Table 1) Mean scores of items of pathology of employees' socialization process and quality gap between present and desired status

Pathology Related Items of Employees Socialization Process	Scores	Quality Gap
Structural Dimension of Socialization		
1-The education structure is not separate from human resources and the training unit in the organization has a high status	4.19±0.91	0.81
2-The organization is planning for employees that they know how things should be done	3.64±0.98	1.36
3-Employees have a clear understanding of their duties due to the organization's actions.	3.90±0.85	1.10
4- The organization's actions have been effective in the field of knowledge and awareness of my and colleagues organization's goals.	3.83±0.81	1.17
5-My organization has accepted me as a member of this organization.	4.05±0.93	0.95
6- My colleagues have accepted me as a member of this organization.	4.20±0.76	0.80
7- In the structure of the organization, decisions are made with the participation of staff.	3.11±1.12	1.89
8-The organization tries to adapt me and my colleagues with the organization in various ways	3.33±1.03	1.67
9- Appointments in the organizational hierarchy are based on the success rate and seniority of the staff.	2.95±1.09	2.05
10- The selection process in the organization is based on the rules and according to the suitability of the educational qualification with the job.	3.34±1.15	1.66
11- The performance of the staff in the organization is evaluated continuously and correctly.	3.25±1.07	1.75
12- Personnel who have an acceptable performance are praised and appreciated by the organization.	2.69±1.16	2.31
13- In the organization's rules and regulations, the goals, needs and desires of the employees have been considered.	3.05±1.10	1.95
Behavioral Dimension of the Socialization process		
14- The organization has provided the opportunities and resources needed to improve the skills of the employees.	3.37±1.09	1.63
15- The training that staff sees in this organization enables them to do better.	3.87±0.91	1.13
16- Experts and skills trainer transfer their knowledge and experience to employees.	3.88±0.93	1.12
17- The quality of the activities and services of the employees is controlled.	3.48±0.99	1.52
18- The guidelines my supervisor gives me is valuable to do better.	4.08±0.99	1.92
19- Managers motivate the staff in different ways to adapt and do things better	3.13±1.08	1.87
20- Effective measures are taken by the organization in order to satisfy the employees' job satisfaction.	3.03±1.03	1.97
21- The managers of the organization are successful in guiding and leading the staff.	3.13±1.06	1.87
22- I learn and act on the behavior that I think is the right in the organization.	4.38±0.71	0.62
23- The organization has taken effective measures to protect the occupational safety of its employees.	3.14±1.15	1.86
24- Staff training is required prior to the training.	3.16±1.13	1.84
Background Dimension of Socialization Process		
25- The organization has been well-prepared, well-planned and well-equipped for doing things.	3.16±1.08	1.84
26- There are many opportunities in the future for the improvement of staff in this organization.	3.25±1.10	1.75
27- The incentive and reward system in this organization is based on performance appraisal and desirability	2.54±1.05	2.46
28- I can pursue my expectations for future improvement by trying, training and having enough experience in the organization.	3.67±1.05	1.33
29- In the organization, I have been given a delight to fit me with my interest and talent.	3.74±1.16	1.26

30- There is a comprehensive system and educational strategy in the organization for updating employee information.	3.54±0.96	1.46
31- The effectiveness of the curriculum is scientifically measured and reflected in senior executives.	3.25±1.05	1.75
32-Attention is paid to the suggestions of employees for the improvement of organizational structures and processes.	3.02±1.11	1.98
33-There are some educational institutes providing appropriate educational services for employees in the society.	3.72±1.01	1.28
34- Appropriate funds are allocated to higher education institutions in educational institutions in the organization.	3.42±0.82	1.58
35- There are specific policies at the macro level for socializing employees before and after entering the organization.	3.32±0.94	1.68
36-The employees are able to meet the demands of customers and do their work as soon as possible.	3.89±0.97	1.11
37- So far, there have been few cases where customers and owners of the organization or employees have a complaint.	3.37±1.08	1.63

Table 2) Comparison of the mean scores of the quality of the personnel socialization process based on the three-dimensional model and tis three dimensions to the demographic characteristics (n=105)

Demographic Characteristics	Structural Dimension	Behavioral Dimension	Background Dimension	Whole Model
Gender				
Male	3.54±0.55	3.53±0.62	3.40±0.53	3.49±0.52
Female	3.36±0.90	3.45±0.93	3.29±0.64	3.36±0.80
Educational Level				
Diploma	3.57±0.61	3.51±0.75	3.42±0.54	3.50±0.58
Associate	3.39±0.68	3.33±0.80	3.30±0.64	3.34±0.68
Bachelor	3.55±0.65	3.58±0.67	3.39±0.52	3.50±0.57
Master and higher	3.35±0.69	3.46±0.71	3.35±0.64	3.38±0.65
Years of experience				
One to 5 years	3.52±0.65	3.63±0.74	3.41±0.60	3.51±0.63
6 to 10 years	3.54±0.66	3.49±0.71	3.34±0.59	3.46±0.61
11 to 15 years	3.54±0.67	3.52±0.71	3.34±0.59	3.46±0.62
Over 16 years	3.41±0.66	3.46±0.70	3.41±0.49	3.42±0.57