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Organisational Socialization and Career in Personnel Management

ABSTRACT
Career is defined as work or position which any person began recently, is developing by using an efficient period of his/her life and will continue up to the end of his/her working –occupational –professional life. The principal aim of organizational socialization is to make any employee an effective part of the organisation. In a word, individual is the base of the concept of both career and organisational socialization. For this reason this two notions are converge on and they are interlock in the point of aim. Accordingly, in this study explanations of these two concepts exist in tandem with.
Key words: *organisational socialisation, personnel management, career.*

Definition, Purpose and Importance of Organisational Socialization

While sociologists consider socialization as learning, Porter and His friends stated that socialization is adaptation of any group to standardization. According to studying about organisational socialization, socialization is an effective instrument in organisations, and socialization is identified as an adaptation process which is essential for emergence the organisational role. The major purpose of Organisational socialization is to make employee an effective part of organisation. The fact that all participates in any organisation begin their careers and demonstrate improvement in their careers while increasing the level of their loyalty, success and adaptation to job, depends on achievement in this program and social activities in the organisation . When employees start their work they are bring their own working principles. For this purpose organisational socialization is regarded as a communication channel .

For to decrease the problem any person who participates in the organisation recently, must go through a socialization phase. Successful socialization activities brings to any employee an occupational satisfaction and makes the person's continuing desire in organisation increase by decreasing the job stress. Moreover, socialization facilitates adaptation to working principles of organisation as increasing loyalty of employee. If any employee has any difficulties during socialization, this employee can release himself/herself from the organisation and such situation can cause negative results for both the employee and the organisation.

Concept of Organisational Socialization and Its Nature

In terms of socialization the organisational socialization is the employee's learning and it is espousing organisational culture. In the widest sense any employee becomes a member of organisation with socialization thought as education and has a behaviour which is parallel to other members. Any person continues socialization in organisation as socializing in the society. For this purpose any person is learning which type of behaviour is proper, how he /she communicates with other people and inner operation of the organisation. Employees learn these concepts and values owing to their experiences and information which managers transfer.

According to Schein, organisational socialization is a process which employee, who started work recently, are trying to adapt and to learn the society participating. This process includes transferring the organisational value to employees and is giving clue about what the significant dynamic is. In any organisation those employees who entered upon a new career or have been transferred into another department have a period when they are learning excepted behaviour and attitudes. Employees are under influence of the impact which directs their behaviour and brings obstacles and rules.

The most important function of the organisational socialization for new employees is to provide organisational commitment and loyalty. For to provide this, organisations are taking more care of new employees and are make endeavours for to complete the process of employees' adaptation as soon as possible. Thus, they get in return for expect of organisations with showing loyalty by learning principles and constructions of organisation quickly. In contrast to that employees' coming to grief during the process of socialization cause negativity which can be reach to release.

Organisational socialization is defined not only by learning how the task could be done but also exhibiting accepted behaviour during existing in the organisation. Organisational socialization is a long-termed process. For that reason achievement indicators of organisational socialization could not be determined by just evaluating a new person. At the same time it is used for evaluating the level of socialization of the whole personnel in working time.

Organisational socialization is a bidirectional process. This process includes the individual's endeavour about affecting other individuals in the organisation and efforts to consolidate their existence in the organisation. Socialization could take a long time and it may continue through the career in the organisation. In this context Career is considered as a whole of long-termed socialization experiences.

According to Thomas and Anderson (1998), organisational socialization is a stressful term which is beginning a new employees' live as

attached to undetermined and different environment. If the socialization programme accomplishes, new employees show high performance and lower stress symptoms and they are disposed to stay in the organisation. The fact that organisational adaptation is on the highest level and the role ambiguity becomes in a low level is a result of successful socialization process. In sociology literature there are two type of socialization: professional and organisational.

Methods of professional socialization are incorporating experiences and are playing a role in individual conspiratorial job requirement.

As for organisational socialization, any individual has an occupational role in business in his/her sights.

The organisational socialization process is a critical for determining benefits of new participators and for arranging the adaptation process for new participators. Those persons who started their work recently are recruited so that they will increase the level of personnel and organisational business quality. These people need to learn organizational policy and how the organisation works. The incoming employees are affected by these factors at the beginning and they are adapting themselves to implementations having measurable results. As well, the period of organisational socialization requires learning the cultural vision. This vision is used for interpreting the experiences gaining in the workplace environment.

As regards employees, the main purpose of the organisational socialization is to conforming the same values and criteria and to provide these employees' control on organisational sharing with continuity. Other purposes of the organisational socialization are defined as what the job definition is, determining the role clearly, meeting the real expectations and improving the relationship and communication of individuals in the workplace. Well directed organisational socialization process supply creates effective and competent wage earners.

So for the socialization makes sense in wage earner, employees should adopt norms. Development of this term has been formed by specific steps and socialization methods.

Strategy and Tactics of organisational Socialization

For any individual the socialization period starts after participation any new society. This socialization period is successful in the context of increasing the work loyalty and adaptation. To the contrary, the unsuccessful socialization period results in release. This situation damages both the individual and the organisation he/she participated in. Strategy and tactics of socialization considered in different dimensions and in different ways. The one well accepted is organisational and individual strategy and tactics.

Strategy and Tactics of socialization in organisational dimension:
- Attempts and programs introducing work environment to individual
- Experiences of Train
- Beginning Work Tasks
- Apprenticeship – internship system

Primary items, introductory attempt and programmes are adaptation activities and programmes which organisations are generally planning for to accelerate the adaptation of new employees.

Activities in the second rank are mostly short termed and for new participator to gain understanding and ability about work. Activities in the third ranks are planned as short termed and are indented for the first job in organisation of new arrivals. The last activities are implemented in the way that new arrivals are learning work from old hand workers.

Strategy and tactics of socializations in personnel dimension:

Newcomers remain passive in front of socialization attempts of organizations, act several behave to affect organisation even resist. While giving this reaction people generally follow three different ways:
- Interpretation
- Creating role
- Getting information from other people
- Interpretation includes understanding the process by newcomers about organisation work in a given time, information which is about business world and individual observations. Creating role is also defines as a process which newcomer decided where and how they behave as depending on certain process. The last item, getting information from other people, is getting information of new worker from colleagues basing on individual relationships. In this area strategy and tactics are activities which include personal characteristics and make newcomer to adapt and even to create bias.

Organisations prepare activities which help to new employees to adapt to environment they are appointed to accelerate the adaptation process.

Socialization is information based on the learning process. According to research, new employees who have got any socialization experience feel relaxed by adapting organisation. In addition, it is show up that individual Socialization directs people to innovator role behaviour while intuitional socialization directs people to a status quoist role. This means more innovation and relax.

Organisations should implement intuitional tactics for to gain loyal and well– adjusted employees. For the new workers group there should be a beginning program which implied according to intuitional values and they should participate in this program by leaving other workers. Besides that the program should involve clear and understandable stage and these stages should be presented as timeline.

Concepts of Career

Career is defined as any work or position which any person starts as a new and continues during the productive period of his /her life and mostly up to the end of his/ her business life. It is an important problem to provide maintenance of trained personnel and qualified human power in business. At the present time qualified work force can be kept on hand by career management based on the only development. For that reason all professional organisations seriously prepare career activities and programmes for employees. Career is progressing in chosen job adventure and at the end of this gaining more experiences, abilities and takes more responsibility. On the other hand, career is defined as a concept showing the person's position in the organisation and his/her business experiences in works.

Employees accumulate their experiences in one position, then they get higher position by improving their ability.

The term of career has been evaluated with different sides since 1970s. At the end of these new terms were added to terminology such as career mobility, career anchors, career stability. Career should not be considers as a vertical ascent. Employees can improve their careers by

increasing experiences and knowledge in the same position. As well, each type of experience about business provides a career to the person. The concept of career could not refer to positive or negative development, to evaluate career, there is no any standard.

Generally career is perceived as just a work. However, career does not involve only work with related opportunity, development and success. This type of explanations demonstrates an old type of approaches to career.

"Career is consecutive usage of all positions about business during the life."

The accepted opinion about career brings limitations to this concept with a thought of upward motion. Besides that Career involves behaviour which results in experiences and activities about the work.

The concept of career demonstrates two dimension, individual and organisation. The first dimension appears in personality of employee. Any individual can place and understand any organisation in which he/she existed in the past. Any individual will form his/her own business life and wants to direct destination and the way. In literature of organisational behaviour this individual direction is called as a self-fulfilment. The second way is taking turn and analysing in terms of individual career.

It is assumed that mostly the below factors are directing individual in career preferences.
- Person's Pursuit
- Social Average
- Personality
- Self Knowledge

While most of individuals are look for a job, we can see that they have no career plan. Although Career plans are determined at the beginning, it is difficult to succeed when individuals who are looking for a job do not know what they can do and in what area they will be successful. It is not enough to use such words as "I should become chief" and "I should exist at top management". The evaluation should be more practical. It is beneficial for employees to remind of motivations, requirement and desires.

Career Management

There are huge and quick changes in global economy in this century. Classical work area which is using old technologies has economic problems and shrinks then have dismissal and lastly it is wiped up because it could not keep up with age

On the other hand, science and technology are developing rather quickly and this results in coming up of new job opportunities. As well, the companies which are investing money in this sphere become an established player in the business world. However, these companies face difficulties when looking for experienced employees.

Multinational companies thought as not going to bankrupt are falling of the face of the earth and society such a common market takes a global competition to huge extend. Giant companies change hands on a day on the market and stock exchange. Worth of business culture organisation has been over for new management changed hands continuously.

Permanent changes make it necessary to control individuals' life, career and relationships with business. It is necessary to have good career plan which will be alterative to that one the individual has got and, at the same time, will push on career change.

Economic conditions and policies altering globally, affect whole workers evenly and it came up with that none of the organisations promised for job opportunity to employee in this undetermined circumstance. For this reason concepts of career management had huge and very quick improvement and also became one of the most critical subject to point out. Career planning is mort affective way to fill open positions, increasing production, increasing the level of quality and keeping sustainable conditions .For that reason it becomes one of the most important management ways in the company which is improving rapidly on those days. Today's leaders are aware that when they will become leaders for new comers about planning career and keeping their position safety, they will be able to release the aim of their organisation. Absolutely all employees want to choose the job which is appropriate to their ability and experiences and also each employee wants to choose a position and desires to be successful in his/her business life. Therefore, opportunity to developing and improving is the way of motivation to participate the organisations. Also, occupation which any organisation expects for employee to take certain responsibilities is a result of tactic of companies. As well as individual's occupation is a result of personnel abilities, principles and requirements, organisations should be responsible for developing a career. Individuals do not start to work for the organization aimless; they want the organization to give them a chance of career. In our time, Career planning is not an individual issue anymore, it has transformed to the problem which intuitional managers should take responsibility about. Personnel management of intuitions and organisations is starting to study systematically planning and developing career. Career management is a concept which gathers these activities under the same roof and directs individual and conceptual way in the same process.

As a result, the career is regarded as action integrated to experiences and activities about business in business life.

At the present day it is very significant to give place to career developing activities for impact the society and for providing employees' business satisfying so that organisations take advantage of human resources. Nowadays institutions give importance to subject of career. As a result, they apply some type of management implementation to support employees by making their career plans. These implementations provide individuals' developing their career plans by preparing within the frame of the career management and planning

In this aspect Career management involving terms of career planning and career developing, designing and implementation, making career possible by meeting both needs of company and preferences of individuals.

Career Planning

In substance career planning is bidirectional as individual and organisational one. Organisational dimension is about career planning which provides individuals working according to individual business. Individual career planning is also employee-cantered instead of business –cantered and it reflects purpose and ability of individual.

We could rank individual purpose of career planning as follows:
- To follow through on individual career endeavours of individual
- To provide to employee education and development for improvement
- To raise the bar of employee's business fertility
- To provide job security

- To increase job satisfaction, self reliance and business loyalty
- More effectively and quickly determine the need of personal development.

In the light of this explanations Personnel career management can be defined as doing study required to reach the goal of individual's business life in line of the program.

The core activities evaluated within any individual career management can be ranked as follows:
- Determination the individual vision
- Determination the purpose of career
- Determination the sufficiency
- Choosing a job
- Determination the priority about work
- Determination the working opportunity
- Preparing CV (curriculum vitae)
- Application for a job and following the application
- Adaptation to work and starting to work
- Integration to company's culture
- To follow changes and novelty of work
- Presenting proper attitudes to business policy
- Preparing for period of retirement
- Taking precautions for controlling the point which has been reached with individual and career goals.

These studies should take place many times during the business life. However, it should not be ignored that choosing a job before starting higher education or at latest at the beginning of the working life by determining the personnel vision and the purpose of the career have many positive contributions to business life and the period of retirement.

And person who overcomes from the stage of individual career in time to the environment reveal as result of the above mentioned concept. In terms of the career stages, the age range can be changed depending on individual development. The career stages are changing because of lower retirement age than other country and women's break after marriage or getting of work completely.

Phase of Organisational Socialization

Organisational socialization starts before entering the organization and continues during the period of working in the same business. Employees have many experiences in organisational socialization such as per-socialization, choosing employee, training and adapting to work, training at work, business or friends groups.

Pre-Socialization

Pre –socialization involves the process done before entering the organization or starting to work in different position. The main purpose of this process is to submit to individual information about the position the individual takes or has been transferred recently. While the employees start their new work, they want to get two types of information. The first one is what type of work they will have in the company, and the second is this work suitable for them or not.

According to Nelson and Quick (1997), there are two significant concepts in pre – socialization. The first one is realism. Realism is the level of new employees' realistic desire and demands relating to the organisation and work. Organizational culture is an important subject which newcomer should learn when entering. During this process the information exchange makes new participator of the organisation, provides new area individuals interpenetrate their organisational life in. Understanding and adopting the culture of the organisation participated is possible by staying the longer time in the organisation. Another important concept is convenience between individual and the organisation. There are two types of convenience between individual and the organisation; the first one is convenience between individual's ability and the job requirements. The second one is convenience between value of the organisation and individual's value. This convenience can be called as agreement. Convenience of values is an important issue for organisational culture. This situation is also important for adaptation of newcomers. New employees who are convenience with standards of judgement, and their standards of judgement are in line with their new job, adapting to their work more quickly and they want to spend more time on their work.

Personnel Election

In general terms Personnel election should be analysed as a period existing in different phases. During this period, firstly, need of employee should be determined as numbers and quality and then candidates from several sources are looking for to meet these needs and lastly determined employee are choosing for to start their work. The process of selection and exploring employees can be defined as choosing alternative individuals and selecting appropriate individuals. The most important factor here is to make a right decision.

Institutions can use inner and exterior sources. The first thing of inner sources which is coming to mind is personnel procurement. Owing to personnel application form finding information about candidate starts immediately. This situation can make the institution policy. The reasons for applying, first of all, to inner sources can be changing position or job, showing up of new positions or one or more employees who left their job. The employee procurement in inner sources can be both vertical and horizontal transition to another position. The organisation manager can also procure employees out of the organization.

According to Schwab, Rynes and Algad when people decide who they will work with and where they will work, they use some figural criteria (1987). According to traditional approach during the selection process the past experiences, institution culture, knowledge and skills are considered. Successful selection process means positive results in aspects of organization and work satisfaction for employees. During this process it is important to select individuals who are compatible with values of the organization; however, the individual who is not compatible with these values will not be selected. And employees' selection being willing for the organization is important rather than having a perfect capacity. During the selection process the individual who has compatible individual values, good character and preferences with the organization is considered for the position rather than the criteria they are looking for the position.

Job Placement and Preparing

The employees who have been selected and done required procedures are placing on their work. Generally they are wanted to start working

on any specific date. During placement and preparing the process of new employees formal and informal approaches can be used. In case of informal approach new employees are placing directly to the selected works. In case of formal approach these new selected employees are subject to the adaptation process.

The main purpose of preparing is to meet the knowledge and the concern of the employee and to bring him to the organization. In a diverse preparing for the job program, there are some items that need attention:

- Introducing the organization to a new employee
- Informing about rights of employees in the organization
- Informing about job definition, explanations and information about the job.
- Introduction of new employees to other employees of the organization.

When giving information in general data about organization, goals and policy of the organization and institution and hierarchical background of the organization, it is tried to make the new employees to adopt the organization. This enables new employees to work toward the goals or objectives of the organization by providing good motivation.

Training in During the Job

Training is an educational process which includes making new employees to gain new skills and to make them to have enough knowledge and skills for the job. Most of the organizations can use these training programs to make their new employees to adapt the organization. Actually, formal training program is an important factor for organizational socialization process. If it is done accordingly to training rules and in planned way it may affect the organizational socialization process positively. At the same time training process is the first experience of new employees because the main function of organizational socialization process is to equip the new employees with knowledge about their works. Training activities is an important socialization function for the new employees in learning information about organization and its works.

According to Porter (at all), with the help of training activities new attitudes, new criteria and information about the jobs are leant (1981). Except from this, with the help of training activities, it is given the opportunity for changing ideas, getting new information and abilities to new employee taking place in the socialization program. As organisational socialization studies are conducted with the help of the program taking place in the company, it is conducted with the help of training activities.

The training program is activity including such qualifications:

- It brings up work related abilities and provides training being equipped with this abilities
- Providing feedback about working methods of employees.
- Institutional training is supported by non-institutional training and adaptation programs

According to Kirkpatrick (1976) it is considered participators' learning and reactions and attitudes alteration when there is a wish to determine the effects of activities. At the end of the training activities, employees' reaction, loyalty and motivation will increase.

Friends and Business Group

Connection between friends is a significant requirement of successful organisational socialization. Connection between groups of friends has inversely correlated relationship. The successful organisational socialization requires a special interaction and observation between participator in the training activities. In his studies Evan (1963) analysed relationship between colleague and organisational socialization and at the end of this study he determined that colleagues have influences on organisational socialization.

Trial and Error

According to Porter vd. (1981), Trial and Error take place unintentionally and without any program. Many organizations cannot check experiences of employees. Organisations must rely on trial and error as on beneficial method of organisational socialization. This method of organisational socialization is enplaning.

In trial and error organisational socialization depends on fortune. Employees learn different approaches and values coincidentally and unplanned. Although in terms of organisation, socialization loses time and work with the Trial and error method, it results in loss of production.

Concept of Career Anchor

Career anchor means needs, values and abilities for career decision. Schein defined career anchor as a type of behaviour which leads to, limits, balance, integrate individual's career and helps individuals to understand themselves.

The Career anchor directs the career decision of individuals and changes of taskmaster and other decisions about career. The Career anchor is important because it directs individuals' career preferences and shapes individuals' career desires and affects results of business experiences after determining future desires.

Schein emphasized that employees' career value groups are keeping together. Schein observed that attitudes which manage person while building a career have been formed on the early life stage in one research. Such attitudes consist of means of need and motivation and provide individuals to choose certain career options. This group of value come up with combination of needs and motivations, direct, balance and conclude business experiences of employees. Therefore, individuals' right of choice is coming up. Schein called this situation the Career anchor. According to Schein, when individual co domain, such as, Technical ability, management ability, business security, achievement, independency is accordant with the value of the organisation, it means that employee and business became integrated in certain point. Thus, individual strengthen his/her career.

Individuals who get business life and Life experiences developed the career anchor. The anchor can be considered as individual's value and motivation not stranded firmly. In the studies about career, Schein accepted that there are differences between choose of individual's job and the following career characteristics. Career decisions made at the beginning of career are generally based on misinformation. People who take their place in business life can make more appropriate evaluation about their ability, needs and values. The Career anchor can be changeable, observable; but the basic changes require many endeavours and generally do not wait for formations and alterations.

The concept of selfness, Schein called it the Career anchor, states that individuals make wanted selection of individual development, and family, and career.

In other words, the concept of selfness show up as equilibrator power when individual needs preferences about life. There are values and interpret of people which they could not give up in this situation.

Career Management and Planning in Terms of Individual and Organisational

Individuals should be related to their career plans and development. In this point they are bearing responsibility. If individuals do not want to make any career, there is nothing any manager can do.

In this sense Employee must determine the goal of his/her career, consider his/her situation and try to reach this goal. However, most of individuals do not want to take responsibility and leave this responsibility to the organisation. In such situation employees lose control and any chance to be hired as well as any possibility to reach the goal of their career.

The Career planning and development require endeavour by employee. As well as effective career planning depends on common efforts of employee, management and department of personnel management.

Importance of Career management

There are two items affecting the situation resulting from career management. These are organisation and employee. For to understand the importance of career management this concept should be analyzed in terms of both organisation and employee.

Importance of Career Management in Terms of Employee

Each individual is aiming to be successful in his/her job and to reach the top of their career after entering the business life. If this individual works in any organisation, he/ she wants to reach highest level by improving his/her career.

After individuals get the opportunity to have a job and start their work, they settle down and build a career. The entrance includes the process of "inward movement" and finding a place in the organization. Thus, the employee included in the organization believes that she or he will not only improve his\her career, get a higher salary and position, but also his\her relationships with other employees will be close, flexible and constructive. This situation reveals how important the relations between individuals and the ones who have higher positions than they.

Individuals want their managers to realise their goals about their career and business life and to support them. Individuals' goals and needs of career differ according to society and culture. For example: individual included in any community adopts being a part of this community in Japanese culture. Japanese society sees "lifelong employment" as an honour. Therefore the employee changing rate is low in Japan. However, in US, another economic giant, people mostly prefer to transfer another organization to improve their career.

The Importance Career Management for Organization

An efficient organization pays attention to quality of hired employees, eliminates situations that hinder the self-improvement of these individuals, encourages them to improve and ensure their rising in the organization by increasing employees' skills.

The Career management should include all individuals participating in the organization as a principle. Otherwise, employees may think that there is discrimination between them and this may cause conflict in the organization.

The organizational career planning includes different policies and activities which are generated by organizations to increase opportunities for building career. Organizational career planning, one of the most important instrument of career managing, is a process generating career ways and programs for employees in the organization. Organizations should have an efficient career planning both to meet needs of employees and to back their wishes and expectations about improving their career. Even if the main responsibility of career planning belongs to employees, the organization should pay attention to make organizational and individual career planning in the same direction for to keep the ones to have outstanding performance in the organization.

Besides, employees want to see that organization's organizational career planning gives on to apply their career goals. Because of this, organizations should help their employees to reach their goals and to get career guarantee. Firms should make a career planning not only for successful employees but also for other employees.

The aim in career planning is to generate a quality labour pool which can be successful in the future. Thus, organizations help their employees to fulfil their career goals as well as training personnel that they will need in future.

In this situation especially master employees and their career planning should be mentioned. A master employee can be described in two ways. Employees having high performance and skills, sufficient for the work and doing the work well can be defined as "master". Master Managers can manage changing, provide vision to the organization. They are distinguished from other with their sufficiency. When master managers and leaders are trained, advantage of the organization in the contention increases and it can keep these qualified employees in the organization as long as it plans their improvement and career well.

Human resources managers play a significant role in an efficient career managing and planning. In this sense these managers should be prepared and internalize the importance of career planning in meeting individual and organizational needs. If human resources unit know about future needs of the organization and opportunities for personnel training and developing, they will take an opportunity to promote personal career planning. Human resources unit and its managers may provide this support by guiding in career education and vocational counselling and organizing education and improving activities. In this sense, human resources managers and professionals should take into consideration the confusing issues that employees can face with during their career when they prepare these activities. After human resources managers predict these problems they have to determine how employees can improve their personal skills. If improvement and progression ways are not determined, the organization cannot be functional totally. After the staff starts working, managers watch their work skills and decide whether they are coherent with job specifications. In this process, strong and weak ways are taken into consideration. If any positive outcome is obtained, they are called temporary employee. The term "temporary employee" is based on skills, wishes and needs of the organization.

The Process of Organizational Planning

In the general sense career methods are generating activities that will help employees to reach their goals. When analyzing for this aim, applying analyses called SWOT that determine chances, dangers, strong and weak ways and evaluate according to it objectively will increase the success rate. Taking into consideration the matters below, the after evaluation process will help to generate a productive planning.

- Organizational Evaluation
- Determining the Need for Labour Force
- Describing Individual Position

- Career Guidance and Determining the Career Goals
- Comparing Qualifications of Employees with the Current Position
- Evaluation of Individual Success Level
- Career Cantered Tendencies
- Improving Career Methods

The Role of Career Planning in Motivation of Employees

Every employee has some needs that he/she tries to meet continually. When these needs show up in the employees, orientation period starts. In organizations, its mangers' duty is to find the items satisfying individuals and to direct them to these items. If employees do not reach their goals, they will be unhappy and then, of course, they will not be successful and this will create an unproductive environment. For this reason organizations use lot of methods for to motivate their employees. If employee does not satisfied and motivated by any job, it cannot be ignored as there are some institutive problems in this working place but motivating individuals is still quite hard for business firms.

Research on Organizational Socialisation and Career Anchor

In the business world literature it is seen that studies on socialization mostly concentrate on the strategic works. Moreover, organizational socialization is associated with behaviour of individuals and career anchors. In Jones' (1986) study, which was conducted with around 100 people who had just started their work and finish their master degrees, it was seen that organizational socialization strategies affected the aimed role tendencies and customised socialization tactics had effects on innovator role tendencies. Taking into consideration the study of Jones, Allen and Meyer (1990) conducted another study and it demonstrated that while organizational strategies and new roles of employees in the first 6-12 months have a reverse relationship, after 6 months a parallel relationship with organizational loyalty occurred.

Taormina and Law (2000) conducted a study with nurses and according to this study organizational socialization dimensions (job training, knowing the working place, support of co-workers and actions for career goals) have a reverse relationship with bad performance. Thomas ve Anderson conducted a study with military employees and observed that there are interrelation between organizational socialization and individuals' knowledge obtaining and their manners.

The study of Jaskyte (2005), which was conducted with students, proved that organizational socialization strategies affect role uncertainty and role conflict. Chow's study, conducted with managers, demonstrated that organizational support and experiment affect employees' career success in a positive way.

Crepeau vd. (1992) conducted a study with information processing experts. Its results proved that individuals take into consideration other career anchors when they are making decisions in their career planning. In 2005, Bigliardi, Petroni ve Dornio conducted a study with engineers and they observed that there is a reverse interrelation between organizational socialization level and requesting for leaving the job while there is a parallel interrelation between organizational socialization and perceived career opportunity.

Comparing Career and Human Resources

In Europe, the basic vocational education which is necessary for career planning and organizational socialization is a guiding training process after the formal education. The young ones should have a guidance service for methods helping to improve their education in their work place and in their schools. They also can get all information required for their job. Schools work with vocational counsellors. For example; in Germany, tendencies for vocational training and higher education are programmed according to requirements of its economy and companies lead young people to have a job via "traineeship laws".

As against Europe in Turkey there is not organizational structure. Most of jobless young people consist of high-school graduates who did not get enough knowledge about their job in those schools. Another reason for this situation is skill mismatching and that these young people are in job seeker position for the first time in their life. Skill mismatch is the mismatch between the quality properties that the institutions are demanding labour forces and the qualities that individuals are demanding. Looking at Turkey's situation in this issue, the most important matter is the high job seeking population which is between the ages of 15 and 24.

In the matter of "human resources management", which comes after the vocational training, 52 percent of the firms in the US select their human resources managers among the human resources expert from the outside of the firm and 22 percent of them select these people from their own human relations department. It can be understood from here that about 74 percent of the firms in the US prefer human relations experts for this position and this is an expected result for business world.

42 percent of the firms and organizations in Turkey choose their human relations managers among their human relations department and 25 percent of them choose them among the human relations experts from the outside of the organization. It means that about 67 percent of the firms and organizations in Turkey choose their human relations managers among the human relations experts outside of the organization. As it is seen, rates for preferring human resources experts as human relations managers are higher in the USA. The organizations in the USA are inclined to use external sources (52 % external resources, 24 % internal resources) while organizations in Turkey are inclined to use internal resources (25 % external resources, 42% internal resources). The rate of choosing not qualified employees from human resources department for this position is higher in Turkey (about 18%) than the US (11%). When we look at this issue from the point of individualistic national culture and collectivist national culture, according to Hofstede's division, the results are in the expected direction because it is normal that the USA, which has individualistic feature, is inclined to use external resources and Turkey, which has collectivist features, is inclined to use internal resources.

Conclusion

Organizational socialization is a process. In this process the now employee learns the suitable role behaviours, improves his\her skills and experiences about the job and tries to be suitable for the criterions and values. For this reason required things should be done to inform employees about working and organization environment to promote him or her to contribute the mission of the organization via organizational socialization activities. In this sense, activities to accustom them to job are used frequently to make new employees socialise in the organization. Job training activities help new employees to learn culture, process and stages of the organization, make them feel a part of the group

and so encourage them to be successful and improve themselves in this new job. As it is seen in these explanations, job training activities directly affect organizational socialization.

Adaptation of employees, their loyalty and job satisfaction are critical issues for all organizations. Organizational adaptation is being a part of an organization, sharing the same aims and values and being eager to work for the organization. Job satisfaction is also an important issue for managers of organizations because it determines how much employees internalize the job.

Human relations managers are interested in employees' age, sex, marital status and educational background which are related to adaptation to the organization, loyalty and job satisfaction. The reason of this is the worries related to these situations because they think that people at a certain age or in a certain marital status may not have enough job satisfaction and have less loyalty. When it is looked at these issues from the point of personal functions, managers experience two problems. The first is that employee recruitment in many developed country is illegal according to demographic features. The second is that these qualifications are not under control of managers, so managers do not have anything to do for this situation.

According to understanding of human relations, human being is the most valuable among other means of production. Organizations' activity and productivity level depends on human's performance and productivity. Then, all needs of individual should be taken into consideration and needs of the employee should be satisfied. Only this can increase his\her performance and productivity. Individuals' effectiveness and productivity increases with his\her expectations and wishes parallel. One of the needs that employees bring out is to have a career. Career management can be used as an important tool for putting into practice goals of the organization. For this reason, organizations should make their own and their employees ' goals coherent and make a detailed career planning to improve both their career goals and their employees' career goals.

If organizational socialization variations are effective on job satisfaction and loyalty, then it is a positive situation for organizations because organizational socialization is totally under the control of management. For taking advantage of this situation, managers should organize socializing activities which will be able to help employees in different ways. Education activities should be formed to encourage employees to meet the needs of the organization and their own needs. These will contribute many positive things to the organization.

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