

**SOCIALIZATION PROCESS OF ORGANIZATIONS:
INVESTIGATING IMPACT OF MANAGEMENT ROLE AND
ORGANIZATIONAL CULTURE: A SURVEY OF LITERATURE**

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ABSTRACT

Organizations employ different communication strategies and tactics in socialization process for individuals entering organizations. To internalize its values, new recruits learn organizational values, rules, roles and responsibilities through experiences which are communicated formally, informally and interpersonal relations in modern organizations. Pakistan is believed to be multicultural society with same resonance in the workplaces (Waseem, 2004). Study examines how individuals move through different communication modes and make use of different communication skills as they progress from newcomers to organizational members and make staying or quitting decision. To accomplish this, the study uses aspects of interpersonal relationship theory to understand phases of organizational socialization. This study aims to extensively survey extant literature to examine organizations and management play their role in socialization process. Study also critically analyzes socialization theoretical framework.

INTRODUCTION

Socialization is an integral part of every organization which is well-embedded in the job description of every employee he/she assumes at workplace. According to Louis (1980) new entrant(s) whilst joining any role in the organization happens to assume to get adapted to organizational values, expected abilities, skills, knowledge, attitudes and social interaction. Since decades, organizational psychology research showed socialization vastly affecting individual employees values at work (Mortimer and Lorence, 1979; Kohn and Schooler, 1978). Some other studies identified that virtually every organizations is cautiously influences, inspires, mentors, counsels and coaches their employees in socialization process in accordance with

organizational interests (Reichers, 1987). Similarly, Louis (1980, 1990) found out that socialization and interaction with members facilitates sense making and enables them to identify the situation and make effective decision. Similarly, the investigation of Terborg, Castore and DeNinno (1976) found participation and social activities to have greater impact on employees. Berlew and Hall (1966) conceptualized socialization as an ongoing process in organizations wherein employees get to know each other and organization.

RESEARCH GAP AND OBJECTIVES

Although there is evidence to suggest that socialization affect personal values of employees at work and their performance too, however, there is very limited empirical research addressed what socialization programs lead new entrants adjusted in organizations more quickly and effectively. Rather, the focus has been on how newcomers' experiences of organizational reality at different stages in socialization processes result in such outcomes as satisfaction and feelings of personal worth (Feldman, 1976), commitment (Buchanan, 1974), or longevity in organizations (Katz, 1978). Only untested theories have explicitly addressed the way in which socialization tactics affect newcomers' responses. A second and related issue is the possibility that individual differences are significant and what programmes should organizations make to influence them effectively (Jones, 1983a). The purpose of this study was to address these issues.

LITERATURE REVIEW

Theoretical Framework: This study examined various theoretical and conceptual frameworks of socialization process in organization and its implications in general sense to understand potential factors that make socialization happen at workplace consequent impact on staying or quitting decision of employees. Apart from socio-political, cultural, familial and organizational influences at work how individuals behave in organizations is major focus of attention in organizational research. There are inherent socioeconomic and cultural challenges in the way of socialization process of all organization. Employees once arrived

in the organizations they often encounter organizational rules, laws, norms, policies and practices including managerial role (Collins, Chrisler and Quina, 1998). In order to understand and explain underlying issues, this study reviewed and critiqued several conceptual frameworks and models. Framework refers to the scheme of concepts, hypothetical assumptions, and theories to inform empirical research (Miles and Huberman 1994, p.18; Robson, 2002). To simplify a conceptual framework, it is deemed as a mind-mapping that researchers hold about the phenomenon which helps researchers to define research problem, refine study goals and questions, research design, method, analytical strategy and drawing conclusions. Study postulates that investigating conceptual frameworks of socialization in figure 1 below will enable us to apply it in Pakistani context as well.

MANAGEMENT ROLE

For several decades mainstream HRM literature has continuously focused on management role e.g. HR practices and organizational culture and attitudes significantly related with satisfaction, commitment, turnover and retention. Most of the studies have been published in context of developed countries. Therefore, there is an urgent need of investigating socialization process in developing countries like Pakistan to fine-tune socialization theories by making them generalizable. Consequently, this study aims to review extant literature on the subject and presents conceptual framework (see figure 1). The conceptual model depicts consequential impact of management role on satisfaction, commitment, efficiency and quitting decisions of employees.

HRM Practices and Culture: Socialization begins with HRM practices such as recruitment, selection, interviews and placement. It is considered first interaction of organization with employees through HRM practices. The pioneers of HRM research such as Agarwal and Ferrat (1999); Dessler (1999); Huselid (1995); Pfeffer and Veiga (1999) conceptualized that HRM practices are major organizational tool to employ, train, motivate and retain talented employees. The landmark research of Pfeffer (1994, 1998) referring to “*putting people first*” philosophy earned

lots of support in developed nations (Arthur, 1994; MacDuffe, 1995; Huselid and Becker, 1996). Pfeffer hypothesized that particular set of HR practices could maximize the performance. Similarly, HR practices paving the way for creating well-built culture containing four major elements such as trust and trustworthiness, empowerment, consistency and mentorship boost the satisfaction and reduce turnover at workplace (Covey, 1991). Denison (1996) demonstrated that employees' behaviour at workplace is the manifestation of the organizational culture and it drives their performance and satisfaction. O'Reilly et al (1991) identified organizational practices and culture as significant predictor of commitment, satisfaction and intention to quit, irrespective of employees age, gender, and tenure. However, there is shortage of research on the correlation of HR best practices with employee turnover and retention in context of developing countries, mainly Pakistan. As a result, this research gap calls for fresh academic and research contribution in the area under investigation. Consequently, this research understands that there is utmost urgency to investigate socialization process of Pakistani organizations.

RESEARCH METHODOLOGY

Extant literature published on the subject of socialization was reviewed in peer-reviewed journals in the fields of social sciences management, psychology, sociology, organizational studies, economics and entrepreneurship between 1980 to date. Authors searched through online sources e.g. <http://www.jstor.org/> and <http://scholar.google.co.uk> and downloaded large number of papers, carefully reviewed and only most relevant research studies were selected for further review and reporting in the study. In most recent studies of Parker (2010) and Jonson (2009) same method for literature review has been used.

CONCLUSIONS

Socialization is an important area of research in mainstream management and social psychology. Every recruited staff member in any organizational system go through socialization process. This study intended to present critique on the extant literature and

to provide material for ongoing debate and discourse to motivate academia and professional community to enhance understanding on organizational socialization. Study acknowledged the most common factors influencing socialization process in workplace such management role, organizational culture and attitude of boss. The literature review has also identified a number of issues, for which policy makers need to concentrate and academics to do additional research to better understand socialization at work and its application and implication for all stakeholders. In conclusion, it is suggested that future research be conducted across different firms that do hire and fire functions. Empirical investigations may produce different results that will allow further investigation of the effects of socialization tactics on newcomers' adjustments. It would be interesting to study organizations' socialization practices in conjunction with newcomers' responsibilities and powers allocated. There is likely to be some correspondence between the demands of tasks and socialization practices; this correspondence would resemble in kind the relationships between choice of leader behaviours and task constraints that path-goal theories of leadership have posited (House, 1971). Such research may make it possible to fathom why firms use certain kinds of tactics rather than others. It would also be interesting to investigate how organizations' sizes or natures influence their choices of socialization tactics. It is likely that research that considers the requirements of different jobs as to skills and roles will find factors based on individual differences even more salient than did this study. Also, deserving of investigation is the degree to which newcomers may, because of individual differences, self-select organizations because they know what kinds of socialization and training the organizations use. This issue is likely to be particularly important in the case of newcomers who join unusual socialization programs such as the military's. The measures of socialization and self-efficacy developed in this study may, with suitable modification, prove useful in such future research. Following aspects require urgent academic and research attention for common understanding on the subject:

- (a) There is urgent need of undertaking cross-sectional as well as longitudinal empirical research to test and re-test the framework present in this research,

- (b) It is also important to establish the reliability and generalizability of the model presented above, and (c) socialization of government, private and multinational including non-government organizations (NGOs) may also be kept into consideration which may be dissimilar and help fine-tune existing model and theory of socialization.

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