



NEAR EAST UNIVERSITY

FACULTY OF ECONOMICS & ADMINISTRATIVE SCIENCES

MAN 400 HUMAN RESOURCES MANAGEMENT & ORIENTATION

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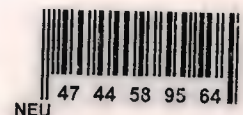


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ABSTRACT

It is only in recent times that a Human Resources Department has become a more firmly established presence in organizations. It is because the organizations found out the importance of the human resources when they understood the common elements in all organizations are people. People create strategies and innovations for which an organization is known, and also for an organization people plays a major role to gain competitive advantage.

Orientation is a HR tool that ensures the smooth entry of new employees into their jobs. And also for the organizations to gain competitive advantage organizations want to recruit well educated and capable candidates. After they recruited well educated employees the organizations have to give these new employees well planned and organized orientation programs and also the organizations must give orientation programs to its employees that are already been working in that organizations.

The orientation programs are very important because the orientation programs reduce the first day jitters of the new employees and the orientation programs affect the commitment of the new employees to the organization and to his/her department and to the other departments that field in that organization and to the other employees that are already been working in his/her department and to the employees that working in the other departments. The orientation program is the both responsibility of the Human Resource Department and the Line Manager. During the orientation the human resource expert gives the main informations to the new employee about the organization and the Line Manager gives much more detailed information to the new employees.

The aim of this study to emphasize the importance of the orientation programs and how these programs affect the productivity of the employees and their commitment to their organizations. In this project in order to show how orientation programs are applied and to prove the hypothesis a well known organization was selected for analysis, namely Migros. The study shows how Migros is one of the organizations that understood the importance of human resource management and the advantages of applying orientation program.

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I. INTRODUCTION

1.1 Human Resources Management Defined

Human Resource Management (HRM) concerns the management of people within organizations. It is commonly stated that an organization's greatest assets are its people. Effective management of these people allows organizations to achieve their goals and objectives. For this reason, Human Resource Management is a fundamental element in many organizations around the world today. (www.hrma.com)

As a discipline, Human Resource Management is evolving and expanding. Human Resource Management was once known as Personnel Administration or Personnel Management. The change in title reflects the way the discipline has moved from being largely administrative in nature to being a strategic and dynamic management function that responds to changes in the business environment.

Human Resource Management is based on ideas and techniques developed to enhance worker motivation, productivity and performance.

The Human Resource Management model emphasizes:

- the need to search for new ways of working
- the central role of managers in promoting change
- the treatment of workers as individuals rather than part of a collective workforce
- the encouragement of workers to consider management as 'partners' rather than as opponents - 'us and us', rather than 'us and them'

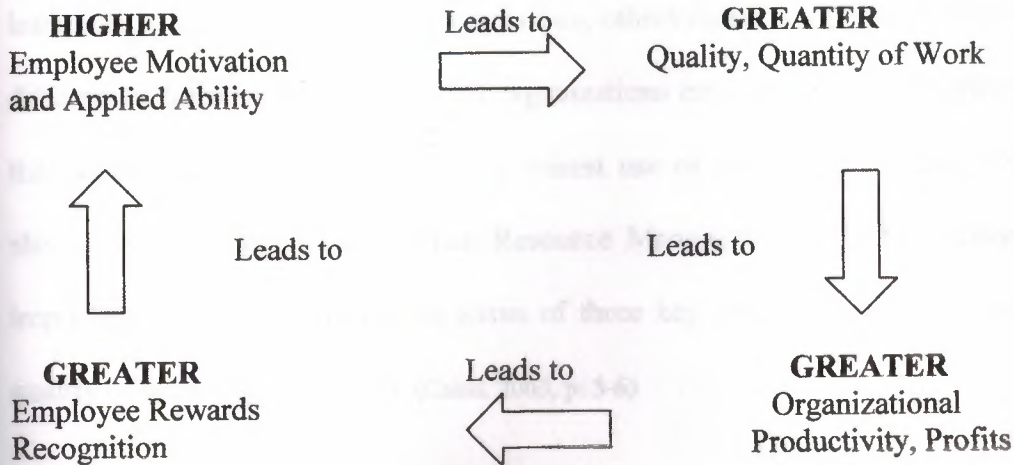
The emerging trend in Human Resources Management (HRM) is clearly toward the adoption of the human resources approach, through which organizations benefit in two significant ways: an increase in organizational effectiveness and the satisfaction of each employee's needs. Rather than addressing organizational goals and employee needs as separate and exclusive, the human resources approach holds that organizational goals and human needs are mutual and compatible. (Carrell, Elbert and Hatfield, 1995, p: 8)

The Human Resource approach is relatively new in the management of people. The term became popular during the 1970s as research in the behavioral sciences showed that managing as resources rather than as factors of production or as human beings who act solely on the basis of emotions could result in real benefits to both the organization and the employee. As important as the approach has become, the term human resources is hard to with clarity. Nonetheless, a number of principles provide the basis for a human resources approach. (Carrell, Elbert and Hatfield, 1995, p:8-9)

- Employees are investments that will, if effectively managed and developed, provide long term rewards to the organization in the form of greater productivity.
- Policies, programs and practices must be created that satisfy both the economic and emotional needs of employees.
- A working environment must be created in which employees are encouraged to develop and utilize their skills to the maximum extent.
- HR programs and practices must be implemented with the goals of balancing the needs and meeting the goals of both the organization and the employee. As figure indicates, this can be achieved through a circular process in which the organization and employees enable each other to meet their goals

Figure 1.1: Human Resource Approach

EMPLOYEE



ORGANIZATION

Source: (Carrell, Elbert and Hatfield, 1995, p:9)

1.1.1 The Importance of Human Resources Management (HRM)

Organizations are managed and staffed by people. Without people, organizations cannot exist. Indeed, the challenge, the opportunity, and also the frustration of creating and managing organizations frequently stem from the people-related problems that arise within them. People-related problems, in turn, frequently stem from the mistaken belief that people are all alike, that they can be treated identically. Nothing could be further from the truth. Like snowflakes, no two people are exactly alike, and everyone differs physically and psychologically from everyone else. (Cascio, 2003, p:5)

Even within any single physical category there will be enormous variability in psychological characteristics. Some will be outgoing, others reserved; some will be intelligent, others not so intelligent; some will prefer indoor activities, others outdoor activities. The point is that these differences demand attention so that organizations can maximize their effectiveness, and so that society as a whole can make the wisest use of its human resources. Researches have shown time and again that Human Resource Management (HRM) practices can make an important, practical difference in terms of three key organizational outcomes: productivity, quality of work life, and profit. (Casio, 2003, p: 5-6)

People work harder because of the increased involvement and commitment that comes from having more control and say in their work. They work smarter because they are encouraged to build skills and competence. They work more responsibly because their employers place more responsibility in the hands of employees farther down in the organization. HR systems have important, practical impacts on the survival and financial performance of firms, and on the productivity and quality of work life of the people in them.

Successful rapid-growth companies were generally able to use the HR function to solve problems and achieve success in the following ways. (Carrell, Elbert and Hatfield, 1995, p: 15)

- Having the HR directors report directly to the president.
- Placing a major company emphasis on employee recruitment, selection, and training.
- Using team building and creating an environment of rapid decision making at lower levels.
- Communicating key company performance objectives through all programs and linking them to goals at all levels.
- Including HR planning as part of management's strategic planning.

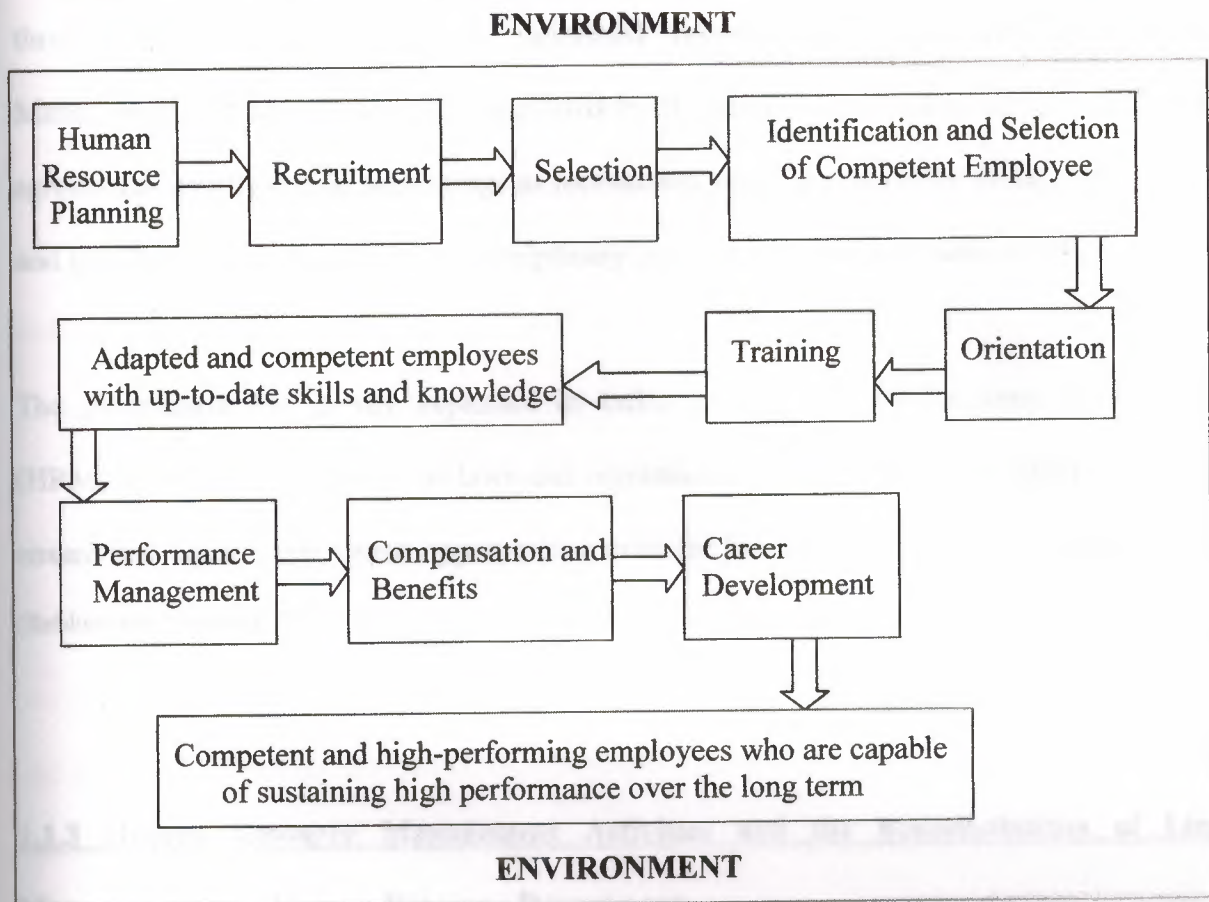
Employers who have successfully integrated the HR function into the top level of management and strategic planning, and who have placed a strong emphasis on employee recruitment, selection, motivation, and team building, can expect greater employee productivity and thus greater overall company success.

1.1.2 The Human Resources Management (HRM) Process

Human Resources Management (HRM) includes a variety of activities, and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues and ensuring your personnel and management practices conform to various regulations. (Robbins and Coulter p:307)

Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. An organization's human resource management process generally consists of eight activities necessary for staffing the organization and sustaining high performance. The table below introduces the key components of an organization's human resource management process. (Robbins and Coulter p:307)

Figure 1.2: The Human Resource Management Process



Source: (Robbins and Coulter p:307)

The first three activities ensure that competent employees are identified and selected; the next two activities involve providing employees with up-to-date knowledge and skills; and the final three activities entail making sure that the organization retains competent and high performing employees who are capable of sustaining high performance. (Robbins and Coulter p:308)

The term external environment refers to outside institutions or forces that potentially affect an organization's performance. Mainly there are two environmental factors that most directly influence the Human Resource Management (HRM). Those are labor unions and governmental laws and regulations. (Robbins and Coulter p:308)

Labor union is an organization that represents workers and seeks to protect their interests through collective bargaining. In unionized organizations, many Human Resource Management (HRM) decisions are regulated by the terms of collective agreements. These agreements usually define such things as recruitment sources; criteria for hiring, promotions, and layoffs; training eligibility; and disciplinary practices. (Robbins and Coulter p:308)

The government has greatly expanded its influence over Human Resource Management (HRM) by enacting a number of laws and regulations. As a result, today's employers must ensure that equal employment opportunities exist for job applicants and current employees. (Robbins and Coulter p:308)

1.1.3 Human Resource Management Activities and the Responsibilities of Line Managers and the Human Resource Department

The responsibility for performing the Human Resource function does not reside only in the Human Resource department; all managers at all levels of the organization share in that responsibility. In most organizations, particularly larger ones, the Human Resource staff designs Human Resource policies and procedures and the operating managers implement them. On occasion, line managers help design Human Resource policies and Human Resource staffers implement them. But the primary responsibility for implementation of Human Resource policies and procedures rests with those who are responsible for to day supervision of subordinates. (Carrell, Elbert and Hatfield, 1995, p:22)

Managers are responsible for optimizing all of the resources available to them (material, capital, and human).

Recruitment and Selection: To a great degree, the effectiveness of an organization depends on the effectiveness of its employees. Without a high-quality labor force, an organization is destined to have mediocre performance. For this reason, the recruitment of human resources is a critical HR function. Recruiting and selecting a qualified labor force involves a variety of HR activities, including analysis of the labor market, long-term planning, interviewing, and testing. (Carrell, Elbert and Hatfield, 1995, p:12)

Training and Development: For many organizations, the heart of the development process is composed of on-the-job and off-the-job activities that teach employees new skills and abilities. Because modern managers recognize the benefits derived from the training and development process, expenditures for employee education are at an all-time high. This rise in employee education has been accompanied by growing professionalism in the training field and a demand for competent, qualified trainers. (Carrell, Elbert and Hatfield, 1995, p:13)

Compensation: An increasingly important part of compensation is employee benefits. Because the cost of benefits for many organizations now averages as much as 40 percent of total payroll costs, employers are trying to control benefit costs without seriously affecting the overall compensation programs. (Carrell, Elbert and Hatfield, 1995, p:14)

Labor Relations: Labor unions exert a powerful influence on employers and help shape the HR policies and programs for union employees. Because union participation in personal decision making may have great impact on the economic condition of the firm, managers must understand a union's philosophies and goals and explore ways, in which a cooperative rather than an adversarial may be achieved. (Carrell, Elbert and Hatfield, 1995, p:14)

Employee Security and Safety: Under the law, each employee has a "general duty" to provide a place of employment "free from recognized hazards." Employers also have the "special duty" to comply with all standards of safety and health established under the act. (Carrell, Elbert and Hatfield, 1995, p:14)

Activity	Line management responsibility	HR department responsibility
Recruitment and Selection	<p>Assist job analyst by listing specific duties and responsibilities of the job in question.</p> <p>Explain to HR future staffing needs and sorts of people needed to be hired.</p> <p>Describe "human requirements" of job so HR can develop selection tests.</p> <p>Interview candidates and make final selection decisions.</p>	<p>Write job description and job specification based on input from department supervisor.</p> <p>Develop personal plans showing promotable employees.</p> <p>Develop sources of qualified applicants and engage in recruiting activities aimed at developing a pool of qualified applicants.</p> <p>Conduct initial screening interviews and refer feasible candidates to department supervisor</p>
Training and Development	<p>Orient employees regarding the company and job, and instruct and train new employees.</p> <p>Evaluate and recommend managers for developmental activities.</p> <p>Provide the leadership and empowerment that builds effective work team.</p> <p>Use the firm's appraisal forms to appraise employee performance.</p> <p>Assess subordinates' career progress and advice them regarding career options.</p>	<p>Prepare training materials and orientation documents and outlines.</p> <p>Advise CEO regarding development plan for managers based on CEO's stated vision of firm's future needs.</p> <p>Serve as resource for providing information regarding how to institute and operate quality improvement programs and team building efforts.</p> <p>Develop performance appraisal tools and maintain records of appraisals.</p>
Compensation	<p>Assist HR by providing information regarding the nature and relative worth of each job, to serve as the basis for compensation decisions.</p> <p>Decide on the nature and amounts of incentives to be paid to subordinates.</p> <p>Decide on the package of benefits and services the firm is to pay.</p>	<p>Conduct job evaluation procedures aimed at determining relative worth of each job in the firm.</p> <p>Conduct salary surveys to determine how other firms are paying the same or similar positions.</p> <p>Serve as a resource in advising line management regarding financial incentives and pay plan alternatives.</p> <p>Develop, in consultation with line management, the firm's benefits and services packages including health care options and pensions.</p>
Labor Relations	<p>Establish the day-to-day climate of mutual respect and trust needed to maintain healthy labor-management relations.</p> <p>Consistently apply the terms of the labor agreement.</p> <p>Ensure that the firm's grievances process is functioning in a manner consistent with the labor agreement and make final decisions on grievances after investigating same.</p> <p>Work with HR in negotiating the collective bargaining agreement.</p>	<p>Diagnose underlying causes of labor discontent with an eye toward anticipating the sorts of morale and other problems that may lead to unionization efforts.</p> <p>Train line managers regarding the interpretation of contract terms and the legal pitfalls to be avoided during the union organizing effort.</p> <p>Advise managers regarding how to handle grievances and assist all parties in reaching agreements regarding grievances</p>
Employee Security and Safety	<p>Keep the lines of communication open between employees and managers so employees are kept abreast of important company matters and have a variety of vehicles they can use to express concerns and grips.</p> <p>Make sure employees are guaranteed fair treatment as it relates to discipline, dismissals, and job security.</p> <p>Continually direct employees in the consistent application of safe work habits.</p> <p>Prepare accident reports promptly and accurately.</p>	<p>Advise line management regarding the communication techniques that can be used to encourage upward and downward communication.</p> <p>Develop a guaranteed fair treatment process and train line managers in its use.</p> <p>Analyze jobs to develop safe practice rules and advise on design of safety apparatus such as machinery guards.</p> <p>Promptly investigate accidents, analyze cause, make recommendations for accident prevention, and submit necessary forms to Occupational Safety and Health Administration</p>

Table 1.1 Selected activities illustrating division of HR responsibility between line managers and HRM
Source :(Dessler p:7-8)

1.1.4 The Structure of The Human Resource Department

The HR department normally contains support, professional, and managerial jobs. Clerical employees include ceptionists, and lower-level administrative assistants. Professional employees are specialists in fields such as counseling, benefits, employee development, employee testing, and labor relations. Lower-level employees are occasionally promoted to professional positions and are given both on job training for their new roles. The managers oversee and coordinate the organization's personnel activities. Top HR managers formulate personnel policies and create important personnel programs. (Carrell, Elbert and Hatfield, 1995, p:21)

The Human Resource department in medium-sized to large companies contains individual work groups organized by function. A Human Resource manager heads each group, providing leadership to the professional and clerical employees. The HR department may be headed by a vice-president of human resources who reports to the president. (Carrell, Elbert and Hatfield, 1995, p:22)

Large corporations generally have divisions in many states and foreign countries. Each division is usually run independently as a decentralized profit center. Division managers have their own staff services, such as engineering, accounting, finance, legal, and Human Resource. The corporate Human Resource staff, however, generally creates major Human Resource policies and programs for recruiting, management development, equal employment opportunity, and wages and salaries. Divisional Human Resource manager has some flexibility in his or her division's programs. (Carrell, Elbert and Hatfield, 1995, p:22)

1.1.5 The History of The Human Resources Management (HRM)

To determine any beginning which will be the foundation for the historical development of Human Resources Management (HRM) is not easy. The existence of the Human Resource Management (HRM) can be suggested if the people and group work are in question. It can be said that the development of Human Resource Management (HRM) was influenced by some historical realities when we think about in a today's meaning of it. (Aldemir, Ataoğlu, Solakoğlu, 1993, p: 15)

Guilds were prepared the production and working relations in an economic and social system over the centuries. Expert-Assistant Master-Apprentice relations were prepared by this system until the 19th centuries in West Europe and Ottoman Turkish society. (Ekin, 1989, p: 5)

The problems of Human Resource gained an importance in industrial revaluation which has started first in thread industry in England and then spread over all the other industry clusters in the ends of 18th century. (Yalçın, 1991, p:3).

By this way the social structure completely changed. The new developments changed the life style completely and conditions of work nevertheless changes created a new life style and conditions of work in industrial places for peasants who were living in a feudal structure and who have had the work force and the big part of population until 19th century. (Ekin, 1989, p: 2)

New industry created a new industry employee class by the collecting qualified work force from little craft life and by collecting unqualified work force that who were immigrated from rural life to the urban life.

By this development process the factory industry brought a new social poverty. By the employment of women and children in a long time and under the dangerous conditions and with creating of pressure of unemployment by economical situational waves; were damaged the security of work and income at bottom of fundamentally in textile industry. (Ekin, 1989, p: 10-11)

By the increasing of the reaction of employees and on the other hand the regional, humanist and doctrinal resistances prevented all the unrecorded attitudes of government and parliamentary to the social problems in long terms. On the other hands some employers who tried to provide good employment conditions and who employed Robert Owen, wanted direct interference of government for humanization of work conditions in a country. (Ekin, 1989, p: 14)

The government formatted the minimum work conditions by the constitution; there upon government created a wide area for interest competition. These constitutional standards are to form the rights which was gained by the laws, according to the standards by the coming down of standards or coming out of standards constitute will be broken. Creating of these standards is to form the subjects of personal employment law. On the other hand the area of gaining interest which is in upper the standards creates constitutional rules of "collected employment laws" which prepare the subjects of collected bargaining and trade unionism. (Ekin, 1989, p: 15)

In first times employees and employers were signing a treatment that was in a framework of forbidden coalition and protecting laws for employers by government, then the conditions changed and employers established trade unions and they started to sign the treatments according to trade union rules. The need for Human Resource Management (HRM) increased for management when the employees put some social rights near the financial interests inside the collected agreements.

The reason of many disasters which was wars also to contribute industry about Human Resource Management. After the World War I the importance of women work force increased both in civil work life and in army. (Aldemir, Ataol, Solakoglu, 1993, p:17)

The industrial revolution brought technological, economical, social, cultural and political changes and developments and by these changes and developments the idea of the science was supported which is the base of administration exercises. Nevertheless by the accumulation of which is related systematic knowledge related administration and organization, was started to become by the exercise of "scientific method" in administration analysis in one century later after industrial revolution. (Baransel, 1979, p: 10)

The scientific administration which was leaded by W.Taylor in 1880s became a *movement* by the efforts of F. Gilberth, H.L. Gantt, H. Emerson, and M. Cooke who were followers of the foot marks of W. Tailor in the beginning of 20th century. The scientific administration first emerged in United States, and it spread of all over the Europe as "Rationalization" and "Taylorizm" and expanded fastly. (Baransel, 1979, p: 12)

Taylorizm was proved by Taylor who aimed profit from employee work as possible as and Taylor stated that this was a production method. Taylor was thinking that observing the attitudes of employees can prevent wasting their time and to act useless when they work. Taylor also thought that this kind of system can enable to increase the production's productivity in a factory. According to this idea he observed all the attitudes all employees one by one and he stratified the useless attitudes then he added resting time to the other attitudes and finally he technically measured the time which an expert employee needed.

By this work system he awarded the employees who worked fastly and he punished the employees who work in a slow tempo by the payments system.

The Taylorizm faced a reaction which has came from Trade Unions because of its idea that human is machine and the system is not humanitarian. But the system expanded to all over the world that it caused the increase of the organization's profit and fertility of work. The Taylor's system played an important role in development of mass production techniques. (Ekonomi Ansiklopedisi, 1991, p: 303)

An important part of knowledge stock which to form the classic technique was provided by the "administrational theory" which was developed by Henry Fayol. He put forward an idea that the administration is a process that was formed by some functions which were to see the far away to be planned, to be organized, to managed, coordination and control. However he explained some ideas about these functions according to his fifty year experiences about. He stratified fourteen principal in administration. In 1910 his functional separation leaded to a developed general administration. Nevertheless according to systematic knowledge which was related administration it was created a conceptual roof and it made easy analyzing of administration. Ideas and opinions of H. Fayol were developed by L. Gulick, L.F. Urwick and R.C. Davis in 1930s.

The "Bureaucracy Model" which was developed by Max Webber to formed the foundation of classic organization theory. The bureaucracy model includes some specialties which are; functional consensus division of labor, hierarchy of power, the principals system which forms the statutes and positions rights and missions, the method system which will be form to complete the works, the appointment of personals which provides statutes no personal relations.

The bureaucracy model of Max Webber is “an ideal type” model and it is a methodological instrument for the specifying the degree of to being bureaucratic. Max Webber put an idea that bureaucracy is most available and in technical it is best organization type for big scale and complicated structure of modern societies and he put forward that bureaucracy has some specialties; rationality, predictability, discipline, punctuality. Max Weber aimed to create a model which purified from the influences of emotional and irrational factors.

In 1930 and 1940 according the light of the evolution of modern administration view the classic idea were grown up and the new ideas were started to emerge and it was very rich active era. Between the years of 1924 and 1932 with the “Hawthorne” searches and the world crises in 1932 played an important role in the activity of administration idea. (Baransel, 1979, p:13)

In the Hawthorne researches which were presided over by E. Mayo they stated that the performance of the employee is not only dependent on the financial awards however they can be influenced by the social environment. According to results of Hawthorne researches when an individual places inside the group and the norms of group enables group to stratify the amount of production, an individual cannot produce according to his/her will. The second result is that observers can be influential on individual's performance.

By the Maslow's needs of hierarchy and McClelland's separation of power and social needs they insisted on social needs in people's life by attracting the changing needs of people. (Baysal, Tekarslan, 1987, p: 204)

All these researches resulted in that the human relations approach was described as the approach which accepts that individual is a social human. In this area educational personal psychology and its adaptation to human gained importance and fundamental knowledge of a new science field emerged by the name of organizational psychology. (Baysal, Tekarslan, 1987, p:205)

The economical, social and cultural developments influenced the administration principles. The changes in administrative principles caused to shaping on the needs of newly established organization's orders.

By the industrialization of the countries the people who work in agriculture sector started to move to the industry and service sector. The developments are in the industry and service sector caused to shaping the principles which were applying in the organization's that in little dimension, to the needs of big organizations. The work power that the big organization's needed is in a different character according to work power of traditional field of work. (Şenatalar, 1978, p: 17)

By the raising of level in education the job relations started to change. Instead of applying the hard discipline rules there was a study to create an understandable environment and corporations.

The need for qualified work force was increased by the industrialization. Some part of this human power works in the job that requires qualification which is in a character of expert. People who work in science areas, preferred to work in relations of job friend instead of up and down relations in organization's hierarchy. (Şenatalar, 1978, p: 18)

By the affect of trade unions the absolute authority was replaced with mutually understand and cooperation, principles of working together in some specific subjects

The creating of big industrial organizations by the big investments caused the replacing of family organizations with joint-stock company. In the beginning there were bosses and managers in the administration level of these companies by the time professional managers came into administration. In developed industrial countries the management is not the symbol of financial power it was analyzed as a need of functional capability. (Şenatarlar, 1978,p: 19)

When an international organization functions in a culture, language, foreign exchange, politic system, order of market, financial surrounding and law system; the administration of international organization must function in different environments.(Tosun, 1986, p:10) The structure of cultural social and economics of every country are different. Thus the strategies which will be applied must be different from each other. Multinational companies play an important role in rising of the importance of Human Resource Management (HRM).

1.2 Objective of The Study

One of the most important activities of human resource management is orientation, and has been selected to be studied in more detail in the study. As you know the common elements in all organizations are people. People create everything for the organization. Thus the new employee's initial orientation, if handled correctly, helps him/her perform better by providing the necessary information and helps to reduce the first day jitters and reality shock which might otherwise be experienced. Also employees who have not gone through a good orientation program and who are not well educated are more likely to quit during their first few months than at any other time in their employment.

Mainly in this study the focus will be on orientation programs, the effect of orientation programs on the new employed employees, why it is necessary, and why orientation plays a major role for the new employed employees.

Hypothesis:

“Orientation increases new employee productivity and commitment to the organization.”

In this project, a well known organization has been selected to prove and test the hypothesis. This well known organization is Migros. Migros is one of the organizations that apply orientation programs in more efficiently way for their new employees. All the informations used in the study have been collected through interviews with the head of the human resources department and the head of the training and development department. The questions used to form the interview can be found in the appendix.

II-WHAT IS ORIENTATION

2.1 Orientation Defined

Orientation is the guided adjustment of new employees to the organization, the job, and the work group. When new employees are taken on, it is important that they are given the right orientation that will benefit themselves and the organization. This orientation period can be considered as the foundations for getting the most out of the employee and to determine their long term success in the organization. An orientation should be given at the beginning of employment and may stretch for several weeks, or even months. During this time, the quality of the orientation will have an effect on how the employee visualizes the organization and how well they will integrate into it. (www.credit-to-cash.com)

Some companies often make the mistake of ignoring orientation periods. Instead, they leave the new employee to pick things up themselves, and from existing employees, which costs time and money. This defeats the idea of orientation which is to integrate the employee so that they reach their full potential as soon as possible. (www.credit-to-cash.com)

If the new employee is to be recruited through an interview, then it is a good idea to start the orientation at that specific time. Even if the applicant isn't definitely going to be your new employee, it still gives them a chance to maintain interest in your business. (www.credit-to-cash.com)

Orientation is the process of introducing new employees to the company, to their supervisors and co-workers (if there are any), and to their jobs. After the necessary paperwork has been completed, it is necessary to concentrate on bringing the employee into the organization by arranging for an orientation. Whatever form it takes, an orientation session serves several purposes; it gets the new worker started on productive activity and it ensures that new employees get accurate information. Co-workers do not always give the right answers, for whatever reasons. It is a chance to develop good work habits in the new employee. It can help the newcomer feel welcome, relieve anxiety, and start the person toward being a loyal, productive member of your business. (www.credit-to-cash.com)

2.2 Why Orientation is Needed

As mentioned previously, Orientation is a HR tool that ensures the smooth entry of new employees into their jobs - bringing them to a level of job mastery/independent functioning as quickly as possible. In a de-regulated labor market with staff on short-term, part-time or temporary contracts - the process of orientation of a new employee into the company and into the job is an important activity. (www.themanagementor.com)

For an organization taking on extra employees during expansion - a whole cohort of new employees have to be inducted into the organization and be introduced to everything. Further briefing on their terms and conditions of employment, company rules and policies and introductions to their boss and work colleagues are necessary. Hidden tensions include the fact that newcomers will feel anxious in their strange new environment. Much information has to be absorbed in a short time. (www.themanagementor.com)

Things can be omitted or forgotten leaving the new employee confused or excluded and more likely to make mistakes or be slower on the up-take. Their time and the time of others are wasted. (www.themanagementor.com)

Effective orientation delivers a message to new employees that the organization supports its staff. Orientation is a welcome into the "family of the organization" - it reflects that period of socialization when the newcomer not only learns about the firm but absorbs the expectations and value systems of the organization. In the orientation period new employees pick up the norms and behaviors that are expected by their colleagues and the body corporate. Impressions of the organization in the recruitment and orientation period are likely to be significant. (www.themanagementor.com)

2.3 Who Needs Orientation Programs

All new employees - anyone starting a new job whether new to the organization or transferring internally needs orientation. Even experienced employees will need some form of orientation. What will the following people need to know? (www.themanagementor.com)

- New starters with little or no experience of your industry or products?
- Women re-entering employment after a career break?
- Youngsters starting work straight from school or college?
- Employees internally promoted or transferred?
- Experienced employees who are joining the company, say, from a rival?

There needs to be space to let the new employees relax as well as actually get on with some tasks they can do - so that a sense of achievement and contribution is forthcoming. Ideally the new employees need to go home at the end of the first day and feel they have started to make a contribution. (www.themanagementor.com)

2.4 What Do The New Employees need to Know

It may be a good idea to start off with the overall look of the company moving through to the finer details. When informing the employee, it may be worth while giving them a tour. (www.credit-to-cash.com)

Introduce the company by specifying the size (no. of employees, branches, etc), the history and how the company operates. The employee may have already researched your business but any additional information is always good to know. (www.credit-to-cash.com)

Let employees know about any procedures in the organization. This may include the terms and conditions of employment, disciplinary action, and dress code. Also, show them what to do and where to assemble in case of fire. (www.credit-to-cash.com)

Inform them of anything concerning their job: give them a job description listing what tasks are involved, their responsibilities and accountabilities. Tell them what training is needed (if any) to match their job requirements. If tools, equipment, computers, etc are involved, make sure they know where and how they can obtain it. If the organization has many forms, letters etc it's a good idea to build an orientation manual for them to keep. The manual should show and explain the basics of completing, say, a form from start to end. Where necessary, an orientation manual can also cover systems and procedures relevant to the employee's task. With an orientation manual the main concern should be with the quality of its contents. Coming down to the personal needs of the employee, point them in the right direction of the toilets, cafeteria, snack/drink machines and anything else that they may require. An employee's involvement with other employees is important. Tell them about any activities/social outings that occur both in and out of work time. This could be a game of football after work on Tuesday or a pint of beer at the pub during Friday lunchtimes. Involving them early with the social side of working will give them a feeling of being 'accepted' and welcome. (www.credit-to-cash.com)

2.5 When New Employees Need To Know

As mentioned earlier, orientation can start from the selection process such as the interview. But it is important that some things are brought to the new employees' attention before they start their first day at work. This is the terms and conditions of employment which they may already have in writing if you issued them. Additionally, they will need to be aware of where to go, who they should ask for and what they should bring along to prepare for their first day. (www.credit-to-cash.com)

It may be necessary to prepare for the arrival of the new employees by making sure that any necessary equipment is obtained for them (working computer, safety gear, etc). If others are involved with the orientation (detailed later), create a time table to let them know when they are required. (www.credit-to-cash.com)

Some information may be given when the new employee actually starts their first day. This is a big day for the new employee and what happens will usually form the basis of their impression of the organization. Make sure that they are made to feel welcome in every department they may venture. Often, this day is used to inform the employee about company procedures (outlined earlier) and to complete any necessary paper work concerning their details (bank details, P45 forms, etc). Introduce the employee to everyone that they will be working with. This way, there will be no strangers around when they come to work the following day. (www.credit-to-cash.com)

It is important not to overload the employee with too much information on the first day as you don't want them to forget the most important points (no one will remember it all). Remember: orientation takes time to be successful. (www.credit-to-cash.com)

Other things, that may be decided to introduce when necessary during the course of their early employment. Within this period, it is the time when the new employee may start to compile a list of questions about the job or company. These insecurities often lead to the employee leaving or progressing at a much slower rate. (www.credit-to-cash.com)

It is therefore in your best interest to have a follow-up meeting, say, in the form of an appraisal to compensate for this matter. Usually done after 2-3 months from initial employment, it gives you (or whoever is running the orientation) a chance to offer further information and for the employee to ask questions in their concern. (www.credit-to-cash.com)

2.6 Organizing The Orientation of New Recruits

The format and content of an orientation program will vary according to the size and type of organization and the existing knowledge, experience and seniority of the recruit. It must be borne in mind, however, that it is as important to educate the newcomer in the culture, language and standards of the organization as to train him or her to perform a particular job. (www.themanagementor.com)

Orientation should not be viewed in isolation. It should be treated as an extension of the selection process and the beginning of a continuing staff development program. It often consists of two stages: an organization-wide program, usually conducted by the human resource department, and a departmental program. This checklist concentrates on the second stage. (www.themanagementor.com)

The purpose of orientation is to ensure that new employees:

- are integrated into their working environment as quickly as possible
- learn relevant aspects of the organization's mission, culture, policies, procedures and methods of working
- become productive and well motivated
- become aware of the skills and knowledge needed for the job
- understand their responsibilities.

Advantages of orientation

- Newcomers are integrated more quickly into the organization and become productive earlier.
- You show that you value the newcomer, making them feel welcome and giving them a sound impression of the organization.
- Recruitment costs are seen as an investment.
- Successful orientation is an essential first stage of an employee development program.

2.7 How to Create a Meaningful Orientation Program

Organizations are all aware of the implications of poor recruitment decisions. They can cost the company time and money, and they can result in low employee morale, and reduced productivity. One basic step to ensuring that new employees get off to a positive start is to conduct an effective orientation program. Employees who are properly trained and introduced to the company early feel better about their choice of employer and usually fit in more quickly. (www.accountingweb.com.uk)

Below are some best practice factors to take into consideration when preparing an employee orientation program in your organization. (www.accountingweb.com.uk)

Involve others. If the new employee is filling an existing position, in an ideal situation, the person leaving the job will still be there when the new employee starts and will be able to conduct a full handover with them. Given the delays often present in the recruitment process though, this often isn't possible. Instead, ask the person leaving the job write a series of brief handover notes. As long as they're leaving on good terms, this shouldn't present a problem, and it gives the leaver a chance to tie up loose ends before passing on outstanding work. (www.accountingweb.com.uk)

Include peers, administrative staff, front office employees, management, and others who will be working with new staff members in the orientation process by making sure all are introduced to the new employee and spend some time, however short, with them. Ask someone in the department to take the new employee to lunch on the first day, and ask others to instruct on how to use the phone systems, voicemail, locate stationery supplies and so on. Prepare a checklist (see below) for the people doing this so they know what they need to cover. Allow time with both a HR representative and time with the new employee's manager on the first day. (www.accountingweb.com.uk)

Think about including a tour of work areas as part of the process. This could be anything from a walk around the office, to a visit to a number of company sites involving 'mini-lectures' from different employees. (www.accountingweb.com.uk)

Create a Mentor System. Appoint a mentor for the first week or first few weeks. This could be a line manager, but it's probably more practical to ask someone who'll be working closely with the new member of staff. Use the mentor system to help new employees become familiar with the overall culture and work ethic of the organization. A mentor system gives the newly recruited employee a person to whom he or she can ask basic questions such as what the dress code is, where the good places to get lunch are, and work-based questions such as how client service questions are handled, and so on. It also gives them someone to turn to if there's a problem. Such a scheme also ensures that others in the firm have an active role in the success of the new employee. (www.accountingweb.com.uk)

Create a series of checklists of items to cover during the orientation process - think about one for the HR representative, one for mentors to use and one for colleagues (the last two should be created with help from the new employees department themselves).

Below is a representative list of items which can be included in a HR orientation checklist:

- Conditions of Employment, including details of probationary periods if applicable - ensure all contract documents are signed and returned
- List of employee benefits - who qualifies, how to apply
- Payroll procedures/timetables, including time reporting, overtime claims - collect P45/P60, bank details for payment
- Expenses procedures
- Company policies, such as sexual harassment, holiday entitlements, confidentiality and Internet usage
- Information about how training needs will be identified/details of the appraisal process

Useful additional information to give to/discuss with the employee:

- A map of the site/sites
- A list of useful 'phone numbers
- Information about company culture and history, and company aims
- Company 'family trees' - to show how the employee's role fits in with the company structure
- Company annual reports, if applicable, or examples of recent projects/the company in the news - this will help the employee understand what it's like to be 'behind the scenes'

Look at the detail...What's important when putting together an orientation process is to think about the detail as well as the 'bigger picture'. Ensure the new employee knows the things they need to know to do their job on a daily basis, as well as providing more 'strategic' information about the company. The more detailed you are in this process, the more you will gain from the long-term effects of a well-prepared program. Use your policy manual (if you have one) to assist you with the preparation of your orientation process. This will help ensure that you cover all areas that will affect you and your employees. (www.accountingweb.com.uk)

But don't forget the 'bigger picture'. Some of the more difficult information to impart relates to company aims, culture and plans for the future. Often, this is difficult for a new employee to understand until they've been with the company for some time, so consider meeting with them again after a couple of months to make sure that the mission statement you gave them hasn't just been filed away and forgotten about. (www.accountingweb.com.uk)

Create an Extended Program. It's difficult for most people to take in the huge amount of information they can be presented with during their first few weeks at work. It's best practice to make sure there is a follow up with each new employee regularly, to keep lines of communication open. An extended orientation program also reassures new employees of the company's commitment to the employee. Newcomers are always under pressure to perform and settle in, and this will keep the door open for any problems that may arise in the first few months of employment. An extended program shows the company is willing to invest time in an individual's development. (www.accountingweb.com.uk)

Ask for feedback from new employees. Keep records of the types of questions new employees ask and incorporate them into your checklist. Distribute a questionnaire or ask them for their experiences during the first month or so, and establish which items may require additional clarification. This is a great tool to measure the effectiveness of your orientation process and to ensure you have covered all areas that need be addressed.

(www.accountingweb.com.uk)

Dos and don'ts for organizations with new recruits

Do

- Ensure that all relevant staff know about and are involved as necessary in the orientation process.
 - Review a new employee's progress regularly and be prepared to incorporate his or her expressed needs into the orientation program.
 - Evaluate the style and content of the orientation program and amend it if necessary, taking into account the views of employees who have had recent experience of it.
- (www.accountingweb.com.uk)

Don't

- Forget that starting a new job is a stressful experience for most people.
 - Give the employee too much information at once.
 - Make assumptions about the recruit's learning and integration.
 - Forget that an orientation lasts longer than one day or even one week.
- (www.accountingweb.com.uk)

2.8 An Example of a Comprehensive Orientation Program

In many firms today orientation goes well beyond providing basic information about such aspects of the jobs as hours of work. More and more companies are finding that orientation can be used for other purposes, such as familiarizing new employees with the company's cherished goals and values. Orientation thus begins the process of synthesizing the employee's and the company's goals, one big step toward winning the employee's commitment to the firm.

Orientation at Toyota Motor Manufacturing USA is a case in point. While it covers traditional topics such as company benefits, it's mostly intended to socialize new employees, that is, to convert Toyota's new employee's to the firm's ideology of quality, teamwork, personal development, open communication, and mutual respect. It lasts four days, as follows:

Day One: The first day begins at 6:30 a.m. with an overview of the program, a welcome to the company, and a discussion of the firm's *organization structure and human resource department* by the firm's vice president for human resources. The vice president devotes about an hour and a half to discussing Toyota history and culture, and about two hours to employee benefits. Another two hours are then spent discussing Toyota's policies about the importance of quality and teamwork.

Day Two: The second day starts with about two hours devoted to "communication training-the Toyota Motor Manufacturing way of listening." Here the importance of mutual respect, teamwork, and open communication is emphasized. The rest of the day is then devoted to general orientation issues. These include safety, environment affairs, the Toyota production system, and the firm's library.

Day Three: This day also begins with two-and-a-half to three hours devoted to communication training, in this case “making request and giving feedback.” The rest of the day is spent covering matters such as Toyota’s problem’s-solving methods, quality assurance, hazard communication, and safety.

Day Four: Teamwork is stressed in the morning session. Topics include teamwork training, Toyota’s suggestion system, and the Toyota Team Member Activities Association. This session also covers what work teams are responsible for and how to work together as a team. The afternoon specifically covers fire prevention and fire extinguishers training.

Employees thus complete the four-day orientation process having been steeped in-and it is hoped converted to- Toyota’s ideology, in particular its mission of quality and its values of teamwork, continuous improvement, and problem solving. That is a big step toward winning new employees’ commitment to Toyota and its goals and values.

3. ORIENTATION AND MIGROS

3.1 The History of Migros

1954 – 1974 Foundation of Migros Turk

In 1954, by the joint initiatives of the Swiss Migros Cooperatives Union and Istanbul Municipality, Migros was founded for the mission of obtaining food supplies and consumables from producers under the supervision of the municipal authorities and to serve these products to Istanbul inhabitants in hygienic conditions and at economic prices. Initially, Migros was operating with 45 sales trucks, and then has opened various stores, first in Beyoglu at the fish market in 1957. During that period, Migros had gained the confidence and interest of the Istanbul residents. (www.migros.com.tr)

1975 – 1979 Dynamism with the Koc Group

In 1975, the majority shares of Migros were transferred to the Koc Group. As from this date onward, Migros initiated a new understanding of operation and rapidly increased the number of stores in Istanbul. With its huge warehouse, Migros established the necessary infrastructure, along with the Fruits and Vegetable Purchasing Offices directly from producers and farmers thus supplying the consumers with fresh and high quality produces. (www.migros.com.tr)

1980 - 1990 Migros, in Izmir following Istanbul

In 1981, the main warehouse of Migros was opened, which is still in use with some alterations and improvements, wherein foods and other perishables are stored in hygienic conditions. New investments have been made in an effort more healthy products in hygienic packages, including a meat processing center. In 1988, Migros opened 4 large stores in Izmir, too, following Istanbul, and had started to invest on infrastructure for the Aegean Region.

Migros, known as "Honest Retailer" because of its lower prices and hygienic products, has been serving to its consumers through 34 stores in 2 big provinces as of the end of 1989.

1990 -1991 MM and MMM Migros stores were opening one after another. Migros went to public...

Turkish consumer was introduced with the modern stores in international retail standards; Migros pioneered for larger store formats offering the consumer more alternatives with the world quality, by carefully taking changes in the consumer habits into consideration in the late 1990 and early 1991. Besides its neighborhood stores in Istanbul and Izmir, it also has dedicated to open larger stores in new residential and suburban areas, and has introduced its MM Alsancak followed by MMM Atrium and MMM Sisli in 1991. (www.migros.com.tr)

In these stores with large utilization space, almost anything, from stationery to glassware, warehouse, books, cassettes and textile articles besides food, were offered everyday from Monday through Sunday up to 22:00. Another novelty in late 1990 was part-time employment which offers new job opportunities to university students, housewives, and retired people. Personnel training programs have been developed. With the "Migroskop" publication, released bimonthly, special discounts, advantages and inexpensive shopping deals has been announced regularly since late 1990. (www.migros.com.tr)

Migros with its modern, reliable and economic service has took the initial steps to the new residential areas and started to develop in such areas. As from the late 1990, almost all of the old stores have been renovated, and big stores have been equipped with full automation systems, introducing computerized and automatic cash registers to Turkish customers and providing Migros with a modern appearance. Migros has become an open-to-public company in 1991. (www.migros.com.tr)

1992 – 1993

Migros was in service with 51 stores, in 9 provinces in 3 regions, including Mediterranean. Migros opened it's MMM Antalya store after having completed the necessary infrastructure and established Antalya Regional Office. It has started to render retail services to the consumers not only in big cities like Istanbul, Izmir, Ankara and Bursa but also in holiday resorts including Marmaris, Bodrum, Silivri and Yalova as well. (www.migros.com.tr)

The variety of Migros branded products produced under control of Migros by the leader firms of the sector are started to be expounded and thus proposed as an economical and qualified alternative for the consumer to be improved with their interest and taste. (www.migros.com.tr)

In 1992, Migros offered the advantage of payment with credit card and Migros started to be examined in detail, periodically through the customer satisfaction questionnaires. (www.migros.com.tr)

In 1993, the school of Migros Supermarket had its first graduates. With the Participating Staff Project, the direct contribution of the staff to the management of the store is provided. (www.migros.com.tr)

1994 – 1995

At the end of the 40th anniversary, 74 Sok and Migros stores in five geographical regions. On its 40th anniversary, Migros established its Ankara Regional Office together with 2 other stores in Ankara and completed the infrastructure for Mersin Store and Adana Regional Office. In 1994, Migros was elected as the most successful company in Turkey and was also shown as one of the most successful companies in Europe by Euro Money Magazine, derived from the evaluation in different criteria's. 1995 has brought a rapid growth to Migros, as the companies speed up its infrastructure and store modernization investments. It has expanded its services to 17 provinces in five geographical regions, including Southeastern Anatolia and Adana, Gaziantep, Edirne, Tekirdag and Eskisehir provinces. (www.migros.com.tr)

Migros in 1995 to make broader masses of public benefit from its synergism added the Sok Discount Markets as one more novelty. These, having met the interest of the consumer recited in an increase in the customer portfolio of Migros, and starting from Istanbul very soon they began to render service in Ankara and Izmir as well. Migros and Sok with the impact of synergism have almost achieved the aim of developing, for the services rendered at home and have already completed the necessary infrastructure for expanding abroad. (www.migros.com.tr)

1996

The first international establishment, Ramstore was opened in Baku. Migros has opened a new store per week in 1996, making investment also in Eastern Anatolia Region... By the end of 1996, 124 Sok and Migros in 20 provinces...Migros has completed its infrastructure in Azerbaijan in 1996, and opened its first Ramstore in Bakü. Migros Turk will continue its infrastructure development for further expansion in foreign countries. (www.migros.com.tr)

Migros always aims at new targets and continuously seeking to improve it. In the year 1996, Migros achieved the goal of setting up a new store every week and by the end of the year established 51 stores. (www.migros.com.tr)

Migros setting up the first store MM Migros in the East Anatolia also established Erzurum Regional Head Office and by the end of year was serving 75 million people in 6 geographical regions within 20 cities with 124 stores. (www.migros.com.tr)

Migros is not only widespread offering top quality services but also is the one to enable the consumer to make use of the latest technology. In this way, once again Migros was first to introduce the electronic shelf labels to the customer with MMM Migros Caddebostan. (www.migros.com.tr)

1997

In 1997 Turkish consumers was introduced with new shopping alternatives like Migros Shopping Center and Cyber Shopping. Internationally in the second country, Migros is in service with Ramstore Shopping Center in Moscow. Migros Shopping Center Beylikduzu has started its operations...Since 2 years Migros is opening a new store per week, at the end of 1997 Migros is rendering service with 175 stores in 22 provinces. (www.migros.com.tr)

Migros opened its first store in a foreign country in 1996 and in 1997 it is expanding its service both on national and international basis. Turkish consumers are introduced with new shopping alternatives and Migros achieved significant accomplishments. (www.migros.com.tr)

Up to 1996 Migros was giving service in 7 shopping centers, starting from 1997 consumers were introduced with a new shopping alternative , Migros Shopping Center Beylikduzu and Ramstore Shopping Center Moscow designed by Migros for more convenient shopping. These centers become a meet point for public on shopping, trade and social basis. (www.migros.com.tr)

Ramstore Shopping Center established by the partnership of Migros Ram and Enka has become the most significant shopping area of Moscow. New shopping centers by Migros will follow Migros Shopping Center Beylikduzu, opened in December 1997. With succeed of the first Ramstore in Baku, 4 new stores are opened in Azerbaijan. By the end of 1997, Ramstore operates in 5 stores in Azerbaijan. (www.migros.com.tr)

In September, Migros has become the pioneer of electronic commerce via Internet, by introducing Migros Cyber-shopping, built on a comprehensive system and technology. Virtual market is operating in Istanbul and Izmir by the end of 1997 and will spread out to other cities. (www.migros.com.tr)

In 1997, Migros increased the number of stores to 169 at home, to 6 abroad in Baku and Moscow. Migros while expounding to Diyarbakir is in service of 125 million customers with a number of 175 stores. (www.migros.com.tr)

1998

1998 Migros Club Card started to offer new advantages to Migros Club members. At the end of 1998 the number of Migros Club members exceeded 900.000. 1998 Migros continued expanding both at home and abroad. Starting to serve in new cities, at home and increasing the number stores to 7 abroad, Migros started to serve in 223 stores totally. (www.migros.com.tr)

Opening one new store each week as previous years, Migros opened 50 new stores and shopping centers in 1998. Continuing to expand both at home and abroad, Migros strengthened its leadership in retail sector. Together with Migros, Sok and Ramstore chain, Migros and Ramstore Shopping Centers, Online shopping on Internet and sales trucks Migros is serving in 6 different shopping formats to 140 Million customers in 223 stores. Operating in six geographical areas, Migros started to serve in new cities like Denizli, Hatay, Isparta, Elazığ, and Kahramanmaraş in 1998. Migros expanded its service to 27 cities totally. (www.migros.com.tr)

Migros opened second Ramstore Shopping Center larger than the first one in Moscow Maryina Roscha region and increased the number of stores to 7 abroad. In 1998 a new Ramstore Shopping Center's foundation laid on in Kazakhstan. Aiming to approach more to customers, Migros is investing not only to new stores but at the same time to high technology. As a result of superiority in technology, Migros Club members shopping done in country gathered in a log on product basis. (www.migros.com.tr)

Together with traditional Migroskop discounts, with the help of this unique data Migros is able to offer specialized personal advantage campaigns to customers. Starting in 1998 Migros customers are presented with Migros Club Card, the members won billions from "Star Products" and lottery draws. The number of Migros Club members exceeded 900.000 in 1998. (www.migros.com.tr)

1999

Migros strengthened its leading position and the growth rate reached to 2 new stores per week on average, Migros closed the year with a total of 325 stores. At home Migros opened the largest shopping center of Turkey in Ankara. Overseas operations were expanded rapidly totaling the number of Ramstore to 11 in 3 countries including Kazakhstan. Migros Club Card holders reached up to 2.5 Million. (www.migros.com.tr)

2000

Turkey's first online shopping center "Kangurum" started its operation in the first month of year 2000. "Bakkalim", the 7th store format of Migros, began operating in year 2000, and reached to 700 groceries in a very short time. Migros opened 128 new stores in 2000, extending its services through a total of 450 stores worldwide. With the foreign investments continuously expanding abroad, new Ramstore have been opened. (www.migros.com.tr)

2001

The number of Ramstore increased to 9 in Moscow, new store to the west with the opening of Ramstore Sofia, 3rd Migros Shopping Center in Antalya. (www.migros.com.tr)

Migros strengthened its leading position and the growth rate reached to 2 new stores per week on average, Migros closed the year with a total of 325 stores. At home Migros opened the largest shopping center of Turkey in Ankara. Overseas operations were expanded rapidly totaling the number of Ramstore to 11 in 3 countries including Kazakhstan. Migros Club Card holders reached up to 2.5 Million. (www.migros.com.tr)

Throughout 1999, Migros strengthened its leading position in the Turkish retailing sector pursuing a persistent policy of rapid growth at home and abroad. Migros delivers the most modern shopping facilities to as many as 150 million customers with its six different formats; namely Migros, Sok, Ramstore, Migros and Ramstore Shopping Complex, Online Shopping and mobile sales units. Throughout 1999, the growth rate reached to 2 stores per week on average, signifying a total of 108 new stores and 2 Shopping Centers being added to the Migros service network. (www.migros.com.tr)

Migros started to serve in 7 geographical regions in Turkey. At home Migros opened the largest shopping center of Turkey in Ankara. It became the most important trading and cultural center of Ankara with the technological advantages and the wide range of services it offers. Self - service checkouts" were introduced to Turkish consumers in this giant store for the first time in Turkey and Europe. (www.migros.com.tr)

Developing rapidly abroad, dispensing the Ramstores to 3 countries, the number of stores and shopping malls has reached to 11 Alma-Ati being the first and largest shopping center of Kazakhstan, turned out to be a part of daily lives of the consumers, as a vast commercial and social center. By the end of 1999, the number of Migros Club Cards has reached to 2.5 million with all the advantages that have been offered. Migros online shopping as well as developing has also expanded in Istanbul, Ankara and Izmir. (www.migros.com.tr)

Based on the widespread appreciation of its customers, Migros rapidly increased the number of its stores in Russia-Moscow, where the investments had first started in 1997. In January of 2001, Ramstore Shopping Center Kashirskaya was opened as the 8th store and 4th Shopping Center in Russia. After a very short period, the opening of Ramstore-Sokol in Moscow increased the number of Ramstore up to 9. The 10th Ramstore of Russia which is also the 4th Ramstore Shopping Center has laid its foundation in May 2001 and is planned to be starting service in 2002. (www.migros.com.tr)

In 2001, after the eastern countries like Russia, Kazakhstan, and Azerbaijan, the first step taken in to West showed itself with the opening of Ramstore Bulgaria. Ramstore Sofia, for which the sole investor is Migros Turk, is considered to be the largest investment of Turkey in Bulgaria. Representing an important position in terms of the relation between Turkey-Bulgaria and the trade in between, Ramstore is also regarded as the first move in Europe. After Ramstore Sofia, the number of Ramstores increased up to 16. (www.migros.com.tr)

In 1997, Migros Turk has introduced its first Shopping Center in Istanbul- Beylikdüzü which is followed by the second one in Ankara in 1999. In 2001, the 3rd Shopping Center in Turkey has opened its doors in Antalya where Turkey expects a considerable amount of tourism income. (www.migros.com.tr)

Migros Antalya Shopping Center, located in the center of the city, has been introduced as the new trade, culture and the entertainment facility welcoming various people from different ages and nationality. (www.migros.com.tr)

Throughout 2001, Migros Online, which makes shopping as easy as ever on Internet, has added Antalya and Adana to its service area which. In 2001 Kangurum Online Shopping Center operating in 58 stores with 28 product categories totaling up to 75.000 products, has introduced Wholesale Market which enables wholesale transactions through Internet, B2B providing the base for corporate transactions and the ISP named kangurum.net which ensures connections to be fast, economical, safe and controllable. (www.migros.com.tr)

Within the course of 2001, Migros Turk has introduced 3 Migros stores in MMM format, 5 Migros stores in MM format and 3 Migros stores in M format which totals up to 11 stores, as well as 19 Sok Discount Stores, 1 Ramstore Shopping Center in Moscow, 1 Migros Shopping Center in Antalya and 2 Ramstores (Moscow and Sofia) into service life which counts up to a total number of 34 new investments. By the end of 2001, Migros is offering its high quality service in 461 stores and welcoming 160 million customers annually. (www.migros.com.tr)

3.2 Research Results on Orientation Turkey in 2001

In this research the 84.4% of the organizations that entered to the research have a standard orientation program but when you compare the business world and the companies that entered into this research, there is no any standard in the applying of the orientation programs and there are big differences in the periods, contents and at the staff. (www.insankaynaklari.com)

Table 3.1 The Period of Orientation

	White colors	Blue colors
Less then one day	45.5	46.8
Between 1-3 days	18.9	17.6
Between 3-5 days	16.3	16.1
Between 5-10 days	7.7	7.8
Between 10-15 days	8.6	7.8
More then 15 days	3	3.9

Source: (www.insankaynaklari.com)

46.8% of the organizations determined that orientation time for the blue colors is less than one day. This one day time can be only to get acquainted the new employees with the other employees and this time is only for wander the organization so this means the orientation is not completely provided in the organizations. (www.insankaynaklari.com)

The organizations applying orientation programs for the white colors is less then one day and the ratio for that kind organizations is 45.5% and from this ratio we can understand for the huge amounts of organizations the orientation is only for get acquainted and to wander the organization. (www.insankaynaklari.com)

Organizations that applying orientation programs between one and five days the ratio for the white colors are 35.2% and for the blue colors this ratio is 33.7%. The ratios for the programs between five and ten days for the white colors are 15.6% and for the blue colors are 16.3% (Table 3.1)

Table 3.2 The Scope of Orientation Programs

	%
To give information about the organization's different departments' activities	84.4
To introduce the organization with the tools like video, brochure	58.7
Standard training Program	49.8
Other	20.4

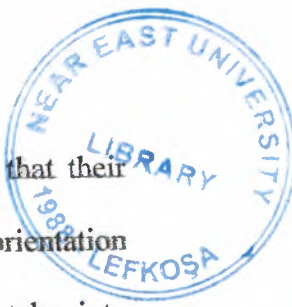
Source: (www.insankaynaklari.com)

The most used process in the orientation program is to give information to the new employees about the organization's different departments and their activities and 84.4% of the organizations are using this tool at the orientation. Nearly half of the organizations are applying a standard training program. 58.7% of the organizations are using tools like video and brochure to introduce the organization to the new employees. Essentially in the orientation both three tools must use and the percentages of these tools must be near to 100%.(www.insankaynaklari.com)

Table 3.3 To Whom does the Orientation Program is Applying

Blue Color	36.7%
Employees	73.3%
Others	12.6%
First Level Managers	66.3%
Middle Mangers	60.4%
Candidates to be Manager	48.5%
Top Managers	45.2%

Source : (www.insankaynaklari.com)



When we compare the blue colors and the top managers with others we can see that their percentages are less than the others. Only the 36.7% of the blue colors can take orientation program. The most adjustment problems are happening in blue colors if they take into consideration they must give more attention to them. (www.insankaynaklari.com)

Most of the organizations are using orientation programs to the employees, first level and middle level managers. (www.insankaynaklari.com)

According to the laws that organizations have to, the 89.4% of the organizations are applying trial time application. The reason that the ratio is been under the 100% is the organizations are omitted trial time for the educated employees and top managers. (www.insankaynaklari.com)

3.3 Orientation at Migros

All organizations have aims, politics, and strategies according to their situations. In summary it could be said that there is a "cause of existential". Organization uses the human resource as an instrument to reach his goals which provides the people from servants to the general manager. By this a people who wants to work in this kind of organization, has her/his personal aims, visions and expectations. All of these explain the person's cause of existential. The application of person to get a job shows that person sees the organization as an instrument to reach his/her personal goals. From these two elements which are seen as an instrument to each other, the personal aims and organization's aims common field of interest must be unified both to get acceptance of job by the candidate and to be accepted for the job and second the organization must get maximum interest from the employee. Two parts must know each other obviously for this kind of work.

The first step of this introducing process is the negotiations for to become employee and this negotiations does not impressive because the candidate shows his/her skills and all references to get accepted and also the tactic strategies are developed by the managers to exam the candidate and to see his/her vision and the level of his/her skills. After these negotiations and acceptance the candidate to job by the organization the employee is informed in an orientatiation process about the organization.

3.3.1 Orientation Programs

The orientation programs applied at Migros are;

i. The program of group orientation

- Welcome speech.
- History, structure of the organization, introduction of the group.
- Fields of the organization.
- Introduction of the Managers of lock personnel.
- Awards.
- Social roles, consciousness of environment.
- Giving of personal orientation plans.

ii. The program of organizational orientation

- Introducing with advisor.
- The program of introducing the organization.
- Giving of orientation hand book.
- Introducing with guide guy.
- Type of organization.
- Introducing with the top director of the organization

iii. The program of department orientation

- Introducing with the director of the department.
- Introducing with the employees of the department.
- Introducing with provides of the job.
- The explaining the place of the organization in unit and the importance of the job.
- Learning the instruments which will be used in the job like computer.
- To be informed about the report which must be written
- Explanation of the standards and analyses of performances.
- To realize the train of to be informed.

The evaluation of the orientation program

- General Evaluation of Orientation Program (I, II)
- Monthly Evaluation of Orientation Program (II, III)
- Sixth Month Evaluation of Orientation Program (III)
- To complete the lack information related with the first part.

3.3.2 Aims of the Orientation Programs

The program of Group Orientation: To show the pleasure of the organization, according to acceptance of the candidate to the group. The transition of the principles of the organization became as the explanation about the expectations from the new employees. Provide of the program is applied by the second speaker. A lunch is proposed between the managers and employees who are in orientation. The program of group orientation application process was stratified as one day.

The program of Organization Orientation: This is a process that the new employee learns; his/her aims and values, the structure and parts of the organizations, the informations about the job and the process to stratify his/her orientation to the environment of the work and introducing with new friends. The program will be applied by an expert from the human resources or training department. The program of organization orientation process was stratified as one week.

The program of Department Orientation: After the completing the group and organization orientation in this process the new employee is informed about the aims of the department, system of the job and his/her work environment which he/she will newly enter and to limit this process as possible as by the orientation expert. This program will be applied by the department director. The program of the department orientation process was stratified between one and three month.

3.3.3 General Orientation

There are titles of the issues which are in the orientation programs in below.

Informations of Organization

- Welcome speech.
- Establishing, developing, aims, problems, tendencies and priorities.
- Traditions, rules, standards.
- New functions of the organization.
- Productions, services, customers.
- The process of the transition of production and services to the customer.
- Introducing the activities of organization.

- The structure of the organization and the relations between the fields of the organization.
- The informations about the top director.
- Social relations, expectations, activities.

Fees

- The ratios of fee.
- Work over time.
- Holiday payments.
- The changes of the fee.
- The payments of the fees.
- Cuttings over the fees.
- Sales.
- Increase of the fees.
- Advance situations.
- Back payments.
- Cutting tax over the fees.

3.3.4 Orientation Follow-Up

The last step of the orientation process is the follow-up step. In the follow-up step new employee is controlled or follow-up by the controller. Controllers are generally busy people they have many things to do so they cannot take feed back from the new employees sometimes.

At that point a control list can be helpful for this process to get a healthy feed back. In this list the needs of the new employees about his/her job and what he/she has learned are stratified. After the list is signed by the employee and his/her controller and as possible as the lacks of the employee are completed. The form must be prepared not to measure information of employee but to help him.

IV. CONCLUSION

There is a high competition in business environment. Business enterprises try many different management techniques including Human Resources Management (HRM) .

Technology is changing rapidly and obvious effects can be seen mostly in business environment. Organizations that produce service and products must follow the recent developments and adapt themselves to these changes. Otherwise, they have to face the rough rules of competition.

Orientation is the planned introduction of new employees to their new jobs, coworkers, and the organization. The goal here is that by increasing the satisfaction and performance of employees the productivity of the organization, as a whole, will increase.

The purposes of orientation can be categorized:

- Purpose of orientation for new employees.
- Purposes of orientation for employers.

Purpose of Orientation for New Employees;

New employees generally are excited for their new job and also have anxieties about what they face. Therefore, orientation should help create a favorable impression and enhance interpersonal acceptance of new employees.

- Favorable Employee Impression

Goal of orientation is to benefit the new employees. Certainly a good orientation program creates a favorable impression of the organization and its work. Efficient people assist the new employee all contribute to creating a favorable impression of organization

- Enhance Interpersonal acceptance

Another purpose of orientation is to ease the employee's entry into the work group.

Employees know what their supervisor wants.

Purpose of Orientation for Employers.

The overall goal of orientation is help new employees learn about the organization as soon as possible, so that they can begin contributing.

- Productivity Enhancement

Both employees and new employees want individuals starting jobs to become as productive as possible relatively quickly

- Turnover Reduction

Some employees have experienced significant turn over of newly hired employees, and it is common for ever half of all new hires in hourly jobs leave within their first year of employment. Turn over is costly and if orientation helps reduce turnover, then, it contributes to organization success.

- Organizational Overview.

Another purpose of orientation is to inform new employees about the nature of organization. A general organization overview might include a brief review of the organization; the history, structure, key executives, purpose, products and services of the organization; how the employee's job fits into the big picture; and general information.

In conclusion, orientation training is the first education program in the organization for the employees. For this reason, it plays critical role, both for employers and for the profitability of the organization. Because of the rapid changes in production techniques, organizations have to give more importance to education, and invest more in knowledge and developments (resurge and development).

A good orientation can determine how quickly your employee settles into the business and the speed at which they develop to reach their full potential. Giving the employee all they need to know in relation to their time at your business will further determine its effectiveness.

In competition, to be superior among others, the secret is to use human resource efficiently and effectively. In this point, to increase productive power, orientation training is the effective management practice. Moreover the organization that applies this training will definitely gain competitive advantage.

Consequently, organizations should apply these kinds of techniques that use human resource efficiently while forming their management practices.

Migros is one of the well known organizations in Turkey. Migros understood the importance of the human resource and also understood that the common element in Migros is people. So it is important that to keep the capable people in the organization, orientation is the best method. Migros has been using the orientation from many years, with the help of orientation employees are strongly committing to Migros and recruitments easily reduce their first day jitters and reality shock which other wise be experienced.

In Migros, they are applying three types of orientation programs, namely the group orientation, organizational orientation and department orientation. In the group orientation program; the transition of the principles of the Migros became as the explanation about the expectations from the new employees. It takes one day. In the organizational orientation program; new employees learn his/her aims and values the structure and parts of the Migros the informations about the job and the process to stratify his/her orientation to the environment of the work and introducing with new friends. It takes one week. In the department orientation program; the new employee is informed about the aims of the department, system of the job and his/her work environment which she/he newly enter. It takes three months.

V. RECOMMENDATIONS

In Migros, orientation programs take a long time because the orientation programs are applied while the new employees start to work. The reason is because the employees that are recruited are well and high educated people so they want them to start them as soon as possible, but this could be sometimes disaffect the employees. If they can give a short time orientation programs to the new employees this can be more useful for the new employees and for Migros.

There is no specific recruitment process used by . When there is a vacant position in the organization it calls new employees and for these new employees they are applying orientation programs. This can be sometimes too costly for Migros. If they can make common recruitment process like two times a year or like the beginning of the year and in the middle of the year for he vacant positions and for the positions of the employees that are going to be retired. It is better for the employee to go through the orientation program, learn about the organization, and then start to work. The employee will adapt more quickly to the organization if when they start working on the first day they are fully informed about the organization. But the way that Migros carriers out it orientation, that is , orientation and work together, it takes longer for the employee to adapt and learn about the organization.

VI. APPENDIX

Questions used in interview

- 1) Şirketinizde standart bir oryantasyon programı uyguluyormusunuz.
Evet uyguluyoruz
- 2) Oryantasyon programını kim uyguluyor?
Eğitim departmanı uzmanları
- 3) Oryantasyon programını kim hazırlıyor?
Eğitim departmanı
- 4) Oryantasyon programını kim düzenliyor?
Eğitim departmanı
- 5) Oryantasyon programını kim dizayn ediyor?
Eğitim departmanı
- 6) Oryantasyon programını kimlere uyguluyorsunuz, Mavi Yakalılara mı? yoksa Beyaz Yakalılara mı?
Beyaz yakalılara, mavi yakalılara staj programı uyguluyoruz.
- 7) Her iki gruba da aynı mı yoksa farklı bir oryantasyon programı uyguluyorsunuz?
- 8) Farklı ise aralarındaki fark nelerdir?
- 9) Uyguladığınız oryantasyon programları kaç gün sürüyor?
Pozisyona göre farklılık gösteriyor.
- 10) Oryantasyon Programlarını ne zaman uyguluyorsunuz(Belli bir zamanda mı yoksa her yeni işe alımlarda mı?)
İşe alımlarda
- 11) Oryantasyon Programlarında Broşür, Video gibi destekleyiciler kullanıyormusunuz yoksa sadece konferans şeklinde mi oryantasyon yapıyorsunuz?
Görsel ve işitsel eğitsel destekleyiciler kullanıyoruz
- 1) Ne zaman beri oryantasyon Programları uyguluyorsunuz?
Migros kurulduğundan bugüne
- 2) Niçin Oryantasyon Programları yapmaya başladınız?
Oryantasyon programlarının faydaları çok uzun bir çalışma konusudur. Kurumsal uyumu sağlamak, çalışanın işe uyum süresini kısaltmak gibi nedenlerle yapılırlar.
- 3) Şirketinizde neyin eksikliğiini gördünüzde Oryantasyon Programı uygulamaya başladınız?
- 4) Geçmişte neden uygulamadınız? Nedenleri nelerdi?
- 5) Oryantasyon Programınızda hiç değişiklik yaptınız mı? Yaptıysanız ne sebeplerde dolayı yaptınız
Oryantasyon programı organizasyonel değişikliklere bağlı olarak güncellenmektedir.
- 6) Yaptığınız değişikliğin şirketinize ve işçilerinize faydası oldu mu?
- 7) Oryantasyon programı uyguladığınız zaman ile uygulamadığınız zaman arasında ne gibi farklılıklar gözlemlediniz?
- 8) Oryantasyon Programı uygulamaya başladığınızdan beri "Turnover" (işten ilk zamandaki ayrılıklar) azaldı mı?

9) Oryantasyon Programı uygulamaya başladığınızdan beri işçilerin şirkete bağlılığı arttı mı?

10) Oryantasyon Programı uyguladığınızdan beri işçilerin veriminde bir artış oldu mu?

1) Beyaz Yakalılar ile Mavi Yakalıları uyguladığınız oryantasyon programları arasındaki farklar nelerdir (içeriği, süresi)

Mavi yakalılar, staj programı adı altında pozisyonuna bağlı olarak, bir hafta ila 10 gün arasında bir program takip ediyorlar. Beyaz yakalılar ise, 7 haftaya varan programlar uyguluyorlar. Genel olarak.

2) İşe alımlarda belli bir peroidunuz var mı?

Senenin her döneminde açık pozisyonlar için değerlendirmeler ve alımlar yapılıyor.

3) Oryantasyon Programlarını sadece eğitim departmanı mı yapıyor, üst düzey müdürlerinin de katılımı oluyor mu?

Oryantasyon programı, eğitim departmanı tarafından tasarlanıp uygulansa da, her departmanın kendini anlatması çok önem taşımaktadır. Bu nedenle oryantasyon programının uygulamasında ilgili departmanların yöneticileri de rol almaktadır.

4) Oryantasyon Programlarının geçirdiği evreler nelerdir?

Oryantasyon programları genelde üç adımda gerçekleştirilir. Genel veya grup oryantasyonu, şirket oryantasyonu, birim veya departman oryantasyonu.

5) Oryantayon programlarını hem şirket içinden mi yapınız yoksa başka uzaman şirketlerden yardım aldınız mı?

Şirket olanakları ile gerçekleştirilmiştir.

6) Aldıysanız neden aldınız

7) Almayı bıraktıysanız niçin bıraktınız

8) Oryantasyonunu şirketinizin işçilerine gerçekten faydalı olduğuna inanıyormusunuz?(verimlilikleri, şirkete bağlılıkları)

Oryantasyon programları çalışanlarımızın işe uyumları, iş verimleri gibi konularda çok başarılı sonuçlar vermektedir.