Going Virtual: Exploring Socialization of Remote New Hires

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WHY IS THIS TOPIC IMPORTANT?

- This research explores the way that people are experiencing being socialized into their organization as remote new hires.
- Organizational socialization is important because it impacts the adjustment of new employees (Bauer et al., 2007).
- Remote work is here to stay, and organizational leaders need to understand how to navigate this phenomenon.
- According to Glassdoor, the employee appetite for remote positions has increased with job searches for远程 positions up 460% since 2019.

STUDY DESIGN

Conducted semi-structured interviews of 12 people who started remote jobs after April 2020.

LITERATURE CITED


FINDINGS

The Virtual Welcome is as important as an in-person one.

"It’s important that people feel like they are welcomed to a company right off the bat, especially in a home-based position."

People still want “in-person”. They want to see each other in real life. In fact, they yearn for in-person opportunities.

"I do hope we have a once a quarter or twice a year meet up because I think that helps with bigger picture stuff. And being able to chat about that happens so much more naturally in-person."

Building Virtual Coworker Relationships requires proactive behavior, but people are more accessible online than they are in-person.

"It felt awkward to me to Slack someone and say ‘hey, can you send this to me or tell me about how this works’, it felt a little transactional. I really wanted to carve out a little bit of time to say, ‘How are you doing?’, ‘Where are you from?’ so that I would start to feel like I knew them as more than just a name behind a screen.”

The Affordance of Technology

Without physical office space, remote employees find themselves thinking about the infrastructure of the technologies to inform them about company culture.

"I told my boss right out of the gate that I am a social person, but this is not an environment I’m used to. My personality is not going to naturally come out on Teams or in a big Zoom meeting, especially if someone else has the floor. So, I told him, ‘It’s going to take a little while to get to know me.’"

Visibility & Value

Generally, remote new hires have a harder time being seen and showing their value quickly.

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RECOMMENDATIONS

For the Virtual Welcome:

- What do you want your remote new hires to think after their first day, week, month and beyond?

For Building Coworker Relationships:

- What ways can you create an environment (albeit, virtual) that will help to foster connections?

For Visibility & Value:

- In what ways can you further understand, leverage and value your remote new hire’s newcomer capital?

For Acquiring Knowledge:

- How can you guide remote new hires to people that want to share and teach? (not everyone does).

For Technology:

- What does the available technology say about the company or the leadership?

For In-Person Opportunities:

- Are you able to help facilitate an “in-person” opportunity as a new hire event or team event?

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FOR FURTHER INFORMATION

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