Abstract

Socialization refers to the process by which newcomers make the transition from being organizational outsiders to being insiders, by way of organizational or individualized modes. In this study we have evaluated organizational socialization as, reflected in job satisfaction and individualized socialization as manifest in reduction in role conflict, ambiguity and developing role orientation. More specifically, we tried to examine how the tactics affected the work adjustment of recent Engineering and Management graduates after four and twelve weeks in their new jobs.

Each individual employee joins an organization with some core personality traits and unique age, gender characteristics. They also imbibe into the organization their experiences in previous jobs, expectations about this job (based on the pre-placement talks). We seek to find the influence of personality variables, like self–efficacy and self-mentoring, socialization tactics on adjustment of the newcomers. The socialization tactics selected for this study for organizational socialization are Collective, Formal, Sequential, Fixed, Serial, Investiture, and for individualized socialization are Individual, Informal, Random, Variable, Disjunctive, and Divestiture.

In order to operationalize this study it is imperative that the hypotheses be tested on empirical data. The data collected for the study comprises a statistically random heterogeneous sample of 222 freshers, from 15 engineering and 12 management institutions. Respondents are interviewed through structured questionnaires, generated for the study, culled from published literature. The study was canvassed on three waves: first, to respondents during final semester of the course, who have received job offers, then after 4 weeks on the new job, and finally after 12 weeks on the new job.

Statistical analysis shows that organizational socialization outcomes have been influenced by personality traits like perception about new job and self-mentoring capacity of the newcomers. Other than this it has been also observed that some of the socialization tactics like Fixed, Collective and Investiture tactics initiates the speed of achieving successful comprehensive socialization outcomes. When subsets are considered, the study highlighted that for both Engineering and Management graduates clarity in perception about new job, self-mentoring and Fixed type of socialization tactics bring about higher organizational socialization. Finally it has been observed that respondents with strong personality (high score on self-efficacy and self-mentoring), socialization is sure to achieve with Fixed tactics where as for respondents with weak personality (low score on self-efficacy and self-mentoring), Serial and Investiture tactics plays a vital role in bringing successful organizational socialization.