

Chapter 4

The Importance of Organizational Socialization in the Tourism Sector

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ABSTRACT

This study analyzes the effects of organizational socialization on employees in the tourism sector through a comprehensive literature review. Organizational socialization facilitates employees' adaptation to organizational culture, enhances their understanding of job roles, and strengthens their organizational commitment. The findings in the literature reveal that socialization is positively associated with job satisfaction, performance, motivation, and intention to remain in the organization, while it negatively correlates with turnover intention. The study evaluates socialization practices in various tourism businesses. It also identifies that the effects of socialization vary depending on demographic characteristics, personality traits, and sectoral background. In this context, it is recommended that organizational socialization be approached with a structured, multidimensional, and employee-centered perspective. The study provides both theoretical contributions and practical suggestions for tourism businesses regarding the implementation of effective socialization strategies

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INTRODUCTION

In today's economic world, competition is prevalent across almost all sectors. Businesses aiming to gain a competitive edge and dominate the market are now placing greater emphasis on human resource management and employees. As a result, they are paying more attention to practices that enhance employee performance and motivation. One such practice is organizational socialization (Saks & Gruman, 2014). Organizational socialization holds significant importance for both businesses and employees due to its outcomes, and because of this importance, it is increasingly encountered conceptually, its application area is expanding, and studies on the subject are diversifying. Organizational socialization is a practice that may seem simple but is highly significant in terms of the results it generates (Saks & Ashforth, 1997).

Organizational socialization is a practice that significantly impacts both employees and businesses. Through organizational socialization, employees adapt to their roles, organizational culture, and the norms, values, and behaviors that are approved and expected within the organization (Bauer et al., 2007). During this adaptation process, employees easily acquire all the necessary knowledge and behaviors they need to be aware of and adhere to within the organization (Torlak et al., 2024). Organizational socialization not only resolves employees' adaptation issues but also positively enhances long-term employee commitment and success (Ashforth et al., 2007). In this way, employees can effectively and actively perform their duties within the organization (Lee & Jacobs, 2024). For these reasons, businesses across various sectors implement organizational socialization processes for their employees (Lee, 2024). One such sector is the tourism industry.

The tourism sector is an area where service production predominantly relies on employees (Kahyaoğlu & Arıkan, 2021). The fact that employees play a central role in service production increases the importance that tourism businesses place on organizational socialization practices. This is because the contribution of businesses and leaders is undeniable in ensuring that employees successfully deliver services and exhibit positive behaviors such as organizational citizenship and commitment toward the organization (Baytok & Ergen, 2013). Research in the literature indicates that various businesses in the tourism sector, particularly hotel establishments and travel agencies, engage in organizational socialization practices. However, within the scope of these studies, the extent to which organizational socialization efforts in the tourism sector are effective or how these socialization practices influence employees remains unclear. This research aims to examine studies on organizational socialization in the tourism sector within both national and international literature to determine the current effectiveness of organizational socialization. Consequently, it will be possible to make concrete interpretations and inferences about the outcomes

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