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## **EMPLOYEES' WITHOUT EXPERIENCE ON BOARDING PROBLEMS IN RETAIL COMPANIES**

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**Abstract.** The article is devoted to identifying and finding solutions to the adaptation problems of newly hired personnel without experience in retail companies. The characteristic features of the composition and staff turnover at retail enterprises are revealed. Various approaches to the "adaptation" concept definition and its essence are analyzed. The main on boarding problems in the retail sector are studied on the retail lingerie stores network example. As the first stage of the study, an analysis was carried out and the current situation in the stores was described regarding the newly hired personnel adaptation, the changes purpose was determined. The features that negatively affected the adaptation results, and aspects requiring change in order to improve the on boarding management process were identified. At the second stage, the author developed and implemented tools for improving the on boarding process managing: reporting system introducing and monitoring the adaptation process; a mentoring introduction system with a well-developed training and internship plan; final testing implementation at the end of the introductory training program. In conclusion, indicators are presented that were obtained after the proposed recommendations implementation, which proved their effectiveness.

**Keywords:** labor adaptation; mentoring; on boarding management; staff turnover; retail.

**JEL codes:** M 51; M 55.

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