Abstract

This paper describes the first experiences of new employees (especially beginners) in terms of familiarity with the organization and the working environment significantly determines the new employees' subsequent attitude towards the company, quality of work and work performance. The organized induction reduces the negative effects of the drastic change of environment and lifestyle, and accelerates adaptation to conditions that employees meet at the new job. On this basis it is concluded that the purpose of induction staff training is the social and psychological adjustment made quicker and easier for new employees in the organizational environment.

1. Introduction

An economic organization has to provide the necessary conditions for the new employee in order to make a good impression about the organization and the work environment from the beginning, for the new employees to feel wanted it is very important to develop good habits related to work and to be able to work at the job for which he was hired. Learning organizational behavior in the first one and a half year is very important. What is learned during this period leaves a significant imprint on the behavior of the new employee, the attitude and its relationship to work and on his chances of promotion within the company. Many companies perform market orientation organized induction of new employees; the leader of this method of management of human resources is Japan.

The company performs organized induction of new employees by setting the appropriate content of the program that contains two groups of activities:

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• Orientation;
• Training new employees under specific jobs.

2. Orientation

The orientation includes activities to familiarize the employee with the company and its business policy (mission, vision, strategy, plans), with expectations that the company has with the human resources, rules of conduct and work environment. Activities of organized induction must have a ritual character to strengthen the feeling of belonging to that company. Content ritual should focus on developing attitudes and values that are of interest to the company. Induction is performed by the following persons: the manager, human resources manager and the manager directly. Market-oriented companies, especially those in Western countries, publish manuals for induction of new employees.

Next is an example of the objectives of the guidance issued by Human Resources Tennessee Gas Company in Houston.

• Creating a sense of belonging among employees;
• Providing information of the company and its business policy;
• Organizing discussions for new employees; they can ask questions and receive answers from management;
• Organizing meetings with employees;
• Explaining the benefits that exist in the company;
• Caring for all routine activities related to receiving;

Training new employees

The training program for new employees is defined by the direct manager or assigned mentor. Application training program begins immediately after hiring new employees and, depending on company size and the number of employees may include conferences, seminars, meetings, discussions and most important learning experience.

Learning through personal experience facilitates the acquisition of:
• Rules of organizational behavior
• Practical skills for work
• Teamwork skills
• Self-discipline

In the acquisition of practical skills work, the role of the mentor is crucial. His task is to be in constant contact directly with new employees and:
• To provide information about how they should work;
• Allow the individuals to work alone;
• Provide feedback on how the individuals have performed the task;
• Provide support and remedial instruction;

The purpose of the training is for employees to arrive as quickly as possible in phase of effectiveness and quality of the work and revealing human potential and directing the employee in an appropriate manner. Duration of induction depends on the complexity of the job and the company's regulated standards therefore can last from a week or two, up to a year.

Creative methods

There are unusual induction processes for new employees. For example, some companies in Japan used to entrust the task to edit the new staff induction manual of the company. In this way, employees acquire new ideas and get to know the job duties of employment, working in a team and gaining work experience in November.

Changes in technology, especially in the IT field have led to the expansion of knowledge with a very high speed. Consequently, the knowledge acquired by employees by education, whether new employees or employees with seniority, become useless in a very short period of time. Knowledge is aging so fast that every employee must redouble knowledge of his work in two to three years where he wants to stay in step with the changes that occur in the environment.

On the other hand, the increased complexity of the changes that occur in the environment leads to the need for knowledge that differ significantly from that which was needed in the past. Modern businesses are increasingly demanding more knowledge not acquired through formal schooling. The difference between job requirements and knowledge that employees acquire while in school becomes very big. Mass production period is long gone, modern
customers becoming more selective. High customer expectations require solutions and knowledge in organizations. Increasing competition puts organizations in a position to constantly work on the innovation of products and services which they offer, on the methods of business and labor productivity.

Modern conditions of dynamic competition, sophisticated information technologies, knowledge economy and market globalization have led to significant changes regarding the importance of human resources in an organization. These changes have led to placing a growing emphasis on human resources (new employees) available to the company. The differences between the organizations are increasing, indicating the differences between the human capital management methods and development.

3. Training and Employee Development

Understanding the phenomenon of training and development of employees requires understanding all changes that occur as a result of learning. Training and development of employees, as a generator of new knowledge, occupies a very important place in the plans of each organization that want to secure long-term stability of its business. If the company wants to keep the positions which it gained and to improve their competitive advantages, it must create new knowledge, instead to rely on keeping existing ones.

Strategic procedures for training and development of employees aim to encourage creativity and outline complete organizational knowledge organization providing unique and set it apart from the competition. Education is not an obligation and a privilege only for those who are at high levels; it has become an obligation and a need for all employees.

If the organization gets bigger also the possibilities get bigger. They must put money aside for the education of employees and give them more options in terms of training and personal development. Understanding the immense importance of education in contemporary organizations led to the start of the allocation by companies increasing budgets for employee training. Most companies invest between 3% and 5% of their income on education employees. It is estimated that a company that wants to keep up with the changes that occur in the environment they have to spend at least 2% of the total working hours of its employees for training and education needs.

The only way to survive on the market, in terms of the modern organization is to be innovative and to acquire new knowledge ahead of the competition. Because the organization's competitive position depends to a significant extent by the knowledge they hold, the imperative can be defined in a very simple proposition: learn faster than the competition! Logical sequence of the success of modern business organizations is: knowledge creation - innovation - competitive advantage.

If the knowledge that employees possess is good for the organization, the logical solution seems to be: to give the employees the opportunity to gain as much knowledge. Many companies that consider knowledge as one of the most important capitals fall into the trap of accumulating as much knowledge as possible. But we must never forget the next thing - the knowledge that is not necessary for the organization is simply unnecessary. Efforts invested in acquiring useless knowledge are a waste of time and money. The only valid knowledge is that which is of strategic importance for the company, one that helps the company to increase its value and is important to the company's strategic objectives.

The purpose of training employees is not that they gain knowledge for the sake of knowledge itself it must be given the opportunity to acquire knowledge according to their real need, applicable knowledge that will help them in their daily work. Acquiring knowledge, learning, education and training have real effects on the employees work only in situations that are consistent with the needs of the company and employees. Choosing specific employee training methods depend on the content of these methods, their effectiveness and their applicability to practical work.

Training and development of employees is not only to acquire new knowledge, abilities and skills, their task is to promote domestic innovation and entrepreneurship within the organization to encourage change attitudes employees to familiarize them with important business decisions and to include actively in decision making. In order to clearly define the expectations of employees and to attract educated labor, more companies are beginning to include time spent training and perfecting their supply list advantages.

The most popular resources of almost all organizations, regardless of their size are the employees with the knowledge, skills and practical skills that are needed by the organization. Modern companies need to maintain
competitive advantages by keeping trained employees increase their motivation and reward system modernization based on the results of employees.

The concept which considers the maximum use of the knowledge and potential employees as business organizations successful pregnancy was abandoned long ago. Modern organizations must use the full potential of employees, but also need to train and support them to acquire new knowledge to help them in their daily work. Each employee provides many results they are allowed by the instruction received in the organization. In modern business conditions, monetary reward they receive is not the only motivating employees’ quality of their work. In addition, employees also want to invest in themselves, namely their education. Employees are influenced not only by attractive financial packages, which were the main motivator for decades. In addition to the material they want and training programs and specialized courses that help them cope with the changes taking place daily and achieve better results in their work every day.

There are many ways to train employees which are more or less successful in daily use in the practice of business organizations worldwide. Some of the most popular methods and forms of training in the workplace are:

- Individual training;
- Job rotation;
- Internship;
- Mentorship;
- Practice as a student;
- Professional practice.

Individual instruction is usually carried out so that the person holding the role of instructor prepares the employee to work where they will run. The purpose of this training is to guide employees in their work through practical demonstration of how must perform certain activities and tasks.

Job rotation allows employees to gain experience in making different kind of tasks. In this way, the knowledge required extends and acquire new experiences, also avoiding loss of motivation to employees performing simple and repetitive tasks.

Internship or traineeship is a form of professional training during which inexperienced employees are introduced into the company's business and the specific job and the tasks they will perform. The main task of the internship is to train people who start working for the first time in their life and allow them to work independently in their trainer. Internship period usually lasts between six months and one year.

Practice as a student is a form of training that usually is a combination of training for work and instruction for students and students in high school. They are exposed to the real business world, acquire first knowledge and professional experience, get good recommendations that will be able to add to their CV and a chance to know better potential future employer. On the other hand, employers who take students to acquire a very good practice, make a effective and inexpensive selection that enables them to see how to accommodate potential new employees in the real work environment before making a final decision about their employment.

Professional experience is a specific form of employee training which is usually intended for crafts persons performing activities which are directly related to production. The need for professional practice is a consequence of the fact that there are many occupations that require a dual system of education, the part that deals with the theoretical part is conducted in schools, and the second form of practical work or professional practice, takes place within companies. Such occupations are numerous and are still at large sought (locksmith, mechanic, plumber, mason etc.). Training in professional practice is usually carried out with the mentorship, where experienced instructors transmit knowledge to students and younger colleagues who are newly employed.

Employee training outside the workplace

In addition to the training that employees receive at work, very important is the training that takes place outside of the workplace. The most popular methods of employee training outside the workplace:

- Seminars;
- Audio-visual;
- Study using computers;
- Conferences;
- Training in simulated working conditions;
- Case study method;
• Other methods.

Seminars are a popular method of transmitting knowledge. They allow efficient transmission of a large amount of information to a large group of people in a very short period of time. Good for transmission of theoretical knowledge required for complex tasks and solve complicated problems. This is carried out through verbal presentations of information, which are usually filled with other methods, such as films, slides, case studies, engaging students in discussion, all in order to enhance learning effect.

Audio-visual techniques (movies, television etc.) are being used increasingly in educational processes. Very popular are educational films because they transmit in a funny way knowledge they need to work, teaching them how to solve various problems.

Study using the computer is becoming more present, because modern information technology enables new forms and techniques for teaching and learning. Students are provided some educational programs conducted by individual activities, using computer. The calculator provides multimedia training, combining textual components, video, graphics and more. In addition, Internet with its vast possibilities is a very good environment for employee training.

Conferences are considered to be a useful way to educate employees. In fact, a large part of education, directed to the organization's problems, ideas, technologies, theories and approaches is conducted through such conferences and discussion. Their importance lies in the fact that they allow a bidirectional way communication and simultaneous transmission of information to a large number of employees.

Training by simulating working conditions and is often called virtual reality. It refers to education and training outside the workplace in a simulated work situation and simulated equipment. Simulation is an approach in which training site is identical to the real work, but without the pressure of job effectively.

Case study is very popular and often used in the training of employees, particularly for performing specialized tasks more complex. The case is the written description of a problem or actual organization. Students are asked to identify and analyze problems and propose solutions to overcome them.

It is important to define organizational approaches related to employee training, depending on the changes occurring in the environment. Employee training programs must be closely linked to the objectives and strategy of the organization; they must meet the new requirements of the environment. Training and employee development have become a new function of management within the organization. Managers face the challenge of having to observe employees in companies from a strategic perspective (future orientation) and constantly monitor and encourage the development of new skills and knowledge that are based development organization.

In addition, it is not just about simple delegating appropriate tasks to employees; it is about constant encouragement of all members of the organization on the discovery of new business opportunities. All this requires the development of new type of leadership in the company, which differs significantly from the classic management organization. The leaders no longer expected to be leaders and managers omniscient, they become moderators and general inspiration. Typically, employees are not too eager to share information (which they consider their source knowledge) colleagues. Here comes into play the leader, whose task is to collect and distribute knowledge throughout the organization. One of the main challenges that organizations meet modern reflection is finding ways to manage the process of training and knowledge transfer within the organization.

In the modern business world, every individual must use the concept of learning and each organization must support the concept of continuous development of all employees, thus becoming a learning organization continuously and mastering all areas of its business. Employee training and education are the focus of successful organizations. Many successful organizations describe themselves as learners or organizations who claim that one of their strategic goals is to become a learning organization. Companies like Coca-Cola, Motorola, General Electric and Cisco have entered positions as vice president of knowledge, learning and intellectual capital, whose task is to develop training systems and knowledge management, enabling rapid acceptance and implementation new trends in daily activities of the organization.

Employees in organizations and organizations themselves are not just passive users of knowledge, they need to be and their creators. Modern organizations must allow a free flow of knowledge among its employees; they must remove all limits and obstacles that hamper the development of new knowledge and new ideas. New ideas that can be significant improve the method of achieving certain business operations, often that occur during everyday activities and sometimes even during employee training. Every successful organization must, in the system of
training and education of employees, define a section related to the transmission of new ideas and motivate employees to express suggestions for improving business activities they carry.

The training system in which all ideas come from the upper level of the company, while lower levels were only responsible for their execution starts to lose meaning. Emphasis should be placed on training and education that employees must become an integral part of the daily work of employees at all levels of the organization, from top management, to direct production workers. Situations in which programs and employee training plans are executed unconditionally the orders given by "big brother" cannot provide a good competitive position for the organization.

4. Conclusions

The most successful organizations of the future will differ depending on their ability to encourage the inclusion of all employees in making decisions to acquire new knowledge and develop learning potential at all levels of the organization. Access to training and education only some members of the organization gave way to the concept of learning organization where training and education are seen from the perspective of the whole organization and its functions of all sectors and all proceedings affecting employee turnover. All these activities led to the creation of new values, both for the organization and its customers.

Organizations can learn just by training and educating each employee. However, always keep in mind that individual learning does not guarantee organizational learning, but just be aware, that without organizational learning, individual results cannot achieve a high level. Skills organizations and its employees to learn faster than its competitors may be their only competitive advantage persistent.

The starting point of the concept of knowledge management in the organization lies in the power that comes from knowledge, but from the exchange and transfer to employees at all levels within the organization. Training and education of employees creates a synergy effect. By sharing knowledge between employees and combining their individual knowledge manager can get to know more qualitative than the simple sum of knowledge available to employees. Assembly of knowledge, training and education of employees is the basis of every modern organization development.

Organizations wishing to develop modern and turbulent business environment should be based on developing knowledge and skills of their employees, and the development of organizational knowledge management system that allows each employee as at any time to reach responses that are necessary to be able to perform tasks.

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