

Model to Improve Employee Organisational Adaptation

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Abstract: The process of organisational adaptation represents one of the most important prerequisites for successful organisational behaviour. The paper uses a quantitative research method to analyse organisational and personal employee adaptation factors. Organisational factors are organisational support for new employees and for the existing ones, job embeddedness levels, while personal factors are attitude to change, empowerment at work and employee interpersonal adaptation in organisations. The instruments used in the research are: Organisational Readiness for Implementing Change ORIC, Perceived Organisational Support POS, Job Embeddedness Scale, Empowerment at Work Scale; Scale for Adaptive Performance, and issues related to employee demographic characteristics. The results of the research showed that the dimensions of competence and perceived organisational support are the most important factors of employee adaptation. Based on the analysis of predictors included in the regression model, statistically significant positive adaptation predictors are: Organisational Readiness for Implementing Change, Empowerment at Work, Competence and Perceived Organisational Support. Based on the research results, it is possible to design a model to improve employee organisational adaptation.

Keywords: adaptation; change; employees, empowerment; organizations; support

1 INTRODUCTION

The business world and the manner in which it operates are changing constantly, setting ever more demanding criteria and requirements which organisations have to meet if they want to remain competitive. The development and changes occurring in their environment and in organisations themselves have care for adaptation of their employees as their imperative. New employees represent a value and it is of vital importance whether a company really cares about having them as equal and productive members of the organisation through socialisation, training courses, education, mentoring and all other necessary activities [1, 2].

One of the micro foundations of competitive advantage is precisely the process of adaptation occurring through improved resource positions or improved strategic decisions [3, 4], but also by way of developing cognitive abilities enabling organisations to make a rapid passage to new markets, or to using new technologies.

Organisational adaptation is characterised by knowledge and skill development, as well as by the creation of professionally required personality traits and of a positive attitude to work through the alignment of personal and organisational goals and values.

The process of adaptation consists of the activities through which new employees acquire knowledge, skills, capacities and conduct required in order to adjust to and be successful in the selected organisation [5]. New employees wish to know what they should do, in which way, how to behave, dress, how to communicate with their colleagues, as well as all other specifics valued in the company which will help them fit in and be successful. Adaptation occurs simultaneously at three different levels: at the level of the entire organisation, which is common and equivalent for all employees; at the level of the department which implies adaptation to the working group or team; and at the level of the position and it refers to the information essential for performing individual duties [6].

The focus of considerable research conducting into adaptive performance has been to identify personal qualities of individuals having high adaptive performance [7, 8]. In most of the studies, it was investigated whether there were any notable relationships between adaptive

performance and other personal qualities (e.g. personality characteristics, self-efficacy and cognitive capacities). The research conducted by Pulaskos et al, for example, asserted the existence of such notable relationships between adaptive performance and cognitive capacities, openness, and the need for achievement [7]. The research carried out by Griffin and Hesketh established such relationships between self-efficacy, biodata on work requirements, openness to experience, willingness to accept changes and adaptive performance. Additionally, the same research discovered a positive connection between adaptive performance and the achievement orientation facet of conscientiousness [9]. The process of adaptation helps new employees feel as if they really contribute to the organisation's goals and growth with their commitment and shows them that their role, however big or small it may be, is of major importance for the organisation [10].

Interpersonal adaptation represents a fundamental human behaviour in the social environment. Interpersonal adaptation may be regarded as a modification of a person's behaviour in order to adapt to a partner in communication [11] and reciprocity [12]. Since changes have become one of the key factors of an organisation's potential success, it is especially important to prepare employees in an appropriate way to regard such changes as a sort of business routine, and not as a special effort that will make their further work more difficult.

The system of organisational support is defined as employee perceptions regarding the extent to which an organisation cares about their wellbeing and needs [13]. Eisenberger et al. [14], also held that perceived organisational support consists of two aspects. One aspect shows that employees develop global perceptions regarding the extent to which an organisation values their individual contribution based on the relationship between the employees and the organisation. The perception of organisational support will increase when employees perceive that performance and productivity are reciprocated with awards by the organisation in the form of benefits, advancement and earnings. Furthermore, a positive perception of organisational support reduces employee absences and turnover.

The research conducted by Ballinger et al. shows that the organisations which support their employees and take good care of them seem more attractive to the environment. Organisational support theory assumes that employee socio-emotional needs are appreciated and given certain significance, and that the organisation's readiness to reward work effort is the basis on which employees form their attitude towards the organisation in one way or another [15]. Organisational support approach is valued as an agreement seen as assistance by the organisation when employees need it in order to duly perform their tasks and handle stressful situations [16].

The job embeddedness model assumes that an employee who is more connected to the organisation and the community he/she represents is in a better way connected to the job itself. Job embeddedness appeared with the change of the nature of jobs and includes the complex nature of modern life and a wide range of impacts on job itself and dimensions outside work, in organisations and beyond organisational contexts [17, 18]. Mitchell et al. developed their concept based on several studies which define the concept of job embeddedness as a unique variable in predicting organisational behaviour. Job embeddedness consists of three aspects: interconnections with the others in the organisation, the quality of interpersonal relations in the organisation where an individual is employed; the compatibility of personal values of the employee and the career, as well as the goals, both at and outside work; the perceived projection of possible expenses in case of quitting, both for the organisation and for the employee. Socialisation tactics organisations undertake in the adaptation process, both collective and individual ones, improve job embeddedness. When creating the model to explain why employees stay with an organisation, Mitchell et al. carried out research which showed that the employees who decide to quit are mostly dissatisfied with their job or have an incident situation which motivates them to leave the organisation. The results showed that job embeddedness also predicts an intention to quit and it is thus considered to be a better predictor of voluntary turnover than job satisfaction and organisational commitment. Holtom et al. believe that organisations can increase the human and social capital by applying the job embeddedness approach [19].

Employee empowerment implies transfer of responsibilities and initiative to all workers. Spreitzer [20], defined two approaches to understanding employee empowerment in organisations: relational and psychological approach. The relational approach as the mechanistic approach implies top down communication in the hierarchy [21, 22] and sharing of powers and responsibilities with the employees at lower hierarchical levels [23]. What is also significant in empowerment is sharing of knowledge among employees in organisations, which has a direct impact on the organisation's effectiveness and other performances [24].

1.1 Research Problem

The main objective of the research is to look into the level of employee organisational adaptation assessed through the attitude to change, organisational preconditions for readiness for change, organisational support for the changes and job attachment which represent

the basis for an efficient professional and socio-psychological employee adaptation.

1.2 Research Goals

The purpose of the research is to determine the quality of professional adaptation in organisations, whether the level of readiness for organisational changes contributes to a higher quality employee adaptation, whether there is organisational support for employees and their activities which would contribute to a higher quality adaptation, whether job embeddedness may be considered a factor of workplace adaptation. The main objective of the research is to look into the level of employee organisational adaptation assessed through the attitude to change, organisational preconditions for readiness for change, organisational support for the changes and job attachment which represent the basis for an efficient professional and socio-psychological employee adaptation. The research is based on the examination of organisational and personal employee adaptation factors. The organisational factors refer primarily to organisational support for new employees and the already employed, job embeddedness levels, while personal factors are analysed through the attitude to change, the sense of empowerment at work and interpersonal adaptation of employees in organisations.

1.3 Research Hypotheses

The research hypotheses are defined in accordance with the subject-matter and goals of the research:

H1 - Employee adaptation in organisations is a complex process which can be defined and measured.

Auxiliary hypothesis (AH) 1: Employee workplace adaptation is a function of job embeddedness.

AH2: Employee workplace adaptation is a function of employee readiness for change.

AH3: Employee workplace adaptation is a function of empowerment in performing work tasks.

AH4: Employee workplace adaptation is a function of employee organisational support.

The research is focused on the following research questions:

- What is the quality of professional adaptation in organisations?
- Does the level of readiness for organisational changes contribute to a higher quality adaptation of employees?
- Is there organisational support for employees and their activities which would contribute to a higher quality adaptation?
- Can job embeddedness be considered a factor of workplace adaptation?

Developed and successful organisations put in considerable effort to achieve the most efficient employee adaptation process possible. Studies in this field are, therefore, required and very important so that the adaptation process itself and the impact it has on the organisation's performance could be elucidated as precisely as possible.

Market conditions of the economy contribute to the importance of the issue of employee preparation for the quality performance of work tasks. The set goals provide an opportunity for managers in organizations to manage

human resources in a better way, and define the factors that influence their development and acceptance of work and the organization. In this way, it is possible to set strategies for the growth and development of employees, which will consequently lead to an increased quality of work and the execution of work tasks.

2 METHODOLOGICAL APPROACH

2.1 Research Sample

The research was conducted on a total sample of 519 subjects. The subjects included employees with different social and demographic properties working in organisations of different sizes, types of activity and ownership structure. The respondents filled in pre-prepared questionnaires, which were distributed with the approval of top management. The interviewers took over the paper versions of the questionnaires, and accepted the answers.

The structure of the sample by gender is classified into two groups - male and female. The research included 221 male (42.6%) and 298 female employees (57.4%). The structure of the sample by employee gender is presented in Tab. 1.

Table 1 Structure of the sample by subject gender category

	Number of subject	Percentage	Valid percentage	Cumulative percentage
Male	221	42.6	42.6	42.6
Female	298	57.4	57.4	100.0
Total	519	100.0	100.0	

The age of the participants is classified into four categories. The first category included the participants aged 35 or less, the second category the participants aged 36 to 45, the third category the participants aged 46 to 55 and the last fourth category the participants aged 55+. Based on the frequency analysis, the participants are classified as follows: 96 (18.5%) belong to the up to and including 35 years of age category, the second category consists of the participants aged 36 to 45 and there were 205 (39.5%) of them, the third category consists of the participants in the range between 46 and 55 years of age and there were 142 (27.4%) of them, while the last category of the participants, older than 55, consists of 76 subjects (14.6%). Subject education is classified into 2 groups the participants with a secondary school diploma and the participants with a college or university degree. It was found by way of frequency analysis that 213 participants (41%) have a secondary school diploma, while 306 subjects (59%) have a college or university degree.

The next variable for participant classification was the type of work they perform in the company employing them. Their answers were defined in three categories: skilled labour, administrative and managerial. It was found by way of frequency analysis that 261 participants (50.3%) have skilled labour jobs, 145 (27.9%) have administrative jobs, while 113 participants (21.8%) have managerial positions.

According to the type of ownership in the company the employees work for, three categories were identified state ownership, private ownership and mixed ownership. Based on the frequency analysis results, it was found that 262 participants (50.5%) work for a state-owned organisation, 211 participants (40.7%) work for a privately held

company, while 46 participants (8.9%) work for a mixed ownership companies.

According to their business activity, the companies where the research was carried out were categorised into those engaging in a production activity and those engaging in a service activity. Based on the frequency analysis results, it was found that 203 participants (39.1%) work for an organisation engaging in a production activity, while 316 participants (60.9%) work for an organisation engaging in a service activity.

3 RESEARCH INSTRUMENTS AND VARIABLES

The research used validated questionnaires to measure variables. The following instruments were included in the research:

The Organisational Readiness for Implementing Change ORIC questionnaire [25], in its original form is defined by way of 12 items of the 5-point Likert scale of ordered categories on a continuum of responses from 1 = strongly disagree to 5 = strongly agree. In the original setup of the model behind the instrument, two factors were identified: Commitment to Change and Effectiveness of Implemented Changes.

Perceived Organisational Support POS questionnaire [13], is defined by way of 36 5-point Likert scale items that in their original factor solution have one subject-matter of measurement which is perceived organisational support.

Job Embeddedness Scale [18], was used to measure employee job embeddedness. This scale includes 6 items of 5-point Likert type ordered categories.

Empowerment at Work Scale [20], describes the extent to which employees believe they are empowered at work. Empowerment is defined as intrinsic motivation resulting from four dimensions reflecting an individual's attitude to their work role. The scale consists of 12 items of 5-point Likert type ordered categories and it measures four dimensions: Meaning, Competence, Self-Determination and Impact.

Adaptive Performance Scale [26], was used to measure interpersonal performance. According to the model, the questionnaire consists of 5 items of the 5-point scale of ordered categories on a continuum of responses from 1 to 5.

3.1 Data Analysis

The data were analysed using descriptive statistics in order to calculate, present and describe the characteristics of statistical series. The analysis and interpretation of data obtained through empirical research combined several methods of statistical data processing: confirmatory factor analysis of the questionnaires, descriptive statistical method, correlation analysis, regression analysis.

4 RESEARCH RESULTS

4.1 Instrument Evaluation

As the research questionnaires were taken from earlier research in developed countries, it was necessary to evaluate the following instruments:

1. Descriptive statistics.

Organisational Readiness for Implementing Change as an overall score is moderate to high ($M = 3.20$; $SD = 0.993$), with approximately uniform scores when it comes to its two dimensions Commitment to Change ($M = 3.19$; $SD = 1.031$) and Effectiveness of Implemented Changes ($M = 3.21$; $SD = 1.024$). Job Embeddedness is moderately high ($M = 3.72$; $SD = 0.983$). Empowerment at Work is also moderately high ($M = 3.90$; $SD = 0.779$). However, if individual aspects are considered, it may be inferred that the Competence dimension ($M = 4.50$; $SD = 0.694$) is the highest compared to other dimensions: Meaning ($M = 3.89$; $SD = 0.994$), Self-Determination ($M = 3.72$; $SD = 1.034$) and Impact ($M = 3.46$; $SD = 1.068$). At the same time, the Competence dimension has the lowest spread around the arithmetic mean (Tab. 2).

2. Correlations.

Based on the correlations presented using the Pearson's correlation coefficient (r) and statistical significance (p), it is established that the variable of Interpersonal Adaptation significantly correlates with the following variables: Organisational Readiness for Implementing Change ($r = 0.092$; $p = 0.037$) and with one of its dimensions Effectiveness of Implemented Changes ($r = 0.93$; $p = 0.035$), and also with Empowerment at Work ($r = 0.107$; $p = 0.014$) at the statistical inference level of 0.05, as well as with the dimension Empowerment at Work through Competence ($r = 0.159$; $p = 0.000$) and Meaning ($r = 0.087$; $p = 0.048$) and Perceived Organisational Support ($r = 0.140$; $p = 0.001$), at the statistical inference level of 0.01. The results of the Pearson's correlation are shown in Tab. 3.

Table 2 Descriptive statistics of the variables included in the research model

Variables	Minimum	Maximum	M	SD
Organisational Readiness for Implementing Change	1.00	5.00	3.20	0.993
Commitment to Change	1.00	5.00	3.19	1.031
Effectiveness of Implemented Changes	1.00	5.00	3.21	1.024
Job Embeddedness	1.00	5.00	3.72	0.893
Empowerment at Work	1.00	5.00	3.90	0.779
Meaning	1.00	5.00	3.89	0.994
Competence	1.00	5.00	4.50	0.694
Self-Determination	1.00	5.00	3.72	1.034
Impact	1.00	5.00	3.46	1.068
Perceived Organisational Support	2.25	3.83	3.02	0.279
Interpersonal Adaptation	3.00	5.00	3.99	0.482

Table 3 Overview of Pearson's coefficients and statistical significances included in the research model

		Interpersonal Adaptation
Organisational Readiness for Implementing Change	r	0.092*
	p	0.037
Commitment to Change	r	0.086
	p	0.051
Effectiveness of Implemented Changes	r	0.093*
	p	0.035
Job Embeddedness	r	0.060
	p	0.172
Empowerment at Work	r	0.107*
	p	0.014
Meaning	r	0.087*
	p	0.048
Competence	r	0.159**
	p	0.000
Self-Determination	r	0.044
	p	0.315
Impact	r	0.086
	p	0.051
Perceived Organisational Support	r	0.140**
	p	0.001

4.2 Regression Model

According to the results of the established regression model, it is established that the set of predictor variables explains 4.6% of the variance of Interpersonal Adaptation ($R^2 = 0.046$). The indicators of the established regression model are shown in Tab. 4.

Table 4 Regression model result overview

Model	R	R ²	Adjusted	S.E
1	0.214 ^a	0.046	0.031	0.475

a. Predictors: Organisational Readiness for Implementing Change, Perceived Organisational Support, Job Embeddedness, Commitment to Change, Empowerment at Work, Meaning, Competence, Self-Determination, Impact, Effectiveness of Implemented Changes.

By testing the statistical significance of the model, it is determined that the established model is statistically

significant ($F = 3.053$; $p = 0.002$) at the statistical inference level of 0.01 (Tab. 5).

Table 5 Results of ANOVA statistical significance testing

Model	Sum of squares	df	Mean square	F	p
1 Regression	5.520	8	.690	3.053	.002 ^b
Residual	115.265	510	.226		
Total	120.785	518			

a. Dependent variable: Interpersonal Adaptation

b. Predictors: Organisational Readiness for Implementing Change, Perceived Organisational Support, Job Embeddedness, Commitment to Change, Effectiveness of Implemented Changes, Empowerment at Work, Meaning, Competence, Self-Determination, Impact.

Based on the analysis of partial contribution of predictors included in the regression model, it is inferred that the following predictors are statistically significant

positive predictors of Interpersonal Adaptation: Organisational Readiness for Implementing Change ($\beta = 0.092$; $p = 0.037$), Empowerment at Work ($\beta = 0.107$;

$p = 0.014$), Competence ($\beta = 0.180$; $p = 0.000$), Perceived Organisational Support ($\beta = 0.143$; $p = 0.017$) (Tab. 6).

Table 6 Partial contributions of individual predictors according to the Interpersonal Adaptation criterion

Model	Nsd. coefficients		Sd. coefficients	t	P
	B	S.E	Beta		
Organisational Readiness for Implementing Change	0.045	0.021	0.092	2.092	0.037
Commitment to Change	-0.001	0.042	-0.002	-0.027	0.979
Effectiveness of Implemented Changes	0.015	0.043	0.032	0.353	0.724
Job Embeddedness	-0.023	0.033	-0.043	-0.715	0.475
Empowerment at Work	0.067	0.027	0.107	2.455	0.014
Meaning	-0.007	0.033	-0.014	-0.208	0.836
Competence	0.125	0.035	0.180	3.560	0.000
Self-Determination	-0.040	0.033	-0.086	-1.212	0.226
Impact	0.010	0.036	0.023	0.289	0.773
Perceived Organisational Support	0.246	0.103	0.143	2.392	0.017

a. Dependent variable: Interpersonal Adaptation

5 DISCUSSION

The first part of the results refers to establishing the level of analysis of the variables included in the organisational adaptation development model. Based on the measures of descriptive statistics, it is established that all variables included in the model are analysed to a moderate or high level.

According to the obtained results, the organisations where the research was conducted have clearly defined goals for change aligned with their strategy. This characteristic enables the organisations to identify and manage the risks occurring during the change implementation process, provide sufficient financial and human resources for supporting change, establish appropriate mechanisms to measure and assess change effects and encourage an open and transparent communication with all interested parties in the change implementation process [25, 27].

A high score of job embeddedness points to a high level of employee engagement and emotional attachment to their work [17]. Employees with high job embeddedness are usually very committed to their work, they actively seek to achieve their goals and do their work the best they can [18]). They are involved in their duties and motivated to excel in everything they do. High job embeddedness usually correlates with positive business outcomes, such as better work results, lower employee turnover and greater loyalty to the organisation. When employees are engaged and emotionally attached to their work, they are more likely to achieve better business results, as they are motivated to achieve the goals of the organisation. Organisations may contribute to high job embeddedness with a challenging environment and promotion opportunities, support for career development, acknowledgement and awards for excellence by creating a positive work atmosphere [28].

High empowerment at work refers to an approach to management which provides employees with greater autonomy and independence in making decisions and performing their tasks, which means that the organisation gives greater authorities and responsibilities to employees instead of concentrating all decisions and tasks under the authority of the management. High empowerment at work may have positive effects on the organisation, such as increased productivity, employee motivation, improved

creativity and innovation and greater ability of the organisation to quickly adapt to the changes in the environment [29]. This is achieved by making employees feel involved in their work, which makes them feel as if they have greater impact on the outcomes and the opportunity to use their skills and talents in the best way possible. However, high empowerment at work may also give rise to challenges and risks, such as: lack of coordination between different teams and functions, over-delegation of authorities leading to chaos and insufficiently clear authority boundaries which may result in confusion and conflict. In order to gain the benefits of high empowerment at work, organisations should carefully consider the way in which they will implement this approach, including clear definition of authorities and responsibilities, setting up of a coordination and cooperation system and providing training and support for their employees to ensure their successful task performance [30].

Moderate perceived organisational support means that an organisation provides a certain quantity of support for its employees in the performance of their tasks, but not in a way to direct or limit them too much. This type of support may be useful for the employees who are independent and have adequate skills and knowledge to perform their tasks, but still need a certain organisational support [14]. Moderate organisational support usually consists of clearly defined goals, expectations and work processes, as well as of available resources and support for resolving issues or challenges which may occur during work. Furthermore, it may include provision of a certain quantity of training, mentorship and feedback so as to help employees develop their skills and improve their performance [15].

The participants' interpersonal adaptation is very high. High interpersonal adaptation of employees refers to the employee ability to adapt to different situations and people in the organisation [31]. This includes understanding different attitudes, beliefs and values other people may have, as well as the ability to successfully communicate and cooperate. High interpersonal adaptation of employees entails the ability to recognise and adapt to the communication styles, emotional needs and expectations of other people. This may include the ability to adapt to different work styles, different cultural norms and different team management and leadership methods. Organisations often seek employees with high interpersonal adaptation as

they are able to quickly adapt to new situations and people, which may be useful in a dynamic business environment [32].

The results show that variable relation establishment indicates that organisational readiness for implementing change, empowerment at work through competence and perceived organisational support are statistically significant, stable positive correlates and predictors of employee interpersonal adaptation to the working environment.

It comes as no surprise that the positive correlation between employee interpersonal adaptation and perceived organisational readiness for implementing change is statistically significant, since both factors are essential for a successful implementation of changes in the organisation at the organisational and personal level. When employees have high interpersonal adaptation, they are usually able to adapt to new situations and people in a way that is authentic and integrated with their own values and attitudes [33]. This may be useful when an organisation is facing changes as the employees may accept the changes more easily and adapt to new requirements and work processes. On the other hand, organisational readiness for implementing change refers to the ability of the organisation to adapt to new challenges and changes in its environment. This includes an organisation's ability to identify and assess the need for change, plan and implement changes and continuously align its processes and strategies with the changes in its environment. When an organisation has high organisational readiness for implementing change, it means that it is able to adapt to changes and successfully implement changes in its processes and practice [34], which may be crucial for succeeding in business operations and maintaining competitiveness in the market. Interpersonal adaptation facilitates organisational readiness for implementing change since employees are ready to accept new work processes and practice which fit into new strategies of the organisation. Therefore, high interpersonal adaptation and organisational readiness for implementing change correlate and both factors may be crucial for the organisation's success in a dynamic business environment.

Furthermore, empowerment at work through competence relations is positively correlated and statistically significant and as such represents significant factors in the creation of a work culture which encourages openness, cooperation and continuous learning [35]. The situation in which employees possess competencies required to perform their tasks and are empowered to independently make decisions within their scope of activity can result in their increased motivation and engagement [36]. This may further lead to the development of a stronger sense of responsibility for achieving business goals and creating value for the organisation. On the other hand, interpersonal adaptation refers to employee ability to adapt to different situations and people. The situation in which employees are able to adapt to different work and communication styles encourages better cooperation, increased trust and development of a culture which stimulates innovation and continuous learning.

When these two factors are combined - employee empowerment through competence and interpersonal adaptation, an organisation may create a work culture

which encourages openness, cooperation and continuous learning. The employees who are authorised to make decisions within their scope of activity and possess competencies required to perform their duties are usually motivated to work on achieving business goals and creating value for the organisation. When this is combined with interpersonal adaptation, the employees are able to adapt to different situations and people, which may lead to better cooperation and culture which encourages innovation and continuous learning.

Significant relations between perceived organisational support and interpersonal adaptation indicate that an organisation's care about employee well-being, development and success encourages and facilitates their adaptation. This support may be direct by way of providing resources and working conditions, as well as indirect by way of the organisation's culture which encourages support, cooperation and respect for employees. If an organisation provides support for its employees, it creates a positive impact on their interpersonal adaptation as shown by this research. The employees' sense that the organisation respects them and cares about their wellbeing may increase their motivation and engagement at work, but also lead to the development of a greater sense of responsibility for achieving business goals and creating value for the organisation, which may improve employee readiness to adapt to different situations and people. The situations in which employees are easily adaptable imply direct stress and tension reduction in the working environment, which may contribute to a better atmosphere and culture of the organisation. The results of the research conducted by Afzali et al. showed that organisational support has a significant role in the processes of psychological empowerment affecting overall organizational behaviour [37].

There are very few researches that use scientific methodology to examine and improve the relationship between the organization and its employees in Serbia. Until now, research tasks have mostly focused on the requirements that an individual needs to meet in order to perform his job more successfully and with better quality. With the development of organizational relations, there are more and more approaches that include organizational support and prerequisites of the organization for better and more successful behavior of individuals. For these reasons, the research approach in this paper is holistic and interdisciplinary, in order to shed light on the problem of work and social adaptation from several angles of observation, and in order to increase the practical contribution of the research. Also, the theoretical contribution to the problems of employee adaptation were united in this way for the first time, which, according to the results of the research, proved to be a significant shift in the perception of such an important segment of organizational behavior.

Validated questionnaires were used for the research to measure all examined aspects of organizational behavior so that the results could be compared with already existing results from different cultural and economic environments. Previous research has left insufficiently clarified personal and organizational factors influencing the work adaptation of employees. By combining the selected questionnaires in the research, answers were searched for research questions

related to the perception of complex influences of various factors.

6 CONCLUSION AND FUTURE WORK

Based on the results, every individual component contributes to interpersonal adaptation in the following way:

- Organisational readiness for implementing change represents the basis for developing the organisational adaptation model, which implies understanding the need for change, openness towards change and ability of the organisation to take the necessary steps to implement the changes.

- Empowerment at work through competence refers to the ability of employees to efficiently perform their tasks and assume responsibility for their working environment. Empowerment at work may be achieved by developing competencies which would enable employees to handle and adapt to new requirements within the organisation, which includes development of skills, knowledge and abilities required to perform new tasks and duties.

- Perceived social support refers to employees' perception that they enjoy support from their co-workers and superiors in the organisation. Social support may be very important for employee adaptation to change, as it gives them a sense of security and belonging to the organisation since it includes development of a positive work atmosphere, efficient team work and good communication between employees [38].

When these three dimensions are included in the employee adaptation model, the organisation will be able to make a faster and more efficient adaptation to new circumstances, while the employees will be readier to take on new tasks and handle changes in the working environment.

Research into professional and sociopsychological adaptation, especially into their quality and correlation, is scarce in our country. Economic conditions in the market contribute to the relevance of the issue of preparing employees for high-quality performance of tasks. Established goals give managers in organisations the opportunity to provide higher quality management of human resources and define factors which affect employee development and acceptance of work and of the organisation. This is the way to enable establishment of growth and employee development strategies, which will also lead to a higher quality of work and task performance.

The deficiencies of the research are reflected in the selection of the research sample and the impossibility to directly measure such a significant phenomenon as employee adaptation in organisations. Further research should also take into account other factors influencing the adaptation process, from personality traits and value preferences to organisational characteristics and characteristics of work itself.

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