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 all, 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 remote positions up 460% since 2019

STUDY DESIGN

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

LITERTURE CITED

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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 shored 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".

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.

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

"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.'

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"

Acquiring Knowledge
Remote new hires deploy creative techniques to acquire knowledge in a remote work environment

"I would sporadically choose who I'd reach out to this person or that person. I would not go to one single person when I needed to know something, that way I'm building rapport while I'm learning."

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?

ACKNOWLEDGMENTS

FOR FURTHER INFORMATION
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