11th International Strategic Management Conference 2015

The Mediating Role of Social Integration on the Effect of Proactive Socialization Tactics Applied by Newcomers on Their Organizational Commitment

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Abstract

The purpose of this study is to examine the impact of proactive socialization tactics applied by newcomers and social integration on organizational commitment, additionally, to analyze whether social integration has a mediating role between proactive socialization tactics and organizational commitment relationship. For this aim, in the theoretical part, proactive socialization tactics, social integration, and organizational commitment are explained. In the application part, a questionnaire including the measures of the proactive socialization tactics, social integration and organizational commitment is distributed to newcomers working in different sectors in Istanbul, Turkey. It is found that proactive socialization tactics applied by newcomers and social integration have a positive impact on organizational commitment, and social integration has a mediating role between the relation proactive socialization tactics and organizational commitment.

Keywords: Proactive socialization tactics; social integration; organizational commitment.

1. Introduction

In today's knowledge-based economy, because of the change in nature and forms of modern business life, and decentralization, proactive behavior and initiative become even more critical determinants of organizational success (Crant, 2000). New management forms point out a new system that companies minimize the surveillance function and rely on employees' personal initiative to identify and solve problems (Frese, Fay, Hilburger, Leng, & Tag,

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1997). In this system, newcomer socialization is an important research topic from individual employee and organizational perspectives (Reichers, 1987). More particularly for organizations, newcomer socialisation have an potential effect on organizational effectiveness depending the resource-based view of strategic management (Saks& Gruman 2014; Lehtonen, 2015) Accordingly, human capital (including newcomers) which involves the knowledge, skills and abilities and other qualities that are relevant adding value to the organization and achieving economic objectives is a sources that provide a competitive advantage, are unique, inimitable and cannot substituted (Saks & Gruman, 2014).

Given that organizational socialization is one or the primary means of ensuring that new employees have the knowledge and skills that add value to the organization, it can be source of competitive advantage Thus OS should result in positive organizational outcomes to the extent that it provides employees with knowledge and skills that provide the organization with valuable human capital that drives firm performance (Saks & Gruman, 2014)

This results in higher levels of job satisfaction and productivity and lower turnover which will improve organizational performance The organizational outcomes are generally considered to be multidimensional and to consists of three types: HR outcomes (employee skills and abilities, turnover), operational outcomes (productivity, quality) , and financial outcomes (sales growth, return on assets) (Jiang et al., 2012).

In this way an organization can ensure that its socialization programs are strategic and tailored to the needs of newcomers and the organization. Thus making organizations more effective through OS begins with the identification of the socialization resources that are most important given an organization's strategy and objectives (Saks &Gruman 2012).

Staff induction and socialization are central to the reproduction of an organization because they enable new individuals to become functional members of a collectively. They also support organizational recreation by sustaining, as well as, renewing aspects of the organization's character (Antonacopoulou & Güttel, 2010).

Consequently, staff induction and socialization are important mechanisms for both organizations and newcomers. On the one hand, organizations continuously need newcomer for their sustainability and for organizational growth in particular. On the other hand newcomers need to reduce complexity when they enter into a new organization in order to be able to contribute to organizational activities (Antonacopoulou & Güttel, 2010).

In contrast to the control HRM strategy, the commitment strategy represent a bundle of HRM practices that "aim at getting more from workers by giving more to them". They facilitate the employee's commitment by using long-term employment guarantees, team based production systems, job rotation or quality cycles and are characterized by a high degree of "self- organization" and a looser, less strictly formalized, and decent rally regulated system. Their strategic processes are output oriented, governed and controlled regarding the central goals of the organization; actors have an individual sphere of influence. Furthermore, the self- organization and social learning processes of a commitment strategy encourage the flexibility and creativity of actors and therefore, enhance the innovation potentials of newcomers. Owing the basic logic of the commitment strategy, the general socialization process is more individualized and less governs by the organization than in the institutionalized (Antonacopoulou & Güttel, 2010).

Increasing competition and employee mobility, boundless career opportunities, frequent job transitions obligate both individuals and organizations to an achievement of successful socialization process.

From organizations' perspective, high-quality socialization means a process that newcomers develop better perception of fit to the organization, devote themselves to their work role, and rapidly achieve the expected level of a satisfactory job performance (Wanberg & Mueller, 2014). For newcomers on the other hand, socialization can be defined a mechanism to remain competitive in their careers (Parker, 2000), to better align themselves to their surroundings (Crant, 2000), and be self-starting (Parker, Williams, & Turner, 2006). As can be seen in the both definitions, socialization process refers basically to the change in the individual not the change in the organization and makes individual a source of power in their socialization (Weatherly, 1999). Since the1990s an approach stated that newcomer plays an active role in facilitating and in shaping their own socialization located in organizational socialization literature as "proactive approach (Bauer, Morrison & Callister, 1998). This approach focuses on self-initiated or proactive behaviors on the part of newcomers in order to navigate the ambiguity inherent in occupying a new organizational role (Gruman, Saks & Zweig, 2006).

When considering international socialization literature, it is observed that previous studies mostly focused on socialization tactics applied by the institutions for the newcomers (Jones, 1986; Van Maanen & Schein, 1979;