

Saimaa University of Applied Sciences
Faculty of Business Administration Lappeenranta
Degree Programme in International Business
Specialisation in Leadership

Elena Lehtinen

Orientation guide for new employees in Santalahti Resort

Thesis 2019

Abstract

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Instructors: Senior Lecturer Jaana Tanhuanpää, Saimaa University of Applied Sciences

The main objective of the thesis was to create an orientation guide for new employees starting in Santalahti Resort. The thesis was done by using a practice-based thesis method. The thesis consists of two parts, a functional work and a thesis report.

Data for the functional work was collected from previous materials found from the company, and using the authors own knowledge and experience. For the thesis report, several different sources were used, such as books and online sources. The sources were in both English and Finnish.

The final outcome of the thesis was an orientation guide and a thesis report. The orientation guide is only for Santalahti Resort's use, and therefore not publicly visible. The thesis report consists of the theoretical framework used in the orientation guide and explains the process of the whole thesis. The thesis outcome, the orientation guide, will help the case company to give their employees a more thorough orientation when starting as a new employee.

Keywords: orientation guide, working conditions, human resources, customer service

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1 Introduction

The main purpose of this study is to create an orientation guide for a case company; Santalahti Resort. The orientation guide is meant to help the new

employees to adapt the company's ways and also decrease the amount of conflicts at the workplace. The orientation guide will explain everything a new employee needs when starting in a new position. The orientation guide is mostly targeted to new employees but also to the whole staff so they can revise themselves.

Having a proper orientation guide is necessary to ensure a proper training for the employees. By offering employees a thorough orientation, the employees will feel more comfortable and confident right from the beginning of the employment. Moreover, the orientation helps the employee to adapt to the company. (Office of Human Resources n.d.)

The thesis is created by making a practice-based thesis as the outcome is a tangible orientation guide to help the company train their new employees more effectively. The thesis includes firstly the thesis report and secondly a written report of the whole thesis process. The thesis report will explain the processes of human resources in the beginning of the employment as well as the basis of customer service.

2 Purpose of the study

The purpose of the study is help Santalahti Resort to give their new employees a proper training when starting as a new employee.

2.1 Background

The author has worked in Santalahti already for multiple years during the summer season, most recently during the summer 2019. During every summer, there are somewhat similar issues within the employees, such as arriving late to work and dealing with absences. The managers have tried different methods of fixing these problems but the same problems still occur yearly.

When working in Santalahti Resort for multiple summers in a row, the employees do not get any proper orientation to the job nor get information on the changes made during the winter season. Santalahti Resort does not have any sufficient written manuals about the company rules and manners that the employees could

revise from. Working in a same company for many years in a row, creates an emotional connection to the company and therefore wanting to improve the company however possible. Choosing Santalahti Resort as a case company was easy due to the emotional connection and because of the urge of making the company a better workplace for the employees.

Santalahti Resort has a training period for the new employees, but not all of the instructions and information are written down which affects the employee to adapt the information. During the intensive training period of 5-7 days, the new employee has to adapt to the company rules and learn the day-to-day work tasks. Of course, the orientation and learning of the employee continues as long as needed. An orientation guide allows the employees re-read the instructions as many times as needed. Moreover, the supervisors have a guide to rely on when training the employee.

In addition, the author has interest on improving Santalahti Resort as well as focusing on human resource management and human resource development. Doing research for the orientation guide grows the interest on human resources even more.

2.2 Research question

The main research question of the thesis is; How to help the new employees adapt to Santalahti Resort's rules and manners faster?

2.3 Objective

The objective of the thesis is to create an orientation guide for the new employees in Santalahti Resort, and also for the supervisors. The orientation guide will be set for every position in Santalahti Resort.

Most of Santalahti Resort's employees are seasonal workers during the summer season. New employees start working at Santalahti Resort every year, but also many of the employees from previous summer return to Santalahti Resort for the new summer season. Both the new and the returning employees need a reminder of the company rules and information if any changes have been made. The orientation guide is meant to become an aid for the employees throughout their

employment period. Moreover, it is important for all of the new employees to get the same information during the training period. Supervisors can rely on the orientation guide when training new employees so all of the necessary information will be surely given to the employees.

During the years of working in Santalahti Resort, many smaller and bigger problems within Santalahti Resort have been noticed. Many of these problems can be fixed by creating a proper orientation guide. Moreover, working in different positions in the company gives out understanding from all sides of the company.

2.4 Delimitations

The orientation guide will include all information a new employee will need when starting in Santalahti Resort. The orientation guide will be made in a general manner so it can be used for every position in Santalahti Resort. Therefore, the orientation guide will not include specific information in the different positions.

The guide will be specified to Santalahti Resort's needs, and thus will be visible for Santalahti Resort employees only. The orientation guide will be done in Finnish due to the fact that the employees in Santalahti Resort are all Finnish. Because of this orientation guide, Santalahti Resort will be able to give their new employees more effective training. The orientation guide will include all of the company's rules and manners.

2.4.1 Table of contents of the orientation guide

The major headings in the orientation guide are as below:

1. Introduction
2. Santalahti Resort
 - 2.1. History
 - 2.2. Area
3. Customer service
4. Santalahti Resort manners
 - 4.1. How to treat co-workers
 - 4.2. Communication at the work place
 - 4.3. Work clothing

5. Staff premises
 - 5.1. Premises
 - 5.2. Parking
6. Working shifts
 - 6.1. Roster
 - 6.2. Marking the hours
 - 6.3. Wishes for day-offs
 - 6.4. Breaks
 - 6.5. Being late
 - 6.6. Absence
7. Terms of the employment
 - 7.1. Working contract
 - 7.2. Income-tax card
 - 7.3. Salary payment
 - 7.4. Fixed bonuses
8. Staff benefits
 - 8.1. Discounts
 - 8.2. Staff parties
9. Safety
10. Orientation check list

2.5 Structure

The thesis will be conducted in two separate parts; functional work and a thesis report. The report will explain the theory and base for the functional work, the orientation guide for Santalahti Resort. The orientation guide will be separated from the report for confidentiality reasons.

The report starts with the introduction and purpose for the thesis, explaining the reasons for creating the orientation guide and delimitations. Secondly, the report introduces the case company. Thirdly, there will be a theoretical framework explaining the theory behind the orientation guide. Theoretical framework includes working conditions, enterprise resource planning, training period and practise-based thesis.

The orientation guide will be made specifically for the employees of Santalahti Resort. It will include everything an employee would need to know when starting in Santalahti Resort.

3 Introduction of the case company

This chapter introduces the case company; Santalahti Resort. Santalahti Resort is a family business founded and owned by Jukka Markkola and Katriina Halles-Markkola (Santalahti Resort 2019a).

3.1 Santalahti Resort

Santalahti Resort is a family business located in Kotka, Finland. Santalahti Resort is functioning in the hotel industry. As its name refers, Santalahti Resort is a holiday resort renting camping places, cottages and villas. The operations started in 1991 in seasonal terms. From there forward, Santalahti Resort has grown and improved to a big five-star resort complex. Nowadays Santalahti Resort offers accommodation for over 200 people within the cottages and villas in addition to the camping area. Moreover, the resort is open all year round. (Santalahti Resort 2019a.) The area map of Santalahti Resort can be seen in the Figure 1.

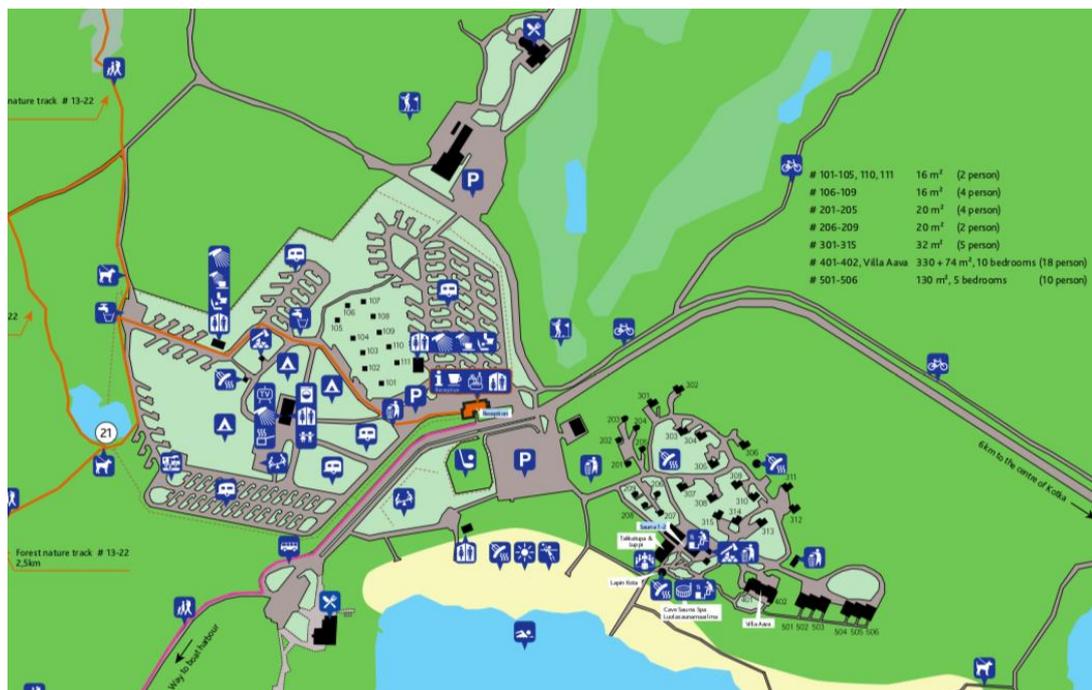


Figure 1 Santalahti Resort area map (Santalahti Resort 2019b)

Santalahti Resort has a five-star camping area which has spots for caravans and tents, about 120 electricity spots and many more available without electricity. The campers have the possibility to use the three service buildings and saunas free of charge. (Santalahti Resort 2019c.) The camping area can be seen on the left side in Figure 1. The camping area includes also one of the cottage types Santalahti Resort offers, camping cottage.

The cottage area can be found on the right side in Figure 1. In addition to the camping cottage, Santalahti Resort has two other cottage types in the cottage area; sauna cottage and shower cottage. All of these three cottage types can accommodate 1-5 persons, depending on the type of the cottage. Moreover, Santalahti Resort offers their customers luxury 10-person apartments and an 18-person villa, which is the newest addition to Santalahti Resort. (Santalahti Resort 2019d.)

Santalahti Resort offers their customers accommodation but also premises to arrange meetings and events. The events can be anything from a casual family meeting to a wedding or a company holiday trip. There are multiple different spaces for different purposes. Santalahti Resort also has a smoke sauna with an outdoor pool, built underground, available for renting. (Santalahti Resort 2019e.)

Santalahti Resort is known for its location right at the beach and close to nature. There are a lot of different activities to be done in Santalahti Resort, such as Minigolf, SUP-boarding and hiking in the Santalahti nature tracks. (Santalahti Resort 2019f.) Santalahti Resort has its own Santa Café in the reception area, open during summer seasons.

3.2 Job positions

The job positions in Santalahti Resort are receptionists, cleaners and service men. In addition to these positions Santalahti Resort has the full-time employees who are mainly working in the office, for example in marketing or accounting. In total Santalahti Resort has about 35 employees during summer season and 10 employees year-round. (Markkola & Halles-Markkola 2019.)

The main responsibilities of the receptionists are to serve customers when they entering and leaving the resort, answering emails, phone calls and queries. Moreover, the receptionists work in the cafeteria which is within the reception. The cleaners and service men make sure the whole resort area is kept clean and maintenance is done when needed.

4 Human resources

Human Resources (HR) is a field of business that takes care of a company's recruiting, selection, training and development of employees (Shivarudrappa 2009 p. 5). Employees are the most important asset in a company, they are needed in a daily basis in order to manage the business (Heathfield 2019). The main task of HR is to increase the profitability of a company by affecting to the efficiency and motivation of the employees.

The processes of HR have been used in companies for centuries without having a selected person to do the HR tasks. The company managers used to hire and select their new employees, though as the companies grew bigger and expanded, the managers had no time to focus on employee processes. Slowly the unwanted HR duties were refocused to an unnamed group. After the World War II, the lack of skilled workers affected the need of proper training of the new employees, thus the duties of HR personnel increased. (Arthur 2004 pp. 2-4.) The main duties of HR in the beginning of employment can be seen in the table below.

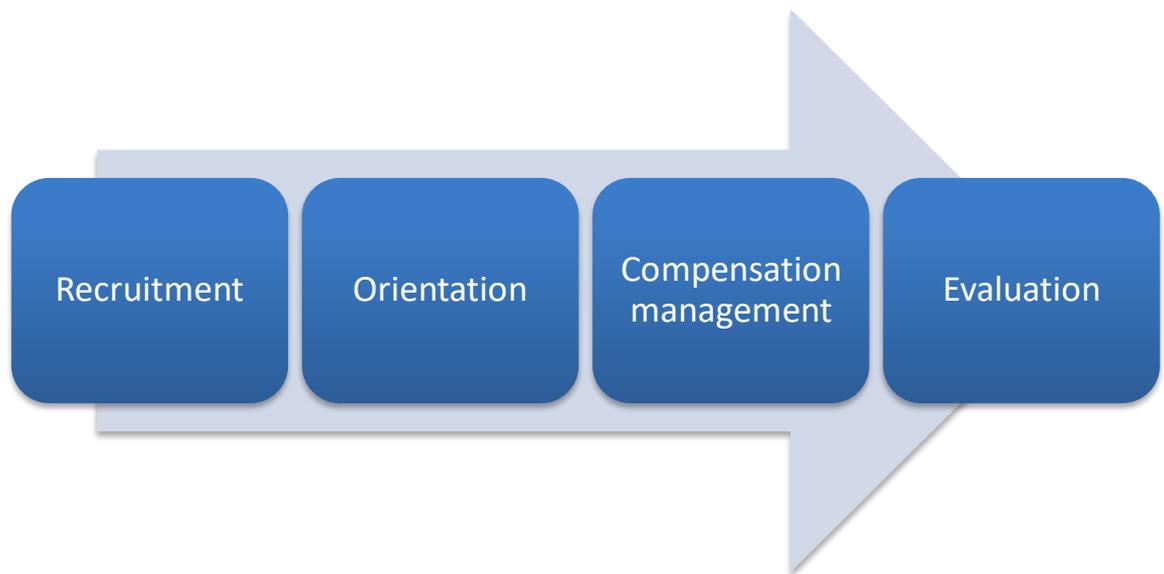


Table 1 Human Resource processes (HRMhandbook n.d.)

HR personnel have an important role in the process of hiring a new employee. As seen in Table 1 above, the process starts with recruitment, more specifically with identification of need for a new employee. Once the employee has been hired, she/he will need a job orientation, within the orientation, the employee will find about the compensation management in the company. The processes in the beginning of a new employment ends with evaluating the employee and asking for an evaluation of the whole hiring and orientation process from the employee. (HRMhandbook n.d.) The processes will be explained in more detail in the sub-chapters below.

4.1 Recruitment

Recruitment is the procedure of hiring new employees to the company. The recruitment process starts with the identification of need for additional personnel in the company and ends with a new employee arriving to the workplace. (Martin 2016.) The company needs to create a job description with having expectations for an ideal applicant. The job description includes the general tasks and responsibilities of the job, and what are the qualifications of the ideal candidates. Moreover, the company needs to set key competencies which their ideal applicant has. (Korpinen 2019.)

There are many different ways to recruit people which the company needs to choose from, one decision being whether to recruit internally or externally. Internal recruitment means to promote employees to new tasks. One recruitment method is to look for a suitable person for the company and train the person for the job. This method is usually used by seeking employees or interns from universities. (Mar 2015.)

4.2 Orientation

Orientation period is the beginning of an employee's career after she/he has been recruited to the company. Training period usually starts with a few-day intense training period from after which the employee will be working independently but getting help from his/her supervisor and colleagues during the probationary period. It is hard to say when the training period ends as the employee needs to be involved in many different work situations in order to work confidently at the workplace. The main idea of the training period is to make the employee productive as soon as possible. (Kjelin & Kuusisto 2003 pp. 14, 205.) Moreover, the employees need to know right from the start that they are valued in the company (Spacey 2018).

Training period is important for the new employee as all of the company regulations and methods need to be taught for him/her. A proper training will outcome as a more efficient employee. The benefits of the training are seen as results of the employee's work. The employee will need less supervision and will get better results from the beginning and therefore make less mistakes. (Juneja 2019.)

4.2.1 Orientation methods

To create a proper orientation experience for the employee, it is important to provide multiple different kinds of training methods. People are individuals and everyone has their own way of learning. Using different kinds of training methods gives the employees the possibility to get a proper learning experience. (Kjelin & Kuusisto 2003, pp. 205-207.) Even though the company has a specific orientation plan, the supervisor needs to consider also other learning methods that would suit the employee better and therefore deviate from the orientation plan.

The orientation methods can be for example reading materials and exercises. The reading materials given to the employee should be written in a simple and clear manner. Other learning methods to be used in the orientation are online tutorials, one-on-one conversations and using multiple people to give the orientation. (Wallace 2009.)

4.2.2 Advantages of orientation

The advantages of providing a proper orientation is to make the employee feel valued within the company from the very beginning. By feeling valued the employee will be more confident on his/her job and therefore feel motivated to become productive. Even though the training costs quite a lot, a proper training will save money on the long term. A good orientation will decrease the mistakes done by the new employee and help the whole personnel to have a positive relationship with each other. (Wallace 2009.)

The main issue in orientation is that there is not enough time to spare. Job orientation takes a lot of time and effort from the supervisors. Other employees and supervisors are usually busy with their own jobs, and therefore do not have time to focus on the training of the new employee properly. The time of recruitment and training need to be thought through to ensure a proper orientation period for the employee. During the busy season, the new employee would get a good amount of practice from a bit stressful situations but on the other hand there is no time to learn the basics properly. (Kjelin & Kuusisto 2003, pp. 241-244)

4.3 Compensation management and working conditions

Working conditions is the term for anything regarding the work environment and the employees' working life and its effects to the satisfaction of employees (Spacey 2018). There are certain requirements a responsible employer needs to provide their employees by reason of labour legislation. These labour legislation areas consider safe work environment, fair salary rates, and respecting the employees with equality. The employees deserve a fair workplace. (Rice University n.d.)

Nowadays firms are competing with each other to get the best talent. The way companies compete is to offer employees best possible working conditions. (Spacey 2018.) The correct behaviour in the workplace needs to start from the top management, to make sure the whole company is working according to company guidelines. (Rice University n.d).

4.3.1 Reward system

Companies want to keep their employees motivated and reward them for good work, as the employees are the most important asset the company has (Sperling 2015). Reward is not always a money compensation; reward can also include other kinds of advantages the employees might get from doing a good work. These advantages can be bonus pays, variety and challenge in content, health and lunch benefits and possibility to grow in the company. (Korpinen 2019.) Common rewards offered to the employees can be seen in Table 1.



Table 2 Reward system (Korpinen 2019)

Benefits the employees usually get from the workplace are healthcare possibilities, insurance, and lunch, sport and culture vouchers. Thanks to companies taking care of the employees' health and wellbeing, the levels of absenteeism are lower and motivation higher. (Ludlow & Farrell 2010.) Not all of the rewards need to be regarding something materialistic, employees also want

to learn more and improve themselves (Haden 2017). Giving the employees the possibility to get more training and therefore more challenging tasks will keep the employee motivated and interested in the job. Moreover, trust the employees to work remotely. (Korpinen 2019.)

4.4 Equality at the work place

Equality at the workplace means that no employee needs to be afraid of being discriminated based on their gender, sexuality, age or race.

The equality needs to be maintained throughout the employment, starting from recruitment. Within the recruitment, the employer needs to treat every applicant similarly, moreover the employer needs to be able to have proof that the hiring had been made without discrimination (InfoFinland 2019). All of the employees need to have the same possibility to proceed on their careers and deserve rewards. Good working conditions need to be available for every employee. Before improving equality, the company needs to do some mandatory steps, for example evaluate the present situation. In case of need, the company needs to develop their working habits and working conditions to suit every employee. (Työturvallisuuskeskus n.d.)

In order to make the workplace a safe and comfortable for every employee, the company can offer both men and women equal salary, give the possibility for every applicant to get into leadership positions, and differences within individuals are supported and turned into advantages. The managers and supervisors are acting as role models for their subordinates and therefore need to give exemplary behaviour to others.

Due to legislation, the employees have backup from a representative if having the feeling of being discriminated. An employee can get support from a representative from the Finnish Act on Equality. (Tasa-arvo n.d.)

4.5 Evaluation of the work

Evaluation of the work can mean both evaluating the employee and evaluating the functionality of the training period and the whole company. In addition to the evaluation of the employees, the company needs to improve themselves and their

orientation methods. The evaluation phase needs to be confidential as the aim is to get truthful answers from the employee. Often the evaluation is done by using an attitude indicator where the employee answers to claims about the orientation on how well it suited the employee. The evaluation can also be done by filling a form or with a discussion with the employee. (Kjelin & Kuusisto 2003, pp. 245-246.)

5 Customer service

Customer service means direct interaction between a company representative and a customer (Grant & Kagan 2019). Customer service is attached to the goods the customer is using. Both purchased good and service are attached to the company brand. Customer service is an advantage companies compete with, furthermore it is easy to improve and use as an advantage.

5.1 Customer satisfaction

In any kind of company, customer satisfaction is the most important part. With customer satisfaction is meant to have an experience where the customer's expectations are exceeded. Customer satisfaction is not only giving out free merchandise along with the purchased good. Customer service is understanding the customer, and handling the bad situations well. (Gerson 1998, pp. 3-7.) Satisfied customers will use the company again once having a positive experience and become a long-term customer. A satisfied customer will spend more money on your company which means more profit for the company. (Gerson 1993, p. 5.) Moreover, customers promote the products or services they have enjoyed to their family and friends without them realising it.

It is important to have satisfied customers, and earn loyal long-term customers. The price of attracting new customers versus keeping the old ones is about five times more (Gerson 1998, p. 9).

5.2 Good customer service skills

Good customer service skills do not just include responding to the customers' needs. Customer service consists of face-to-face interaction with the customer,

answering to phone calls, to emails and live chat. Moreover, social media is one of the communication channels customers use daily. (Zendesk n.d.) A good customer servant knows the company she/he works in. During hiring process and orientation, the employee needs to be taught to know the company and its activities well to guarantee proper help for the customer (Collomb 2018).

In face-to-face customer service, mirroring to the customers feeling can be done once hearing the customers voice and seeing their expressive behaviour. Understanding the customers' mood is not always so easy to notice through phone, email or live chat. It is important to show the customer understanding, knowledge and formality. Important customer service skills can be found from the list below:

- smile
- mirror customer's language and tone
- listen to the customer
- empathy
- clear communication
- promptness
- multitasking (Zendesk n.d.)

The customer needs to be served with formal and happy attitude, though it is important to mirror the customer's language and behaviour. Being too happy to a mad customer will make the customer angrier and feeling uncomfortable. The customer service experience needs to be simple, pleasant and clear. By showing the customer empathy, the customer will feel appreciated and important. Moreover, the customer service situation needs to be prompt, the customer should not be left to wait for too long. Thus, the employee needs to multitask at the customer service situation.

5.3 Collecting feedback from the customers

To understand the customers' wants and needs, it is important to collect feedback from the customer. From the customers' feedback, the company can improve their products as well as their personnel and customer service. Most times the customers do not bother to give bad feedback, unless the experience was really

bad. They decide on their own not to use that company again, and the company has no possibility to make the customer's experience a bit better by showing empathy and offering a refund. Due to social media, people tend to express their negative experiences to their close ones, and once gone viral the negative feedback could reach hundreds of people. Thus, it is really bad for the business. (Pal 2018.)

Problems and mistakes occur in every business and the customer is the only one who sees product or service through new eyes, therefore it is important to collect feedback from the customers continuously. Through the customer feedback, the company has the possibility to improve themselves and make the product or service more suitable for the customers.

The feedback gathering should be easy for the customer, not take too much time or to be difficultly accessible. The feedback can be gathered through web surveys, discussions or filling out a form. The feedbacks should be shared within the whole company to make sure the feedback is taken into attention and possible improvements can be made. (McConnell & Huba n.d.)

6 Practice-based thesis

The thesis is built by making a practice-based thesis. Practice-based thesis is an alternative for the more popular thesis type, a research-based thesis. (Vilkka & Airaksinen 2003, p. 9).

6.1 Concept

Practice-based thesis is merely used in universities of applied sciences as the aim of university of applied sciences is to prepare the students to work immediately in their field of expertise. Practice-based thesis includes two parts; the functional part and the documentation report. The practice-based thesis is based on actual work that would be done by an employee. It is usually regarding research and development. The end product of the thesis should also be practical and to be used once the work is finished. (Vilkka & Airaksinen 2003, pp. 9-10.)

The thesis is usually the first individual work of a student, and it requires a lot of responsibility and time management from the student. The practice-based thesis is usually done for a case company in a way of a project, for example a guide or an event. The student is using his or her know-how learned from university of applied sciences in an actual work life project. (Vilkka & Airaksinen 2003, p. 17.)

6.2 Objective

Practice-based thesis is used to create a solution to a problem (Vilkka & Airaksinen 2004, p 8). Practice-based thesis has always a report and a final product. The final product can be a guide a plan, an event or anything similar. The objective of the practice-based thesis is not just creating an outcome but handling the whole thesis process. The thesis starts with making an operating plan for the thesis. The operating plan will explain what will be done. (Airaksinen 2009.)

7 Functional work process

As I have worked in Santalahti Resort for multiple years as a seasonal summer employee, I know there has been problems that have not been solved during the years I have worked there. In the beginning of spring 2019 when thinking about my thesis subject, I got the idea of finding a solution to these problems by creating an orientation guide for Santalahti Resort. I went to Santalahti Resort to gather some information for myself and created a plan of the orientation guide which I then proposed to the management of Santalahti Resort.

Further on, I have been planning the orientation guide and searching theoretical information about the subjects related. To create a proper orientation guide, I decided to find more information about the theory to see if I could learn something more about the subject.

7.1 Topic analysis

Once I had decided on creating an orientation guide during spring time, I visited Santalahti Resort to look at the materials they have used to train new employees

and met with Katriina Halles-Markkola, one of the owners of Santalahti Resort, and presented my idea to her and the company.

Afterwards, I created a topic analysis to be sent to the thesis supervisors.

Topic analysis justifies the topic and explains the purpose. When writing the topic analysis, the student has already gotten familiar with the topic and researched for preliminary references. Topic analysis explains the ideas of the thesis to the supervisor. (Ikävalko 2018a.)

7.2 Topic proposal

After receiving email about my thesis supervisor, Jaana Tanhuanpää, we arranged a meeting to go through my topic analysis and share thoughts. Through the meeting I got more ideas to work with and I got introduced to the concept of practice-based thesis. The practice-based thesis suited better for my subject as I created a tangible outcome within my thesis.

The meeting was followed up with more planning, researching and creating the topic proposal.

Topic proposal is more thorough version of the topic analysis. Moreover, the topic proposal can be used as a base for the thesis, if done properly. Thesis proposal explains the background and objective of the thesis, the exact delimitations and also the theoretical framework. (Ikävalko 2018b.)

7.3 Writing process

I started the thesis process with the thesis report to get a good base for the orientation guide. The thesis was written during the summer and fall seasons. I had already created a plan for the table of contents for both theoretical part and the orientation guide within the topic proposal, and started to work from the base of them. As I had already become acquainted with the materials within Santalahti Resort, I needed to seek for more theoretical information I could use within the orientation guide.

The writing process happened during my free time. As I was working full time during my thesis writing period, the strength to write after work was a bit hard from time to time. The data collection happened at the office, usually after work. The data collection was quite easy as I had access to all of the material whenever I needed something. However, as the written materials for the orientation were not previously existing, I used my own knowledge to create the material. The only problem was to schedule meetings with the management of Santalahti Resort.

The table of contents in the orientation guide grew and changed a lot from the starting point during the whole writing process. More sub-chapters were added along the way from my own decision and also from the management. Over all we were on the same page with the management about the content of the orientation guide. It was hard to keep all of the information within the guide short and simple as the table of contents increased. Employees might not have enough motivation to read pages of rambling so the text needed to be compressed to the most important parts. Once the orientation guide was done on my behalf, the management read it to give improvement comments.

Another part of the thesis was to produce a thesis report. The thesis report was created simultaneously with the orientation guide, but the thesis report consisted of theoretical framework used to reason the orientation guide. The table of contents for the thesis report was created already in the making of topic proposal, but the end result differentiated quite a bit from the starting point. The main idea stayed the same but the thesis report had to be modified to be more coherent. To create the thesis report, I used different books, online sources and articles as references, both English and Finnish references.

8 Assessment of the functional work process

Over all, I am happy with the end result of both the orientation guide and thesis report. The process was demanding and from time to time it was hard to concentrate on two outputs. Unfortunately, I was unable to keep up with my original timetable of the thesis but in the end, it was for the best. Working with the thesis every day after an eight-hour work shift is exhausting, and therefore the

timeframe of finishing the thesis prolonged. By extending the timetable, I managed to have couple weeks off from work to work on the thesis.

The answer to the research question, “How to help the new employees adapt to Santalahti Resort’s rules and manners faster?”, is positive; the orientation guide will help the new employees to understand and assimilate new information faster. The final results will be gotten once the summer season starts in 2020 and the orientation guide will be used properly for the first time as summer employees start working again. Nevertheless, the whole process taught me a lot and offered me more projects within Santalahti Resort to keep improving the orientation materials of separate job positions.

9 Summary

The thesis was made for a case company, Santalahti Resort, by creating an orientation guide for new employees. The research question was “How to help the new employees adapt to Santalahti Resort’s rules and manners faster?”. As Santalahti Resort has different job positions, the orientation guide was created to fit them all. There was not any proper orientation guide before nor any good material for the orientation. The orientation guide was created by using my own experience within the company. In addition to the actual orientation guide, the thesis report was created to support the guide.

The thesis report starts with introduction of the thesis, explaining why the orientation guide is needed to be done. And continues with the purpose and delimitations of the orientation guide in the second chapter. The purpose of the thesis was to create an aid for the employees starting in Santalahti Resort, material to be used in the orientation. The Chapter 3 introduces the case company. The theory explained the processes of human resources in the beginning of employment in the fourth chapter. The Chapters 5 and 6 include the basis for customer service and the meaning of the thesis type, practice-based thesis. Lastly the process of the whole thesis was explained.

The thesis was made by using a practice-based thesis method, the whole thesis consisted of a 28-page orientation guide and a 28-page thesis report. The orientation guide has been left out of the thesis for confidentiality reasons.

The results for the thesis was an improved orientation method for Santalahti Resort. The ability to use an orientation guide helps both the new and the old employees to adapt the company rules faster and therefore become more confident.

10 Discussion

During the job orientation, it is necessary for the employee to have different kinds of orientation materials, one of them being an orientation guide. The orientation guide will help both the new employee and the supervisor. All of the employees will be given the same information and therefore there will not be confusion among the employees.

By using proper orientation materials, the orientation period will be more effective and the employees will become productive faster. Santalahti Resort's personnel triples for the summer season, therefore the returning employees might need a reminder of the company rules. The orientation guide can be easily used by any employees and modified whenever needed. The orientation guide needs to be followed up with guidance manuals for the specific job positions to help the employees look for help and tips within their jobs.

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