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ADAPTATION OF NEW EMPLOYEES IN ORGANIZATIONS:

A RESEARCH IN INDUSTRIAL ZONES

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Yeni Başlayanların Örgüte Uyumları: Organize Sanayi Bölgelerinde

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ÖZET

Bu araştırmada işletmelerde işe yeni başlayanların örgüte uyumları ile işten ayrılma eğilimleri arasındaki ilişki araştırılmıştır. İşe yeni başlayanların örgüte uyum sağlaması yeni ortama, farklı kültürlere, yeni kurallara ve yönetmeliklere uyum sağlamasıyla mümkün olmaktadır. İşe yeni başlayanların örgüte uyum sağlayabilmeleri hem işletme açısından hem de çalışan açısından oldukça önemlidir. Çalışanların performanslarını arttırması işlerinden memnun olduğunu göstermektedir. Araştırmanın evreni Konya ilindeki organize sanayi bölgesinde faaliyet gösteren sanayi işletmeleridir. Araştırmadaki veri analizleri işletmelere uygulayan 262 geçerli anket üzerinde yapılmıştır. Veri araştırmasında betimsel istatistik, faktör analizi ve doğrusal regresyon analizleri yapılmıştır. Çalışma sonucunda, işe yeni başlayanların örgüte uyum sağlamaları ile işten ayrılma eğilimleri arasında güçlü bir ilişki olduğu belirlenmiştir.

Anahtar Kelimeler: uyum, işyerine uyum, sosyal uyum, kültürel uyum, işten ayrılma niyeti

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SUMMARY

This study investigated the effect of adaptation of new employees in organizations on employee turnover intention. Adaptation of new employees is when the new staffs adapt with new environment, skills, different cultures, new rules, regulations and etc. Newcomer adaptation is beneficial both organization and employee. The increase in the performance of the employees shows that they are satisfied with their job. Data were collected from 262 employees working in the industrial firms in Konya, Turkey. The data was analyzed through descriptive statistics, factor analyses and linear regression. It was revealed in the study that there is a relationship between employee adaptation and employee turnover intention.

Key Words: adaptation, workplace adaptation, social adaptation, cultural adaptation, turnover intention.

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INTRODUCTION

Adaptation commonly referred as a socialization in which a newcomer is expected to learn a new working environment, new colleagues, new basic values, culture, formal, informal procedures and possibly a new living area. When new staffs are taken they should learn certain skills in order to perform adequately in their new job e.g. how to gains customers, and whom to sit by at meal time. This acquisition is fostered through a variety of means, some formal like training meetings, orientations, starting courses etc. (Sprogøe & Rohde, 2007, p: 915). Most of new employees try to adapt in the new environment as soon as they start to work. Their first impression from new collective is usually the most important and organizations try to handle all the obstacles that newcomers may face (Tomčíková & Živčák, 2012, p: 58).

A good adaptation programs can be utilized by both the organizations and the new employees. It gives effective integration to the employees of the organization and helps to create a positive, supportive working environment. It delivers the developmental capacity for newcomers to perform their task effectively and efficiently, leading to a long-term commitment to the organizations. The study will be beneficial to all stakeholders related to it, both public and private organizations, society, owners and staffs. It could be important for every individual who wants to know more about how adaptation is necessary to the employees, after all the study made in this thesis is useful and beneficial for all business organizations and individuals or employees in the workplace.

The objective of this study is to emphasize the effect of adaptation of new employees in organizations on employee turnover intention, by investigating the relationship between adaptation of new employees and employee turnover. The existing adaptation of new employee literature provides limited insights so study aims to make a prominent contribution to the related literature.

CHAPTER ONE

NEW EMPLOYEE ADAPTATION

Adaptation of new employees is working directly with new employees, introducing them to different colleagues, environment and skills. Adaptation depends on the newcomer's characteristics and performance also the attitude of the leader which can support and help the new employee's alignment and involvement to influence organizational activities.

Employees who adapted in early stage will become more motivated, satisfied, productive and efficient than the others because that early adaptation allows them the moral to do work more effectively and efficiently (Ajang, 2007, p: 18). The new staffs are given information about their day by day routines of the company operations, regulations, rules and design of the organization which make easier them to understand how things will be.

1.1 Definition of Employee Adaptation

Adaptation can be defined as the process of assisting new employees to get use to their new job in order to become productive as soon as possible (Kunasegaran, Roziah, Ismi, & Thurasamy, 2016, p: 3). The term "adaptation" has been used by researchers to encompass many of the terms historically used by job qualification researchers, including coping, voice, exit, retaliation, withdrawal, aggression, and deviance (McGown, 2005, p: 2). Adaptation is as natural and inevitable in workplaces as it is in any other environment (Rosse & Saturay, 2004, p: 1).

According to Rosse and Miller (1984), adaptation refers employee's responses to job dissatisfaction and to negative work emotions. These include 'job withdrawal' or 'work withdrawal' which encompasses behaviors that are intended to remove the staff completely from both the organization and the job. Job withdrawal involves quitting, retiring, and other behaviors which provide temporary escape from work such as absenteeism, tardiness and shirking duties (Ross, 2005, p: 260). Rosse and Miller (1984) also argue that employees who fail to choose an effective adaptive response tend to develop more physical and psychological symptoms than those who adapt successfully (Odaman & Nwachukwu, 2012, p: 193).

According to Vajner (2007) "laborer implementation and his/her integration (or orientation as well, adaptation) is conclusion of selection stage and beginning of working stage. It is a process of worker adaptation to working and social environment." Koubek (2004) describes adaptation using the word orientation and explains it as perfectly refined program, which is making the process of knowing each other, new work conditions, social environment and its work duties faster and easier (Tomčíková & Živčák, 2012, p: 58).

When new employees starts working in an organization, it can display important change for both the new employees and the company so the need to focus, pay attention on adaptation of employees is crutial step (Njegovan & Kostić, 2014, p: 34). Starting a new job is among the most stressful life events, unfortunately, adaptation is always misjudged field of personal administration, although it's course has a direct and critical effects on the result and success of the processes of employee recruitment and options, which often appeals much greater attention (Stachová & Stacho, 2013, p: 332).

Adapting the work or employee socialization is a significant for integration part of new employees (Benzinger, 2016, p: 744). This is the stage that new employees gain some training about required behaviors, norms and values, which can make newcomers easily to adapt and function their duties in a better way (Sutton, 2004, p: 17).

1.1.1 Areas of Adaptation

Always starting a new work is a stressfull experience trail because new employees pay more attention so as to adapt the environment, the work and how things work in the place. Quit apart from the visible challenge of tackling new tasks, there is always the demand to become adapted with a new company, a new working environment, a new living place (Coleman 2013:4). Adapting immediately with the work can be the result of getting effective, productive and satisfied employees. Scholars accepted that newcomers are motivated more than the formal employees because of having efforts to pay attention any thing so as to adapt and get to work (Coleman 2013:4).

Being a part in a new organization can be like leaving one country and moving to other country. New language, customs, dress, rules, ideas, different way of thinking will be

the things that employees can face and will need to learn about all of these in order to fulfill their duties and understand well what they responsible for and what they are not (Attridge 2008: 1). So in the first stage, newcomers are always given some kind of a guidebook about the organization so as to get some ideas like the principal information about the organization, for example the working hours, performance reviews payroll and vacations.

Besides that, the newcomer is given knowledge about the personnel benefits, personnel policies, daily routines of the employees, organization operations and also information about company's structure, safety policy and other regulations. These facilities are beneficial both the organization and newcomers by keeping the work smoothly. Most of this information can be found on the organization's internal website and give the newcomer full information about the company (Marita 2013:22).

1.1.2 Adaptation Process

It is primordial importance that organizations evaluate and tailor their existing adaptation processes to the needs of their employees while ensuring that they are up to date and successfully enhance the performance of the employees. One of the most important elements of an effective adaptation process is having a manager that is responsible for the adaptation process of new hires (Jose & Perez-Larrazabal, 2016, p: 915). Therefore, it is pivotal that companies give priority to the development and implementation of an adaptation process which provides an opportunity to build a positive working relationship. Managers want to take control of their part of this process. In today's ever-changing workplace, serious issues may arise if someone is not assigned to manage the adaptation process of newcomers. This can eventually lead to the loss of good employees (Schalow, 2007, p: 1).

New employees remember their first day of work forever, so for the lasting impression to be a good one, it must be well-managed (Mestre, Stainer, & Stainer, 1997, p: 447). And adaptation should be viewed as a total process that fits in with the overall business activities of the company, not a disjointed series of tasks and activities. New employees want to know early on where their position fits in the larger organizational picture. New employees need to know about the company, its objectives, values, marketplace position and where their department and job fit into the total picture. Adaptation process, thereby, can help new

employees to better understand their duties within the company and the impact of their contribution within the company (Jill, 1996, p: 44).

1.1.3 Adaptation Program

Adaptation program is the process of introducing newcomers to their duties, their coworkers and culture of the organization, most companies conduct induction programs organized by the human resource department for new hires (Fan, Buckley, & Litchfield, 2015, p: 89). New employee adaptation program have benefits for the organizations and new hires for serving many purposes. According to researchers effective employee adaptation programs lead new employees to become familiar with the workplace environment, their duties and responsibilities (Acevedo & Yancey, 2011, p: 350). It has been found that it has a positive effect on employee's intention to leave the company. What is more, it is believed that it also plays a major role in job enrichment and boosts employee morale (Schmidt, 2008, p: 1).

Adaptation programs increase productivity, boost employee morale, facilitate learning, reduce stress of new hires and decrease turnover. Adaptation program is the key to employee retention and motivation (Mestre et al., 1997, p: 444). These programs can also have a significant impact on an organization's present and future recruitment practices. Furthermore, newcomer adaptation programs give the organization the ability to improve employee satisfaction and retain good employees (Kaiser, 2006, p: 7).

1.1.4 Theoretical Studies on New Employee Adaptation

The process of selecting and hiring a suitable candidate for a vacancy requires enormous effort and time. Therefore, it is paramount that the organizations create conducive environment where new employees can easily adapt to the requirements of the workplace (Jaroslav Nekoranec & Lenka Nagyová, 2014, p: 1). Organizations employ variety of tactics and strategies that make the integration process of new employees into the company culture smooth (Chapman, Styles, Perry, & Combs, 2010, p: 187).Valenzuela (2008) claims that what determines employees' success are their ability to adjust to the new work environment and the ability to learn and acquire job-related skills. Understanding the

determinants of employees' success in an organization and equipping them with the right knowledge and skills are of great significance.

According to Van Maanen and Schein (1979), organizational socialization refers to the ways in which the skills and experiences of new comers are structured for them by the experienced members of the organization. The company's management team can plan and choose their preferred tactics of organizational socialization; for example, new employees may be required to attend training or induction programs before they start carrying out their specific job duties (Biljana Ratković Njegovan, 2014, p: 35).

According Grazulis (2011), the types of socialization strategies are formal and consist of pre-defined and well planned programs and activities intended to help in introducing new hires to the organization and their integration into the company culture, as well as training them how to do their jobs effectively.

Rosse and Miller (1984) developed a simple employee adaptation model which posits that multiple behavioral families (behavioral withdrawal, psychological withdrawal, voice/attempts at constructive change and retaliation) are all associated with employees' dissatisfaction with his or her job. These behavior families correspond to different strategies for adapting to, or overcoming, employee dissatisfaction (Biljana Ratković Njegovan, 2014, p: 35).

Abraham Maslow (1970) addressed the scientific employee motivation theory. His ideas are very useful in understanding people's needs and determining ways to satisfy them. He encourages managers to recognize that unmet needs may have negative effects on employees' attitudes and behaviors. In the same way, satisfying employees' needs by providing opportunities may have positive motivational effects.

Saks (1995) suggested that training and orientation during the socialization process does not only affect the attitude of new hires but the prospect of them becoming effective employees in the future as well. Training is particularly important for new employees with low self-efficacy. According to Saks (1995), new employees acquire important information, such as job-related and organizational information, if they undergo training when joining the

company, and that may, as a result, reduce their uncertainty about their position, concern, and stress, thus increasing their self-efficacy. Miller and Jablin (1991) also argue that there is evidence that supports providing job-related and organizational information to new employees will reduce their uncertainty and anxiety.

1.2 Types of Adaptation

Normally new employee adaptation can be classified into three levels (Tomčíková & Živčák, 2012, p: 59). These separate types are interfacing and influencing among themselves, nevertheless they are still quite independent and they can develop each in different direction with different level of successes, which are employee workplace adaptation, employee social adaptation and employee cultural adaptation. Socialization is a period of adjustment in which new employees learn what is expected in terms of appropriate behavior and acceptable performance, as they enter the new environment. From the organization's viewpoint, employees experience the process of "adaptation, basic training, and socialization to the major values and norms of the organization (Lowther, 1990, p: 18).

Workplace adaptation is a process, which results adequate handling of work tasks and achievement of required performance standard as well as training and education of employees. Cultural adaptation; this component is marked as so called training and adaptation to the corporate culture meaning "forming of fellowship feeling of employees with company by showing the newcomer how does her/his job work out into the company frame" (Tomčíková & Živčák, 2012, pp: 59-60).

1.2.1 Employee Workplace Adaptation

Employee workplace adaptation has been an important issue in organizational progresses and change as well, in last years (Niessen, Swarowsky, & Leiz, 2010, p: 358). The values of workplace adaptations have been further emphasized due to the technological improvements and developments of globalization processes (Inalhan, 2009, p: 17). Indeed it has been discussed in organizational adaptations were the way to acheive favourable outcome for today's organizations and that organizations should adapt or couldn't function at all (Lin & Hui, 1997, p: 113).

Newcomers are deal with a special set of workplace stressors which is the result from changing work environment and the majority of psychological state resulting from organizational change is uncertainty (Harris, 2016, pp: 8-9). Actually, newcomers expected to experience uncertainty over many systems, new rules and regulations while shifting work's environment (Jimmieson, Terry, & Callan, 2004, p: 11).

In addition, staffs able to do their duties perfectly when they get a resourceful environment which allow them to do their task easy with out spending any energy, this can be the result of not becoming overly fatigued (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007, p: 136). Thus, the radical change management initiative is aimed at the improvement of work-organizations for the purpose of enhancing effectiveness and responsiveness to environmental changes through greater labor flexibility and adaptability in the workplace (Olukayode, 2014, p: 37).

Employee adaptation is a proximal outcome of a socialization process of seeking coherence and stability in behaviors in organizations. As a result of adaption employees are able to adopt new behavioral response that allows them to cope with change in the work environment. This involves the ability to adjust to new experience and reposition either negatively or positively in order to overcome prevailing obstacles of the changing condition of work in organizations (Olukayode, 2014, p: 38).

New entrants need to understand and develop new work habits, learn the technical and interpersonal skills required for effective job performance. In order to adapt also newcomers want to become acclimated to the organization and its employees if they want to put themselves on a successful career path but if new entrants are not assimilated and not adapted into the workplace, they are likely to be dissatisfied and thus quit the organization. Turnover is not only expensive financially for the organization; it is also expensive in terms of the loss of knowledge (Sutton, 2004, p: 60).

1.2.2 Employee Social Adaptation

New employee's socialization is not only important at the first time that employee starts working on a new environment but its importance by many researchers is also connected to the probability of commitment of the employees to the organization in the future (Grazulis, 2011, p: 34). The new employee socialization is simply identified with the stage of adaptation phase, focusing on and becoming well-known with the new environment, the regulations, task fulfillment and methods of the work (Grazulis, 2011, p: 35).

The process of entering an organization marked as a complex element, as it might be a crucial integration factor to the newcomer, as well as the organization itself (Grace Moussavou, 2013, p: 268). Organizational entry represents a transition process full of ambiguity to decrease the feeling, emotion of lack of control resultant from such uncertainty, new employees engage in activities to acquire the skills, attainments and knowledge necessary for their position, to increase a good understanding and adaptation to their new work environment (Chuanyi Tang, 2014, p: 62).

New employee socialization is an influential topic for companies and new employees as individuals come over socialization regularly in their careers and companies because of elastic personnel needs (King, James, Quick, & Sethi, 2005, p: 28). In this way, investigating this process has important theoretical and practical implications (Talya N. Bauer, 2007, p: 707).

The socialization affects employee attitudes, performance, stress, satisfaction, turnover and commitment, While Insufficient socialization can cause disillusionment, stalled careers, stress and organizational loss in the form of employee turnover intention and lowered productivity (Korte, 2007, p: 1).

Organizational socialization is the process through which organizational culture is perpetuated, new employees learn the appropriate roles, participating members and behaviors to become effective (Saks & Gruman, 2011, p: 384). Organizational socialization contributes to the success and enables the relations among employees to be harmonized depending on the quality of their social integration in the enterprise, and is reflected on

productivity, building attitudes, commitment, performing the roles, and dedication to the organization (Biljana Ratković Njegovan, 2014, p: 35).

Scheim (1990) describes organizational socialization as the process of teaching the new recruit what the key norms and rules of conduct are, how to get along in the company and how to behave with respect to others in the organization, which is often termed – learning the ropes. Employees can't perform their role effectively without socialization process, which presents them with idea of the roles expected of them (Bassey Antigha Okon, 2012, pp: 129-130).

Early socialization factors may indicate a newcomer's job satisfaction and affects his or her longevity in the organization. When a new employee is hired, retention of that employee is important, especially when considering lower numbers of qualified applicants for the positions (Blessing, 2006, p: 240).

According to Cooper-Thomas and Anderson (2006), organizational socialization is the process through which a newcomer adapts from outsider to integrated and effective insider. Historically, many organizational socialization researchers suggested a sort of socialization models while pointing out the needs of synthesizing the fragmented literature of organizational socialization (H. D. Cooper & Anderso, 2006, p: 494). The organizational socialization theory first originated from "stage models", which regard socialization as a series of events newcomers experience step by step (Edward C. Fletcher Jr., 2008, p: 3).

The majority of experts agreed that unsuccessful socialization results in job dissatisfaction, truancy, negative socio-psychological climate in the company which reduces work efficiency in an organization, and on the other hand successful socialization brings mutual benefits while realizing his/her expectations the employee experiences job satisfaction and prioritize to the work of the organization well done (Grazulis, 2011, p: 34).

1.2.3 Employee Cultural Adaptation

There is no better arena for observing a culture in action than business, because economic survival is at stake (Prendergast, 2016, p: 4). Business practices are shaped by deeply-held cultural attitudes toward work, trust, power, wealth—and communication (Hooker, 2008, p: 1). Cultural adaptation has played a very important role in human evolution (Voldnes & Grønhaug, 2015, p: 838). Human foragers adapted to a vast range of environments and can live in a wider range of environments than other primates because culture allows the relatively rapid accumulation of better strategies for exploiting local environment compared to genetic inheritance (Hauff & Richter, 2015, p: 69). Multiculturalism in the workplace is a complex issue (Weck & Ivanova, 2013, p: 210). Businesses operates with certain standards and traditions while employees bring customs, beliefs and values from a variety of different cultures and backgrounds (Boyd & Richerson, 2006, p: 14).

Culture is central in controlling the understanding of social events, behavior, institutions and processes. Culture is the setting in which these phenomena become clear and meaningful (Alvesson, 2002, p: 4). Erez and Gati (2004) propose culture as a hierarchy of stages that comprises various levels nested within each other, from the most macro-level of a global culture through national cultures, organizational cultures, group cultures, and then to the individual level. Culture can be formed at each one of these levels as a shared meaning system; however, cultures at each level interact and impact each other through the top-down process of socialization and the bottom-up process of aggregation (Feng, 2014, p: 10).

In organizations which undergo national identity and globalization become absolutely relevant to employee's social reality (Ok & Vandenberghe, 2016, p: 931). National identity could compose a unique, powerful and compelling symbolic resource for conveying boundaries and expressing communality within them (Plakhotnik, 2008, p: 121).

According to Cox (1993), cultural identities stem from membership in panties that are socio-culturally distinct. They are often associated with particular physical (e.g., skin color), biological (e.g., genitalia), or stylistic (e.g., dress) features, though these could be more or less identifiable, depending on part of people's believes about how and when they wish to be

identified by others. Members of a cultural identity groups tend to share a certain perspectives, norms, values, priorities, classes and sociocultural heritage (Ely & Thomas, 2001, p: 230).

Identity involves how we define and know ourselves and this is usually affected by our day to day activities which are grounded and interpreted by using cultural assumptions for example what we care about most explains and presents ourselves and thereby, to some extent, forges our identity in relation to our culture (Anagboso, 2011, p: 1).

Differences in cultures may result a different perceptions of appropriate behaviors, negatively impacting relationships within multinational corporations. Though researches have shown that culturally inappropriate behaviors always lead in to conflict and misunderstandings in achieving organization's will, on the other hand, cultural appropriateness was figured out to be integral and resolving international conflicts (D. Cooper, Doucet, & Pratt, 2005, p: 3).

Culture understandings come from communication with in a different culture, communities and it has been described as a sojourner's particular reaction to the social and systematic demands of a new intercultural environment. The sojourner comes to grip with a new set of meanings, whether concrete and explicit, or abstract and implicit, like the social and values meanings concentrated to it, as he develops social relationships and becomes involved in the new environment (Ikeguchi, 2008, p: 286).

Getting used to intercultural adaptation has almost being one of the most explored fields of studies as the new millennium began. To be qualified in another culture, people must be interested in other cultures, be open minded and must be calculative enough to notice cultural differences, and also be proud and keen to modify their behavior as a sign of respect for people of other cultures and believes (Ikeguchi, 2008, p: 286).

World Successful managers do not work solely any longer in the comforts of their home culture, but also learn to work across multi cultures (Connelly & Kelloway, 2003, p: 295). These cross-cultural experiences occur in many forms: encounters with individuals of different cultures, jaunts to overseas suppliers, clients, short visits to international meetings ,

and long term emersion in a new host culture has become an expected, even compulsory, aspect of management successes (Yamazaki & Kayes, 2004, p: 3).

Cross-cultural adjustment is normally described as the process of adaptation to a living and working in a foreign countries with different cultures and it is the perceived degrees of psychological comfort and familiarity which person has with the new host culture (Palthe, 2004, p: 39).

Cross-cultural learning programs are a form of working places while learning with in it and it helps in fact employees to develop the cognitive, effectiveness and behavioral competencies required for professional success in diverse cultures (Brooks, 1994, p: 54). Many researchers state the importance of cross- cultural learning as it helps ensure that individuals adapt to their host countries, as measured by the percentage of managers who return early (Yoon, 2011, p: 4).

Culture is one of those words that have become increasingly problematic within organizations (Nukic & Huemann, 2016, p: 237). A part of the problem is that culture is too big concept and can encompass too many different themes (Tomlinson, 2010, p: 29). The demand for intercultural communication is more important today than ever before (Taneja, Sewell, & Odom, 2015, p: 49). There are lots of people from different cultural and ethnic backgrounds in organizations who may not share their perspectives or experiences but knowing how to communicate with people from different cultures can help expand their knowledge (Berik, 2014, p: 5).

According to Hofstede (2001), work values are important for two reasons. First, they are perfect measure of culture in that they are shaped more by cultural and sociological factors than individual psychological differences. Secondly, the work values of an organization's employees will have an impact on the organization in many aspects from conflict resolution, to its ability to change , to employee motivation and to communicate well (Matić, 2008, p: 94).

CHAPTER TWO

EMPLOYEE TURNOVER INTENTION

Turnover intention is described as an employee's personal estimated credibility in he/she has a deliberate intention to leave the organization for good in the future (Rahman & Nas, 2013, p: 568). Employee turnovers are those employees who are believed in they will soon or later leave their job. The word 'intention', is known as the key determinant of actual quitting from the job character. Turnover intention also cited as one's propensity to quit the job or leave (Zimmerman & Darnold, 2009, p: 144). Turnovers are categorized both as voluntary or payment job or functional or dysfunctional, although each of them will have varying degrees of effectiveness with in the organization (Long, Thean, Ismail, & Jusoh, 2012, p: 576).

According to Currivan (1999), turnover is a behavior which describes the process of replacing employees (Abdali, 2011, p: 1). When an employee leaves the work it might have different impacts which do not only impact on organizations but also the employees themselves and the society in general as well, though enough literature on employees turnover are available but still there is not globally agreed framework for why employees could simply leave (Arokiasamy, 2013, p: 1533).

The first time turnover was highlighted as a major issue was in the 1960s and turnover issue was the result of payments which the minimum wage laws in the United States were passed in 1961; however they excluded lodging, restaurants and facilities. This caused a lot of employees to get dissatisfaction which became a major variable in employee turnover at the time (Card & Krueger, 1993, p: 773). Despite of all the changes in minimum-wage regulations, the industries continued to suffer from high turnovers, shortages, relatively static productivity and chronic labors (Malek, 2008, p: 6).

Besides the consideration of additional antecedents to employees turnover, though the end of 1985–1995 time periods also figured the introduction of the theory concerning the turnover process with Lee and Mitchell's (1994) unfolding model of turnover. They recommended five decision paths in which staffs could follow to actual turnover. First path

deviates most radically from past turnover models because it commences with an environmental event (shock), rather than dissatisfaction, which causes the enactment of a quitting script. Two of the other paths are initiated by shocks while two are more traditional paths driven by accumulated job dissatisfaction. In general, the model emphasizes the complexity and dynamics of the turnover process (Holtom, Mitchell, Lee, & Eberly, 2008, p: 242).

2.1 Turnover Intentions

Turnover intention is volunteering intention which employees could have intent to leave the organization, It is the willingness of employees to decide freely whether to leave or continue the working position of the organization (Azanza, Moriano, Jean, & Mangin, 2015, p: 956). The employees' turnover intention could finally cause actual turnover which influence organizational costs in terms of selection, recruitements and trainings (Ghayyur & Jamal, 2012, p: 169).

A turnover intention is a decision between an individual's approaches with reference to continue the work or leave the organization (Mxenge, M.Dywili, & Bazana, p: 16). Turnover intentions are the instant connection to turnover behavior (Hussain & Asif, 2012, p: 4).

Turnover intention reflects the probability which any individual could determine his or her job within a period of time so many psychologists analyzed turnover intentions and they were argued in employee turnover was an important topic since such movements represented potential costs to organizations in terms of loss of valuable human resources and the disruption of ongoing activities (Su, 2014, p: 31).

Lately psychologists analyzed turnover intentions and were argued if employees turnover was an important topic since such movements were represented potential costs to organizations in terms of loss of treasured human resources and the disruption of the current developments and stuff trainings are the foremost decisive pillars, it's very important expectations of employees turnover intention (Shukla & Sinha, 2013 p: 57).

Employees turnover intention is seen one of the most important topic which needs to extra considerations in the workplaces (Burrell, 2014, p: 40). Job involvement has been found to be negatively related to turnover while career satisfaction, job satisfaction, and organizational commitment results a positive attitude towards the organization, thus having a direct influence on employee turnover intentions (Ongori, 2007, p: 052).

2.1.1 Turnover Causes and Influencing Factors

Employee turnover in organizations have received great attention from both academicians and managers. Much of this attention has been focused to understand and its causes implicit in this approach is the assumption that turnover is driven by certain identifiable characteristics of firms, tasks, workers and markets, by developing policies to address these characteristics, managers might reduce the occurrence of turnover in their organizations reputations (Ton & Huckman, 2008, p: 56).

There are number of factors that contribute to employee's turnover. We found out the below factors in details (Shamsuzzoha & Shumon, 2007, p: 65) : demographic and personal characteristics of an employee may be reason of leaving from the organization. These characteristics are age, gender, qualification, marital status, experience and tenure (Abdali, 2011, p: 4). Personal factors include things such as changes of family situation, a desire to learn a new skills or starting your own business or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover (Shamsuzzoha & Shumon, 2007, p: 65).

Economy is one of the most common reasons given for leaving the job because of the availability of higher paying jobs (Holtom et al., 2008, p: 236). Some minimum wage employers reported for leaving the organization to another was the availability of higher paying jobs for example organization pays only 50 cents an hour more. Obviously, in a better economy the availability of alternative jobs plays a role in turnover (Shamsuzzoha & Shumon, 2007, p: 65).

Job satisfaction was related to resignations thus employees having job dissatisfaction leave their current work so easily (Serin & Balkan, 2014, p: 28). The relation between job

satisfaction and employee turnover is reciprocal to each other and this relationship increase when unemployment rate is low in the society and similarly decrease when unemployment rate is high, like Carsten and Spector (1987) emphasized this even if the employees are not satisfied with their jobs, they could be less likely to quit if they have no other chances (Abdali, 2011, p: 5).

New employees normally feel fresh to do a great job, it follows in they also wish to be appreciated and realized for their works and even the most seasoned employees expect to be told what he/she is doing is right once in a while (Shamsuzzoha & Shumon, 2007, p: 66).

The primary causes of turnover could be principally arising out of the frustration related to budget minimizing, layoffs, hiring freezes and lack of development funds, so high turnover rates have a negative impacts on the organization's performance (Shukla & Sinha, 2013, p: 57). By using experiences and leads solutions for the causes of employees turnover intention can be reduced or minimized the rate of employees who are willing to quit their works in the organization (Shamsuzzoha & Shumon, 2007, p: 66).

2.1.2 Types of Employee Turnover

Employee turnover can be divided into many different categories. The first category consists of functional and dysfunctional turnover. Functional turnover is a situation when an underperforming employee quits his or her job, whereby dysfunctional turnover refers to when high performing employees leave a job.

Avoidable and unavoidable turnover make up the second category of employee turnover. A turnover that occurs in circumstances over which the organization has a control is generally termed as avoidable turnover. Unavoidable turnover, however, happens in circumstances that extend beyond the organization's control (Abdali, 2011, p: 2).

The third category is voluntarily and involuntary turnover. When an employee voluntarily makes the choice of resigning from the organization, it is known as voluntary turnover. In involuntary turnover, the decision of discharging a staff is made by the organization and the employee has no say in the matter. It could be as a result of a forced

lay-off, dismissal, termination of employment contract, retirement, chronic illness, physical or mental disability, or death (Mbah & Ikemefuna, 2012, p: 276).

The fourth category involves organizational factors. High turnover in organization has been closely associated with poor organizational management. It is widely believed that employees tend to stay and work well at a stable environment and organization. High employee turnover rate was reported in organizations where the level of inefficiency had been high (Javed, Balouch, & Hassan, 2014, p: 124). Employees have predilection for working in an organization where there is a job security and career development opportunities. Adapting quantitative techniques to manage staff can result in dissatisfaction which can eventually lead to labor turnover (Arokiasamy, 2013, p: 1534).

The fifth category is internal and external turnover. Internal turnover is when employees leave their ongoing assignments and engage in new roles or positions within the organization. This could bring both positive and negative feelings (Hammerberg, 2002, p: 22). The change in duties or position can be considered as a positive development if it results in high morale; possibly it could be negative as well if the new position is project related to like holding brief for a colleague in another location (Masemola, 2011, p: 8). Internal turnover is as important as external turnover and, as such, requires monitoring. Succession planning, hiring policy and other human resource development strategies can be utilized to monitor and control internal turnover (Mbah & Ikemefuna, 2012, pp: 276-277).

The sixth category encompasses two types of turnover which are skilled and unskilled. Unskilled employees, commonly known as 'contract staff', usually experience high turnover. The reason behind their resignation is mainly the nature of employment contract. They do not have a permanent contract with the employee, and consequently do no not get respect and gratitude commensurate with their effort. As a result, they leave the organization as soon as a better job opportunity presents itself. This is not a major concern for the employers because they find hiring new staff easy. On the other hand, high turnover of high performing and skilled employees poses a threat to the organization due to the loss of human capital attributable to turnover (Ton & Huckman, 2008, p: 56). This group of specialized and highly skilled employees has vital experience and transferrable skills which can be used to

the advantage of the company. In addition to the cost involved in finding their replacement, losing them can also be a serious competitive disadvantage for the company (Mbah & Ikemefuna, 2012, p: 277).

2.1.3 Strategies to Minimize Employee Turnover

Strategies on how to minimize employees turnover, confronted with problems of employee's turnover, management has several new ideas or improving existing policies towards recruitment, selections, trainings, job designs and wage payments. However, policy plans must be suitable to the precise diagnosis of the cause (Ongori, 2007, p: 051).

Employers would be able to keep and attract talented, well qualified staffs if they would make a point to offer salaries which will be competitive. This would probably be a solution for the problem of staffs leaving because of low salaries (Ali, Rohani, Noor, & Baharom, 2016, p: 1). Also organizations need to evaluate and modify their policies like promotion in a fair way which would enable promotions for candidates only on the basis of employees' performance. And this point can keep fair all the employees at the same time it will make a competition among the employees so as they get a reward (Hissom, 2009, p: 9).

It is essential for an organization to find the right person for the right jobs at the right time otherwise both the organization and newcomer are facing the pitfalls of the improper employment process, the company does not receive required help from the new employee, whilst the newcomer has a lack of motivation, mismatching to the position held, situation like this leads to staff turnover that can be voluntary or involuntary, external or internal. To avoid employees quitting due to this reason, organizations should appreciate their selection process more, invest sufficient time and resources in investigating who is a suitable to be employed (Ongori, 2007, p: 051).

As newcomers need to adapt with the organization, some of costs involved to the new employees could have easily been prevented in the first time and develop a strategy for improving employees' knowledge related the vacancy they will fill at the organization which can help them to work efficiently (Fidalgo & Gouveia, 2012, p: 7).

Turnover has both positive and negative aspects; however, it is the responsibility of the organizations to eliminate the negative impacts and the excessive level of turnover which threatens knowledge continuity. Excessive turnover causes an undue burden for a company's budget and human resources, i.e. time dedicated to employee recruiting, advertisements, interviews, initial trainings, supervision, motivation, evaluation, adaptation to the new job, mentoring, coaching, substitution while the position is like a vacant (Vnoučková & Klupáková, 2013, p: 80).

2.2 Theoretical Studies on Employee Turnover

Hussain and Asif (2012) found out that employees tend to have high morale and become loyal and productive when they work at an oragnization which exercises a policy of promoting a sense of belonging among the staff. The level of support which organizations provide their employees is believed to be a strong indicator of employees' turnover intention. For example, high level of support to employees increases the employee's commitment to the organization and, therefore, reduces turnover intention. Hussain and Asif (2012) encourage managers to contrive plans and develop policies and procedures that will motivate and give the employees a sense of belonging, and honor in the organization for they are a valuable asset to any organization.

According to Arokiasamy (2013), employees are the backbone of any company and they should be motivated and retained in order to ensure the company gains a competitive advantage and provides high quality products and services to the customers.

Sousa-Poza and Henneberger (2002) studied employee turnover intentions in 25 different countries by analyzing data gathered from the 1997 International Social Survey Program. The researchers noticed that the determinants of employee turnover intentions vary among the 25 countries. However, job satisfaction, commitment, and job security are of great importance in most of the countries. Also it was found out that social workers' job commitment had a significant effect on employee turnover intentions.

Vnoučková and Klupáková (2013) proposed strategies for reducing turnover. These strategies include encouraging independence, providing career planning workshops or

resources, career development opportunities, showing attention, setting realistic goals, recognitions, rewards, job security, creating a friendly work environment, hiring the right candidates, and sharing information.

Huang-Wei Su (2014) argues that relationships among co-workers are very important for all the employees and especially for the new hires who are fresh graduates. Creating a friendly work environment, for example one that requires teamwork, will be effective in establishing a fruitful working relationship among new employees and seniors. A good way in which employees can be helped in getting to know each other and communicate is holding informal events such as parties and networking events. Most importantly, it is paramount that the leaders create a work environment that is based on mutual respect and trust because a new employee will not be tempted to leave such a place.

Finally, employees play a significant role in the economic events that shape the performance of any company. Odaman & Nwachukwu (2012) noted that human beings can think and solve organization and production problems. The researchers also pointed out that a machine's role is only limited to work. Therefore, every company should work on developing an adaptation program for new hires as well as existing employees in order to increase productivity and employee retention.

CHAPTER THREE

ADAPTATION OF NEW EMPLOYEES IN ORGANIZATIONS: A RESEARCH IN INDUSTRIAL ZONES

3.1   Aim, Importance and Scope of the Research

World is getting smaller than before, organizations and people are in constant interaction with each other. For example, a company's employee can consist of different people with different cultures and backgrounds hence, new tools and methods are needed in order to succeed, particularly in the business. Adaptation is when new staffs satisfied/adapted with new environment, different cultures, new rules, regulations and etc (Dike, 2013, p: 5).

The study will be beneficial to all stakeholders related to it both public and private organizations, society, owners and staffs, since this study is well invested, depth researched and full of advantageous information from the organization's staff. It will be useful for every individual who is willing to know a lot about how adaptation is important to the employees since its related the wellbeing of every organizations in both administrations and employees. It possibly will provide full detailed information when they read about the research. The study will help to solve the problems often faced by the employees in the organizations to adapt workplace directly so, all in all the study made in this thesis is useful and beneficial for all business organizations and individuals/ employees in the companies.

The objective of the study is to emphasize the adaptation of employees in organizations. The research is very significant for the fewness of such former research conducted in industrial firms in Konya and the findings of this research have the potential to serve as a reference for the organizations. The research will be more useful for the decision makers, executive managers and mainly human resources managers. Therefore the main objective of this research is to determine whether lack of adaptation leads to employee turnover intention.

In this research the methodology is based on quantitative design and quantitative data will be also collected by using questionnaires. The questionnaire which is used in this thesis

has been developed through the literature. The target population for this thesis will be comprised by the department of managers, operational managers and subordinate staff working in the organizations.

3.2   Theoretical Model and Hypotheses

The importance to focus on the adaptation of employees also results from the fact that starting a new job is among the most stressful life events. Unfortunately, adaptation is the often underestimated field of personnel management, although its course has a direct and significant impact on the result and success of the processes of employee recruitment and selection, which usually draw much greater attention. However, if an employee leaves the organization due to unmanaged adaptation it always has considerable costs for it, so before it happen organizations should prevent (Katarína Stachová, 2013, p: 332).

The world is becoming smaller as communities diversify and cultures merge, and communication will play a central role in successful adaptation and the level of comfort felt by society at large and within individuals, even nowadays electronic communication systems developed and start to use for enhancing the communication (Rich, 2012, p: 49). The newcomer's adaptation is a formative process, but underscored the social factors that impact the newcomer and the forging of a new life (Moreno, 2011, p: 30). Also cultural adaptations considered or seemed essential for the adaptation of these particular newcomers and gave some trainings related to their new work and its culture (Rich, 2012, p: 83).

The process of starting a new life career can generate a sense of hope and excitement over new opportunities, it can also generate a sense of vulnerability, and can expose individuals and groups to an assortment of personal and environmental stressors (Moreno, 2011, p: 19). Adaptation refers to the process of adapting the new position or environment which can make feel the new employees as they were working with the company for many years (Rich, 2012, p: 9).

The basic socialization for the newcomer starts from a careful discerning, grasping, and mastering of cultural symbols and the means of communication in order to become

functional in the new environment or organization by considering this all the communication systems should be available (Moreno, 2011, p: 30).

Some organizations make large investment on their employees at the side of trainings, development, maintaining and the efforts to retaining them. Employee turnover is one of the most crucial topics for companies, which needs to give a consideration and that is way some companies spend more time and energy for new employees training programs so as to keep them from dismorals that can lead them to leave (Fidalgo & Gouveia, 2012, p: 1).

By examining and better understanding the adaptation period of newcomer, researchers may come to better recognize how this adaptation process influence decisions of employee retention and can make them satisfied ones (Martin, 2011, p: 49). Also employee turnover has been always a key concern issues faced by organizations regardless of its locations, sizes, natures of business and business strategy (Long et al., 2012, p: 575).

With the effect of world globalization, it has been touted in every organization will have to manage it's employees turnovers methodically to reach the basic necessities of offering a safer environments, well payments and benefits, in an economic way is difficult and cumbersome to organizations and its good to avoid and make prevention for employee turnover before it happen (Arokiasamy, 2013, p: 1532).

The duration of adaptation to new works and social environments can have different lengths with different people thought it influences by various subjective factors. Example; motivation of employees, accustomed hobbies, the ability to perceive and learn professional readiness to do the works, or behaviors from the previous jobs as well as the attitude to work by itself while retaining employees. Objective factors have an impact on a new employee can be included arrangements of newly hired employee adaptation, working conditions and works performance but also other extra-work impacts (Stachová & Stacho, 2013, p: 333).

The research aimed to answer this main research question: is there a relationship between new employee adaptation and employee turnover intention? And the theoretical model was declared on figure 1.
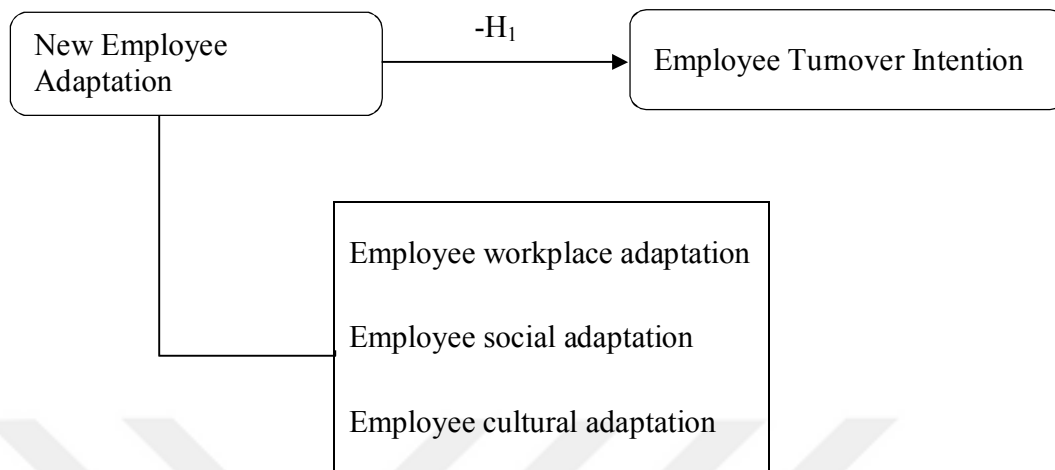
Figure 1: Theoretical Model

Most of new employees are trying to fit in new environment as soon as they start to work. Their first impression from new collective is usually the most important. It is well known that if person is not interested at the beginning it is not going to change later either way he or she will not continue doing it. If an employee is motivated during adapting process already, he/she has better chance to be successful in the new job (Tomčíková & Živčák, 2012, p: 58). With the aim of proving this the following hypothesis has been proposed:

H_1: There is a negative relationship between new employee adaptation and employee turnover intention.

Business and industry has paid more attention to retention strategies and the quality of life in the workplace and workplace adaptation also understood as assimilation process for newcomers at the organization. İts a learning process that fits both newcomers and organization which can be significant predictor of workplace adaptation and employee turnover (Kunasegaran, Ismail, Mohd, Ismail, & Thurasamy, 2016, p: 3). With the aim of proving this the following hypothesis has been proposed:

H_{1A}: There is a relationship between new employee workplace adaptation and employee turnover intention

Employee socialization is the process by which newcomers acquires the values, expected behaviors, and social knowledge needed to assume an active role as a member of the organization because entering a new environment, new employees usually experience anxiety which can cause employees to leave (Cable, Gino, & Staats, 2011, p: 2). With the aim of proving this the following hypothesis has been proposed:

H_{1B}: There is a relationship between new employee social adaptation and employee turnover intention

The culture of the workplace established norms of behavior and shared ideals within an organization and as much as that culture is harmonious and supportive newcomers will get high workplace culture satisfaction which can be the result of having a lower employee turnover intention (Medina, 2012 p: 6). With the aim of proving this the following hypothesis has been proposed:

H_{1C}: There is a relationship between new employee cultural adaptation and employee turnover intention.

3.3 Scale Measurement

In the research questionnaire were used as data collection method. Questionnaire consists of five parts (Annex 1 and Annex 2). The first part of the questionnaire was about demographic information. The second part was contained questions related to employee workplace adaptation. The third part was related questions of social adaptation. The fourth part was about questions of cultural adaptation and the fifth also last part of the questionnaire contained about employee turnover intention.

The original form of employee workplace adaptation scale was developed by DeLoria (2001) a dissertation of "A comparative study of employee commitment core and contract employees in a federal agency" Turkish version of the scale was translated and adapted by the writer and supervisor.

Employee social adaptation scale used in this thesis is the Turkish version of the employee social adaptation scale (38 items) of Ataman (2012). The original English version was developed by Haueter, Macan & Winter (2003) a research of "Measurement of newcomer socialization: Construct validation of a multidimensional scale".

Employee cultural adaptation scale used in this research is the Turkish version which developed by Bilgiçer (2011). The English version was developed by Lee (2010) a research of "Home versus host identifying with either, both, or neither? The relationship between dual cultural identities and intercultural effectiveness"

And employee turnover intention scale the Turkish version was used, which was developed by Kervanci (2013) The English version was developed by Foon, Chee-Leong & Osman (2010). The data was collected using a five point likert scale ordered from "1. Strongly agree "to" 5. Strongly disagree "options that indicated the level of importance of each item being considered.

3.4   Population and Sample

The target population for this study was comprised by department managers, operational managers, and subordinate staff working in the industrial enterprises of Konya. Konya is established one of the oldest civilized regions of Anatolia, industrial city "Konya" is among the leading cities in Turkey, in many areas from industry to agriculture, from transportation to tourism.   For instance, Konya has always been played crucial role in industries' business which is the back bone of Turkish societies. The main reason we investigated of researching the adaptation of new employees in these organizations are been the city of industrials which host the most senior, attentive staffs and Konya industrial firms are in strategic location between west to the east which can attract all stakeholders. The stratified sampling technique was used to select respondents from 430 staff, thus ensuring all industrial firms in Konya and their employees were given equal chances of being selected into the study sample.

3.5   Limitations of the Study

Since this research was conducted in Konya, Turkey, its sample was limited to industrial enterprises in this region. Research was limited to the data collection technique, the questionnaire.

During the pilot study, it was found out that the number of new employees who joined the companies in the past three months was small. After the pilot study the respondents were asked to base the responses on their experiences during their first three months. Therefore, it was decided to include the employees who have been working in the companies for over 10 years in the sample. However, their answers reflect their experiences when they first joined their respective organizations as new employees and the adaptation process they went through in that point of time. That is to say, the respondents of the questionnaire range from employees who have been working in the industrial enterprises for less than 3 months to those who have been working there for over 10 years.

3.6   Reliability and Validity

Reliability test was conducted for the items of the structures of the employee adaptation (workplace adaptation, social adaptation and cultural adaptation). The reliability result for the items of the structures (Cronbach's Alpha) were α=0,983. Cronbach's Alphas for the structures were displayed on the Table 1. The reliability for employee workplace adaptation was α=0,951; employee social adaptation was α=0,985 and employee cultural adaptation's alpha was α=0,813 besides, for the 3 items of employee turnover Cronbach's Alpha were α=0,900. The result of reliability test for the all variables were α=0,978 which categories in a good result of reliability and acceptable.

Table 3.1 Reliability Analysis Results

Variables/Factors	Number of item	Cronbach's Alpha
Workplace Adaptation	16	0,951
Socialization Adaptation	38	0,985
Organization Socialization	14	0,949

Team Socialization	13	0,960
Task Socialization	11	0,956
Cultural Adaptation	11	0,813
Employee Turnover	3	0,900

N=262 participants; All items of Cronbach Alfa α= 0,978

The result of reliability analysis of this research allowed the researcher to use the questionnaire to conduct the study.

3.7 Pilot Study

Pilot study was carried out in order to provide the validity of the scales and to see whether the questions were understood properly by the respondents. Data were collected 262 personals at industrial firms in Konya. Pilot study participants were comprised from managers, operational managers and subordinate staff. The pilot participants were asked to comment on the clarity and content of the questions. Their responses were used to finalize the questions and method of analysis. The results of the pilot were provided information that supported the rationale and succinctness of the questionnaire and served that second part of the questionnaire which contained 22 items about workplace adaptation 6 of the items were deleted based upon the feedback from the pilot participants and 16 items about workplace adaptation were used. This validates the questions as a viable instrument for collecting data necessary for this study. The information gleaned from the pilot study was used to organize the questionnaire.

3.8 Data Analysis and Findings

In this section, the empirical findings of the research were presented. Statistical package for social science (SPSS) 22.0 has been used to analyse the data, factors analyse and linear regression analyses has been performed. Furthermore the results of this research were compared to other previous studies so as to see if they support each other or differ from each.

3.8.1 Demographics Findings

According to the demographic data (Table 3.2) shows that 90.1% of respondents were male and 8.8% were female. Considering the marital status of the respondents, 55.3% were married and 37.0% were single. A majority of respondents, 29.0%, were in the 18-24 age categories. The demographic data also revealed that 34.4% of the participants had high school certificate, 32.4% went to secondary school, 11.1% had bachelor's degree, 9,2% completed primary school, and 7.6% associate degree, 4.6% master's degree.

Majority of the respondents, 27.5%, worked for 1-3 years and 83.2 % were employees. Number of employees of 42.4% of the companies was above 250 employees. High percentages, 54.2%, of the respondents were provided information about the firm/company by the managers of the respective department, and 33.2% of the respondents reported that they didn't receive any kind of training when they first joined the company.

Table 3.2 Demographic Findings (n =262)

		Frequency	Percent (%)
Gender	Male	236	90,1
	Female	23	8,8
	Missing	3	1,1
	Total	262	100
Marital Status	Married	145	55,3
	Single	97	37,0
	Missing	20	7,6
	Total	262	100
Age	Under 18	13	5,0
	18-24	76	29,0
	25-30	70	26,7
	31-40	59	22,5
	41-50	31	11,8
	51-65	4	1,5
	65 and above	1	0,4
	Missing	8	3,1
	Total	262	100
Education Level	Primary School	24	9,2
	Secondary School	85	32,4
	High School	90	34,4
	Associate Degree	20	7,6

	Bachelor Degree	29	11,1
	Master	12	4,6
	Missing	2	08
	Total	262	100
Years working with Organization	Less than 3 months	14	5,3
	3-6 months	28	10,7
	6-12 months	32	12,2
	1-3 years	72	27,5
	4-6 years	57	21,8
	7-9 years	14	5,3
	10 years and above	41	15,6
	Missing	4	1,5
	Total	262	100
Position	Owner / Shareholder	3	1,1
	General /Vice General Manager	3	1,1
	Department head	15	5,7
	Supervisor/Foreman	3	1,1
	Employee	218	83,2
	Other (Specify)	17	6,5
	Missing	3	1,1
	Total	262	100
Number of staff	Less than 10	24	9,2
	10 – 49	68	26,0
	50 – 99	32	12,2
	100 – 249	9	3,4
	250 and above	111	42,4
	Missing	18	6,9
	Total	262	100
Department provided you information about the firm/company when started to work	No information was provided.	39	14,9
	Manager of the respective units.	142	54,2
	Human Resources Department Officers.	103	39,3
	Other (Specify)	3	2,95
	Total	262	100
Kind of training did you receive when you first joined the company	I didn't get any training.	87	33,2
	Orientation on the company's-background.	64	24,4
	Orientation on the company's business operations.	83	31,7
	Cultural Orientation.	15	5,7
	Other (Specify) ……	3	1,1

Missing		10	3,8
Total		262	100

As shown in (Table 3.2), male gender is dominant; this indicates that male employees were more than female employees in industrial firms. Female employees represent minority in the workplace according to male employees. The demographic data shows that most of the respondents' age fall in the 18-24 category, which means most of the employees were youth. The data also shown that a large number of employees provided information about the company when they first started their work by manager of respective units but almost of the employees didn't receive training when they first joined the company which can cause employees to not adapt with the organization and lead to leave as soon as possible.

3.8.2   Explanatory Factor Analysis for The Employee Workplace Adaptation

Explanatory factor analysis was conducted in order to represent employee workplace adaptation in a one dimensional scale (Table 3.3). In the explanatory factor analysis, it was found out that the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is equal to 0.931, which indicates a good level (Kaiser 1974). A KMO value greater than 0.80 indicates that the variables are inter-correlated and have common factors. The Bartlett's Test of Sphericity, which tests the hypothesis whether the population correlation matrix is an identity matrix, produced a statistically significant χ2 value (χ2=2773,898, df=105, Sig< 000). It revealed that the data set was appropriate for exploratory analysis (Hair et.al., 1998). After determining factor analysis employee workplace structure can be applied to "varimax" rotation perpendicular which is the main axis method on a factor analysis. As Hair and his friends (1998) suggested factor load 0,50 or higher ones are combined.

Table 3.3 Explanatory Factor Analysis for The Employee Workplace Adaptation (N=262)

KMO and Bartlett's Testi (Bartlett's Test of Sphericity)	Kaiser-Meyer-Measure of Sampling Adequacy =	,931
	Approx. Chi-Square =	2773,898
	df =	105
	Sig. =	0,000
	Components	
	Job knowledge	Career progress

I know how to prioritize assignments.	0,882	
I am satisfied with my learning experiences on the job.	0,824	
I know the tasks I must perform on my job.	0,818	
I know which of my coworkers are respected around here.	0,805	
I know who has the power to get things done around here.	0,786	
Generally, I have had positive learning experiences on the job.	0,759	
I know which of my coworkers are interested in helping me.	0,749	
I know the "short cuts" I can take on my job.	0,741	
Overall, I am pleased with the quality of my work performance.	0,716	
I am satisfied with the support I have received on the job.	0,655	
I am satisfied with the feedback I have received about my performance on the job.	0,653	
I know what the reward systems are for my organization.		0,887
I know what the acceptable image is for my organization.		0,774
I know what is really valued in my organization to get ahead.		0,634
I know the informal rules, policies, and procedures of my organization.		0,570

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Job knowledge: Eigenvalues = 8,800; % of Variance = 58,666; α=0,948
Career progress: Eigenvalues = 1,262; % of Variance = 8,412; α= 0,784
Total variance explained = % 67,078

Exploratory factor analysis suggested two components; job knowledge and career progress. The eigenvalues of job knowledge component was 8,800 and 58,666 % of total variance. The eigenvalues of career development component was 1,262 and 8,412% of total variance. The two components explained % 67,078 of total variance.

One item was deleted because of its dual factor loading for the components. The item was "I know what resources are available to help me do my job." The reliability (α) value of each component was higher than 0, 70', which indicated good level. The other stages of the data analysis conducted by the compound values extracted as results of the explanatory factor analysis.

3.8.3 Explanatory Factor Analysis for The Employee Cultural Adaptation

Explanatory factor analysis was conducted to check the employee cultural adaptation measurement structure. The factor loadings are reported in (table 3.4). In the exploratory factor analysis, it was found out that the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0,807, which indicated a good level (Kaiser 1974). A KMO value greater than 0.80 indicates that the variables are inter-correlated and have common factors. The Bartlett's Test of Sphericity, which tests the hypothesis whether the population correlation matrix is an identity matrix, produced a statistically significant χ2 value (χ2=1292, 716, df= 45, Sig< 000). It revealed that the data set was appropriate for exploratory analysis (Hair et.al., 1998). After determining factor analysis employee cultural structure can be applied to "varimax" rotation perpendicular which is the main axis method on a factor analysis. As Hair and his friends (1998) suggested factor load 0,50 or higher ones were combined.

Table 3.4 Explanatory Factor Analysis for The Employee Cultural Adaptation (N=262)

KMO and Bartlett's Testi (Bartlett's Test of Sphericity)	Kaiser-Meyer-Measure of Sampling Adequacy =	,807
	Approx. Chi-Square =	1292,716833
	df =	45
	Sig. =	0,000

	Components	
	Cultural Appropriateness	Cultural-intercommunication
I know what behavior to use in interacting with members of the host culture.	0,861	
I am generally considered as a person who can adapt easily to people coming from different	0,836	

cultures		
I feel close to the people of the host culture.	0,827	
I feel proud to be a member of my own culture.	0,804	
I make myself understood easily by colleagues from other cultures.	0,759	
My behavior is generally considered as acceptable by members of the host culture.	0,750	
I have difficulties to communicate with colleagues from other cultures.		0,907
I have difficulties to understand people from other cultures.		0,897
I would not feel proud to be a member of the host culture.		0,653
I don't like to tell others which culture I am from.		0,548

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Cultural appropriateness: Eigenvalues = 4,027; % of Variance = 40,274; α=0,893
Cultural intercommunications: Eigenvalues = 2,440; % of Variance = 24,395; α= 0,758
Total variance explained = % 64,670

Exploratory factor analysis suggested two components cultural appropriateness and cultural intercommunications. Cultural appropriateness component's eigenvalue was 4,027 and 40,274%of total variance. Cultural intercommunication component's eigenvalue was 2,440 and 24,395 % of total variance. The two components explained 64,670% of total variance.

One item was deleted because of its dual factor loading for the components. The item was "I have a strong desire to know about the life of people from the host culture" The reliability (α) value of each component was higher than 0, 70', which indicated good level. The other stages of the data analysis conducted by the compound values extracted as results of the explanatory factor analysis.

3.8.3.1   Employee turnover intention and employee social adaptation correlation analysis result

In table 3.7 the correlation analysis indicated that there was a negative relationship between employee socialization and employee turnover intention. Considering the correlation results, it shows that there was statistically significant relationship between socialization and employee turnover intention.

Table 3.7 Correlation Results

	Turnover intention	Organization socialization	Team Socialization	Task Socialization
Turnover intentiion	1			
Organization socialization	-,384**	1		
Team Socialization	-,449**	,904**	1	
Task Socialization	-,458**	,878**	,897**	1

Note: *p<.05, **p<.01.

Analyses indicated that there was a negative relationship between employee organization socialization and employee turnover. According this analysis, p-value (Sig. = 0,000) was smaller than alpha value 0.05. Therefore, the independent variable (organizational socialization) was significant to explain the variance in employee turnover intention. The data was supported the hypothesis.

Considering the correlation results, it indicated that there was a negative relationship between team socialization and employee turnover intention. According to (Table 3.7), p-value (Sig. = 0,000) was smaller than alpha value 0.05., the independent variable (team socialization) was significant to explain the variance in employee turnover intention. The data supported the hypothesis.

According correlation results indicated that there was a negative relationship between employee task socialization and employee turnover intention. Result shows that there was statistically significant relationship between employee task socialization and employee turnover intention. Considering (Table 3.7), p-value (Sig. = 0,000) was smaller than alpha value 0.05. Therefore, the independent variable (task socialization) was significant to explain the variance in employee turnover intention. The data supported the hypothesis.

3.8.3.2 Linear Regression Analysis for The Employee Workplace Adaptation and Employee Turnover Intention

In this study, the hypotheses were tested by regression analysis. Regression is a statistical technique to determine the linear relationship between two or more variables. Regression is primarily used for prediction and causal inference the analysis indicated that there was a statistically significant relationship between employee workplace adaptation and employee turnover intention. It has been revealed that there was a negative relationship between employee adaptation and employee turnover intention and the null hypothesis was rejected.

Table 3.5 Linear Regression Analysis

	Predictors		
	Dependent Variable: Employee_Turnover		
	B	T	p(Sig.)
(Constant)	4,188	10,722	0,000
Job knowledge	-,421	-3,067	0.002
Career progress	-,048	-,341	734

R^2 =099; p = 0.000

Considering the regression results, it shows that there was a relationship between employee workplace adaptation (job knowledge) and employee turnover intention (R^2 =0,101; p =

0,000). According to (Table 3.5), p-value (Sig. = 0.002) was smaller than alpha value 0.05. The F-statistic was great and significant. And it has described well the relationship between predictor and the dependent variables. Therefore, the independent variable (job knowledge) was significant to explain the variance in employee turnover intention. The data was supported the hypothesis.

3.8.3.3 Linear Regression Analysis for The Employee Social Adaptation and Employee Turnover Intention

The results of regression analysis indicated that there was a statistically significant relationship between employee social adaptation (task socialization) and employee turnover intention. It has been revealed that there was a negative relationship between employee social adaptation and employee turnover intention and the null hypothesis was rejected.

Table 3.6 Linear Regression Analysis

	Predictors		
	Dependent Variable: Employee_Turnover		
	B	T	p(Sig.)
(Constant)	4,806	13,739	0,000
Organization socialization	0,199	867	0,387
Team socialization	0,244	-976	0,330
Task socialization	0,598	-2812	0,005

$R^2 = 0,234$; p = 0,000

According the regression results, it shows that there was a relationship between employee social adaptation (task socialization) and employee turnover intention ($R^2 = 0,234$; p = 0,000). Considering (Table 3.6), p-value (Sig. = 0,005) was at an alpha value 0.05. The F-statistic was significant. And it has described the relationship between the predictor and dependent variables. Therefore, the independent variable (task socialization) was significant to explain the variance in employee turnover intention. The data was supported the hypothesis.

3.8.3.4 Linear Regression Analysis for The Employee Cultural Adaptation and Employee Turnover Intention

In table 3.8, regression analysis indicated that there was a negative relationship between employee cultural adaptation (cultural appropriateness) and employee turnover intention. And the null hypothesis was rejected.

Table 3.8 Linear Regression Analysis

Predictors

	Dependent Variable: Employee_Turnover		
	B	T	p(Sig.)
(Constant)	3.270	8,132	0,000
Cultural appropriateness	-,415	-4,434	0,000
Cultural intercommunication	.204	2,551	0,011

R^2 =0,089; p = 0,000

Considering the regression results (Table 3.8), it revealed that there was statistically significant relationship between employee cultural adaptation and employee turnover intention (R^2 =0,089; p = 0,000). According to (Table 3.8), p-value (Sig. = 0,000) was smaller than alpha value 0.05. The F-statistic was significant. And it has described the relationship well the relationship between the predictor and dependent variables. Therefore, the independent variable (cultural appropriateness) was significant to explain the variance in employee turnover intention. The data supported the hypothesis.

3.8.4 Hypotheses Tests Results

The research conducted experiments with the aim of proving the following hypotheses. A linear regression analysis was employed to know whether there is a significant relationship between employee adaptation (employee workplace adaptation, employee social adaptation and employee cultural adaptation) and employee turnover intention.

Table 3.9 Hypotheses Tests Results

Hypotheses	Test Result
H_1: There is a negative relationship between new employee adaptation and employee turnover intention.	Accepted

	Accepted
H$_{1A}$: There is a relationship between new employee workplace adaptation and employee turnover intention	
H$_{1B}$: There is a relationship between new employee social adaptation and employee turnover intention	Accepted
H$_{1C}$: There is a relationship between new employee cultural adaptation and employee turnover intention	Accepted

According to results of the regression analyses, the p value for employee workplace adaptation was (Sig. = 0.002) and smaller than alpha value 0.05. In the research employee workplace adaptation was significant to employee turnover intention. By considering the p value for employee social adaptation was (Sig. = 0.005) which was at alpha value 0.05. In this research employee social adaptation was significant to turnover intention and also employee cultural adaptation's p value was smaller than alpha 0.05 and was (Sig. = 0.000). This means employee cultural adaptation was significant to employee turnover intention. Whenever employee adaptation increases employees tend to remain longer with their companies and vice versa. It has been revealed that there was a negative relationship between employee adaptation and employee turnover. Nevertheless, results obtained reveal that there was a strong and statistically significant relationship between new employee adaptation and employee turnover intention.

3.9 Discussions and Results

New entrants need to understand and develop new work habits, to change in order to adapt. They need to gain knowledge the technical and interpersonal skills necessary to adapt to a new job and for successful work performance and they need to become acclimated to the organization and its employees if they want to put themselves on a successful career path. If new entrants are not assimilated and adapted into the workplace, they are likely to be disappointed and thus leave the organization. Turnover is not only expensive financially for the organization; it is also expensive in terms of the loss of knowledge (Sutton, 2004, p: 60).

Results suggested that there was a relationship between employee social adaptation (task socialization) and employee turnover intention. Newcomer who enters full busy work environment may have a bit stressed, in order to turn down the tension that new employees may experience, it should be made easy how the new employee understand the policies and rules of the organization and how they can perform their duties by providing information related their tasks and leading the newcomer through the departments, offices and introducing him/her to each person is more advantageous method.

The socialization affects employee attitudes, performance, stress, satisfaction, turnover and commitment, While insufficient socialization can cause disillusionment stalled careers, stress and organizational loss in the form of employee turnover intention and lowered productivity (Korte, 2007, p: 1).

In the literature; DeLoria, (2001) specified employee workplace adaptation into four dimensions which were job knowledge, acculturation, establishing relationship and satisfaction with learning experiences. The result of his research revealed that there were no explicit expectations from top leadership that supervisors would assist newcomers. And recommended investing the programs that can help managers to motivate and lead individuals who may not have strong knowledge of the organization. Also findings support because it shows that adaptation of employee (job knowledge) is one of the factors that make employees to not leave their work.

In the literature; Lee (2010) specified employee cultural adaptation into four components; which were cultural identities, cultural appropriateness, control variables and communicational effectiveness. The study of Lee suggests that cross-cultural training may be target of helping international managers to develop and manage their cultural identities. Furthermore the study tries to bring further clarity to the effects of different configurations of dual cultural identities on cultural intercommunications. This result supports findings which discovered that cultural adaptation has impact on employee retention.

3.10   Conclusions and Recommendations

This research was aimed at determining the relationship between new employees adaptation and employee turnover intention. Study evaluated the adaptation of new employees many sides like employee workplace adaptation, employee social adaptation and employee cultural adaptation. Result revealed that there was a relationship between employee adaptation and employee turnover intention.

Findings of the research recommend that for every employee, new workplace is a kind of anxiety she/he has to get used to new environment, rules, learn behavioral norms, foreign people, and regulations of the company. Dealing with the development of new employees and their adaptation programs can bring success to the company and help fixing the problems those newcomers can face.

Since cultural adaptation has played a very important role in human evolution (Voldnes & Grønhaug, 2015, p: 838). Human foragers adapted to a vast range of environments and can live in a wider range of environments than other primates because culture allows (Hauff & Richter, 2015, p: 69). Multiculturalism in the workplace is a complex issue (Weck & Ivanova, 2013, p: 210). Businesses operates with certain standards and traditions while employees bring customs, beliefs and values from a variety of different cultures and backgrounds (Boyd & Richerson, 2006, p: 14). And once newcomer used to the new environment, culture, colleagues, rules and regulations, they will find their work more enjoyable and that enjoyment will turn into more effective performance because of being full potential to their task and that could help reduce employee's intention to leave the organization.

Findings suggest that employee turnover in organizations has received great attention from both academicians and managers. Much of this attention has been focused to get employee turnover and its causes. Whenever the employees adapt to the culture of the organization especially cultural appropriateness, they get motivated, and that affects their work and the company in a positive way, at the same time they do not consider leaving the company.

Therefore culture is one of those words that have become increasingly problematic within companies. Part of the problem is that culture is just too big concept and can hold too many different themes. The need for intercultural communication is more essential today than ever before. There are lots of people from various cultural and ethnic backgrounds in organizations who may not share your perspectives or experiences. knowing how to communicate with people from different cultures can help developing your knowledge of the ways of others (Berik, 2014, p: 5).

To avoid high turnover intention, it can be suggested to the managers, department managers, human resource department and head of employees in the companies to establish local policies which consider the employees' adaptation of job knowledge, task socialization and intercultural communication process. As a result, the organizations' capacity to acquire employees will increase, and there will also be an increase in the employees' motivation to stay and their adaptation to the environment and people.

Moreover, industrial firms need to exhibit a lot of effort for the utilization of newcomers and try to give some trainings which can give employees the ability to perform their tasks; this can both support organizations and employees. On the other hand it will avoid or work to decrease the employee turnover problems.

Finally companies should pay attention to the adaptation of newcomers and make all efforts that can provide them the ability to adapt the organization by establishing clear policy, group meetings and rewards for enhancing employees' moral of staying the organization.

Considering this study, the data were collected from industrial enterprises however collecting data from other parties may be helpful for providing a better insight about adaptation of new employees in organizations.

Moreover, in the present study, data were also collected in Konya, Turkey. Further studies can collect data from a wider geographical area in Turkey or even another country, which gives a chance to analyze the impact of new employees' adaptation on employee retention.

Furthermore, although this study examined adaptation of new employees in organizations considering a number of factors, other variables such as task socialization, employee cultural appropriateness and job knowledge may also be crucial for understanding the concept.

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ANNEXES

Annex1: English Questionnaire

Dear participant,

This questionnaire is prepared to evaluate **adaptation of new employees in organizations (first 3 months).** The information gained from this questionnaire will be used for academic purpose only and your answers are anonymous and confidential. It will take no more than 5-10 minutes to complete the questionnaire. We sincerely thank you for sharing your views and ideas you contribute with us.

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1. **Gender:** ( ) Male ( ) Female

2. **Marital Status:** ( ) Married ( ) Single

3. **Age:** ( ) Under 18 ( ) 18-2 ( ) 25-30 ( ) 31-40 ( ) 41-50
( ) 51-65 ( ) 65 and above

4. **Education Level:** ( ) Primary School ( ) Secondary School ( ) High School

 ( ) Associate Degree ( ) Bachelor Degree ( ) Master ( ) PhD

5. **Years you working with this organization?**

 ( ) less than 3 months ( ) 3-6 months ( ) 6-12 months
( ) 1-3 years ( ) 4-6 years ( ) 7-9 years ( ) 10 years and above

6. **Your Position:**

 ( ) Owner / Shareholder ( ) General Manager/Vice General Manager

 ( ) Department head ( ) Supervisor/Foreman ( ) Employee
( ) Other (Specify) ……

7. **Number of staff:** ( ) Less than 10 ( ) 10-49 ( ) 50-99
( ) 100-249 ( ) 250 and above

8. **Which department provided you information about the firm/company when you first joined the company? (You can choose more than one)**

 ( ) No information was provided ( ) Manager of the respective units

 ( ) Human resource -department officers ( ) Other (Specify)……

9. What kind of training did you receive to ensure a speedy adaptation within a reasonable time when you first joined the company?

( ) I didn't get any training   ( ) Orientation on the company's-backgroud

( ) Orientation on the company's business operations

( ) Cultural Orientation   ( ) Other (Specify)

The following statements about **workplace adaptation** in organizations at what level do you agree?

1= Strongly **Dis**agree 2 = **Dis**agree 3 = Neither agree nor Disagree 4 = Agree 5= Strongly Agree

1. I know the tasks I must perform on my job.	①	②	③	④	⑤
2. I know how to prioritize assignments.	①	②	③	④	⑤
3. Overall, I am pleased with the quality of my work performance.	①	②	③	④	⑤
4. I know the "short cuts" I can take on my job.	①	②	③	④	⑤
5. I know what resources are available to help me do my job..	①	②	③	④	⑤
6. I know what is really valued in my organization to get ahead.	①	②	③	④	⑤
7. I know what the reward systems are for my organization.	①	②	③	④	⑤
8. I know what the acceptable image is for my organization.	①	②	③	④	⑤
9. I know the informal rules, policies, and procedures of my organization.	①	②	③	④	⑤
10. I know which of my coworkers are interested in helping me.	①	②	③	④	⑤
11. I know which of my coworkers are respected around here.	①	②	③	④	⑤
12. I know who has the power to get things done around here.	①	②	③	④	⑤
13. I am satisfied with the support I have received on the job.	①	②	③	④	⑤
14. I am satisfied with my learning experiences on the job.	①	②	③	④	⑤
15. Generally, I have had positive learning experiences on the job.	①	②	③	④	⑤
16. I am satisfied with the feedback I have received about my performance on the job.	①	②	③	④	⑤

The following statements about **employee turnover intention** in organizations at what level do you agree?

1= Strongly **Dis**agree 2 = **Dis**agree 3 = Neither agree nor Disagree 4 = Agree 5= Strongly Agree

1. I often think about quitting my present job with in a year.	①	②	③	④	⑤
2. I will probably look for a new job the next year.	①	②	③	④	⑤
3. As soon as possible, I have intention to leave the organization with in a year.	①	②	③	④	⑤

The following statements about **socialization adaptation** at what level do you agree?

1= Strongly **Dis**agree 2 = **Dis**agree 3 = Neither agree nor Disagree 4 = Agree 5= Strongly Agree

Organization Socialization					
1. I know the specific names of the products/services produces/provided by this organization.	①	②	③	④	⑤
2. I know the history of this organization.	①	②	③	④	⑤
3. I know the structure of the organization (e.g., how the departments fit together).	①	②	③	④	⑤
4. I understand the operations of this organization.	①	②	③	④	⑤
5. I understand this organization's objectives and goals.	①	②	③	④	⑤
6. I understand how various departments, subsidiaries, or sites contribute to this organization's goals.	①	②	③	④	⑤
7. I understand how my job contributes to the larger organization.	①	②	③	④	⑤
8. I understand how to act to fit in with what the organization values and believes.	①	②	③	④	⑤
9. I know this organization's overall policies and/or rules (e.g., compensation, dress code, etc.).	①	②	③	④	⑤
10. I understand the internal politics within this organization.	①	②	③	④	⑤
11. I understand the general management style used in this organization.	①	②	③	④	⑤
12. I understand what is meant when members use language particular to this organization.	①	②	③	④	⑤
13. I know most of the employees of the company.	①	②	③	④	⑤
14. I feel like an outsider (foreigner) in my department.	①	②	③	④	⑤
Team Socialization					
15. I understand how my particular team contributes to organization's goals.	①	②	③	④	⑤
16. I know my work team's objectives.	①	②	③	④	⑤
17. I understand the relationship between my team and other teams.	①	②	③	④	⑤
18. I understand the expertise each member brings to my particular work team.	①	②	③	④	⑤
19. I understand how each member's output contributes to the team's end product/service.	①	②	③	④	⑤
20. I understand what the team's supervisor expects from the work team.	①	②	③	④	⑤
21. I understand the team supervisor's management style (e.g., hands-on, participative).	①	②	③	④	⑤
22. I know my work team role.	①	②	③	④	⑤
23. When working as a team, I know how to perform tasks according to the teams's standards.	①	②	③	④	⑤
24. I know the policies, rules, and procedures of my work team (e.g., attendance, participation).	①	②	③	④	⑤
25. I understand how to behave in a manner consistent with my work team's values and ideals.	①	②	③	④	⑤
26. I understand the politics of the team.	①	②	③	④	⑤
27. I know the performance appraisal criteria of the company I work at.	①	②	③	④	⑤
Task Socialization					
28. I know the responsibilities, tasks, and projects for which I was hired.	①	②	③	④	⑤

29. I understand how to perform the tasks that make up my job.	① ② ③ ④ ⑤
30. I understand which job tasks and responsibilities have priority.	① ② ③ ④ ⑤
31. I understand how to operate the tools I use in my job.	① ② ③ ④ ⑤
32. I know how to acquire resources needed to perform my job.	① ② ③ ④ ⑤
33. I know who to ask for support when my job requires it.	① ② ③ ④ ⑤
34. I know who my customers (internal and external) are.	① ② ③ ④ ⑤
35. I know how to meet my customer's needs.	① ② ③ ④ ⑤
36. I know when to inform my supervisor about my work.	① ② ③ ④ ⑤
37. I know what constitutes acceptable job performance.	① ② ③ ④ ⑤
38. In the course of performing my job, I understand how to complete necessary forms/paperwork.	① ② ③ ④ ⑤

The following statements about **cultural adaptation** in organizations at what level do yoagree? 1= Strongly **Dis**agree 2 = **Dis**agree 3 = Neither agree nor Disagree 4 = Agree 5= Strongly Agree					
1. I feel proud to be a member of my own culture.	①	②	③	④	⑤
2. I feel close to the people of the host culture .	①	②	③	④	⑤
3. I don't like to tell others which culture I am from.	①	②	③	④	⑤
4. I have a strong desire to know about the life of people from the host culture.	①	②	③	④	⑤
5. I would not feel proud to be a member of the host culture.	①	②	③	④	⑤
6. I am generally considered as a person who can adapt easily to people coming from different cultures	①	②	③	④	⑤
7. I know what behavior to use in interacting with members of the host culture.	①	②	③	④	⑤
8. My behavior is generally considered as acceptable by members of the host culture.	①	②	③	④	⑤
9. I make myself understood easily by colleagues from other cultures.	①	②	③	④	⑤
10. I have difficulties to understand people from other cultures.	①	②	③	④	⑤
11. I have difficulties to communicate with colleagues from other cultures.	①	②	③	④	⑤

Annex2: Turkish Questionnaire

Değerli Katılımcı;

Bu anket, **İşletmede işe yeni başlayanların (ilk 3 ayında)** örgüte uyumlarını belirlemek amacıyla hazırlanmıştır. Vereceğiniz cevaplar genel değerlendirmelerde bilimsel amaçlı olarak kullanılacak olup kesinlikle gizli tutulacaktır. Görüş ve düşüncelerinizi içtenlikle paylaşarak katkı sağladığınız için teşekkür ederiz.

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1. **Cinsiyetiniz:**   ( ) Erkek   ( ) Kadın

2. **Medeni durum:**   ( ) Evli   ( ) Bekar

3. **Yaşınız:**   ( ) 18 yaş altı ( ) 18-24   ( ) 25-30   ( ) 31-40
   ( ) 41-50   ( ) 51-65   ( ) 65 üzeri

4. **Eğitim Durumunuz:** ( ) İlkokul   ( ) Ortaokul ( ) Lise   ( ) Ön lisans
   ( ) Lisans   ( ) Yüksek Lisans   ( ) Doktora

5. **Bu İşletmenizde kaç yıldır çalışmaktasınız?**
   ( ) 3 aydan az   ( ) 3-6 ay   ( ) 6-12 ay   ( ) 1-3 yıl   ( ) 4-6 yıl
   ( ) 7-9 yıl   ( ) 10 yıl ve üzeri

6. **İşletmenizdeki konumunuz:**
   ( ) Firma Sahibi / Ortağı   ( ) Genel Müdür / Genel Müdür Yrd.
   ( ) Bölüm veya Birim Müdürü ( ) Süpervizör/Forman
   ( ) İş gören / Çalışan   ( ) Diğer (belirtiniz):…………….

7. **İşletmenizde çalışan toplam personel sayısı?**
   ( ) 10'dan az   ( ) 10-49   ( ) 50-99   ( ) 100-249   ( ) 250-499
   ( ) 500 ve üzeri

8. **Bu işletmede işe ilk başladığınızda firma geneli ile ilgili olarak hangi departman size bilgilendirme yaptı? (Birden fazla seçim yapılabilir)**
   ( ) Her hangi bir bilgilendirme yapılmadı
   ( ) Bağlı bulunduğu birimin yetkilileri bilgilendirme yaptı
   ( ) İnsan kaynakları departmanı bilgilendirdi
   ( ) Diğer(belirtiniz) ………………

9. **Bu işletmede işe ilk başladığınızda mümkün olduğunca hızlı uyum sağlamanız için ne gibi eğitimler aldınız?"**
   ( ) Her hangi bir eğitim almadım
   ( ) Firma genelini tanımı ile ilgili oryantasyon eğitimi aldım
   ( ) Firmanın iş yapma biçimi ile ilgili oryantasyon eğitimi aldım
   ( ) Kurum kültürü ile ilgili oryantasyon eğitimi aldım

(   ) Diğer (belirtiniz)……

Aşağıda yer alan **işyerine uyum** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz.					
1=Kesinlikle Katıl**mıyor**um **2**=Katıl**mıyor**um **3**=Ne Katılıyorum ne katılmıyorum **4**=Katılıyorum **5**=Kesinlikle Katılıyorum					
1. İşteyken yapmam gereken vazifelerimi biliyorum.	①	②	③	④	⑤
2. Görevlerimin öncelik sırasını biliyorum.	①	②	③	④	⑤
3. Genel olarak, iş performansımın kalitesinden memnunum.	①	②	③	④	⑤
4. İşteyken uygulamam gereken " kısa yolları" biliyorum.	①	②	③	④	⑤
5. İşimi yapmamda yardımcı olacak kaynaklara erişmeyi biliyorum.	①	②	③	④	⑤
6. İşletmede ilerleme kaydetmem için nelerin değerlendirildiğini biliyorum.	①	②	③	④	⑤
7. İşletmem için ödüllendirme sistemlerinin neler olduğunu biliyorum.	①	②	③	④	⑤
8. İşletmem için kabul edilebilir imajın ne olduğunu biliyorum.	①	②	③	④	⑤
9. İşletmemin resmi olmayan kurallarını, politikalarını ve prosedürlerini biliyorum.	①	②	③	④	⑤
10. İş arkadaşlarımdan hangilerinin bana yardıma koşabileceğini bilirim.	①	②	③	④	⑤
11. İş arkadaşlarımdan hangilerinin saygılı olduğunu bilirim.	①	②	③	④	⑤
12. İşletmede bir şeyleri halletmemde kimin yeterli olduğunu bilirim.	①	②	③	④	⑤
13. İş esnasında aldığım destekten memnun olurum.	①	②	③	④	⑤
14. İş esnasında edindiğim deneyimlere sevinirim.	①	②	③	④	⑤
15. Genellikle iş esnasında olumlu öğrenme deneyimlerim olmuştur.	①	②	③	④	⑤
16. İş performansıma ilişkin geri dönüş yapıldığında memnun olurum.	①	②	③	④	⑤

Aşağıda yer alan **işten ayrılma niyeti** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz.					
1=Kesinlikle Katıl**mıyor**um **2**=Katıl**mıyor**um **3**=Ne Katılıyorum ne katılmıyorum **4**=Katılıyorum **5**=Kesinlikle Katılıyorum					
1. Sık sık işten ayrılmayı düşünürüm.	①	②	③	④	⑤
2. Önümüzdeki bir yıl içinde yeni iş aramayı düşünüyorum.	①	②	③	④	⑤
3. Önümüzdeki bir yıl içinde ilk fırsatta bu işi bırakacağım.	①	②	③	④	⑤

Aşağıda yer alan **sosyal uyum** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz.	
1=Kesinlikle Katıl**mıyor**um **2**=Katıl**mıyor**um **3**=Ne Katılıyorum ne katılmıyorum **4**=Katılıyorum **5**=Kesinlikle Katılıyorum	
Örgütsel Sosyalleşme	
1. İşletmenin ürettiği/sağladığı ürünlerin/hizmetlerin isimlerini biliyorum.	① ② ③ ④ ⑤

2. İşletmenin tarihçesini biliyorum (örneğin. ne zaman ve kim tarafından kuruldu, vb.).	①	②	③	④	⑤
3. İşletmenin yapısını biliyorum (örneğin. bölümler arası ilişkiler).	①	②	③	④	⑤
4. İşletmede işlerin nasıl yürüdüğünü biliyorum (örn. kim ne iş yapıyor, bölümler ne yapıyor, vb.)	①	②	③	④	⑤
5. İşletmenin hedeflerini biliyorum.	①	②	③	④	⑤
6. İşletmedeki değişik birim ve bölümlerin işletme hedeflerine nasıl katkıda bulunduğunu biliyorum.	①	②	③	④	⑤
7. Yaptığım işin işletmeye sağladığı faydayı biliyorum.	①	②	③	④	⑤
8. İşletmenin değerlerine ve amaçlarına uyum sağlamayı biliyorum.	①	②	③	④	⑤
9. İşletmenin genel politikalarını veya kurallarını biliyorum (örn. geliş-gidiş saatleri, kılık kıyafet, vb.).	①	②	③	④	⑤
10. İşletmedeki güç dengelerini biliyorum (örneğin hiyerarşik yapı, kimin etkili ve söz sahibi olduğu, vb.).	①	②	③	④	⑤
11. İşletmenin genel yönetim yaklaşımını (örneğin. merkeziyetçi, katılımcı gibi) biliyorum.	①	②	③	④	⑤
12. Çalışanların işletmeye özgü kullandıkları dili (örn. kısaltmalar, takma adlar, vb.) anlıyorum.	①	②	③	④	⑤
13. İşletmede çalışanların çoğunluğunu tanıyorum.	①	②	③	④	⑤
14. Bölümümde kendimi yabancı hissetmiyorum.	①	②	③	④	⑤
Takım Sosyalleşmesi					
15. Çalıştığım işletmenin hedeflerine nasıl katkıda bulunduğumu biliyorum.	①	②	③	④	⑤
16. Çalıştığım işletmenin hedeflerini biliyorum.	①	②	③	④	⑤
17. Çalıştığım işletmenin diğer işletmelerle ilişkisini biliyorum.	①	②	③	④	⑤
18. Çalıştığım işletmedeki her bir çalışanın işletmeye getirdiği uzmanlığı biliyorum.	①	②	③	④	⑤
19. Çalıştığım işletmedeki çalışanların üretilen hizmete katkısını biliyorum.	①	②	③	④	⑤
20. Çalıştığım işletmenin yöneticisinin çalışanlardan ne beklediğini biliyorum.	①	②	③	④	⑤
21. Yöneticilerimin yönetim tarzını biliyorum (örn. otoriter, paylaımcı, katılımcı vb.).	①	②	③	④	⑤
22. Çalıştığım işletmedeki rolümü biliyorum.	①	②	③	④	⑤
23. Çalıştığım işletmede yaptığım işleri bölüm standartlarına uygun olarak nasıl yapacağımı biliyorum.	①	②	③	④	⑤
24. Çalıştığım işletmedeki politikaları, kuralları ve usulleri biliyorum (örneğin. devamlılık, katılım).	①	②	③	④	⑤
25. Çalıştığım işletmenin değer ve idealleriyle tutarlı nasıl davranılacağını biliyorum.	①	②	③	④	⑤
26. Çalıştığım işletmedeki güç dengelerini biliyorum (örneğin kimin sözünün geçtiğini bilme).	①	②	③	④	⑤
27. Çalıştığım işletmedeki performans değerlendirme ölçütlerini biliyorum.	①	②	③	④	⑤
Görev Sosyalleşmesi					
28. Hangi sorumluluk, görev ve projeler için işe alındığımı biliyorum.	①	②	③	④	⑤
29. İşimin gereği olan görevleri nasıl yapmam gerektiğini biliyorum.	①	②	③	④	⑤
30. İşimde hangi görev ve sorumlulukların öncelikli olduğunu biliyorum.	①	②	③	④	⑤

31. İşim ile ilgili araç ve gereçleri nasıl kullanacağımı biliyorum.	①	②	③	④	⑤
32. İşimi yapmak için gerekli kaynakları (araç gereç, sarf malzemesi, vb.) nasıl elde edeceğimi biliyorum.	①	②	③	④	⑤
33. Gerektiğinde işimle ilgili kimden yardım isteyeceğimi biliyorum.	①	②	③	④	⑤
34. Hizmet verdiğim kişilerin (müşterilerin) kim olduklarını biliyorum.	①	②	③	④	⑤
35. Hizmet verdiğim kişilerin (müşterilerin) ihtiyaçlarını nasıl karşılayacağımı biliyorum.	①	②	③	④	⑤
36. Yaptığım iş ile ilgili olarak yöneticimi ne zaman bilgilendireceğimi biliyorum.	①	②	③	④	⑤
37. İşimin gerektirdiği ve benden beklenen performans düzeyinin ne olduğunu biliyorum.	①	②	③	④	⑤
38. Görevimi yapma sürecinde gerekli formları/evrakları nasıl dolduracağımı biliyorum.	①	②	③	④	⑤

Aşağıda yer alan **kültürel uyumla** ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz. **1**=Kesinlikle Katıl**mıyor**um **2**=Katıl**mıyor**um **3**=Ne Katılıyorum ne katılmıyorum **4**=Katılıyorum **5**=Kesinlikle Katılıyorum					
1. İşletmede kendi yetiştiğim kültürden gurur duyuyorum.	①	②	③	④	⑤
2. İşletmede farklı kültürlerden insanlarla iyi anlaşırım.	①	②	③	④	⑤
3. İşletmede hangi kültürden olduğumu farklı kültürdeki insanlara söylemekten hoşlanmam.	①	②	③	④	⑤
4. İşletmedeki farklı kültürlerden insanların yaşamlarını öğrenmeye meraklıyım.	①	②	③	④	⑤
5. İşletme kültürünün parçası olmaktan gurur duymam.	①	②	③	④	⑤
6. İşletmede farklı kültürlerden insanlarla çabuk kaynaşırım.	①	②	③	④	⑤
7. İşletmede, farklı kültürlerden insanlarla iletişimde doğru davranışlar sergilemeyi bilirim.	①	②	③	④	⑤
8. İşletmede davranışlarım farklı kültürlerden insanlar tarafından yadırganmaz.	①	②	③	④	⑤
9. Farklı kültürlerden insanların beni kolayca anlayabilmesini sağlayacak şekilde davranırım.	①	②	③	④	⑤
10. İşletmede farklı kültürden insanları anlama konusunda zorlanırım.	①	②	③	④	⑤
11. İşletmede farklı kültürden insanlarla iletişim konusunda zorlanırım.	①	②	③	④	⑤

CURRICULUM VITAE

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WORK EXPERIENCE

Aug 2011-Sep 2011	Embassy of Republic of Mauritius, Addis-Ababa, Ethiopia • Secretariat Position.

EDUCATION BACKGROUND

Feb 2014-2016	Master of Business Administration Selcuk University, Konya, Turkey
2012	MBA Program Abaarso School of Science and Technology, Hargeisa, Somaliland • Statistics • Business English • Strategic Management • Corporate Finance
Nov 2008 – July 2011	Bachelor Degree in Management Science and Information Technology Gollis University, Hargeisa, Somaliland

ATTENDED COURSES AND SEMINARS

2015 march	Leadership and International Relations Two East and Western International Student Associations, Konya, Turkey
November, 2014	History of Turkey Knowledge and wisdom research center, Konya, Turkey
2014-2015	Academic career seminars Ministry of Youth and Sports, Turkey

Aug-Sep, 2014	Volunteerism and community contribution. Common values, youth problems and solutions International Youth Camp, Samsun, Turkey
2012-2013	Academic career seminars Ministry of Youth and Sports, Turkey

LANGUAGES

Mother tongue(s)	• Somali
Other language(s)	• English
	• Turkish
	• Arabic

ADDITIONAL INFORMATION

Publications

- "Conflict management in finance sector: A Research in Hargeisa, Somalia." presented on 28-30 May 2015, 1st Eurasia International Tourism Congress: Current Issues, Trends and Indicators, Selcuk University in Konya, Turkey.
- "The Effect of Cultural Adaptation of New Employees on Employee Turnover Intention" presented on 05-07 May 2016, 2st Eurasia International Tourism Congress: Current Issues, Trends and Indicators, Selcuk University in Konya, Turkey.