

Running Head: FORMING ADAPTING AND TERMINATING THE EMPLOYEE RELATIONSHIP

Critical Reflection: 1

Forming, Adapting, and Terminating the Employee Relationship

Social Welfare 843: Strengthening Staff Performance in a Diverse Workplace

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Introduction

In both public and private sectors, the stability of the employment relationships between individuals and organizations plays a crucial role in determining whether or not an organization can meet its objectives. For social workers, it is important to understand the interdependence of employment status and social work activities. Of particular importance is knowledge concerning formation of the employment relationship, adaptation during employment to changing circumstances, and termination of the employment relationship. Given the complexity of balancing organizational, employee, and consumer needs in the social welfare arena, understanding factors that influence the employment relationship arena is essential for efficient and productive implementation of social work objectives and the avoidance of barriers. By examining employment status activities from organizational, individual, and interactionist perspectives, Giannantonio & Taylor (1993) demonstrate how varying viewpoints and motivations influence the instability of career systems and offer explanations for why certain tactics may help regulate them. [Excellent intro.](#)

#### Critique: The Employment Relationship

The article proposes that there is more probability of finding a match between individual preferences and organizational requirements by examining both perspectives. The authors make a strong case for the need to look at how the individual affects the organizational and vice-versa. Each strategy and perspective is not only crucial in helping an organization achieve its goals in the external environment, it strongly affects interpersonal employment relationships and procedures. These include human resource management, employee commitment, and downsizing/termination. For example, in relation to hiring, while one firm may be driven by an innovative business strategy, emphasizing external recruitment in order to hire non-traditional individuals with unique skills and ideas, other firms may favor internal staffing, in an effort to

promote staff development. From an organizational perspective, recruitment driven strategies are a primary way to assist organizations in applicant selection and develop the employment relationship. [Good.](#)

In contrast, an individual's decision making process with respect to employment formation is often guided by sequential tests including: 1) the compatibility test and 2) the profitability test (Taylor & Giannantonio, 1993). Although these sequential tests may help individuals evaluate employment paths, critics maintain that they do not explain job choice altogether. Strong environmental effects, such as a tight labor market, may also lead an individual to choose a job he/she would otherwise overlook and may be equally relevant to an individual's motivation in job selection. The research presented by Taylor & Giannantonio in relation to staffing processes highlights the importance of creating a sense of balance between organizational recruitment and individual job choice in order to secure a better, longer lasting match between each party's values. [Good.](#)

In addition to impacting hiring and interview processes, differences in organizational and individual perspectives affect post-hire attitudes and behavior. Socialization strategies contribute to an organization's ability to provide newcomers with realistic information, expectations, and emotional support for their new roles. Organizations hoping to promote longevity and reduce employee turnover and foster dedication in new employees should use tactics that simultaneously validate newcomers' sense of identity, without negatively impacting their role innovation. However, if viewed alone, this perspective fails to incorporate the responsibility of individuals who need to be proactive in seeking out information, getting acquainted with policies and attempting to make sense of their new surroundings (Taylor & Giannantonio, 1993). [Good.](#)

I therefore agree wholeheartedly with Taylor and Giannantonio that it is crucial to look at the effect organizations have on individuals and vice-versa. By integrating the organizational and individual, the “interactionist” model serves to further refine the relationship between individuals and organizations in the area of adaptation indicating that more intense socialization processes tend to result in a better match on the part of new employees. Good. Taylor and Giannantonio make an interesting point that even when organizational socialization and employee adaptation is successful, restructuring and downsizing may threaten the employment relationship. The decrease in job security is evident in the staggering number and types of jobs affected by downsizing over the past two decades. This phenomenon has at times overwhelmed both public and private sectors and resulted in the termination of millions of employees. Termination can be the result of external conditions such as economic market forces or internal factors such as organizational culture. This is especially interesting since organizational culture is largely shaped by the correspondence between organizational and individual ideology. Good.

#### Implications for Practice: The Importance of Organizational Culture

Given that employment status activities and relationships may help to determine the nature of an organization’s culture, it is necessary to incorporate a range of perspectives. In my opinion, a successful organizational culture cannot be created from a single strategy or perspective, but rather must be a blend designed to help both individuals and organizations to meet their goals. Unlike the many of impersonal, cost driven, employment activities discussed in the article, Children’s Mercy Hospital and the Social Work and Community Service’s Department functions in a non-hierarchical manner that recognizes the importance of interpersonal relationships and the inclusion of numerous perspectives. The Social Work and Community Services Department places a high degree of importance is placed on establishing and

maintaining an organizational-level practices that value both employee and client participation, while still managing to adhere to policies that reinforce an administrative locus of control. The Hospital's mission statement and personnel policies foster an atmosphere of respect, friendliness, clear communication, and concern for patients and co-workers alike. From an organizational perspective, the Hospital recognizes that admission to the Hospital and patient recovery is aided by empathetic surroundings which are in turn fueled by what Taylor and Giannantonio define as "interactionist" principles. One of the most impressive components of the department and the Hospital is its inclusion of staff, clients, and community members in all levels for determining how services can be provided efficiently and effectively. [Excellent application](#)

#### Conclusion

The Taylor & Giannantonio article focuses on research conducted in the business sector, yet the frameworks discussed are easily applied to social welfare organizations and management. From a social welfare perspective, understanding and considering more than one perspective in the employment relationship reflects the importance of utilizing a person-in-environment approach and/or system's theory. The reading illustrates the complexity of balancing organizational objectives and individual needs and how either may conflict with, or accommodate, the needs of clients. This article reinforces the importance of recognizing the interdependence of these elements. For social work administrators, our commitment to social justice may begin with our ability to foster effective procedures that are responsive to both individual employee circumstances and shifting employment conditions. [Good conclusion.](#)

References

Taylor, M.S., & Giannantonio, C.M. (1993). Forming, adapting and terminating the employee relationship: A review of the literature from individual, organizational, and interactionist perspectives. *Journal of Management*, 19(2), p. 461 (443).

You did an outstanding job on this reflection paper. You captured the essence of the article, critiqued it well, and applied it to your organization. Great job!!! Grade = 100