements, quality of work, and deadline adherence.
2. Attitude and Job Satisfaction Feedback – Measuring job satisfaction, motivation levels, alignment with company values, and employee recognition.
3. Behaviour and Interpersonal Skills Feedback – Assessing team collaboration, communication, conflict resolution, leadership, and participation in discussions.
4. Career Growth and Future Potential – Identifying career progression potential, support needed for development, and training requirements.

Data was collected and analysed quantitatively in employee responses. The findings were categorized to assess improvements or declines in different workplace dimensions over time.

Results

The employees were given the questionnaire and were asked to fill. The responses from 65 employees were collected. On assessment the data for the variables indicate the following -

1. Work Performance-The 85% of employees reported an improvement in their overall performance from past in the same company. 70% stated that their efficiency in completing tasks had significantly improved. Employees who consistently met deadlines were 78%.
   The 82% of employees rated their quality of work as either "Consistently high-quality output" or "Meets expectations."

2. Job Satisfaction- Majority Employees have reported a decline in Job satisfaction and consists of 60% of employees. In addition to job satisfaction employees also have decrease in motivation over time. Employees with decreased motivation include 55% of participants. Employees are not satisfied with the management, 48% of employees felt that they were not recognized enough for their contributions. In addition, 50% of employees reported moderate or weak alignment with company values and culture.

3. Behaviour and Interpersonal Skills- A significant portion of employees have reported challenges in various workplace skills. About 58% indicated a decline in teamwork and collaboration abilities, while 53% faced difficulty in resolving workplace conflicts and required additional guidance. Additionally, 47% felt that their leadership and decision-making skills had not improved significantly. Furthermore, 52% stated that their participation in discussions and openness to feedback had decreased, highlighting a concerning trend in workplace engagement and professional development.

4. Career Growth and Future Potential- A majority of employees expressed optimism about their career growth within the organization, with 75% seeing a high potential for progression. However, 68% requested more training opportunities to support their career development, indicating a strong desire for skill enhancement. Additionally, 60% emphasized the need for better role clarity and mentorship to improve their career trajectory, highlighting the importance of structured guidance and support in professional growth.

Discussion

The assessment indicates that while employees have significantly improved in their work performance (85% positive), career growth potential (75% positive), and efficiency (70% positive), their job satisfaction (60% negative) and interpersonal skills (58% negative) have declined. The organization may need to implement enhanced motivation strategies, better recognition programs, and workplace collaboration initiatives to improve overall employee engagement and productivity.

Conclusion

Employees initial attitudes upon joining an organization significantly impact their long-term work behaviour. HR professionals must proactively engage new employees, provide consistent support, and foster a positive workplace culture to sustain motivation and performance. By implementing well-structured onboarding, performance management, and employee engagement strategies, organizations can ensure long-term success and employee satisfaction.

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Annexure

Section 1: Work Performance Feedback

Overall Performance Rating:

1. Excellent
2. Good
3. Average
4. Needs Improvement

Observed Improvements in Efficiency Over Time:

1. Significant improvement
2. Some improvement
3. No change
4. Decline

Quality of Work:

1. Consistently high-quality output
2. Meets expectations
3. Needs improvement

Ability to Meet Deadlines:

1. Always meets deadlines
2. Often meets deadlines
3. Struggles with deadlines

Section 2: Attitude and Job Satisfaction Feedback

Level of Job Satisfaction Observed:

1. Highly satisfied
2. Satisfied
3. Neutral
4. Dissatisfied

Motivation Over Time:

1. Increased
2. Remained the same
3. Decreased

Commitment to Company Values and Culture:

1. Strongly aligned
2. Moderately aligned
3. Needs improvement

Employee Recognition and Appreciation Feedback:

1. Frequently recognized and appreciated
2. Occasionally recognized
3. Not recognized enough

Section 3: Behavior and Interpersonal Skills Feedback

Team Collaboration and Communication Skills:

1. Excellent team player
2. Good but can improve
3. Needs improvement

Conflict Resolution Ability:

1. Handles conflicts professionally
2. Needs guidance in conflict resolution

Leadership and Decision-Making Growth:

1. Strong improvement
2. Some improvement
3. No improvement

Participation in Discussions and Meetings:

1. Actively contributes
2. Sometimes contributes
3. Rarely participates

Openness to Feedback and Suggestions:

1. Highly receptive
2. Somewhat receptive
3. Resistant to feedback

Section 4: Career Growth and Future Potential

Career Progression Potential in the Organization:

1. High potential for growth
2. Moderate potential
3. Needs improvement in skill development

Support Needed for Career Growth:

1. More training opportunities
2. Better role clarity
3. Mentorship and guidance

Declaration

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Nil.

Conflicts of interest

There are no conflicts of interest.