



# Organizational Socialization as the key Determinant of Commitment: A Study

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## Abstract -

This study attempts to explore the scope of OS and the relationship between organizational socialization and employee commitment. It has been studied from the perspective of commitment, especially affective commitment, by tracing the multi-prong relationship between organizational socialization and employee's work place commitment. This study can broaden the understanding and the prospects of employee performance and consequently help to reduce employee turnover.

**Key words:** *Organizational socialization, Commitment, Employee turnover, Employee performance.*

## I. Introduction –

Although the concept of Commitment in an organization has been frequently highlighted by academicians for many decades, now there still remains a huge research gap in our understanding and practice of this concept especially in the field of business or organizations. This lack of research is more of concern since commitment has a significant outcome in a business organization. The relationship between organizational socialization and employee commitment has been scarcely studied particularly the one grounded on the concept of affective commitment. Exploring the many faceted relationships between organizational socialization and work place commitment can provide a broader understanding on the prospects and effects of socialization. Strengthening employee commitment can bring about many positive changes in the employee as well as the organization. Commitment to the organization will lead to increased loyalty to the organization and it will eventually result in better work performance and meaningful inter personal relationships within the organization. Many studies have identified that an absence of organizational commitment might lead to employee absenteeism, exorbitant turnover and other problems reflected adversely in employee performance. This particular study attempts to explore the connection between the multi-faceted aspect of work place commitment and also explores the scope of organizational socialization in bringing about multiple forms of commitments at various levels of employee adaptation, within an organization.

## 1.1 Objectives of the study

- To investigate the Scope, Need and Importance of Employee Commitment within an organization.
- To explore how to strengthen the new employee commitment during the socialization phase.
- To examine the relationship between organizational socialization and the multiple forms of commitment possible in a work place.

## 1.2 Methodology –

The present study is predominantly descriptive in nature. Only Secondary data has been used for the study. Secondary data was collected through various published sources such as academic journals, books, websites etc.

## 1.3 Review of Literature

The study by Nishanthi, H. M., & Kailasapathy, P. (2017) explores the effect of Organisational Socialisation on employee commitment of executives in the banking sector and their moderating role in career orientation. They highlighted the significant positive impact of organisational socialisation on the three forms of commitment although no moderator effect was identified for the protean career orientation among these three relationships.

Maia, L. G., Bastos, A. V., & Solinger, O. N. (2016) identifies the Affective Organisational Commitment of new comers at a large government organisation in Brazil during the first three years of employment and also assessed the new-comers' performance after completing 3 years. They found that newcomer commitment is significantly relevant for an organisation because they are predictive of employee performance.

Abdul., Razzaq., Malik., & Asif. (2012), examined the effect of socialisation on employee's efficiency along with the role of perceived organisation support and also discerns a link or relationship between employee's socialisation, commitment and turnover. They found that organisational socialisation improves organisational commitments of employees, greatly reduces the cost of losing employees so that the managements should effectively incorporate it and formulate socialisation programmes to retain the employees. They have suggested to provide adequate support from the HRD and create better friendly environment in their organisation for making employees happy.

Spagnoli, P., & Caetano, A. (2012) in their study analyse the mediating role of work satisfaction and HR practices regarding organisational commitment during the socialisation process. The scope of the study is the practical utility during selection process as it enables to predict the effect of personality on job satisfaction and organisational commitment thus the study tries to link personality to both the above factors in a longitudinal model during the organisational socialisation process.

Allen, N. J., & Meyer, J. P. (1990) discusses the importance of differentiating the various components of organisational commitment and test the aspects of three component model of commitment- affective, continuance, and normative components. The relationships among these components of commitment with the variables and antecedents are also examined. The analysis suggested that the affective

and continuance components are empirically distinguishable constructs with different correlates and that affective and normative components are somewhat revealed.

## II. Discussion -

### 2.1 Organizational Commitment.

Commitment has been generally defined as a state of mind, where a person displays qualities like reliability and prioritise their work as important and makes appropriate decisions favourable to the organization. “Commitment is evident in the focus that people exhibit towards a goal, and the surest measure of commitment is in the personal sacrifices that people are willing to make to achieve the goal” (Kinlaw, 1989). Greater attachment to the organization can enhance the employee’s work experience and reduce adjustment issues such as lack of role clarity, work anxiety etc. According to Morrow (1983) who defined commitment as the personal attachment, self-identification and sincere loyalty to the object of the commitment”, ” commitment is evident from the focus that a person shows towards a goal and in the personal sacrifices made to achieve their goals” (Kinlaw, 1989)

Commitment contributes to organisational socialisation and Organisational Socialisation leads to Employee commitment. It is debatable which happens first. Anyhow, undoubtedly focus and commitment are deciding factors which involves “single-minded focus on the work” ( Kinlaw, 1989). He also states that generally “people are naturally predisposed to be committed to quality”. This means that any employee who is focused on his work will produce quality, even without or despite a poor existing work atmosphere. Hence Kinlaw proposes that by merely trusting and freeing people, managers or administrators can enhance employee commitment, ie., just by allowing people to work without fear and stress.

### 2.3 Organizational Socialization

Organizational socialization or newcomer adaptation processes is pivotal because it is associated with several individual and organisational outputs especially on employee commitment to the organisation. “Socialization is the ongoing process of instilling in all employees the prevailing attitudes, standards, values, and patterns of behaviour that are expected by the organization and its departments” (Dessler, 1999). Effective socialization practices implemented within the organisation leads to improved employee job satisfaction, an employee’s commitment to the organisation, and reduced the chance of intentions to quit. This outputs also led to improve the employee job performance and reduce the employee absenteeism and dropout (Bauer et al., 2007). Owing to unsuccessful organizational socialization, negative results can be seen such as decrease in job satisfaction, rejection of organizational values, role ambiguity and conflict, low organizational commitment, discontinuity, quitting job.

## 2.4 Scope or need and importance of Organizational commitment.

Successful achievement of organizational commitment can facilitate to foretell an employee's effectiveness, level of satisfaction and overall performance, which eventually leads to enhanced productivity and employee retention and act as a key to the retention of exquisitely talented employees for serving longer terms in the same firm. Organizational commitment engrains multiple benefits as it is mutually beneficial for both the organization and the individual. Affective commitment encourages team work, and enhances productivity by boosting the morale of an employee and persuade them to engage themselves more deeply with more commitment. It also makes the employee to endorses one's own organization, aids to refrain from absenteeism, diminishes turn over, encourages team work in a more immersed manner, and hikes employee retention. Better commitment from the employees enhances performances, competency, boost competitive spirit and the urge to strive and thrive in the same work place for a longer span.

## 2.5 How to Strengthen the new employee commitment during the socialization phase?

We can strengthen the New Employee commitment during the socialisation Phase using various means. By goal-oriented networking, by developing mutual confidence between the employee and the employer, by promoting a sense of safety and security, encouraging caring relationships to feel a sense of belonging, we can create a sense of socialisation and commitment within an organisation for a new employee. Having good social skills, it is easier to socialize and can enjoy the benefits of having healthy and caring relationships with others in an organisation because new employees feel a part of something larger than themselves; feel supported in various ways when they need support; having time to spend with others and by doing things together they can remove loneliness and provide entertainment and relief from work anxiety. By having a sense of belonging a person feels truly wanted, not self -isolated but well cared for and feel free to confide their anxieties or to share freely ideas and feelings. Moreover, the time spent in socializing are productive as it can facilitate to build employee confidence, keep the mind from feeling depressed, strengthen a sense of meaning and purpose in life, boost the spirits and morale by aiding to resist the effect of work stress or anxiety.

## 2.6 Relationship between Organizational socialization tactics and the Employee commitment.

Organizational commitment comprises of three dimensions as per the study of Allen and Meyer (1990), Namely Affective commitment, Normative commitment and Continuance commitment. Affective commitment or emotional commitment means the emotional attachment of the employee to the organization. It is this emotional aspect that makes the employee attach his/her own identity to the organization's identity (Dawley et al., 2005). Normative commitment means the employee's attachment to their organisation and is "reciprocated with feeling of moral obligation" (Alen & Mayer, 1990). Normative commitment happens when the employees feel obliged and proud to be the part of their organisation (Colquitt et.al,2009).

Continuance commitment is called so because the employee associate with the organisation because they cannot afford living outside the organisation (Allen & Mayer, 1990).

OS equips the new employee to learn new skills and use them effectively, which in turn leads to effective organisational socialisation that consequently improves their performance and eliminates employee turnover by enhancing work clarity (Ostroff & Kozlowski, 1992). Through successful socialisation the employee who is an outsider becomes the insider by creating a strong bond between the employee and the organisation (Lance, Vandenberg, & Self, 2000). Job expectation and its realisation can eliminate employee turnover and enhance work efficiency. The approach to the study was to trace how affective organizational commitment act as an employee's emotional attachment to the organization. This consequently evolves into strongly committed identification with the organisation, involvement in its , and enjoyment of membership. "Positive relations lead to desirable work behaviour in the organization" (Allen and Meyer, 1990).

The approach used for the study of organizational socialization tactics has been adapted from Van Maanen and Schein's (1979) study which employs the typology of six strategies which represent a conceptualization of each tactic. The first strategy involves collective vs individual tactics that consists of grouping newcomers and exposing them to a common set of experiences, rather than treating each newcomer individually and exposing each to different experiences. Collective tactics comprises of individual role orientation, where the newcomer accepts the status quo. Individual socialization tactics will encourage innovative role orientation, because it motivates the newcomer to alter methods while performing their roles. In the second tactics ie., the formal vs informal strategy, utilises formal socialization activities which separate newcomers from experienced members. This tactic enhances the role orientation in informal socialization, where newcomers are not differentiated from their senior colleagues. The third one is sequential mode vs random tactics. The sequential strategy identifies various stages of role fulfilment. It is more likely to produce a "custodial role orientation".

The fourth consists of fixed tactics vs variable socialization tactics. Fixed tactics provide newcomers with a fixed work schedule to complete each phase in their transition from one job position to the other. Variable tactics delegates no fixed time frame in order to anticipate the next stage. In the fifth tactics ie., serial vs disjunctive tactics, serial socialization tactics involves mentoring experienced colleagues as role models. In disjunctive tactics, newcomers are required to create their own understanding of the practices. Disjunctive socialization tactics provide newcomers with an opportunity to be innovative and original, while serial socialization most likely result in custodial role orientation. In the final continuum, ie.; investiture versus divestiture tactics, investiture socialization tactics provide positive support to newcomers' past experience, while divestiture provides negative feedback to newcomers' past knowledge and behaviour.

At a workplace, people are expected to make many personal sacrifices. Commitment requires and includes an employee offering to work additional hours unconditionally. One prerequisite for such personal sacrifices involves bringing value and meaning to their time and effort. “People will not invest themselves in a task if it does not connect to their values” and “personal worth” (Kinlaw (1989)). Therefore, they have to be aware of and connect themselves to the company’s vision and mission, to understand the goals and expectations and to visualise and connect to “what they do to some larger whole” (Kinlaw, 1989)

### **III. Conclusion**

An atmosphere of amity and ease will consequently create a cordial environment for generating commitment during the adaptation phase of a new employee. The quality of relationships also determines how much benefits to reap from socializing. The deeper and more caring the relationship its more beneficial than any temporarily makeshift ones. Hence every firm has taken steps to strengthen and deepen work relationships. To prolong committed relationships in a work place, pursue commitment relentlessly to those relationships which reciprocate commitment, and has to cut off that do not. Relationships have to be equally committed to construct real and meaningful work-rapport. selfless give-and-take is indispensable in a committed work ecosystem and so as to enable socialisation to flourish.

### **IV. Recommendations to improve New Employee commitment in an organization through appropriate socialization practices.**

- Create a positive environment for the new employees with a transparent work culture and strong work ethics.
- Encourage amicable and friendly relationships built on trust through frequent team work.
- Encourage efficiency and innovation by delegating individual tasks to perform.
- Offer constructive criticism through feedback and also by providing incentives for high quality performance.
- Endorse goal-oriented networking within the organization.
- Build an atmosphere of safety, security and ease.
- Create skill development opportunities to enhance efficacy and self-esteem.
- Encourage good social skills and support systems to improve work clarity and to reduce work anxiety.
- Provide socialization opportunities to develop mutual trust and confidence, foster caring relationships and to develop in each a sense of belonging.
- Invest time in socialization activities and programmes to boost the morale and spirits of new employees and to create a sense of meaning to their job by balancing life goals and career goals.

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