

Critical Reflection of *Forming, Adapting, and Terminating the Employment Relationship:*
A Review of the Literature from Individual, Organizational, & Interactionist Perspectives

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SW 843/Personnel Management, Team Building, & Workplace Diversity

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Introduction

Forming, Adapting, and Terminating the Employment Relationship: A Review of the Literature from Individual, Organizational, & Interactionist Perspectives by M. Susan

Taylor and Cristina M. Giannantonio reviews literature published during the late 1980's and early 1990's in order to study the relationships that exist between individuals and organizations. The article contains an abundance of studies completed in investigation of theoretical approaches regarding organizations, individuals, and the seasons of interactions they experience, from job-seeking behaviors to termination of the relationship. [Good overview](#)

Successful recruitment processes used by an organization are imperative for its success and ultimate survival. Therefore, recruitment is an area heavily targeted by research in order to determine how organizations find the most appropriate people to fill positions, as this increases efficiency and decreases turnover.

There are many intricacies from the beginning of the recruitment process to the end. When considering the perspective of the organization, entities seeking individuals for employment must consider how much information will be useful to recruit new individuals and entertain their interest, while perhaps keeping some of the more negative but realistic information from interviewees until after acceptance of the position. On the other side of the coin, potential employees, in reacting to the inherent stress of the interview, may not take the opportunity to ask relevant questions. Once a position is accepted, new employees are thus likely garner information regarding job expectancies from other sources, such as co-workers, observation and surveillance (Miller & Jablin, 1991).

Taylor and Giannantonio (1993) also comment that some recruiters continue to place greater emphasis on applicant goals, interpersonal skills, and physical attractiveness than on the relevant skills that interviewee may or may not possess. It is conceivable that

recruiters feel that these attributes will aid new employees in navigating the workplace and that any under-developed skills will be sharpened along the way.

A related topic of interest to organizations and individuals is employment status activities and how they relate to the individual. Employment status activities are defined as the job search, organizational choice, work adaptation, and turnover (Taylor and Giannantonio, 1993). The Image Theory (Beach & Mitchell, 1990) has proven to be useful in examining how all these behaviors correlate.

People may seek employment for a variety of reasons, but generally do so in response to dissatisfaction with their present jobs, or perhaps a lifestyle change, such as graduation (Stevens, 1992). The Image Theory indicates that individuals consider their external environment, individual characteristics, frame for evaluating job alternatives, and allowance for changes in search for employment and considering job criteria (Stevens, 1992).

Not surprisingly, those seeking jobs tend to use strategies in searching for openings and for information about positions to meet what they are most interested in regarding employment. Once the information is determined, individuals then begin to display selling behaviors most likely to gain the attention of prospective employers (Gilmore & Ferris, 1989).

Upon hiring, new employees must begin to adapt to the workplace, using various tactics to determine information about their organization and what kind of role they will play. Major and colleagues (1992) determined that a positive relationship with co-workers and supervisors in the workplace can play a vital role in helping a new employee compromise or solve areas of conflict in their job expectations. This approach would be

useful for companies to know in order to encourage mentoring relationships for new hires. There is an association between strong relationships within the workplace and the longevity of employees.

The termination process has become more commonplace in recent years and does not discriminate from the service provider to the professional and managerial positions (Kozlowski et al., in press). Cameron et al. (1991) identifies how some organizations have practiced proactive downsizing, to the benefit of those employees dismissed and those remaining, and to the ultimate benefit of the organization itself.

Additionally, there are several factors that can contribute to the employee initiating the termination process, particularly when there is a “shock to the system” (Lee & Mitchell, 1991). Ultimately, the right “fit” is most important to both the organization and the individual, as the lower the fit, the more likely the turnover (Chatman, 1989). [You did a good job describing this complicated article. If you had to do it over again, how could you condense the summary to half its size?](#)

Critique

This student’s reaction to the content of the article is that the quantity of information deems it very difficult to absorb and retain a substantial amount. This is an article that must be revisited to ensure that proper learning is attained. [Yes.](#)

Despite the length of the article, the information contained is very useful when considering the manager’s perspective. The awareness of approaches that could potentially assist an organization in hiring efficient and appropriate employees is priceless. Additionally, in the face of downsizing, it is helpful to know how to help those affected cope and assist them in seeking other opportunities, if necessary. [Good.](#)

A framework that was particularly helpful was that of Sonnenfeld and Peiperl's (1988) Four Organizational Typologies of *academies*, *baseball teams*, *clubs*, and *fortresses*. That outline really helps to explain different career systems and their approaches to the employment relationship. [Good.](#)

The practicum placement of Addiction Recovery Center in Frontenac, Kansas is a referral source for substance abuse treatment in the southeast portion of the State. The agency also provides case management services to those receiving Temporary Aid for Needy Families (TANF) and for individuals who have received four charges of Driving Under the Influence (DUI).

When considering the framework of organizations as proposed by Sonnenfeld and Peiperl (1988), Addiction Recovery Center would best fit into the *academy* system in that the Executive Director hires individuals fresh out of college or as students, then fosters them in their professional development as they progress in their careers. He encourages continued education and is personally attending graduate school. There are two additional employees who are also enrolled in graduate school, and one who is seeking an undergraduate degree. [Good.](#)

Job duties at Addiction Recovery Center are assigned according to the strengths, talents and interests of employees, even to the extent that new positions have been created for improved accommodation. Due to the supportive and encouraging environment at Addiction Recovery Center, staff morale remains high and turnover low. This is outstanding in the field of substance abuse treatment due to the excessive rates of burnout among those providing such services. [Good review](#)

During the recruitment period, the Executive Director and Clinical Coordinator carry out the interview process. The explanations provided of the job duties are realistic to ensure the best “fit” with potential employees.

When new employees are adapting to the workplace, the Executive Director often relies on other members of the staff to mentor and assist the newcomer. New individuals pose questions to other employees, and the more experienced employees are primarily responsible for the training process. This seems to work efficiently, and aids the new employee to establish a trusting and positive work environment. The bonds created during these times contribute to the low turnover rate. [Good.](#)

Thoughts about Addiction Recovery Center have not changed through reading this article, but perhaps more importantly, a greater understanding of how the agency views staff processes has been achieved. [Yeah!](#) Additionally, a deeper appreciation has been fostered regarding the lengths the agency goes to encourage growth in all employees.

This article was very challenging to condense into five pages. It seemed most efficient to focus on the parts that stood out and briefly explain how they were interpreted. This is an article that will be useful to have as a reference and will be helpful throughout the coming semester and beyond. [Good summary.](#)

References

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[You did an excellent job with this critical reflection. It was obvious that you spent time reading, condensing, and applying the wealth of information to your placement. You are well on your way to thinking about your organizational analysis. You also write well, making your arguments and presenting the information in a coherent fashion. Great job! Grade = 100](#)