Contents

Chapter 1: Introduction ................................................................. 1-5

Chapter 2: Socialization: Conceptual Issues .............................. 6-46

2.1 Meaning and Definition of Socialization ............................... 6
2.2 Theories of Socialization ...................................................... 8
2.3 Tactics of Socialization ............................................................. 11
   2.3.1 Organizational Socialization Tactics ............................... 17
   2.3.2 Individualized Socialization Tactics ............................... 17
2.4 Socialization Tactics and Adjustment of Newcomers ............... 18
2.5 Organizational Socialization .................................................... 19
   2.5.1 Meaning of Organizational Socialization ........................ 19
   2.5.2 Theories of Organizational Socialization ......................... 20
      2.5.2.1 Social Learning Theory ............................................... 21
      2.5.2.2 Role Making/Taking Theory ......................................... 21
      2.5.2.3 Field Theory ............................................................... 22
      2.5.2.4 Uncertainty Reduction Theory ..................................... 23
      2.5.2.5 Social Cognitive Theory ............................................. 23
      2.5.2.6 Cognitive and Sense Making Theory .............................. 24
   2.5.3 Organizational Socialization and Performance of Newcomers ...... 25
2.6 Individualized Socialization ....................................................... 26
2.7 Drivers of Successful Socialization ......................................... 27
   2.7.1 Individual Drivers ............................................................. 27
      2.7.1.1 Self-efficacy .............................................................. 27
      2.7.1.2 Employee Proactivity .................................................. 30
   2.7.2 Organizational Structural Drivers .................................... 31
      2.7.2.1 Information Sharing .................................................. 31
      2.7.2.2 Feedback Sharing ..................................................... 33
   2.7.3 Organizational Relationship Building ................................ 34
2.8 Socialization and Employee Profile ....................................... 35
   2.8.1 Socialization and Previous Experience of Employees ............ 35
   2.8.2 Socialization and Expectations of Employees ..................... 37
2.9 Socialization Outcomes

2.9.1 Organizational Socialization Outcomes - Job Satisfaction

2.9.1.1 Concept of Job Satisfaction

2.9.1.2 Impact of Socialization on Job Satisfaction

2.9.2 Individualized Socialization Outcomes

2.9.2.1 Role Conflict

2.9.2.2 Impact of Socialization on Role Conflict

2.9.2.3 Role Orientation

2.9.2.4 Impact of Socialization on Role Orientation

2.9.2.5 Role Ambiguity

2.9.2.6 Impact of Socialization on Role Ambiguity

Chapter 3: Survey of Literature

3.1 Concept of Socialization

3.2 Measurement of Socialization

3.3 Theories of Socialization

3.4 Organizational Socialization

3.5 Socialization Tactics

3.6 Effect of Self-efficacy on Organizational Socialization

3.7 Adjustment of Newcomers

3.8 Relationship between Feedback Seeking, Information Seeking and Socialization

3.9 Effect of Socialization on Job and Employee Satisfaction

3.10 Individualized Socialization Outcomes

3.11 Organizational Socialization Outcomes - Job Satisfaction

3.12 Recent Developments

3.13 Research Gap

Chapter 4: Research Methodology

4.1 Research Issue

4.2 Research Design

4.2.1 Questionnaire

4.2.2 Pilot Survey

4.2.3 Sample Design

4.3 Data Collection: Primary Survey
4.3.1 First Wave Questionnaire…………………………………………………………… 77
4.3.2 Second Wave Questionnaire……………………………………………………… 77
4.3.3 Third Wave Questionnaire………………………………………………………… 78
4.4 Sample Profile………………………………………………………………………… 78
4.5 Analysis Methodology………………………………………………………………… 79
  4.5.1 Exploratory Data Analysis…………………………………………………………… 79
  4.5.2 Factor Analysis……………………………………………………………………… 80
  4.5.3 Reliability Analysis………………………………………………………………… 80
  4.5.4 Correlation………………………………………………………………………… 81
  4.5.5 Linear Regression………………………………………………………………… 82
4.6 Operationalization of the Research Issue……………………………………………… 82
4.7 Summary………………………………………………………………………………… 84

Chapter 5: Findings from Survey………………………………………………………… 85-118

5.1 Personality Profile of Sampled Respondents……………………………………….. 85
5.2 Identification of Socialization Tactics of Sampled Organizations………………… 90
5.3 Comprehensive Socialization Outcomes of Sampled Respondents……………… 96
  5.3.1 Organizational Socialization Outcomes of Respondents………………….. 97
  5.3.2 Individualized Socialization Outcomes of Respondents………………… 103
5.4 Sample Profile and Socialization Outcomes………………………………………… 107
  5.4.1 Demographic Profile and Organizational Socialization Outcomes ……… 107
  5.4.2 Demographic Profile and Individualized Socialization Outcomes……… 109
5.5 Personality Traits and Organizational Socialization Outcomes………………….. 110
5.6 Socialization Tactics and Organizational Socialization Outcomes………………… 111
5.7 Personality Traits and Individualized Socialization Outcomes………………….. 113
5.8 Socialization Tactics and Individualized Socialization Outcomes………………….. 114

Chapter 6: Influences of Personality and Tactics on Socialization………………….. 119-128

6.1. Impact of Personality Traits, Socialization Tactics on Comprehensive
  Socialization Outcomes (Organizational plus Individualized, including Job
  Characteristics)…………………………………………………………………………… 119
6.2. Impact of Personality Traits, Socialization Tactics on Comprehensive
  Socialization Outcomes (Organizational plus Individualized, excluding Job
  Characteristics)…………………………………………………………………………… 120
6.3. Impact of Personality Traits, Socialization Tactics on Organizational
Socialization Outcomes…………………………………………………… 122

6.4 Impact of Personality Traits, Socialization Tactics on Individualized Socialization Outcomes…………………………………………………… 126

Chapter 7: Influences of Personality and Tactics on Socialization – Profession Specific…………………………………………………… 129-142

7.1 Variations in Socialization Outcomes - Profession Specific……………… 129

7.2 Impact of Personality Traits, Socialization Tactics on Comprehensive Socialization Outcomes (Organizational plus Individualized, including Job Characteristics) of Engineering Graduates…………………………………… 130

7.3 Impact of Personality Traits, Socialization Tactics on Comprehensive Socialization Outcomes (Organizational plus Individualized, excluding Job Characteristics) of Engineering Graduates…………………………………… 131

7.4 Impact of Personality Traits, Socialization Tactics on Organizational Socialization Outcomes (including Job Characteristics) of Engineering Graduates………………………………………………………………… 133

7.5 Impact of Personality Traits, Socialization Tactics on Organizational Socialization Outcomes (excluding Job Characteristics) of Engineering Graduates………………………………………………………………… 133

7.6 Impact of Personality Traits, Socialization Tactics on Comprehensive Socialization Outcomes (Organizational plus Individualized, including Job Characteristics) of Management Graduates…………………………………… 136

7.7 Impact of Personality Traits, Socialization Tactics on Comprehensive Socialization Outcomes (Organizational plus Individualized, excluding Job Characteristics) of Management Graduates…………………………………… 138

7.8 Impact of Personality Traits, Socialization Tactics on Organizational Socialization Outcomes (including Job Characteristics) of Management Graduates …………………………………………………………………… 140

7.9 Impact of Personality Traits, Socialization Tactics on Organizational Socialization Outcomes (excluding Job Characteristics) of Management Graduates………………………………………………………………… 140