

An Empirical Research on Impacts of Organizational Socialization Tactics on Newcomers' Job Insecurity

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Abstract: The improper use of organizational socialization tactics can increase the insecurity of some newcomers. This study explores the relationship between it and job insecurity from the perspective of OST, enriches the theoretical basis of OST and job insecurity and proposes prospects for future research. Through a questionnaire survey of 337 employees, the paper uses SPSS data statistics and processing software to process data. The following conclusions are obtained. OST have negative effects on newcomers' job insecurity; in its secondary dimension, context, content factors and social aspects factors all have negative effects on newcomers' job insecurity; person-organization fit also has negative effects on newcomers' job insecurity; person-organization fit mediates the relationship between OST and newcomers' job insecurity.

1. Introduction

The “vitality” contained in newcomers is quite valuable for enterprises, which is related to the possibility of enterprises' continuous innovation and development. how to retain and develop newcomers is an important issue that enterprises must face. The paper starts from OST and provides an antecedent and predictive mechanism for the study of newcomers' job insecurity so as to provide a theoretical basis for the management of newcomers, thus preventing or reducing their JI.

2. Literature Review and Research Hypotheses

2.1 Organizational Socialization and Organizational Socialization Tactics

At the end of the 19th century, the German sociologist Simmel took the lead in using the term “socialization” (Simmel, 1895). Later, Sehein and Van Maanen (1979) introduced the concept of socialization to organizations in their joint publications, emphasizing that in the workplace, there were also socialization phenomena in organizations. Van Mannen and Schein (1979) first proposed six socialization tactics adopted by organizations to newcomers. Each tactic was consisted of bipolar concepts which were mutually contradictory.

2.2 Job Insecurity

Although research on job insecurity has been conducted for a long time, The most famous definition was propped by Greenhalgh and Rosenblatt published in 1984. They believed that JI was

“the perceived threatening feeling and powerlessness that individuals have to maintain the current work status and the future development in adverse situations.” (Greenhalgh & Rosenblatt, 1984).

The conceptual framework for JI in this paper is as follows:

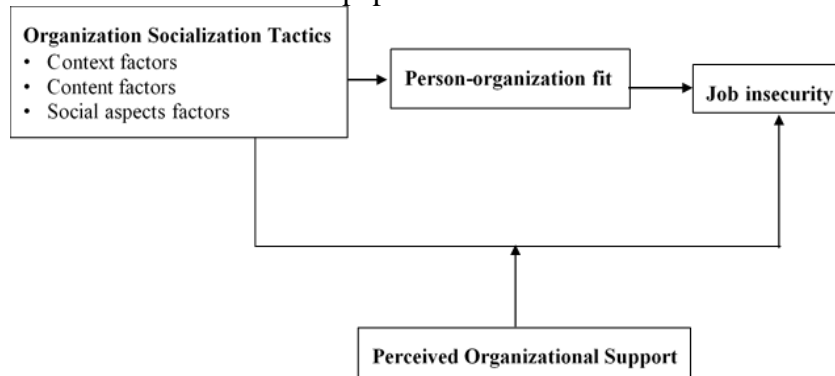


Figure 1 Research Model

2.3 Theoretical Hypotheses

2.3.1 Main Effects of OST

OST properly regulate the development of employees themselves, so newcomers have few or no opportunities to randomly “grow out”. They use rules and regulations to constrain the development of newcomers.

Hypothesis 1: OST have negative effects on newcomers’ JI;

The collective and formal OST (context factors) gather newcomers together to provide a set of general experiences and guidelines to help them become familiar with the role and help them understand their role through planned training and training. it will help newcomers generate a same collective consciousness. As the organization implements the planned training, it will help newcomers form a unified understanding of the organization. so JI will be reduced.

Hypothesis 1a: Context factors have negative effects on newcomers’ JI;

The fixed and sequention OST(content factors) provide newcomers with clear timelines, clear career planning and other information, which can effectively reduce the uneasiness caused by the confusion at the beginning of employment, and help employees to have a sense of direction. JI is likely to be decreased.

Hypothesis 1b: Content factors have negative effects on newcomers’ JI;

Serial and investiture tactics (social aspects factors) help newcomers find role models and benchmarks through the experience exchange, that is, “experienced employees help newcomers”. In this way, newcomers can enhance their organizational identity through exchanges with people inside the organization, encourage them to actively learn the knowledge and skills required by the organization, so that newcomers can find their belonging in the organization, and JI may be reduced.

Hypothesis 1c: Social aspects factors have negative effects on JI;

2.3.2 Mediator Effects

In the process of individuals’ organizational socialization, the organization adopts various tactics to further promote and enhance the degree of POF. It is proved that POF can further promote individuals to generate positive behaviors and work attitudes so as to effectively control JI Next, newcomers will receive help and support from the organization when they achieve organizational goals to better complete their own goals, which will also increase the possibility of realizing

individual goals and further helping the organization to achieve (organizational) goals, thus consolidating and improving the degree of person-organization fit.

Hypothesis 3: POF mediates OST and newcomers' JI.

2.3.3 Moderation Effects

According to the affective event theory (Weiss & Cropanzano, 1996), when individuals perceive great organizational support, they will have a positive mental attitude, and their emotion will become positive and they will face the challenges with a positive and optimistic attitude. So they believe that they can handle crises at work and regard crises as challenges. Their JI may be reduced. When individuals perceive few organizational support low, their positive mental attitude will become negative and they may feel depressed, then they will lose the motivation to work and become unhappy. Their JI is likely to rise.

Hypothesis 4: POS positively Moderates Impacts of OST on JI.

3. Statistical Results

To verify the all effect, the paper conducted a regression analysis. The results are shown in the following table.

Table 1 OST on JI regression analysis (n=348)

	Model 1			Model 2		
	<i>B</i>	β	<i>t</i>	<i>B</i>	β	<i>t</i>
Control variables						
Gender	.050	.033	.605	.033	.022	.460
Age	.127	.149	1.932 [†]	.043	.050	.729
Marital Status	.341	.187	2.471 [*]	.172	.095	1.405
Educational level	-.012	-.012	-.228	-.023	-.024	-.494
Position level	-.154	-.157	-2.806 ^{**}	-.114	-.116	-2.356 [*]
Independent variables						
OST				-.361	-.476	-10.076 ^{**}
<i>R</i> ²		.043			.263	
Adjusted <i>R</i> ²		.029			.250	
<i>F</i>		3.091 ^{**}			20.255 ^{**}	
ΔR^2		.043			.220	
<i>F</i> of ΔR^2		3.091 ^{**}			101.529 ^{**}	

Table 2 OST secondary dimensions and POF on JI's regression analysis

	Model 1			Model 2			Model 3		
	<i>B</i>	β	<i>t</i>	<i>B</i>	β	<i>t</i>	<i>B</i>	β	<i>t</i>
Control variables									
Gender	.050	.033	.605	.035	.023	.480	.028	.018	.414
Age	.127	.149	1.932 [†]	.044	.052	.747	.034	.040	.622
Marital Status	.341	.187	2.471 [*]	.170	.094	1.386	.078	.043	.682
Educational level	-.012	-.012	-.228	-.024	-.025	-.512	.009	.009	.198
Position level	-.154	-.157	-2.806 ^{**}	-.116	-.118	-2.381 [*]	-.105	-.107	-2.313 [*]
Independent variables									
Content factors				-.150	-.229	-3.524 ^{**}	-.075	-.115	-1.844 [†]
context factors				-.141	-.209	-2.915 ^{**}	-.091	-.136	-2.013 [*]
social aspects factors				-.069	-.101	-1.394	-.016	-.024	-.351
Mediator variable									
POF							-.395	-.403	-7.450 ^{**}
<i>R</i> ²		.043			.264			.368	
Adjusted <i>R</i> ²		.029			.246			.351	
<i>F</i>		3.091 ^{**}			15.175 ^{**}			21.824 ^{**}	
ΔR^2		.043			.220			.104	
<i>F</i> of ΔR^2		3.091 ^{**}			33.830 ^{**}			55.503 ^{**}	

The figure shows that, hypothesis 1(h1a and h1b),h2,h3 were be verified,h1c and h4 was not verified.

4. Research Discussion

Based on the empirical research in this section, almost all hypotheses are summarized. The unproven hypothesis is that perceived organizational support significantly and positively regulates the impact of OST on JI. In this study, the possible reasons for the perceived organizational support has no regulating effects are: Most of the respondents are 90, who are self-contained and have weak or basically no organizational constraints. They want to give up and resign when they have difficulties; They don't pay much attention to the organizational support, because they are more independent and not willing to be constrained by the organization, they also don't have much insecurity.

5. Research Limitations and Prospects

Limited by various conditions, although this study has tried to avoid the limitations considered, there are still some limitations: (1) This study only selects POF as the mediating variables, in subsequent research, other intervening variables can be explored; (2) Although the paper uses two rounds of questionnaire to control the common method variance, subsequent studies have also proved that the problem of common method variance is not very serious, but if possible, it should be sampled by pairing (superior-employee).

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