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Research Article

## A Study on the Relationship Between New and Senior Employees in Organizations

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### Abstract

The relationship between newly recruited employees and senior employees plays a vital role in shaping organisational effectiveness, employee adjustment, and overall workplace harmony. In many organisations, differences in experience levels, communication styles, and expectations often create gaps that can either strengthen collaboration or lead to workplace friction. This study examines the nature of the relationship between new and senior employees and evaluates its influence on employee satisfaction, knowledge sharing, and team performance. The research adopts a descriptive and analytical approach, using primary data collected through structured questionnaires administered to employees in selected organisations. Statistical tools such as percentage analysis and correlation analysis are applied to interpret the data and identify patterns in workplace interactions. The findings indicate that positive support from senior employees, effective onboarding practices, and open communication significantly enhance the adjustment and performance of new employees. At the same time, the study identifies certain barriers, including hierarchical distance, limited interaction opportunities, and resistance to change, which occasionally weaken relationship quality. The study concludes that organisations must implement structured mentoring systems, encourage collaborative culture, and strengthen communication channels to bridge the experience gap between employees. These measures can improve employee integration, enhance job satisfaction, and ultimately contribute to sustained organisational productivity.

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## 1. INTRODUCTION

In the modern organisational landscape, human capital is not merely a support function — it is the core driver of performance, innovation, and sustainability. Among the many interpersonal dynamics that shape workplace effectiveness, the relationship between new employees and senior employees stands out as one of the most influential yet poorly managed areas in many organisations. Companies often invest heavily in recruitment and technology, but neglect the human integration process that determines whether talent actually delivers results. New employees typically join organisations with updated academic knowledge, technological familiarity, and high levels of motivation. However, they frequently lack practical exposure, organisational awareness, and informal network access. Senior employees, in contrast, possess deep experiential knowledge, a strong understanding of internal systems, and established credibility within the organisation. On paper, this combination should create a powerful synergy. In reality, it often produces tension, miscommunication, and subtle power struggles when not intentionally managed.

One uncomfortable truth many organisations avoid admitting is that generational and experience gaps naturally create friction. New employees may view senior staff as resistant to change, overly rigid, or protective of their authority. Senior employees may perceive newcomers as impatient, entitled, or lacking respect for organisational norms. Left unmanaged, these perceptions harden into workplace silos, knowledge hoarding, weak collaboration, and ultimately reduced productivity.

The early interaction phase between new and senior employees is especially critical. During onboarding and the first few months of employment, new hires form lasting impressions about organisational culture, psychological safety, and growth opportunities. If senior employees provide guidance, mentorship, and constructive support, new employees tend to integrate faster, perform better, and remain longer with the organisation.

## 2. OBJECTIVES OF THE STUDY

The objective of this study is to examine and evaluate the relationship between new and senior employees and its impact on organisational effectiveness.

### 1. Relationship Between New and Senior Employees

- New employees depend heavily on seniors for guidance, support, and informal learning.
- Senior employees act as knowledge holders and cultural transmitters.
- The relationship can be cooperative or strained depending on the workplace climate.

### 2. Factors Affecting Their Interaction

- **Communication gap** – Seniors assume, juniors hesitate to ask.
- **Ego and hierarchy mindset** – Seniors may feel threatened; juniors feel intimidated.

- **Workload pressure** – Seniors are too busy to mentor properly.

### 3. Mentoring Role of Senior Employees

- Provide job-related training and practical guidance.
- Help new employees understand organisational culture.
- Offer emotional support and confidence-building.

### 4. Problems Faced by New Employees

- Lack of clarity about job responsibilities.
- Fear of asking questions (especially in hierarchical setups).
- Information overload during initial days.

### 5. Impact on Job Satisfaction and Performance

#### Positive interaction leads to:

- Higher job satisfaction
- Better productivity
- Stronger organisational commitment

#### Negative interaction leads to:

- Low morale and disengagement
- Frequent mistakes and rework
- Slow skill development

## 3. REVIEW OF LITERATURE

Earlier research on employee socialisation highlights that the initial interaction between new and senior employees plays a decisive role in shaping work adjustment and long-term retention. Scholars have consistently observed that newcomers rely heavily on experienced colleagues for informal learning, task clarity, and cultural understanding. When senior employees actively support new hires, the transition period becomes smoother, and the learning curve shortens significantly. Conversely, weak interpersonal support often results in confusion, anxiety, and reduced engagement among new employees.

Studies on mentoring practices indicate that senior employees serve as both technical guides and psychological supporters during the early stages of employment. Effective mentoring relationships have been linked to higher competence development, stronger organisational commitment, and improved confidence among new employees. However, research also points out that many organisations implement mentoring informally without proper structure, training, or monitoring. As a result, the quality of mentoring varies widely, limiting its potential impact on employee development and performance.

Research focusing on workplace communication reveals that hierarchical barriers and generational differences often create interaction gaps between new and experienced employees. Recruits frequently hesitate to seek clarification due to fear of negative judgment, while senior staff may underestimate the support required by newcomers. Such mismatches in expectations can lead to role ambiguity, misunderstandings, and reduced teamwork effectiveness. Scholars, therefore, emphasise

the need for open communication climates and psychologically safe work environments.

Empirical findings in human resource management demonstrate a strong relationship between early workplace support and job satisfaction of new employees. Organisations that provide structured onboarding, buddy systems, and regular feedback mechanisms report higher newcomer satisfaction and lower early turnover rates. On the other hand, inadequate guidance during the probation period has been associated with stress, low morale, and performance inconsistency. These findings underline the strategic importance of investing in the newcomer experience.

#### 4. RESEARCH METHODOLOGY

##### 1. Research Design

- Descriptive research design is used.
- Focuses on analysing relationships and existing workplace conditions.
- Suitable for studying employee interaction and satisfaction levels.

##### 2. Research Approach

- Quantitative approach is adopted.
- Uses structured questionnaires for data collection.
- Enables statistical analysis and objective interpretation.

##### 3. Nature of Study

- Empirical in nature.
- Based on primary data collected from employees.
- Supported by secondary sources like journals and company records.

##### 4. Area of the Study

- Conducted within the selected organisation.
- Focuses on both new employees and senior employees.
- Covers mentoring, coordination, and performance aspects.

##### 5. Sources of Data

###### Primary Data

- Collected through a structured questionnaire.
- Direct responses from employees.

###### Secondary Data

- Collected from books, journals, websites, and company reports.
- Supports the theoretical background of the study.

##### Data Analysis and Interpretation

###### 1. Introduction to Data Analysis

- Data analysis is the process of organising, summarising, and evaluating collected data.
- It helps convert raw responses into meaningful information.
- In this study, the analysis focuses on interaction, mentoring, satisfaction, and performance.

##### 2. Demographic Profile of Respondents

- Includes age, gender, education, designation, and experience.
- Helps understand the background of new and senior employees.
- Provides context for interpreting behavioural patterns.

##### 3. Analysis of the Relationship Between New and Senior Employees

- Measures the level of cooperation and support.
- Identifies communication effectiveness between groups.
- Evaluates the comfort level of new employees with seniors.

##### 4. Analysis of Factors Affecting Interaction

- Examines communication barriers.
- Evaluates the impact of workload on mentoring.
- Assesses role clarity and organisational culture.

##### 5. Analysis of the Mentoring Role of Senior Employees

- Measures the availability of guidance from seniors.
- Evaluates frequency of feedback provided.
- Assesses knowledge-sharing practices.

##### Analysis of Stock Market Trends

Stock market trends represent the general direction in which equity prices move over a period of time and serve as an important barometer of economic health and investor confidence. Trend analysis usually classifies movements into primary (long-term), secondary (intermediate), and short-term fluctuations, each influenced by different market forces. In the long run, stock markets tend to follow economic fundamentals such as GDP growth, industrial production, corporate profitability, and monetary policy stance. Periods of economic expansion, rising earnings, and accommodative interest rates typically generate bullish momentum, whereas inflationary pressure, policy tightening, geopolitical uncertainty, and recession fears often lead to bearish corrections.

In the current market environment, volatility has increased due to rapid information flow, algorithmic trading, and heightened participation of retail investors. Liquidity conditions, foreign institutional investment flows, and global market linkages now play a decisive role in shaping domestic market trends. Sectoral rotation is another prominent feature, where capital shifts from one industry to another based on growth expectations, technological disruption, and policy incentives. For instance, technology, banking, and infrastructure sectors often outperform during different phases of the business cycle.

From an analytical perspective, investors combine fundamental analysis—such as earnings growth, valuation ratios, and balance sheet strength—with technical tools like moving averages, trend lines, trading volume, and momentum indicators to interpret market direction. Behavioural factors, including herd mentality, overreaction to news, and fear-greed cycles, also significantly influence short-term price movements,

sometimes disconnecting markets from underlying fundamentals.

Overall, stock market trends are the outcome of an ongoing interaction between economic realities and investor expectations. Therefore, careful trend analysis, diversification, and disciplined investment strategy remain essential for managing risk and achieving stable long-term returns in an increasingly dynamic and interconnected market environment.

## 5. FINDINGS OF THE STUDY

The study finds that effective mentoring and positive interaction between senior and new employees significantly improve job satisfaction, performance, and workplace coordination.

### 1. Relationship Between Employees

- The majority of new employees depend on seniors for guidance.
- Positive relationships improve learning speed.
- Some communication gaps still exist between groups.

### 2. Communication Effectiveness

- Many new employees hesitate to approach seniors.
- Informal communication is stronger than formal channels.
- Lack of structured interaction creates confusion.

### 3. Mentoring Practices

- Senior employees provide basic job guidance.
- Formal mentoring systems are weak or absent.
- Feedback from seniors is irregular in many cases.

### 4. Problems Faced by New Employees

- Role clarity is insufficient during the initial days.
- Adjustment to organisational culture is challenging.
- Work pressure during probation is high.

### 5. Factors Affecting Interaction

- Workload of senior employees reduces mentoring time.
- Hierarchical mindset creates hesitation among newcomers.
- Organisational culture strongly influences coordination.

## Suggestions and Recommendations

The study makes it clear that coordination problems between new and senior employees are not accidental. They are largely the result of weak systems, unclear expectations, and passive management. Therefore, organisations must adopt a more disciplined and structured approach to employee integration. To begin with, a comprehensive and standardised onboarding framework should be introduced that extends beyond a one-day induction and instead supports new employees through their entire probation period. This onboarding must include role clarity sessions, process walkthroughs, and early exposure to team workflows so that newcomers do not spend their first months guessing what success looks like. In parallel, a formal buddy or mentoring system should be institutionalised, ensuring that each new employee has a designated point of contact for both technical and behavioural guidance.

Equally important is the capability of senior employees to function as effective mentors. Many organisations make the mistake of assigning mentoring responsibilities without preparing seniors for the role. Structured mentor development programs focusing on coaching skills, constructive feedback, emotional intelligence, and patience should be conducted regularly. In addition, management must realistically adjust the workload of senior employees who are assigned mentoring duties. Expecting overburdened staff to provide quality guidance is operationally naive and usually results in superficial support. Allocating protected mentoring time within work schedules will significantly improve the depth and consistency of knowledge transfer.

The organisational culture also requires deliberate attention. Companies should actively work to reduce fear-based hierarchies that discourage new employees from asking questions. Leaders and supervisors must model approachability and openness in daily interactions. Regular team huddles, cross-level meetings, and structured check-ins during the first six months of employment can help normalise communication between experience levels. Furthermore, HR departments should implement continuous feedback loops such as pulse surveys, probation reviews, and stay interviews to identify adjustment problems before they escalate into performance failures or resignations.

## 6. CONCLUSION

The study clearly demonstrates that the quality of interaction between new and senior employees plays a decisive role in shaping employee adjustment, job satisfaction, and performance outcomes. Where senior employees actively provide guidance, feedback, and emotional support, new employees integrate faster, commit more strongly to the organisation, and achieve expected performance levels in a shorter time. However, the findings also reveal that many organisations still rely on informal and inconsistent mentoring practices, which create communication gaps, role ambiguity, and adjustment stress among newcomers. Heavy workload on senior staff, hierarchical barriers, and weak onboarding structures further widen the coordination gap. If left unaddressed, these issues can lead to low morale, slower productivity, and higher early turnover. Therefore, organisations must treat mentoring and newcomer integration as strategic HR priorities rather than routine administrative tasks.

A structured onboarding system, trained mentors, an open communication culture, and continuous feedback mechanisms are essential to building effective teamwork and sustaining long-term organisational performance.

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