SUCCESSFUL SOCIALIZATION OF EMPLOYEES – ASSUMPTION OF LOYALTY TO ORGANIZATION

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Abstract

Theoretical conceptions connecting employee's socialization and loyalty[1], also related practical problems, using the cases from the Lithuanian public sector organizations, are analyzed in the article. Importance and benefits of successful socialization for both organization and employees in the context of loyalty development are grounded in the article. The researches carried out by the author evidently demonstrate that the socialization process of employees is lacking in systemic approach, the consequence of which is low level of employees' loyalty. Systemic recommendations for improvement of socialization process seeking to achieve higher level of employees' loyalty are provided in the article on the bases of scientific publications and the researches of the author. Summarizing the points of employee socialization discussed in scientific publications and the results of the survey an important conclusions can be made: employee socialization theoretical model of three stages (anticipatory socialization, adaptation and integration) is considered to be effective mean, rating the possibilities of individual to involve into organization's life and to become committed/loyal to it; the process of a new employee socialization in Lithuanian organizations is not systematic and could be valued as incompletely successful; seeking to develop the loyal personnel it is purposeful to change the selection process of novices, to create new employees orientation, preparation and development programmes, together providing the feedback measures, which could help to establish the organizational conditions corresponding to employees socialization systems.

Keywords: socialization process in organization, socialization stages: anticipatory socialization, adaptation, integration, loyalty (commitment) to organization, human resources management.

Classification JEL: M12 – Personnel Management

1 Introduction

Every third employee on average in Lithuania leaves their organization due to lack of socialization in the working environment *(HRC, http://www.vaiciulis.lt/index.php?id=4, 2007)*. Though management professionals started to show a serious interest in employee socialization in the eighth decade of the previous century, when it was recognized that transfer of essential professional skills, knowledge and values of organizational culture and further employee self-development are equally important in the socialization process *(Van Maanen, Schein, 1979; Steers, 1991; Robbins, 2006)*, analysis of the practices of the Lithuanian organizations showed that in many organizations the importance of orienting new employees (transfer of knowledge and skills) [2] for many reasons (lack of management competence, management style) ignored the primal spiritual element of employee socialization *(Gražulis, Bazienė, 2009, p. 344)*. On the whole Lithuanian companies started to devote more attention to the socialization of their employees only in the last decade and because of this we have to admit that this process has been little understood and its interpretation still remains complicated. The confusion appears because specialists in different areas of science – psychologists, sociologists, managers, etc. analyze the

[1] The concept „loyalty", analogously as by some other authors (for example H. A. Simon, 2003, p. 306), is used as a synonym of person's responsibility, devotion, attachment, commitment to organization in this article, although the descriptions of these concepts are a little different in human recourses management and in psychology science, for example, the concept of loyalty is more often used in management and concept of commitment – in psychology.

[2] It was believed that such situation is not accidental because in some jobs more attention is devoted to a person's professional competence and his knowledge of the work and organization (Sakalas, 1998, pp. 132-134, Bakanauskiene, 2008, pp.178-179).

process in one context only. In this case differences in terminology and concept interpretation are difficult to avoid.

It is a more rare case when the consequences of employee socialization are related to employee's loyalty, in other words, when the employee becomes committed to the organization. The situation undoubtedly has its historical reasons for in the second part of the 20th century a human being in Lithuania was only valued as workforce, his development perspective was ignored. Long-term organizational observations clearly indicated that the answers could be found at the theoretical level of the problem. Variety in the interpretation of the socialization process determines different practice, the consequence of which is different employee commitment (loyalty) to an organization, and they in most cases are rated as poor or average.

The majority of specialists agree that unsuccessful socialization results in job dissatisfaction, truancy, negative socio-psychological climate in an organization which reduces work efficiency in an organization, and on the contrary – successful socialization brings mutual benefits. While realizing his expectations the employee experiences job satisfaction and commits to the organization, tries to achieve common goals with the organization, the organization can form a committed and competent team necessary under the conditions of competitive economy *(Robbins, 2006, p. 292; Gražulis, Bazienė, 2009, p. 345).*

The aim of this article is to disclose and evaluate dominant tendencies of employee socialization and loyalty in Lithuanian organizations by using theoretical provisions discussed in scientific sources and by analyzing the results of own research.

2 The context of scientific discussion on employee socialization and loyalty

Already in 1979 J. E. Van Maanen and E. H Schein (p. 211 and others) saw employee socialization not only as the beginning of one's career but as a process lasting throughout a person's career during which an employee acquires new social knowledge and skills necessary to play his role in an organization. The importance of socialization is emphasized by N. J. Allen & J.P. Meyer *(1990, p. 4),* when they discuss its influence on employees loyalty and long-term positive results of organization activity. Employee socialization is important not only at entering a new working environment but its significance by many authors is also related to the possibility of commitment of the employees to the organization in the future *(Moorhead, Griffin, 1989; Cherrington, 1993; Steers, 1991; Gibson et. al., 1997; Kammeyer-Mueller & Wanberg, 2003).* E.g. R. M. Steers (*1991, pp. 580-599)* while discussing the socialization of an individual in an organization emphasizes the importance of valuation of the first encounter by the employee with an organization whose member they are going to become. Analyzing the role of a job interview, the author says that it is important to disclose information important not only for the employer but for the candidate as well. In addition, the author discusses socialization stages which an individual undergoes having taken the decision to start working for an organization: 1) anticipatory socialization[3], 2) encounter, 3) change. S. P. Robbins *(2006, p. 291)* and other researchers agree with the socialization stages suggested by R.M. Steers. J. D. Kammeyer-Mueller and C. R. Wanberg *(2003, pp. 780-788)* say that the socialization process is defined by familiarization with the work tasks, clarity of one's role, considering the interests of the colleagues and adopting organizational culture. D. J. Cherrington *(1993, pp. 308-340)* besides new employees orientation, preparation and development programs also emphasizes the significance of feedback at evaluating socialization consequences in an employee's activities because just by this, according to the opinion of the author, it is possible strengthen their

[3] According to Van Maanen ir Schein (1979) anticipatory socialization is a process, when person prepares to start the position already before his employment, so it can be noticed that in common case, person's readiness starts earlier, including his family, groups of contemporaries, education institutions and etc.

relationship with the organization. T. A Joiner and S. Bakalis *(2006, pp. 439-452)* pointed out several factors related to an employee becoming loyal to an organization: approval of the leader and colleagues, support and cooperation, clarity of the delegated competence and a possibility to access the resources of the organization, etc. J. J Dose *(1997, pp. 220-230),* D. Elizur and M. Koslowsky *(2001, pp. 3-7)* point out that successful socialization reveals itself in acquiring cultural and task related organizational values and thus turns into a motivating factor the employee becoming committed to the organization.

It has been noted in the scientific literature that a strong commitment of an employee to an organization is expressed in recognizing organizational aims and values and conscious aspiration to materialize them, a commitment of the person to the organization and a motivated feeling to stay member of the organization *(Jans, 1989, pp. 247–266).* A lot of researchers have indicated that organizations which succeed in developing employee loyalty stand out from the rest in low staff turnover and rare truancy, effective motivating schemes because of which employees experience a higher job satisfaction, a need to take up additional responsibility and to contribute to the welfare of the company *(Mathieu, Zajac, 1990, pp. 171-194)*.

P. Jucevičiene *(1996, pp. 31-41),* I. Bakanauskiene *(2008, pp.193-200),* I. Žukauskaite and D. Bagdžiūniene *(2008 pp. 29-41),* A. Korsakiene, R. Stankevičiene & L. Lobanova *(2011, p. 108-120)* are the Lithuanian authors who analyze the problem of employee socialization from a scientific point of view. J. Almonaitiene *(2007, pp. 25-40)* analyses the factors of employees identification with organization in public sector, V. Gražulis and B. Baziene *(2009, pp. 344-353)* do research in the practice of employee socialization process in pre-school educational institutions. It must be noted that employee socialization in the Lithuanian public sector institutions has only had an episodic survey. In some Lithuanian publications, primarily educational literature, the socialization of employees is solely identified with the adaptation phase, focusing on becoming familiar with the new workplace and the rule book, working methods and task fulfilment *(Sakalas, 1998, pp. 128, 132-134).* I. Bakanauskienė *(2008, p. 200)* names this process as technical adaptation and socialization, at the end of which it is pursued to make clear if the novice has managed the requirement of the tentative period. Some authors apply the concept of workers' adaptation to a larger context of the entire period of an employee's work in an organization, and see it as an ongoing process *(Korsakiene, Stankevičiene & Lobanova, 2011, pp. 108-111).* I. Žukauskaite *(2009, pp. 34-44)* investigating employee socialization gives priority to the socio-psychological context of this process. Supposedly in each case such interpretation of an employee socialization process is not enough clear to understand its importance to organization.

Though in the works of the Lithuanian authors a context of separate stages of the socialization process prevails, we have to agree that empiric research though being topical helps to form a necessary informational environment and make corresponding scientific generalizations. Our current studies fully confirm the conclusions of many scientists *(Steers, 1991; Cherrington, 1994; Jucevičienė, 1996; Stoner, 2001; Kouzes, Posner, 2003; Robbins, 2006 and others)* that the socialization process consists of three interrelated stages, equally accepting the importance of individual's personal features, organizational and work environment and socialization factors. Further we'll discuss our defended understanding of employee socialization process:

1. **Anticipatory socialization** which begins in the phase of selection when the candidate can present their professional and social competencies, discuss expectations and evaluate the outside image of the organization. On these grounds recruitment is recognized as an essential part of the early stage of socialization and a job interview becomes the most important employee selection event to help reveal the candidate's personal qualities, predict their performance, discuss the organizational and employee values and expectations and foresee

the possibilities for incorporation into the organizational culture, etc.[4] Successful anticipatory socialization the most often does not only include signing a job contract but also concluding a psychological contract, which according to K. P. De Meuse and W. W. Tarnow *(1993, p. 5)* and Newstrom with Davis *(2000, p. 86)* has to reflect a common image of the organization, possibilities of fulfilment of the persons expectations and must be mutually beneficial together with security and corporate loyalty.

2. **Adaptation or encounter**, the aim of which is to help the inductee enter a new working environment, to reduce "the shock of the first working day", get acquainted with the working procedure, technological process and organizational goals, to facilitate joining the organizational culture and at the same time to help to identify oneself for successful future work in the organization. This stage consists of professional guidance and social-psychological adaptation. The orientation task includes giving the newly recruited employees main information about the organization (organizational orientation) and the work (professional orientation). Social-psychological orientation means establishment of appropriate job relationship with the leaders and colleagues and learning group values and norms of behaviour. In the adaptation period the values and norms of behaviour of the new employee get confronted with those accepted by the organization; it is not a rare case when new employees have to rethink and change their own values to strengthen them by those of the organization so as to identify themselves with the organization[5]. The outcomes of the adaptation depend on the personal characteristics and business performance of the new employee, on the other hand the attitude of the leader and the team and their well-meaning help and support influence the new person's alignment and organic involvement in the organizational activities[6]. Therefore successful adaptation creates favourable prerequisites for effective work in an organization.
3. **Integration or change** which by way of management (motivation, training, education, evaluation, etc.), social (organizational culture, psychological atmosphere in the team) and technical (technology, work and rest conditions) measures try to help learn how to combine one's own and team interests, acquire new competences and actively participate in the solutions of the challenges of the new environment, and finally identify with the group and become the subject of organizational culture. As stated by J. M. Kouzes and B. Z. Posner *(2002, pp. 267-268)*, the managers who encourage employee independence, expand the scope of their possibilities, develop their competences, self-assurance and responsibility can achieve desirable change in employees.

Successful socialization helps reveal the personality of the employee and thus is marked by high evaluation of the organizational environment when the consequences of socialization develop into the possibilities to realize personal career development expectations and the sense of security and emotional commitment to be part of the team. Organizational practice tells us that employees do not always manage to guarantee realization of their personal expectations. At the

[4] We would suppose, as correctly is noted by S. P. Robbins (2006, p. 289), that if the value orientations of the organization and the candidate are not coinciding as the rule the latter is withdrawing from the selection process and „the marriage" is not taking place, at the same time the anticipatory socialization in this organization is not happening.

[5] As J. E. Van Maanen and E. H Schein (1979, p. 210) indicate, inductee must learn a special language, which helps to gain new experience, to understand social form and ritual models, formed rules of behaviour, showing how members of collective are related with colleagues, inferiors, principals and strangers. During this period the help of toutor/mentor or other experienced person is very important.

[6] Employee adaptation systems have widely been used in Western European countries and the USA. As some authors state, an efficient adaptation system can decrease employee turnover by 25 percent in the future (Urbonavičiūtė, http://www.vaiciulis.lt/index.php?id=4), on the other hand, a new employee who does not adapt well is related to the organization only by economical obligations.

beginning of the article it has been mentioned that every third employee on average leaves their organization in Lithuania, because of adaptation failure. This occurs because of insufficient attention and often sceptical attitude of the management to this area of staff problem (a mentor is not appointed, there are no appropriate programmes, finally – inappropriate management style). In such cases employees soon understand that employers are not enough obligate, so they also try to obligate less for the organization *(Robbins, 2006, p. 31),* the consequences of all this is poor quality of employee performance, rules violation, unacceptable behaviour, frequent truancy and higher turnover[7]. A different aspect of socialization failure, which has been far more rarely analyzed in literature, can be evaluated as "the effect of too high socialization". In this case the employee "locking up" their normal behaviour and values, withdraw their inherent individuality and try at any cost to identify with the culture of the organization without any personal input in the organization[8]. Unfortunately, adaptation by losing a person's own identity is not auspicious, as a result an employee's unconscious conformity is formed, creativity is lost and cases of dogmatic thinking occur more frequently *(D. J. Cherrington, 1993, pp. 308-310; Gražulis, Bazienė, 2009, p. 346),* there is no doubt that such employee behaviour does not guarantee stability and strength of the organization. In this case the specialists who associate the consequences of the socialization process with the manager's attitude towards their subordinates might be right, or in other words who highlight the problem of management style (*Bauer, Green, 1998, pp. 73-80; Major et al., 1995),* for this at a great extent determines how the employees feel and behave at work, their attitude to work, their need to become loyal, etc. Basically we are talking here about the influence of management style on employee motivation, for only a proper selection of motivating measures direct the employee's behaviour to the realization of organizational goals, encourage their aspiration to integrate and continuously improve *(Blašková, Gražulis, 2009, pp. 160-167).*

Pursuant to the presented scientific discussions with regard to the disputed question the author of this article together with the colleague B. Baziene *(2009, p. 346)* have constructed research model employees socialization process (Figure 1) which can be an effective instrument for the cognition of the process in discussion.

The fundamental moment in the model is to objectively evaluate the consequences – see if the employee is successful in socialization – by studying the impact of environmental factors and analyzing the content of the stages in the socialization process. The proposed model focuses on a systematic examination of employee socialization process and helps to establish the factors which allowed successful achievement of socialization, providing job satisfaction, high work motivation, a sense of security, creativity and etc.

Successful socialization is associated with possibilities to form a loyal (committed) and stable team because employees who intend to remain in the organization as a rule work better than those who do not associate their future with it *(Gibson et al., 1989; Steers, 1991; Robbins, 2006; Moorhead, Griffin, 2007 and other).* In the scientific literature the researchers drew attention to such issues of loyalty formation as establishing causal links for the recognition of the organizational strategy and objectives and job satisfaction *(Kavaliauskienė, 2009, p. 83).* While

[7] The consequences of the unsuccessful socialization according to D.V. Newstrom and K. Davis (2000, p. 102) can be described as the behaviour chosen by the employee towards „insulation", or „conformism".

[8] One of nowadays management gurus C. Handy (2001) while analyzing the questions of a working team formation thinks that nowadays nobody can allow people a long term job security. As the author says "loyalty" nowadays first of all means loyalty to yourself and your own future, then to your team and your project and in the last place to your organization (p. 193). C. Handy believes that all this can be considered as the main reason for the fact that each of us have intellectual property which „we will be able to better protect in the future and earn on it," (ibid, pp. 91, 108). Following C. Handy, each person must know what he is concerned about, what he wants to do in life/in his team, what motivates him. If one fails to understand this, his cherished dreams of work and life may collapse.

investigating employee loyalty, already in 1990 J. E Mathieu and D. M. Zajac yet in 1990 noted that for women emotional commitment to an organization was of extreme importance and they attached more significance to continuity of their activity in an organization. Clearly, important motivating factors in developing employee loyal to an organization (most often mentioned in the management science) remain job security, primarily social in nature, development of new skills and competences, encouraging initiative and empowerment, job content and fair work load; friendly, respectful, inspiring and creative work environment and career development possibilities. Though only a few factors forming personal loyalty to an organization have been mentioned here (there are far more of them), all of them create a single information field, which helps understand the basis of employee obligations to an organization and disclose both personal and organizational behaviour towards the person.

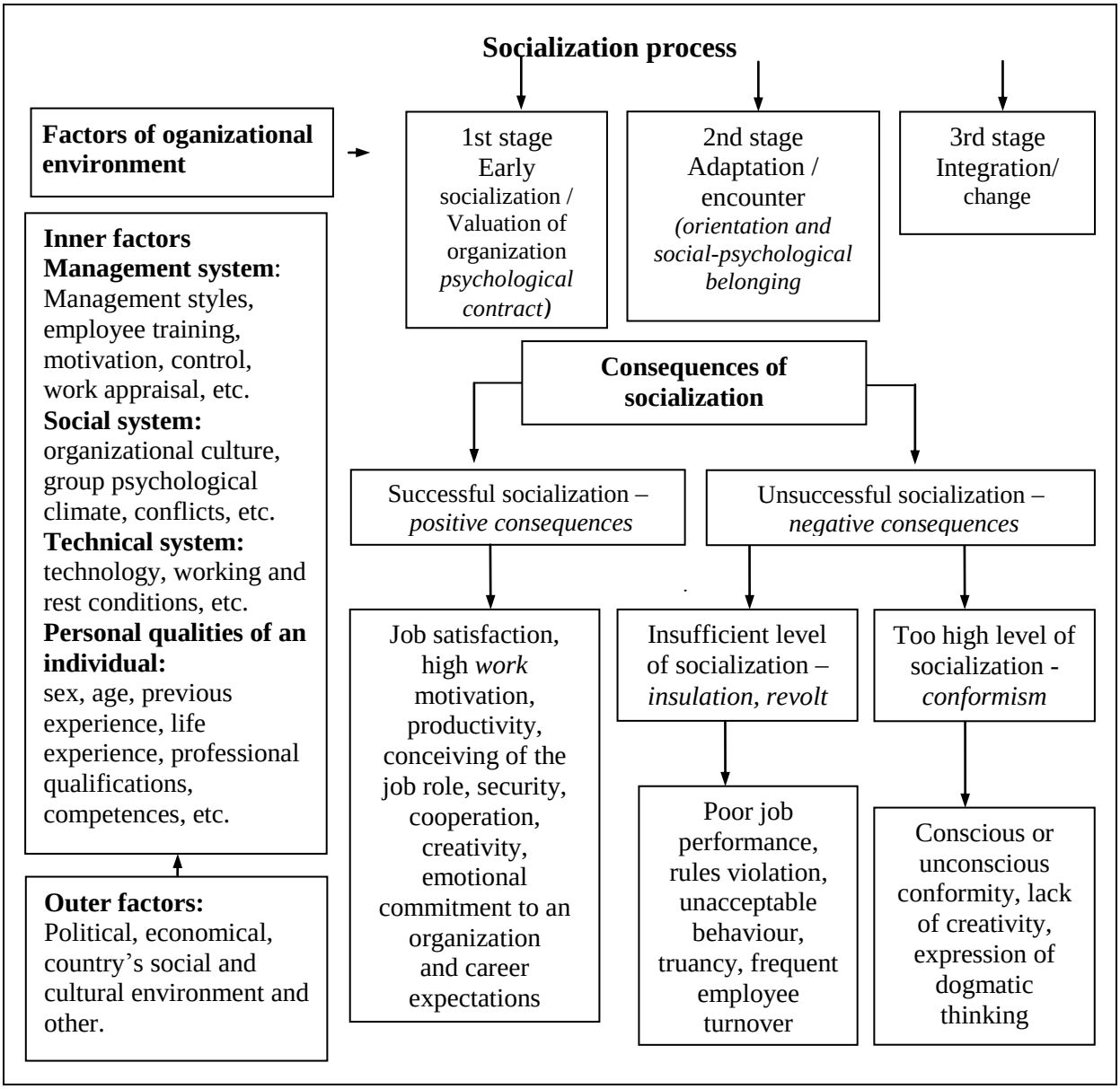

Figure 1. Research model of employee socialization process
Source: Grazulis, Baziene: Employees' socialization in Lithuanian preschools – myth or reality (situation analysis). Philosophy/Sociology. Lithuanian Academy of Sciences, 2009, vol. 20/4, pp. 344-353

J. P. Meyer and N. J. Allen *(1991)* suggested a theoretical three-component conceptualization of organizational commitment (Figure 2). We think that essential elements of the model are employee priorities in the organization:

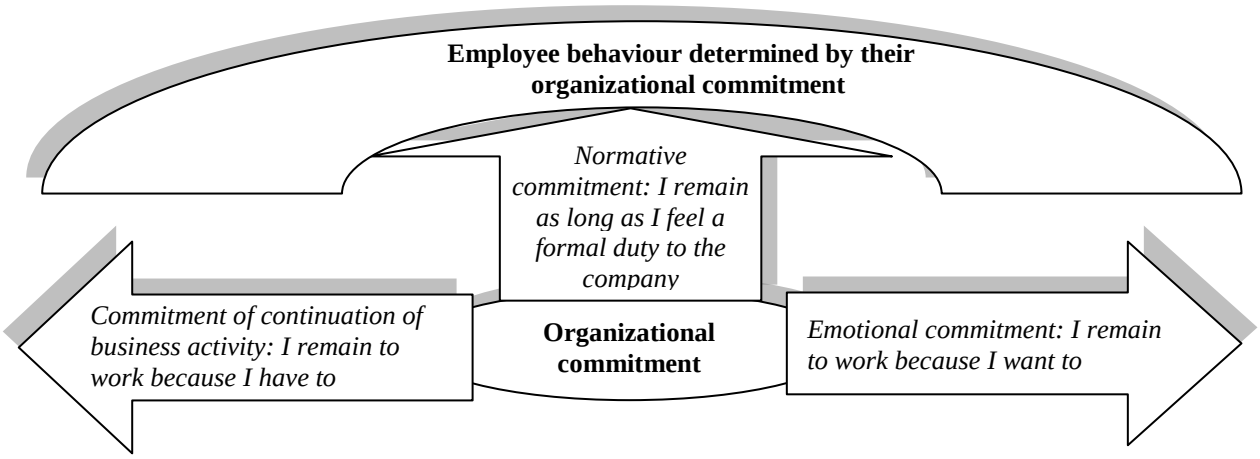

Figure 2. An employee's behaviour three-component theoretical model
Adapted according to: Meyer, Allen: A three-component conceptualization of organizational commitment: Some methodological considerations. Human Resource Management Review, 1, 1991, pp. 61-98.

Figure 2 shows an employee's behaviour three-component theoretical model as suggested by J. P. Meyer and N. J. Allen *(1991):*

- Emotional, which can be described as emotional attachment and involvement in the organizational activities trying to achieve its strategic goals. Such behaviour of an individual is based on sufficient satisfaction of personal needs, creative cooperation with the team and finally job satisfaction and a sense of security.
- Business continuity, which shows the employee's intention to remain in the organization, as his current efforts and behaviour may be associated with organizational development and the person's own principle "Do as I have to". Despite the recognition of the organizational objectives, such behaviour is often accompanied by lack of creativity and a standard way of thinking.
- Normative, the employee remains a member of the team, keeping only a formal commitment to the workplace. In this case, the employee cherishes his job as long as poor company discipline and high staff turnover are tolerated.

While analyzing employee organizational commitment model offered by J. P. Meyer and N. J. Allen in the context of a person's socialization results, the following insights could be made:

- The behaviour of the employee "not fully involved" in the company can be described as "formally committed", because such people work in an organization as long as they are still expected to do something;
- An employee having too high level of socialization works in a company because he has to do so as he feels "commitment to the continuation of a business activity";
- Outcomes of successful employee socialization are characterized by emotional type of commitment (as continuation of a psychological contract), when he stays to work in a company because he wants to and such behaviour of the employee can be described as a person's conscious involvement in the realization of the goals and tasks of the organization.

As we can see, only in the case of successful socialization of an employee we can expect his willingness to remain a company member and to be committed/ loyal to the organization, and seek career in it. The presented scientific discussions show that while analyzing questions of employee loyalty to an organization, it is necessary to notice two powers influenced by each other:

- An individual realizes his expectations in his working environment matching them with his personal and team behaviour and becomes loyal to the organization, at the same time taking part in the development of organizational activity and making a positive impact on the development of on organizational culture;
- An organization implementing its mission, seeking its vision and realizing its goals, using organizational culture and other managerial instruments (management style, motivation, work content and other) provides conditions for the employee to become committed, i.e. loyal to the organization.

To conclude we can state that the system of relations between an employee and an organization is formed using the whole complex of organizational, managerial, psychological, organizational, legal, and other factors.

3 Experience of employee socialization in Lithuanian organizations

To evaluate the tendencies of employee socialization in the Lithuanian organizations 435 (N = 1869) employees from five organizations during the period of 2007 – 2010 were questioned under the supervision of the author of this article. Sample of 322 respondents were needed to be questioned seeking to assure the error Δ - 0.05 (5%) allowed in the scientific researches, *(Paniott, 1986).* The questions included opinions on job interviews and effectiveness of a novice adaptation and integration. Answers were distributed using Likert's scale (from 5 – always to 1 – never), when respondents had to evaluate each statement in a questionnaire from 0 to more than 80 points:

- absolute acceptance (more than 80 points) corresponds to a very good evaluation;
- acceptance (more than 60 up to 80 points) indicates a good evaluation;
- neither acceptance nor disapproval (more than 40 up to 60 points) indicates a satisfactory evaluation;
- disapproval (more than 20 up to 40 points) means "insufficient";
- absolute disapproval (0 up to 20 points) means "poorly".

The research was considered to be of a more exploratory nature however it allows us to see what has been achieved and what employee socialization problems Lithuanian organizations have been faced with. In the second chapter of the article the topic of the employee socialization process has been introduced in the context of scientific discussions and the concept of a three-stage process was supported, where the first stage is a job interview performing the function of early socialization and is as important as employee adaptation and integration. Figure 3 presents valuations of a job interview. As we can see the representatives of the organization[9] explain to the employee their limits of authority and responsibilities (78.1 points), work order (76.4 points) and compensation conditions (70.7 points). As a rule discussion of economic and organizational aspects is valuated positively, while at the same time the expectations of the employees and their values, as well as improvement possibilities, the perspective of one's personal future, conditions for joining the organizational culture and other questions related with individual development are not given sufficient attention and thus are evaluated as "insufficient" (31.1-43.1 points). As the

[9] The organization in a job interview is as a rule represented by the future direct manager of the candidate and a personnel specialist.

research suggests, the reputation of an organization and its future plans are discussed occasionally, most often as a background for other questions so the respondents value them "poorly" (11 points).

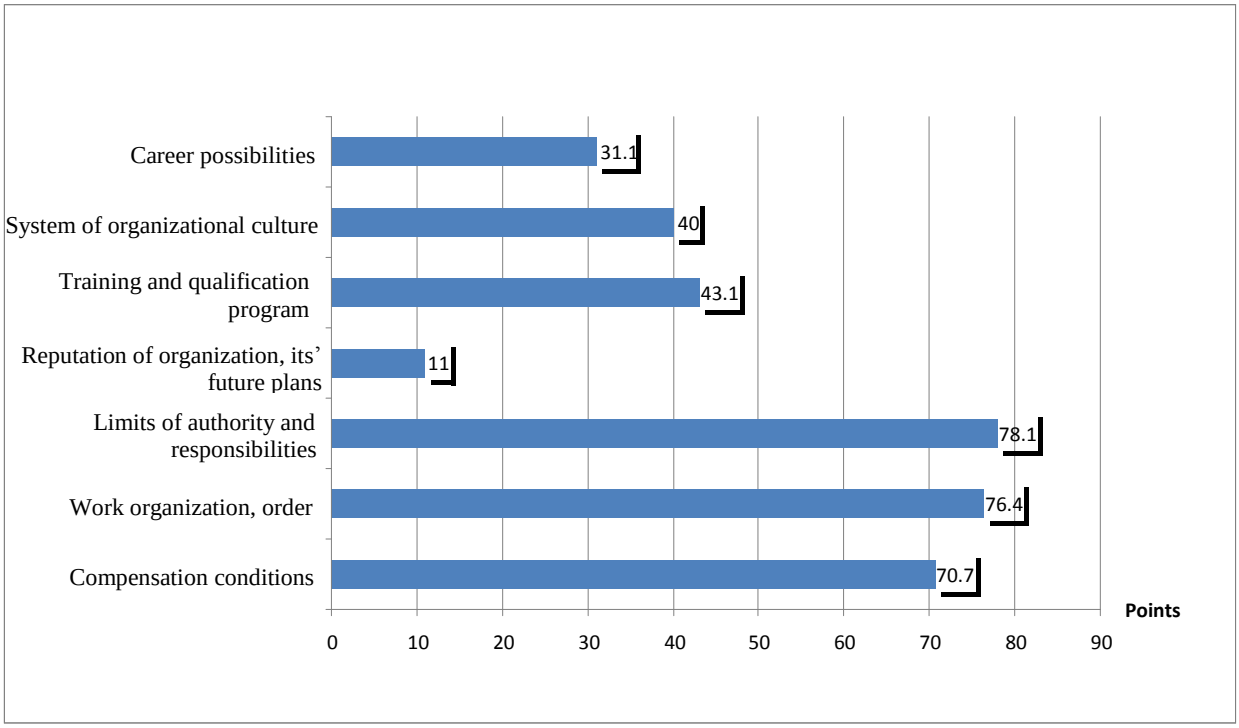

Figure 3. Questions considered during the discussion
Source: own study

The results of the research indicate that during the job interview the organizations are concerned with professional competences of the employee and other job related issues, pushing the individual behind the boundaries of early socialization. As it happens at this employee socialization stage where the foundations for the first future work results are laid, so this type of selection does not help the majority of the candidates to foresee the perspective of successful involvement in the organization and conclude a psychological contract beneficial for both parties.

A peculiar trait of the novice adaptation process is their inevitable collision with the environment of the new organization which is alien to them, that is why help provided for them to reduce "the shock of the first working day", get acquainted with the goals of the organization and its organizational culture, and present themselves becomes extremely important. Although the quality of the adaptation period depends at a great extent on personal and professional qualities of the novice, the regard of the new leader and appointment of a mentor help the new employee to get involved in the organization. While analyzing adaptation processes in organizations (Figure 4), it has been noticed that novices rely on the advice of the colleagues working next to them (43.6 points), while at the same time the respondents valued the help of their direct leaders as „insufficient" (35.6 points) and the activities of their mentors were evaluated at 24.5 points. This fact tells us that appointment of a mentor is executed mainly as a formality in the surveyed organizations and individual mentoring programmes are made only in exceptional cases. That is why a novice is often forced to seek help from colleagues working next to them (their help is valued as satisfactory or care about all task implementation circumstances and their personal needs realization on their own.

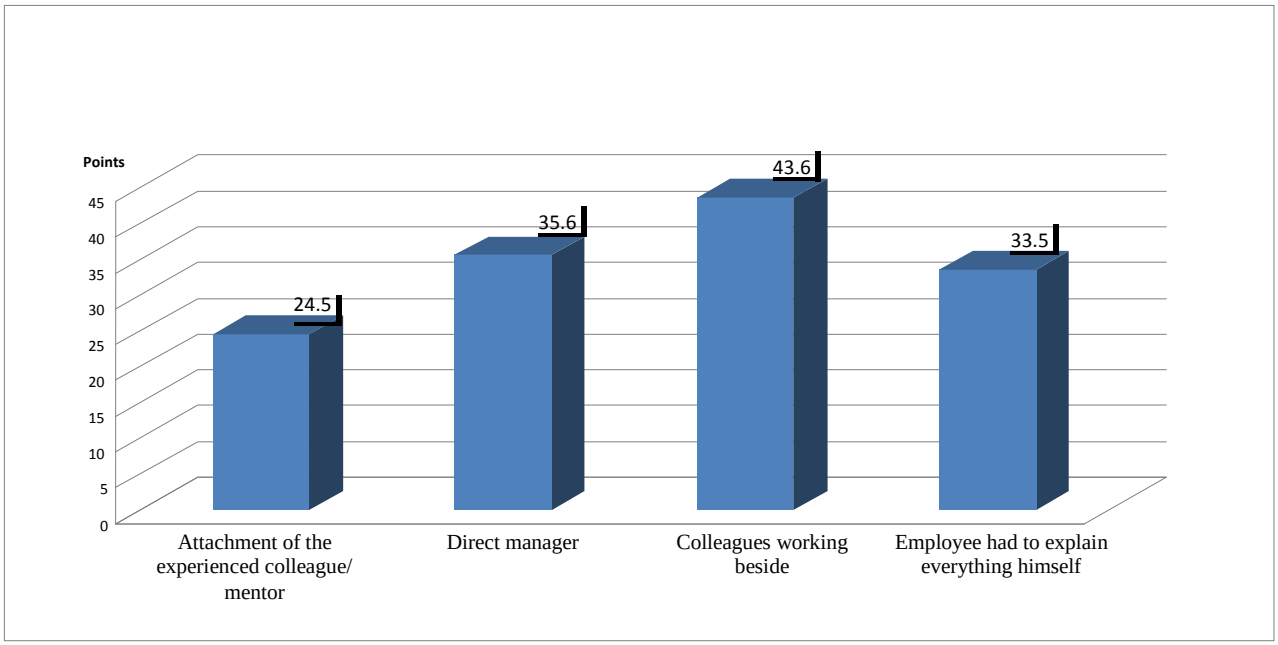

Figure 4. Provision of support for the novice during adaptation
Source: own study

These results in low evaluation of the adaptation stage efficiency (Figure 5), as we see, fluctuating from 25.8 points (knowledge of strategic plan) to 36.5 points (knowledge of work procedure). Unfortunately, following the assertions of the respondents of the survey, a novice rarely has a chance to become properly acquainted with the refinements of the new job and peculiarities of organizational culture (38.6 points).

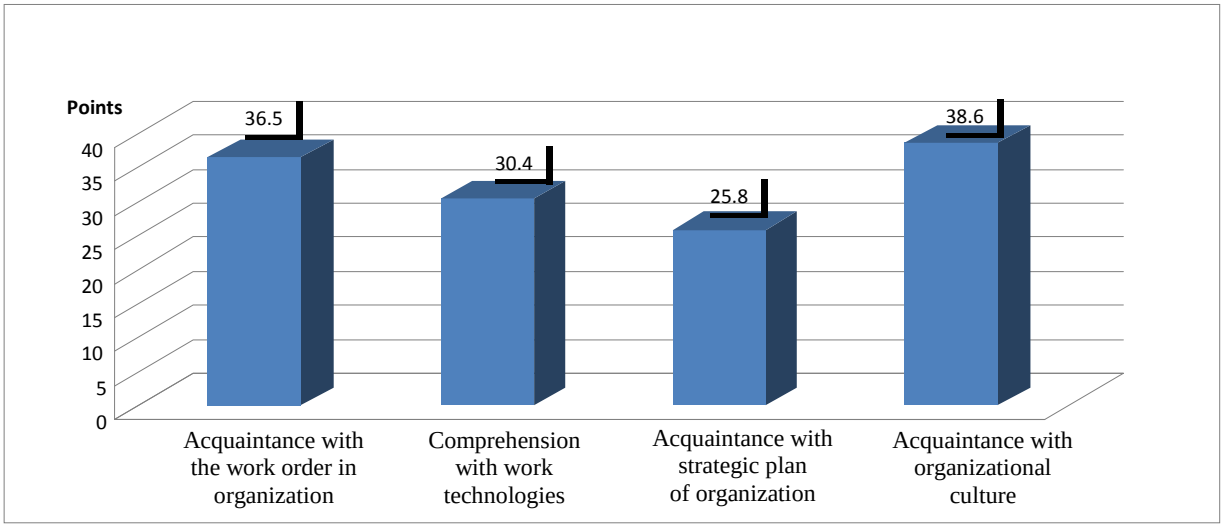

Figure 5. Novice adaptation stage contents
Source: own study

Problems arising in the adaptation process inevitably make a negative impact on the efficiency of the integration process of new employee, while its task is to help reveal the work potential of an individual, show their abilities to develop and integrate in the organizational culture. Evaluation of this process is given in Figure 6. As we can see, only the possibilities for

self-expression of the employee, work satisfaction and adaptation to the norms of the organizational behaviour, dominant customs, cherished values and other factors related to the organizational culture are evaluated as "sufficient" (46 to 56 points), while other factors characterizing integration, unfortunately are evaluated as "not sufficient", for example, development of competencies – at 32.1 points, and career opportunities – as "poor" – at 13.2 points.

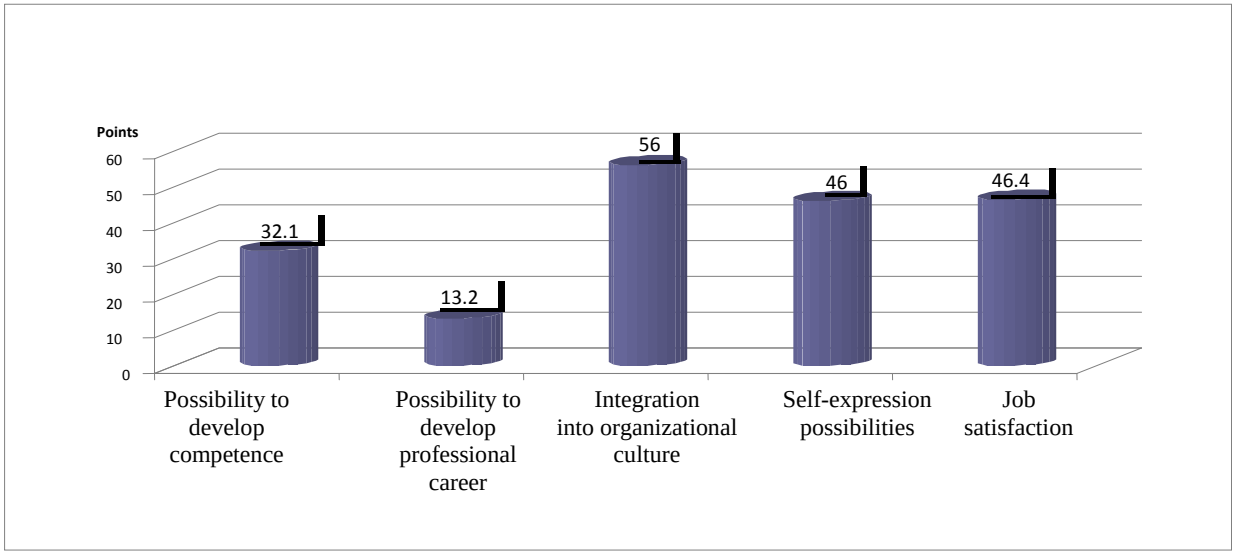

Figure 6. Consequences of employee integration stage
Source: own study

It was purported to find out how the respondents relate their future with the organization in this research. The results of the survey revealed, that 33.1 per cent of the respondents have the intentions of changing the employer, because as it can be seen from Figure 4 – 6 due to insufficient support and cooperation from the managers in the first stage of novices' adaptation limited possibilities to develop their competencies and as the consequence appearing disagreements delegating them are evident, majority of the employees are unsuccessful in recognizing the aims and values of the organization and they do not consciously seek for their fulfilment, not for all the norm became emotional commitment to the organization (as continuation of psychological contract) and the wish to form and strengthen the relation to organization. The consequences of that – lack of wish to identify him/herself with the organization via motivated feeling, to develop loyal behaviour in respect to it and to remain the member of the organization. The behavior of this group of respondents, applying 3-component theoretical model proposed by J. P. Meyer and N. J. Allen, can be considered as the behavior of "formally committed" employees.

4 Conclusion

Summarizing the points of employee socialization discussed in scientific publications and the results of the survey an important conclusions can be made:

a) Employee socialization theoretical model of three stages (anticipatory socialization, adaptation and integration) is considered to be effective mean, rating the possibilities of individual to involve into organization's life and to become committed/loyal to it.
b) The process of a new employee socialization in Lithuanian organizations is not systematic and could be valued as incompletely successful (for example during the process of selection

the expectations of the candidates are not always taken into consideration, the novice is made to clarify everything himself, in the phase of adaptation rarely anybody is appointed the mentor, for the majority competencies development possibilities are not assured, bad attitudes to career development conditions are usually held), where the majority of the employees are poorly motivated to become committed to the organization and stay loyal to it in the long run. The consequence of that means the third part of respondents is planning to change their workplace.

c) Seeking to develop the loyal personnel it is purposeful to change the selection process of novices (assuring equal attention not just to the interests of the organization but also to the interests of the candidate), to create new employees orientation, preparation and development programmes, together providing the feedback measures, which could help to establish the organizational conditions corresponding to employees socialization systems.

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