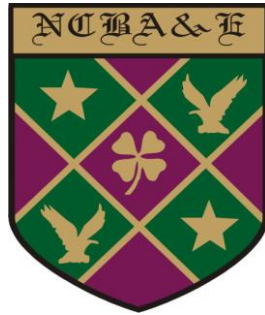


*National College of Business
Administration and Economics
Lahore*



**NEWCOMERS' SOCIALIZATION TACTICS
AND AFFECTIVE COMMITMENT:
INTERPLAY OF PERCEIVED ORGANIZATIONAL
SUPPORT AND PRIOR RELATIONSHIPS**

BY

AZMAT ISLAM

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

SEPTEMBER, 2014

NATIONAL COLLEGE OF BUSINESS ADMINISTRATION AND ECONOMICS

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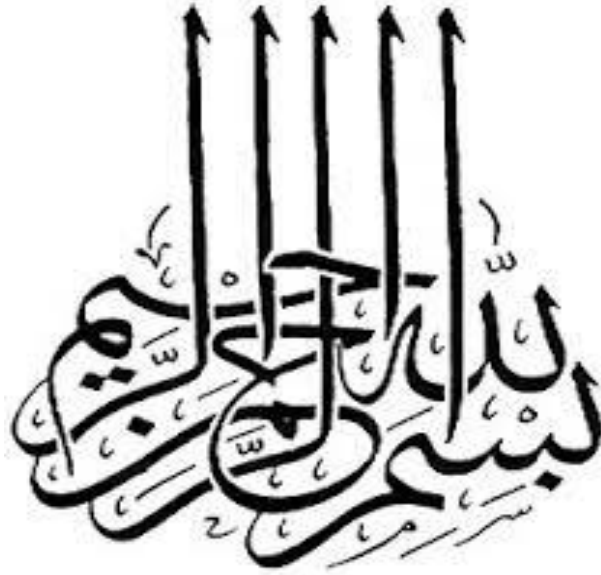
AZMAT ISLAM

**A dissertation submitted to
School of Business Administration**

**In Partial Fulfillment of the
Requirements for the Degree of**

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

September, 2014



*In the name of ALLAH,
The Compassionate,
The Merciful*

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Dissertation Committee:

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Administration and Economics

DECLARATION

It is to declare that this research work has not been submitted for obtaining similar degree from any other university/college.

AZMAT ISLAM
September, 2014

**DEDICATED
TO**

*My Beloved Parents
and
Respected Teachers
who are the
Nation Builders.*

ACKNOWLEDGEMENT

Thanks to Almighty Allah Whose unending blessings enabled me to accomplish this gigantic task. Here I want to take this opportunity to express my thanks to all the people who helped me in the past three years. This dissertation would not have been possible without the support of all these people.

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RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis entitled **“Newcomers’ Socialization Tactics and Affective Commitment: Interplay of Perceived Organizational Support and Prior Relationships”** has been carried out and completed by **Azmat Islam** under my supervision during his **M.Phil. Business Administration** Programme.

(Dr. Faisal Qadeer)
Supervisor

SUMMARY

In recent years, organizations are struggling for retaining, maintaining and adjusting of newcomers to meet the increasing global competition. Socialization is an important process that helps top management to keep the new talent in organization in order to survive and thrive in the global market. Numerous studies show that organizational socialization tactics significantly correlate to workers' affective commitment but the processes through which affective commitment is established during socialization is still unclear. This study empirically examined and unfolds underlying processes between socialization tactics and affective commitment using the relational cohesion theory.

The study proposes that socialization tactics lead to perception of a positive social exchange with organizational members called perceived organizational support (POS) and help to developed affective commitment in the context of relational cohesion theory. We hypothesized that newcomer' perceptions of a supportive and caring relationship within the organization will mediate the socialization tactics and affective commitment relationship. Furthermore, pre hire embeddedness in the web of retaining forces and pre-establish links within the organization play a contingency role in the socialization process. Going with this argument, we can anticipate that the path of socialization tactics-POS-affective commitment is expected to change in the presence of prior relationships of newcomers in the organization. In previous literature of socialization, surprisingly, there is no study which theoretically and empirically investigates these referral's effects on newcomers' socialization process and its workplace outcomes.

The research technique used for this study is quantitative which includes a cross-sectional survey through self-administered questionnaire from 173 newcomers with organizational tenure at the time of a survey between three months to one year. Spearman's rho correlations and hierarchical linear regression results support several hypotheses, socialization tactics significantly and positively relate to both POS and affective commitment. POS has a strong positive relationship with affective commitment. Moreover, POS mediates the relationship between socialization tactics and affective commitment. The results further indicate that the POS is significantly positively related with affective commitment when prior relationships are high. However, this contingent effect does not empirically support the socialization tactics-POS relationship. Interestingly the data analysis shows that POS is both acting as a mediator and moderator in the relationship between socialization tactics and affective commitment.

This is the first study that conceptualizes prior relationships construct and also measured it empirically. POS is connected to affective commitment with respect to socialization process and tactics as the antecedent of POS. The practical implication includes that organizations must be conscious of events and activities that can support new employee's socialization, for example, introducing them to peers and allocating a mentor or buddy, etc. Moreover, POS has the potential to be used strategically by organizations to ensure the return of investments in the shape of intellectual capital and knowledge repository for future challenges.

TABLE OF CONTENTS

DECLARATION.....	v
DEDICATION	vi
ACKNOWLEDGEMENT.....	vii
SUMMARY	ix
CHAPTER 1: INTRODUCTION.....	1
1.1 Statement of Topic	1
1.2 Study Background	2
1.3 Study Variables	4
1.3.1 Socialization Tactics.....	4
1.3.2 Affective Commitment.....	4
1.3.3 Perceived Organizational Support.....	4
1.3.4 Prior Relationships	4
1.4 Research Model and Hypotheses	5
1.5 Significance of the Study	6
1.6 Methodology	6
1.7 Data Analysis and Findings.....	7
CHAPTER 2: LITERATURE REVIEW AND HYPOTHESIS	8
2.1 Organizational Socialization	8
2.1.1 Socialization Tactics.....	8
2.1.2 Dimensions of Socialization Tactics	9
2.1.3 Recent Models of Organizational Socialization	10
2.1.4 Relational Cohesion Theory and Socialization Tactics.....	11
2.2 Organizational Commitment	11
2.2.1 Affective Commitment.....	12
2.3 Socialization Tactics and Affective Commitment	12
2.4 Perceived Organizational Support.....	13
2.4.1 Relational Cohesion Theory and POS.....	13
2.5 Socialization Tactics and POS	13
2.6 POS and Affective Commitment.....	14
2.7 Mediation of POS between Socialization Tactics and Affective Commitment..	15
2.8 Prior Relationships	16
2.9 Moderation of Prior Relationships	17
2.9.1 Socialization Tactics-POS Relation	17
2.9.2 POS-Affective Commitment Relation.....	18

CHAPTER 3: METHODOLOGY	19
3.1 Research Design Elements	19
3.2 Study Variables	19
3.2.1 Socialization Tactics	19
3.2.2 Affective Commitment	19
3.2.3 Perceived Organizational Support	19
3.2.4 Prior Relationships	20
3.2.5 Control Variables	20
3.3 The Sample	20
3.3.1 Target Population	20
3.3.2 Sampling Design	20
3.3.3 The Actual Sample	21
3.4 Data Collection	21
3.4.1 The Instrument	22
3.4.2 Pilot Study	22
3.4.3 Administration Procedures	22
3.5 Measurement and Scales	22
3.5.1 Common Method Biases	23
3.5.2 Socialization Tactics	23
3.5.3 Affective Commitment	23
3.5.4 Perceived Organizational Support	24
3.5.5 Prior Relationships	24
3.6 Data Analysis	24
CHAPTER 4: DATA ANALYSIS AND INTERPRETATIONS	25
4.1 The Sample Characteristics	25
4.1.1 Respondents' Age and Marital Status by Gender	25
4.1.2 Organizations' Status and Sector of Respondents by Gender	25
4.1.3 Respondents' Firms' Sector by Status	26
4.1.4 Descriptive Statistics	26
4.1.5 Reliability of the Scales	27
4.2 Group Comparisons	27
4.2.1 Comparisons of Study Variables by Gender	27
4.2.2 Comparisons by Marital Status	28
4.2.3 Comparisons by Age Category	29
4.2.4 Comparisons by Sector	29
4.3 Correlation Matrix	30
4.3.1 Correlation Matrix of Variables	30

4.4	Hypotheses Testing	31
4.4.1	Socialization Tactics and POS.....	31
4.4.2	Moderation of Prior Relationships on Socialization Tactics-POS Relation.....	32
4.4.3	POS and Affective Commitment.....	32
4.4.4	Moderation of Prior Relationships on POS-Affective Commitment Relation.....	33
4.4.5	Mediation of POS between Socialization Tactics and Affective Commitment	33
4.5	Summary of the Results	34
4.5.1	Results of the Hypotheses.....	34
4.6	Offshoot Results	35
CHAPTER 5: DISCUSSION AND CONCLUSION.....		37
5.1	Discussion on Results.....	37
5.2	Implications	40
5.2.1	Theoretical	40
5.2.2	Practical	41
5.3	Contribution.....	42
5.4	Limitations and Directions	43
5.5	Conclusion.....	44
REFERENCES		45
ANNEXURE A		53
ANNEXURE B		55

LIST OF TABLES

Table No.	Title	Page
1.1	List of Research Hypotheses	5
4.1	Respondents' Age and Marital Status by Gender	25
4.2	Organizations' Status and Sector of Respondents by Gender	26
4.3	Respondents' Sector Features by Firms' Status	26
4.4	Descriptive Statistics	27
4.5	Reliability of the Scales	27
4.6	Comparisons of Study Variables by Gender	28
4.7	Comparisons by Marital Status	28
4.8	Comparisons by Age Category	29
4.9	Comparisons by Sector	29
4.10	Mean, Standard Deviation, Reliability and Correlations	30
4.11	Linear Regression Models for POS	31
4.12	Linear Regression Models for AC	32
4.13	Mediation of POS between ST and AC (DV)	34
4.14	Results of Hypothesis	34
4.15	Interaction Affect for AC	36
A	One-Sample Kolmogorov-Smirnov Test	55

LIST OF FIGURES

Figure No.	Title	Page
1.1	Research Model	5
4.1	Research Model Results	35
5.1	Moderation of Prior Relationships between POS and AC	39
5.2	Research Results	40

LIST OF FIGURES

Figure No.	Title	Page
1.1	Research Model	
4.1	Research Model Results	
5.1	Moderation of Prior relationships between POS and AC	
5.2	Research Results	

CHAPTER 1

INTRODUCTION

1.1 STATEMENT OF TOPIC

Newcomers' entry into organizations is related with anxiety, uncertainty and reality shock. *Socialization tactics* have important effects not only on newcomers' adjustment but also on many other work behaviors. Successful socialization signals to care and willingness to invest in employees. It is most likely to influence employee *affective commitment*, which in turn is one of the strong and consistent predictors of organizational desired outcomes, For example: job satisfaction, in-role and extra-role performance, absenteeism, intention to leave and actual turnover. These consequences are very important to an organization looking forward to sustaining competitive advantage.

Existing literature suggests the presence of potential mechanism involved between socialization tactics and affective commitment, thereby arguing that the relationship is nonlinear. A recent study by Allen and Shanock (2013) involves *perceived organizational support* (POS) as a mediator between socialization tactics and affective commitment and finds support for this. They further suggest investigating the phenomenon in diversified samples and contexts.

We argue that pre-establish social connections of newcomers in the organization may affect a socialization process, particularly when they are being recruited through employee referral (Breugh, 2013). The *prior relationships* (an extension of the concept of employee referral) are likely to help new hires gather supplementary information about the real work environment of the organization. The previous researches on employee referral (a recruiting source) find out positive organizational outcomes. Therefore, we may expect the positive impact of prior relationships in the socialization process. Going with this argument, we can anticipate that the path socialization-POS-commitment is expected to change in the presence of prior relationships. Surprisingly, no study theoretically and empirically investigates these referral's effects on newcomers' socialization process and its workplace outcomes.

The present study aims to a) empirically investigate the relationship between *socialization tactics* and *affective commitment*; b) study *perceived organization support* as a potential mediator between socialization tactics and

affective commitment; and c) find out the moderating role of *prior relationships* on socialization tactics-POS; and on POS-affective commitment relations.

1.2 STUDY BACKGROUND

Organizations that retain, maintain and adjust high-quality employees are able to sustain their market competition. Indeed, many studies show that organizations earn supplementary profits when they accelerate the transition of new employees into their new work roles (Perrot et al., 2014). Newcomers' socialization is an important process that helps organizations to keep up its competitive level and thrive in the market. Strack et al. (2012) finds out that organizations can earn two times more profit margin and profit growth through effective socialization. Well defined socialization process helps social integration (Bauer and Erdogan, 2012), person job fit, a person organizational fit (Gruman and Saks, 2011), lower turnover (Allen and Shanock, 2013), job satisfaction and organizational commitment (Ashforth et al., 2007a). We may assume that sustainable competitive advantages are available only to those organizations that maintain an effective socialization process.

In contrast, ineffective socialization may increase newcomer turnover and organizations have little opportunity to recover on their investments, given that they have invested heavily on recruitment, selection and training processes (Bauer et al., 1998; Kammeyer-Mueller and Wanberg, 2003). So to survive and succeed in market competition, organizations should support new recruits and accept their roles as a problem free as possible (Bauer and Erdogan, 2014).

Numerous studies recommend that organizational socialization is significantly related to workers' affective commitment. However, the processes through which affective commitment is established during socialization are still unclear (Allen and Shanock, 2013; Lapointe et al., 2014; Tang et al., 2014). We believe that relational concerns are exclusively important for understanding phenomenon building on this notion. We take relational cohesion theory (Yoon and Lawler, 2006) perspective to explain the effect of early socialization experiences on newcomers' affective commitment.

It is typically understood that organizational socialization is a process through which organization helps new hires to learn about their work roles and fit into a workplace (Ashforth et al., 2007b; Bauer et al., 1998; Gruman and Saks, 2011). Previous models of organizational socialization (Bauer et al., 2007; Bauer and Erdogan, 2011; Kammeyer-Mueller and Wanberg, 2003;

Saks et al., 2007) study relationships basically in terms of acceptance of the work by supervisor and co-workers, for example, knowledge sharing, social acceptance, social integration, task mastery and role clarity.

It is also important that how organizations relate to employees in general, through the perception of employees when they feel getting supported from their organization, during the socialization process? POS is a bilateral relationship of employees with the organization, such that employees who perceive being cared for and supported by the organization, in turn they become committed to their organization through their work behaviors (Eisenberger and Stinglhamber, 2011; Riggle et al., 2009). Despite its potential importance; investigations and significance of POS role during the newcomers' socialization have been rare (Allen and Shanock, 2013, Perrot et al., 2014).

We argue that impact of pre-established social relations and network connections in the organization they are going to join, have significant impacts on the capability of new employees to integrate effectively. The previous research on newcomers' adjustment consistently shows that old-timers are key insiders, who support and help newcomers' socialization (Allen et al., 1999). Their support is correlated with newcomers' positive job attitudes. Building on this notion, we see an organizational socialization process through the lens of relationship building perspective.

We further argue that employee referral (a popular recruiting source) can help new hires to get more information about the routine work practices in the organization (Breugh, 2008; 2013). Research studies on social support consistently show that more experienced members of the organization are main to success of newcomers' socialization process (Morrison, 2002).

Pre hire embeddedness in the web of retaining forces and pre-establish links within the organization results in suggesting the name for potential candidates to their organizations and also informing or even motivating the candidates. However previous researchers assume that new employees typically have fewer established relationships with co-workers, work groups and supervisors within an organization (Allen and Shanock, 2013). There is an absence of recruitment research in the socialization literature. Therefore, we claim that new employee pre-establish relationship have the tendency to affect the favorable outcomes of a socialization process.

1.3 STUDY VARIABLES

1.3.1 Socialization Tactics

Socialization tactics are defined as “different ways structured by the organization to help newcomers adapt to early entry experiences and perform a transition from one role to another” (Van Maanen and Schein, 1979). It comprises of three broad dimensions: *Content tactics* relate to “content of the information given to newcomers about the timings and sequence of learning activities and experiences”, *social tactics* relate to “nature of interaction with experienced organizational members during learning processes” and *Context tactics* concerns “the way in which organizations provide information to newcomers” for example, collective or individual settings, formal or informal experiences (Jones, 1986; Saks and Gruman, 2011).

1.3.2 Affective Commitment

Affective commitment is defined as “the emotional attachment, identification and involvement that an employee has with its organization and goals” (Meyer et al., 1993).

1.3.3 Perceived Organizational Support

Perceived organization’s support (POS) is the relationship between employee and work organization from the employee’s view point and is formally defined as “the degree to which employees believed that their organization values their contributions and cares about their well-being and fulfills socio emotional needs” (Eisenberger et al., 1986).

1.3.4 Prior Relationships

This study attempt to conceptualize prior relationships as *the degree of pre-established social connections of a job candidate with the friends and/or family members working in the target organization, who are likely to inform or motivate him to apply or suggest his name for a job opening*. This can be regarded as an extension of the intensity of presences and use of employee referral. The personal qualities of the internal connections (e.g. designation tenure, hierarchical level) may also be very relevant in this regard.

1.4 RESEARCH MODEL AND HYPOTHESES

In Figure 1, we have presented the conceptual model of the study. This model is based on important mechanisms proposed in the previous literature and relational cohesion model of commitment. These mechanisms join socialization tactics with POS and then POS with affective commitment to explore POS as a possible intervening variable to go inside the black box. We hypothesized that POS will mediate the relationship between socialization tactics and affective commitment.

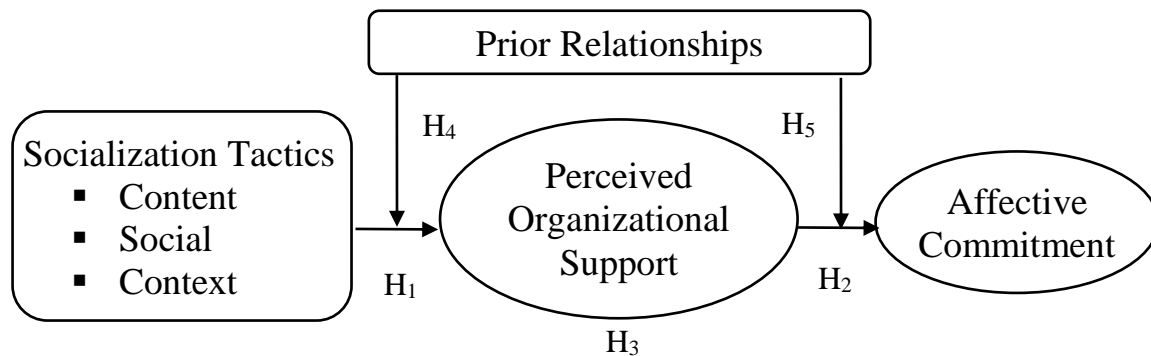


Figure 1: Research Model

Newcomers' perceives socialization tactics process as supportive and relating it with positive social exchanges that help them to integrate with social fabric of the organization. To further understand the contingency of these paths, we propose that newcomers' prior embeddedness within the organization, through their prior relationships may change the socialization-POS-commitment path in a positive way. Our fundamental idea is that newcomers' prior relationships further help to adjust them in the organizational environment. The five hypotheses proposed in this study are listed in Table 1.1.

Table 1.1
List of Research Hypotheses

Hypotheses	Description
H₁	The socialization tactics (i.e. the combination of content, social and context dimensions) are positively related to POS.
H₂	POS is positively related to affective commitment.
H₃	The POS will mediate the relationship between socialization tactics and affective commitment.
H₄	The prior relationship will moderate the relationship of socialization tactics and POS.
H₅	The prior relationship will moderate the relationship between POS and affective commitment.

1.5 SIGNIFICANCE OF THE STUDY

Building on the previous socialization literature, our study is one of the very few studies that connect POS to socialization process. By shifting the emphasis from ‘role clarity and task mastery’ to newcomers’ perception about organizational support and also involving their prior relationships with the organizational members who are important contingency variables to understand a socialization process. Through this, we provide a unique way of thinking and try to explore how organizational socialization process influence newcomers’ affective commitment. By concentrating socialization tactics to the development of POS in newcomers is significant in initial phases of socialization. This may help us to explain the black box between socialization tactics and affective commitment that seems to be vague in current literature.

POS for employee attitudes and behaviors has been established in the social exchange literature but not so far discussed in the context of newcomer’s socialization process (Riggle et al., 2009). In this perspective, we are aware of very few studies examining POS in the context of newcomers’ socialization process, i.e. Allen and Shanock (2013) and Perrot et al. (2014). Given that, exploring the implications of socialization tactics in connection to overall level of support to newcomers, it provides a complete picture of the socialization process. This study develops a pathway model (Figure 1) to demonstrate how new employees’ socialization process help to understand organizational commitment and individual perception about the organizational support.

In addition, this is the first study that conceptualizes prior relationships construct and also measured it empirically. Further the study investigates its contingent role on socialization tactics-POS and POS-affective commitment relationship.

1.6 METHODOLOGY

In order to accomplish analytical and correlation goals of the study, a questionnaire based survey is conducted in a non-contrived (i.e. natural) setting. Our sample consists of newcomers (unit of analysis) that have joined an organization on a permanent basis. Their organizational tenure at the time of a survey must be between three months to one year. Before the full-scale self-administered survey, a pilot study is conducted to validate the relevancy of the measures, language clarity and item ambiguity. The survey is conducted through spreading of the questionnaire to the newcomers from various

organizations in terms of size, sectors, status and age. The study data has been collected at one point in time, in around three weeks. For complete details, please see Chapter 3.

1.7 DATA ANALYSIS AND FINDINGS

Data is analyzed with the help of Microsoft Excel and Statistical Package for Social Sciences (SPSS). Various statistical tests or operations are used, as per requirement. Common descriptive statistics, for example, mean, frequencies, standard deviations cross tabulations, etc. have been used. Cronbach's alpha is measured to estimate reliability of all scales. For testing hypotheses developed in Chapter 2, Spearman's rho correlations, hierarchical linear regression and often recommended steps for testing mediation (Barron and Kenny, 1986) are used. The results of data analysis and their interpretation are provided in Chapter 4.

The study finds that socialization tactics significantly and positively relates to both POS and affective commitment and also POS is strongly positive relationship with affective commitment. Moreover, POS is mediating the relationship between socialization tactics and affective commitment. The results further indicate that prior relationships of the newcomers within the organizations, positively moderate POS-affective commitment relationship. However, this contingent effect is not empirically supported for socialization tactics-POS relationship. Interestingly the data analysis shows that POS is both acting as a mediator and moderator in the relationship between socialization tactics and affective commitment. These results are discussed in Chapter 5 along with the research implications (theoretical and practical), contribution, limitations and future directions.

CHAPTER 2

LITERATURE REVIEW AND HYPOTHESIS

2.1 ORGANIZATIONAL SOCIALIZATION

Organizational socialization is defined as “the process of moving from being an organizational outsider who is unfamiliar with the norms, procedures and culture of the organization to become an organizational insider who has been working mastery of the internal working norms, procedures and culture of the organization” (Bauer and Erdogan, 2012; Louis, 1980). Socialization is a multiphase process. This process contains at least three phases first one is the anticipatory phase, second is the encounter or accommodation phase and last is a role management / adaptation phase.

The anticipatory phase occurs prior to newcomers’ entry into the organization. During this phase, newcomers develop expectations about the organization, e.g. search for a job, asking questions of friends and family contacts. During this phase, the companies often prove some mixture of realistic and idealistic images of itself (for instance, recruitment and section activities, press releases and internships).

In encounter or accommodation phase, the new hires enter into the organization, facing the on ground realities and competing with the differences between experience and expectations. The consequences are often visceral; a sense of reality shock, conflict and surprise that prompts individual learning. During this phase, organization practice socialization tactics to help unfamiliar newcomers to become an effective insider of the organization (Bauer and Erdogan, 2012).

In the last phase of role management or adaptation, the newcomer familiarizes themselves with the organizational norms, culture and politics and then integrates themselves with social fabric of an organization (Ashforth et al., 2007a; Bauer et al., 1998).

2.1.1 Socialization Tactics

Socialization has been studied from last four-decades in the field of human-resource development. This journey continued to be an effective way to characterize differences in how organizations engage themselves in a

process of socializing newcomers (Bauer et al., 2007 and Saks et al., 2007). One of the most studied constructs in the organizational socialization literature is socialization tactics as noted by Bauer and Erdogan (2012) and Saks and Ashforth (1997) for newcomer socialization process.

Socialization tactics are “different ways structured by the organization to help newcomers adapt to early entry experiences and perform a transition from one role to another” (Van Maanen and Schein, 1979; Jones, 1986). These tactics are based on organization’s needs, values and managerial policies that primarily are under the organizational control (Bauer and Erdogan, 2012, 2014). Some companies practice organized and systematic approach to socialization, but some others follow a more “sink or swim” approach in which newcomers are challenged to find out current norms, culture and organizational expectations without leadership and guidance (Ashforth et al., 2007b; Bauer and Erdogan, 2011). In socialization process, newcomers observe, ask questions and mimic old timers. In response, gurus teach, guide, motivate and help them to integrate in the social fabric of the organization. Once newcomers understand and demonstrate mastery of organizational routines, works values and norms, they become an effective insider of the organization.

2.1.2 Dimensions of Socialization Tactics

Originally, there were six bipolar socialization tactics introduced by Van Maanen and Schein (1979). First, *collective* (vs. *individual*) refers to grouping newcomers and putting them through common learning experiences. Second, *formal* (vs. *informal*) is a practice of separating newcomer from organizational insiders during a defined socialization period such as orientation and training classes. Third, *sequential* (vs. *random*) involves a lock-step series of newcomer’s adjustment experiences. Fourth, *fixed* (vs. *variable*) provides a timetable for the steps involved in the adjustment of the role. Fifth, *serial* (vs. *disjunctive*) provides a systematic process in which the newcomers learning the new job from experienced members (e.g. supervisor or mentor) of the organization who coach them and serve as a role model. Finally, *investiture* (vs. *divestiture*) affirms incoming identity, personal characteristics and capabilities of a newcomer (Ashforth et al., 2007a; Saks et al., 2007).

Later, Jones (1986) merge these tactics into three dimensions, i.e., content, social and context tactics, ranging from institutionalized to individualized tactics. First, *content tactics* (sequential and fixed): “clear stage’s exits for training and there is a clear timetable for role adjustment.” Second, *social tactics* (serial and investiture): “receiving positive feedback and

identity affirmation from organizational insider and having a trusted insider to guide them within the organization.” Third, *context tactics* (collective and formal): “learning task requirements as part of a group and having formal training before starting the actual job” (Bauer et al., 2007).

Jones (1986) argues that institutionalized socialization tactics lead to passive or custodial role orientation and the other end, i.e. individualized socialization tactics produce innovative role orientation. These tactics tend to be more associated with higher levels of organizational commitment (Allen and Meyer, 1990). Two recent meta-analyses provide evidence that institutionalized tactics helped organizations to implement their programs in the systematic way (Bauer et al., 2007; Saks, et al., 2007). We may assume that sustainable competitive advantages are available only to those organizations that maintain an effective structured socialization process.

2.1.3 Recent Models of Organizational Socialization

Recent models of organizational socialization have found several mechanisms by which organization may influence and can achieve desired outcomes such as job satisfaction, organizational commitment, in-role, extra-role performances and retention (Bauer et al., 2007; Bauer and Erdogan, 2011; Kammeyer-Mueller and Wanberg, 2003; Saks et al., 2007). Newcomers’ role adjustment is an important and common theme among these socialization models. For instance, role properties (i.e. conflict, clarity and ambiguity), self-efficacy and task mastery are theorized as important mediators. Newcomers’ behaviors and characteristics (i.e. information seeking, personality and work experience) and organizational efforts (i.e. socialization tactics) can influence favorable work adjustment outcomes (i.e. behaviors, attitudes, personality and withdrawal).

Adjustment of newcomers in the unknown organizational environment is the second important theme of these models. As newcomers’ perceived fit within the unknown environment, familiarization with routine work duties and learn the knowledge about organizational norms, culture and politics are topics of discussion for socialization models. These things may be also helpful to explain how organizational socialization influences more favorable organizational outcomes.

Social integration and adjustment of newcomers with their coworkers, peer and supervisor is the third theme of these models. Thus newcomers’ social acceptance experience may be useful to explain newcomers’ relationships and its outcomes. Thus newcomers’ perceptions of coworker and

supervisor support and undermining are very important to their adjustment both at primary level and over the time.

2.1.4 Relational Cohesion Theory and Socialization Tactics

Behavioral commitment (e.g. retention) has been known as a key indicator of effective socialization (Allen, 2006). The relational cohesion theory emphasizes on individual to group attachment suggest that organizations and companies provide three types of capital to their employees during the ongoing social exchange's relationship. a) *human capital* is based on "knowledge sharing process"; b) *social capital* is based on "relationships building process with colleagues and supervisor" and c) *cultural capital* is based on "common understanding of culture, history and norms" (Yoon and Lawler, 2006; Yoon and Thye, 2002).

Three dimensions of socialization tactics are related to three types of capital that are mentioned above. *Content tactics* provide more precise information about learning activities and timing of work offer human capital to new employees in the form of faster acquisition and clearer expectations of needed skills to perform a job in an effective manner. *Social tactics* provide social learning through positive interactions with old timers of the organization and offer social capital to new hires. *Context tactics* provide clearly defined common learning experiences with supportive environment offer cultural capital to new employees in the form of a common frame of reference for understanding the organizational demands (Allen and Shanock, 2013; Bauer and Erdogan, 2014). Successful socialization helps newcomers' to transform them into contributing members of organization (Ashforth et al., 2007a, 2007b Fang et al., 2011).

2.2 ORGANIZATIONAL COMMITMENT

Organizational commitment is a concept derived from sociology and social psychology and expanding its roots, more than fifty years, in the field of organizational behavior. Organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday et al., 1982). An extensive body of research studies has suggested a variety of conceptualizations and measures for organizational commitment (Meyer and Allen, 1991; Meyer et al., 1993; Mowday et al., 1979, 1982). However, Meyer and Allen (1991) work on commitment, has developed a great deal of interest among scholars. Indeed, many studies have shown that committed workers display more positive behaviors and attitudes at

work than non-committed workers. Meyer and Allen (1991) differentiate three dimensions of organizational commitment in their model. Explain employees' work behavior for retention in the organization. a) normative "obligation"; b) continuance "need"; and affective "wish" commitment toward the organization.

2.2.1 Affective Commitment

Affective commitment is defined as "the emotional attachment, identification and involvement that an employee has with its organization and goals" (Meyer et al., 1993). It remains the focus of most of the research studies and reported a strong association with many organizational outcomes as compared to normative and continuous commitment (Meyer and Allen, 1991). More precisely we are focused on the affective commitment dimension, since the meta-analysis conducted by Meyer et al. (2002) confirm its strongest influence on general attitudes, (job performance, in-role, extra-role performances and intention to leave) and behaviors (job satisfaction, job satisfaction and turnover) (Allen and Meyer, 1990, 1996).

2.3 SOCIALIZATION TACTICS AND AFFECTIVE COMMITMENT

To reduce newcomers' uncertainty, anxiety which they experience on organizational entry, establishes the theoretical basis of organizational socialization. Since organizational socialization tactics shape the type of information received by newcomers' and their social interactions with colleagues and supervisor. They guide and teach them how to learn, behave and become an effective member of the organization. As many empirical studies have indicated that perceptions of organizational socialization tactics influence attitudinal outcomes such as organizational commitment (Ashforth et al., 2007a, 2007b; Ashforth and Saks, 1996; Bauer et al., 2007; Jones, 1986; Lapointe et al., 2014; Saks et al., 2007).

Each socialization tactic (content, social and context) is measured and each one is significantly correlated with organizational commitment (Ashforth et al., 2007a; Saks et al., 2007). The content tactics are vital for development of newcomers' affective commitment at the early phases of socialization (Simosi, 2010). Furthermore, the social tactics have a strong positive relationship with affective commitment rather than other two tactics, i.e. content and context (Fistad, 2011).

2.4 PERCEIVED ORGANIZATIONAL SUPPORT

Perceived organizational support (POS) is defined as “the degree to which employees believe that organization values their contributions and cares about their well-being” (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002). According to the organizational support theory, workers believe that company has a supportive or unsupportive orientation toward them. It fostered the task clarity process and workers develop POS to meet socio emotional needs (Rhoades and Eisenberger, 2002). POS is conceived as a key component in the social exchange relationship (Eisenberger et al., 2002). This approach believes that workers trade off effort and dedication, so in this response organization reward them, e.g. tangible incentives such as salary and fringe benefits, in addition, socio emotional benefits such as caring and self-esteem (Eisenberger and Stinglhamber, 2011; Riggles et al., 2009).

2.4.1 Relational Cohesion Theory and POS

The relational cohesion theory defined the ‘supports’ concept as “belief that the organization will treat the individual as a deserving member” (Yoon and Lawler, 2006). POS represents a social exchange relationship between the employees and organization (Rhoades and Eisenberger, 2002). According to the relational cohesion theory when new employees go through training and development process, they develop perceptions of help and support from the company in a sense of unity with their co-workers.

2.5 SOCIALIZATION TACTICS AND POS

The connection of socialization tactics with POS is supported with previous literature linkages of training and development with POS. Moreover, facilitating new employees with training and development opportunities, gives positive signals to newcomers and deserving members for the organization, because training is considered as an optional treatment in many organizations. Further newcomers’ positive experiences can foster learning, confidence and credibility to perform a job in a right way (Ashforth et al., 2007a). This relationship has been recently investigated by Allen and Shanock (2013) both conceptually as well as empirically and they find positive relationship between them, but they called for undertaking more studies to further clarify this relationship.

In *content tactics*, newcomers recognize that the company has established a strategy for their adaptation and development and is willing to invest in a worker's future (Cable and Parsons, 2001; Kim et al., 2005). In *social tactics*, experienced members (agents, mentors or supervisors) of the organization provide social learning through positive interaction and support and adjust new employees in the organization. In response, newcomers perceived that organizational agents care about them (Shore et al., 2009) and try to become an effective member of an organization. The *context tactics* deliver common learning experiences and cultural capital through training classes (Saks and Gruman, 2011).

These tactics should lead to the perception of a positive social exchange relationship within the organization and are an indicator of the company that cares about new employee's adjustment and tends to reduce uncertainty, anxiety and helping newcomers to socially integrate into the work environment fabric (Bauer and Erdogan, 2014; Changhong and Tjosvold, 2013). On the basis of above literature, we expect that: *socialization tactics (i.e. the combination of content, social and context dimensions) are positively related to POS (H1)*.

2.6 POS AND AFFECTIVE COMMITMENT

In (1986) Eisenberger et al., has theorized an important predictor of the affective commitment that is POS. POS would increase affective commitment by developing a felt obligation of care about the organization's well-being (Rhoades and Eisenberger, 2002). Relational cohesion theory argues that relationship building with coworkers and supervisor will lead to newcomers' retention through affective commitment (Yoon and Lawler, 2006). Affective commitment has been considered an important indicator of worker's integration at the job. Since Meyer et al. (2002) and Mowday et al. (1982) reported its positive effects on beneficial organizational outcomes such as social integration, job satisfaction and negative effects on absenteeism and turnover.

Affective commitment and POS are empirically distinguishable and yet strongly correlated (Bishop et al., 2005). A research study provides evidence, using a cross-lagged panel design, that workers' emotional tie with their companies has been considered a key determinant of loyalty and dedication over time, but the reverse relationship has not been true (Rhoades et al., 2001), i.e., supporting the antecedence of POS on affective commitment. Simosi (2012) used the three dimension of POS i.e. perceived supervisory support,

perceived colleague support and perceived organization support and they have strong and direct effects on affective commitment of newcomers.

Evidence for a positive connection between POS and affective commitment has been found in several studies i.e. Eisenberger and Stinglhamber (2011); Lee and Peccei (2007); Marique et al. (2013); Rhoades and Eisenberger (2002); Riggle et al. (2009); Shore and Wayne (1993). These studies determine that workers will have a better rate of attendance, in-role and extra-role performances, job satisfaction and affective organizational commitment and negative effects on work withdrawal, absenteeism and turnover when they have higher POS and feel that organization cares about them. But this relationship is not fully elaborate in the newcomer's socialization context (Allen and Shanock, 2013). On the basis of above literature, we expect that: *POS is positively related to affective commitment (H2).*

2.7 MEDIATION OF POS BETWEEN SOCIALIZATION TACTICS AND AFFECTIVE COMMITMENT

Affective commitment has been considered an important outcome for understanding and managing employee behavior at the early phases of socialization (Lapointe et al., 2014). Since organizational supportive behavior and employee, positive experiences contribute to strong affective commitment of employees (Meyer et al., 2002). Socialization tactics have an impact on affective commitment, mostly in a structural and organized process which signals a desire of willingness to invest in employee's development. It develops positive social exchange relationships in an organization among newcomers (Allen and Shanock, 2013).

Newcomers' relationships with co-workers help them to embed in new work environment and lower their intention to leave (Allen, 2006). Successive socialization occurs when new hires establish organizational commitment and have strong co-worker relationships (Bauer and Erdogan, 2011). Such positive social exchange is established through POS. It has been found that POS mediates on human-resource practices (i.e. participation in decision making, fairness of rewards and growth opportunity) and organizational commitment relationship (Allen et al., 2003).

POS is positively associated with relational mechanisms that tie newcomers with the organization as a consequence of socialization tactics (Allen and Shanock, 2013). When POS is high, organizational newcomers get the benefit from the support provided by the organization and in result; it

reduces the uncertainty and stress among newcomers (Perrot et al., 2014). On the basis of above literature, we expect that: *the POS will mediate the relationship between socialization tactics and affective commitment (H3).*

2.8 PRIOR RELATIONSHIPS

From the last six decades, the research has been continuously carried out on the recruitment process. Meta-analysis on recruitment sources has supported the use of current employees as being an effective recruitment source, i.e. employee referral (Breaugh, 2008). It indicates that employee referrals have more real-world expectations than those employees who directly apply or response to newspaper ads given by the organization (Breaugh and Mann, 1984). In addition to, Employee referrals are more job performers, have lower intention to leave and more emotionally attached to the organization as compared to other recruitment sources (Zottoli and Wanous, 2000).

HR Researchers have argued that referral employees tend to be more accomplished applicants, better workers and ready to help and support each other's to achieve organizational goals. However, in connection to this, Breaugh (2013) argues that it should hypothesize the employee referral mechanism to understand the complete picture of organizational outcomes. Since scholars have heavily relied on the use of data collections from the companies' records that only includes the recruitment source to which the employees belonged.

So we argue that employee referral does not fully illustrate the mechanism of newcomers' prior relationships that they have in the organization, at the stage of entry. Furthermore, we are interested in determining real effects and consequences of employee referral on the organizational outcomes in a prudent way and to what extent the employee referral dimension embedded in the recruitment process. As some organizations do not use employee referral as a recruiting source but existing employees may be informed about the job opening, procedure of recruiting and working environment to their family members, relatives and friends (Ashford and Black, 1996; Breaugh and Mann, 1984). They are also motivating them that they should apply to this specific job.

We attempt to conceptualize prior relationships (Allen and Shanock, 2013) as the degree of pre-established social connections of a job candidate with the friends and /or family members working in the target organizations, which are likely to inform or motivate him to apply or suggest his for a job opening. So we can say that this concept is an extension of the intensity of

presences and use of employee referral. The personal qualities of the internal connections (e.g. designation tenure, hierarchical level) may also be very relevant in this regard. Previous researches on employee referral find out positive organizational outcomes, so we also expect the positive impact of prior relationships on organizational desire outcomes.

2.9 MODERATION OF PRIOR RELATIONSHIPS

2.9.1 Socialization Tactics-POS Relation

Developing social ties with coworkers, supervisors, old-timers and upper-level administrators enable new hires to access resources (e.g. norm's, values and cultural of the organization) that may not be accessible to those newcomers who recruit through formal socialization channels (Morrison, 2002). Moreover, employee's social networks facilitate newcomer's social integration in the organization through social support (Fang et al., 2011; Hatmaker and Park, 2013).

Barrick and Zimmerman (2005) are examined pre-hire embeddedness of employees and find out that greater the numbers of links in the organization, the lesser probability that employees want to quit; feel more supportive and more likely to understand the organization cultural. In contrast, newcomers who fail to adjust themselves in the new work environment might show the extreme behavior of leaving the organization, mostly during the early phases of a socialization process (Allen, 2006; Allen and Shanock, 2013).

Barrick and Zimmerman (2009) evaluated the efficacy of pre-hire embeddedness to predict newcomer's retention and job performance. The results showed that those candidates have the knowledge of existing employees, were emotionally stable, conscientious, more job performers and have less intention to leave. So, we argue that those workers, who have pre-established social ties within the organization, received a social support from colleagues at early phases of the socialization. So in nutshell socialization tactics are the techniques that develop social, human and cultural capitals in the setting of newcomers' retention and adjustment. On the basis of above literature, we expect that: *the prior relationships will moderate the relationship of socialization tactics and POS (H4).*

2.9.2 POS-Affective Commitment Relation

Positive social exchange relationship encourages employees to respond to the organization in a loyal way. Evidence for a positive and significant relationship between POS and affective commitment has been found in several studies, i.e. Marique et al. (2013); Simosi (2012). The affective commitment helps employees to retain a positive self-image by avoiding the violation of organization norms (Rhoades et al., 2001). However, felt obligation acts as a partial moderator in the POS and affective commitment relationship, Allen et al. (2003) study claim. This moderation effect raised the question of other potential mechanisms involved in this relationship.

Those employees, who have pre-establish a relationship with senior members, are more likely to be motivated for accomplishing organizational goals and socially embedded in organization rather than other employees (Lee et al., 2004). On-the-job embeddedness is an important predictor of both in-role and extra-role performances and it originates from the affective commitment (Allen, 2006). So we argue that more family and friend's members of an individual have been employed in the company, the more likelihood that worker will perform well. In addition to, it is suggested that existing workers are likely to refer more talented candidates for the organization (Breaugh, 2013; Breaugh and Starke, 2000). On the basis of above literature, we expect that: *the prior relationships will moderate the relationship between POS and affective commitment (H5)*.

CHAPTER 3

METHODOLOGY

3.1 RESEARCH DESIGN ELEMENTS

Purpose of the study is testing hypotheses. *Analytical and correlational* type of study has been conducted. Unit of analysis of the study is *individuals i.e. newcomers*. The data collection design of the study is *cross-sectional*. The study data has been collected at one point in time, in around three weeks. The field study is conducted in the natural (*non-contrived*) setting with a *minimal interference* of the researchers.

3.2 STUDY VARIABLES

3.2.1 Socialization Tactics

Socialization tactics are “different ways structured by the organization to help newcomers adapt to early entry experiences and perform a transition from one role to another” (Van Maanen and Schein, 1979). It is the independent variable, having three dimensions: *Content tactics* relate to “content of the information given to newcomers about the timings and sequence of learning activities and experiences,” *social tactics* relate to “nature of interaction with experienced organizational members during learning processes” and *context tactics* concerns “the way in which organizations provide information to newcomers” for example, collective or individual settings, formal or informal experiences (Jones, 1986).

3.2.2 Affective Commitment

Affective commitment is the dependent variable of this present study. It is defined as “the emotional attachment, identification and involvement that an employee has with its organization and goals” (Meyer et al., 1993).

3.2.3 Perceived Organizational Support

The mediating variable of this study is POS, defined as “the degree to which employees believe that organization values their contributions and cares about their well-being” (Eisenberger et al., 1986).

3.2.4 Prior Relationships

This study attempt to conceptualize prior relationships as the degree of pre-established social connections of a job candidate with the friends and/or family members working in the target organization, who are likely to inform or motivate him to apply or suggest his name for a job opening. It is the moderating variable of current study.

3.2.5 Control Variables

Control variables are important to consider in a research study. We recognized potentially relevant control variables, for example, *age*, *gender*, *marital status* and *formal education* as demographic characteristics that correlate to socialization process (Bauer et al., 1998). For instance, education might be associated to skills at the time of appointment, while age might be associated with career phases (Feldman, 1989). Organization size, age and status have potential to influence the formalization of socialization tactics process so we also control these variables.

3.3 THE SAMPLE

3.3.1 Target Population

Our target population consists of newcomers who have joined an organization on a permanent basis. Their organizational tenure at the time of a survey must be between three months to one year. This time period was selected to capture new employees' responses after they had time to experience socialization process and develop role orientation. One-year usually serves as the key time frame to studying newcomers' socialization (Bauer and Green, 1994) and socialization events in the first year are considered to have the highest impact and salience to newcomer's behavior and attitude (Feldman, 1981).

3.3.2 Sampling Design

To investigate newcomer socialization in a wide variety of organizations, researchers are approached newcomers through, current students (M.Phil. and Ph.D.), faculty & career development center, i.e. *alumni* members of National Collage of Business Administration and Economics. We

follow the procedures used by Ashforth et al. (2007b); Ashforth et al. (1997); Ashforth and Saks (1996) and Jones (1986) with some extension. We have included contacts of faculty and career development center, i.e. *alumni* members (Perrot et al., 2012) of National Collage of Business Administration and Economics to find out newcomers' employees.

For this kind of research, it is difficult to develop a sufficient sample size from one organization, since Allen (2006) describes the difficulty to find out one certain organization that regularly hired some newcomers. Secondly, researchers are not allowed to collect the data from their new employees. Thirdly, companies report no standardized socialization, orientation and adjustment programs for new employees that permit individual locations. In connection to this, supervisors regulate socialization methods, for preparing new hires to perform their work roles.

3.3.3 The Actual Sample

Total 196 questionnaires are collected from newcomers of different organizations (services or manufacturing and public or private), located in different cities of Pakistan. From the 196 questionnaires, 24 have been removed from it for different reasons, for example; 02 have too many non-responses, 11 are excessively suspicious and 11 do not fit into the sample selection criteria so 173 questionnaires are useable for statistical analysis.

3.4 DATA COLLECTION

Respondents received questionnaires that contain the measures for socialization tactics (independent), affective commitment (dependent), POS (mediator) and prior relationships (moderator), though above-mentioned sources, i.e. faculty, current students (M.Phil. and Ph.D.) and alumni.

3.4.1 The Instrument

The instrument for present study has six parts. Which inter-alia contains first part of personal information of newcomers,' for instance, age, educational, marital status, etc. The second section covers the organization-related information of the respondents, for example, organization status, age, sector, etc. Third, fourth, fifth and six sections include items for socialization tactics, prior relationships, POS and affective commitment respectively. English language is used for building instrument, look upon the respondents' educational level for current study.

3.4.2 Pilot Study

In order to inspect the understanding of instrument, an experimental study is conducted. For this purpose, questionnaire was distributed to some newcomers, in order to find out if there was any ambiguity in it. From the feedback received, it is observed that there is some ambiguity in the format of a questioner not in the understanding of items, so we take some changes in the format of a questionnaire.

3.4.3 Administration Procedures

Before assigning a task to students and alumni members, we have conducted a training session, in order to explain the purpose of research. The satisfactory replies are provided to participants when some questions were asked by them regarding the understanding of research instrument. A soft copy of the survey was e-mailed to participants. Respondents are asked to fill out these questionnaires from the newcomers and return them through email or hard copy. We set three weeks' time period to collect the data from all sources that mentioned above.

3.5 MEASUREMENT AND SCALES

In this research, items are used to operationalize the constructs that were mostly adapted from prior studies. One of them is newly developed and uses to measure the prior relationships of newcomers. All constructs were measured using various items. A list of items for each scale is shown in (Annexure A). Measurement method for each hypothetical construct in the model is defined briefly below.

3.5.1 Common Method Biases

The Phenomenon of Common Method Variance (Podsakoff et al., 2003) is a dilemma in measurement of constructs, which might disturb the outcomes of research study. Before stepping ahead, common method biases have been minimized by using different techniques. The respondent's secrecy has been guaranteed. Different setups are being deployed for various segments of instruments. The mooring of different scales customizes distinctive classification.

3.5.2 Socialization Tactics

To measure socialization tactics, we used Jones' (1986) items, which are the most frequently used items in socialization tactics literature. However, researchers have routinely removed certain items because of their poor factor loading or used an either shorter form of it (Black and Ashford, 1995) or modified (Ashforth and Saks, 1996) version of Jones' (1986) 30-items scale. To ensure a better comparability of results, we adopt 8-items of socialization tactics from 12 items scale that were previously used in Cable and Parsons (2001). We have assessed socialization tactics with ($\alpha = .800$) and measured it with five-point Likert-type responses ranging from 1 (strongly disagree) to 5 (strongly agree). Content tactics measured by 5-items; a sample item is "I have a good knowledge of the time it will take me to go through the various stages of the training process." 1-item of social tactic is used; a sample item is "I am gaining a clear understanding of my role in this organization from observing my senior colleagues" and 2-items of context tactics are used; a sample item is "This Company puts all new hires through the same set of learning experiences."

3.5.3 Affective Commitment

We have measured organizational affective commitment using the revised scale of Meyer et al. (1993). One-item of affective commitment, irritate the inner reliability, so we decided to drop this one item for further analysis and assessed affective commitment with 5-items ($\alpha = .884$) and measured it with five-point Likert-type ranging from 1 (Not at all) to 5 (to a great Extant). A sample item is "I would be very happy to spend the rest of my career with this organization."

3.5.4 Perceived Organizational Support

We have assessed POS with 5-items ($\alpha = .836$) and measured it with five-point Likert-type ranging from 0 (Not true at all) to 4 (True all the time), using the short version of Eisenberger et al. (1986). Empirical studies surveying to provide evidence for the high internal consistency of this scale (Allen and Shanock, 2013; Eisenberger et al., 1990; Wayne et al., 1997). A sample item is “The organization values my contribution to its well-being.”

3.5.5 Prior Relationships

We developed new measure to capture prior relationships and its effects on other variables of current study. These items are based on extensive literature reviews of socialization and recruitment sources. Assessing prior relationships with 4-items ($\alpha = .868$) and measured it with four-point Likert-type ranging from 0 (Definitely No) to 3 (Definitely Yes). A sample item is “An existing employee provided me the information about the job.”

3.6 DATA ANALYSIS

Statistical tools are used for data analysis with the help of Microsoft Excel and SPSS. Various statistical tests or operations are utilized, as per requirement. Common descriptive statistics, e.g. mean, frequencies, standard deviations, cross-tabulations, Spearman’s rho correlations etc. have been estimated. Cronbach’s Alpha is measured to estimate reliability of all scales. For testing theory based hypotheses developed in Chapter 2, hierarchical linear regression models are employed. The complete results and findings of the data analysis and their interpretation are provided in Chapter 4.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATIONS

4.1 THE SAMPLE CHARACTERISTICS

Our sample consists of 173 newcomers who have joined an organization on permanent basis and their tenure at the time of the survey is between three months to one year.

4.1.1 Respondents' Age and Marital Status by Gender

The respondent's features are considered from the point of view of marital status, age and gender. The frequency distributions of participants' features are shown in Table 4.1. Of the 173 participants, 60.9% are male; 48.6% are below the 25-year age, 40.5% falls between 26 to 30 years age category and 11 % are above 30 years. Regarding the marital status, 80.9% are single. The complete detail of the age categories and marital status by gender in terms of frequency distribution and percentages is presented in Table 4.1.

Table 4.1
Respondents' Age and Marital Status by Gender

Variables	Category	Gender				Total	
		Female		Male			
		Freq	%	Freq	%	Freq	%
Employees' Age	Below 25	42	60.9	42	40.4	84	48.6
	26-30	20	29.0	50	48.1	70	40.5
	Above 30	7	10.1	12	11.5	19	11.0
Marital Status	Single	55	79.7	85	81.7	140	80.9
	Married	14	20.3	19	18.3	33	19.1
Total		69	100	104	100	173	100

4.1.2 Organizations' Status and Sector of Respondents by Gender

The respondent's characteristics are considered from the point of view of organizations' status and sector of respondents by gender as shown in the Table 4.2. Of the 173 participants, 72.3% new hires are working in private firms and 87.3% newcomers are working in service sector. The complete detail of organizations' status and sector of respondents by gender in term of frequency distribution and percentage is presented in Table 4.2.

Table 4.2
Organizations' Status and Sector of Respondents by Gender

Variables	Category	Gender				Total	
		Female		Male			
		Freq	%	Freq	%	Freq	%
Firm Status	Public	18	26.1	30	28.8	48	27.7
	Private	51	73.9	74	71.2	125	72.3
Sector	Manufacturing	4	5.8	18	17.3	22	12.7
	Service	65	94.2	86	82.7	151	87.3
Total		69	100	104	100	173	100

4.1.3 Respondents' Firms' Sector by Status

The cross tabulations of the respondents' firms' sectors by their organizations' status is shown in the (Table 4.2). This time we have calculated the percentages on the bases of the total respondents rather than row or column totals. The results show that, overall 65.9% newcomers are working in private firms in service sectors. The complete detail of respondents' sector features by firms' status in term of frequency distribution and percentage is presented in Table 4.3.

Table 4.3
Respondents' Sector Feature by Firms' Status

Variables	Category	Firm Status				Total	
		Public		Private			
		Freq	%	Freq	%	Freq	%
Sector	Manufacturing	7	4.2	15	9.0	22	12.7
	Service	41	24.6	110	65.9	151	87.3
Total		48	28.7	125	74.9	173	100

4.1.4 Descriptive Statistics

Mean and standard deviation of the study variables are shown in Table 4.4. The mean of socialization tactics is relatively high i.e. 3.41 out of 5 as compare to POS (2.30) and affective commitment (3.19). The mean of prior relationships is 1.28 out of 3. The complete detail of descriptive statistics is presented in Table 4.4.

Table 4.4
Descriptive Statistics

Variables	Range	Mean	SD
1. Socialization Tactics	1-5	3.41	0.72
2. Affective Commitment	1-5	3.19	1.16
3. POS	1-5	2.30	0.92
4. Prior Relationship	0-3	1.28	0.97

4.1.5 Reliability of the Scales

The Cronbach's alpha is used to estimate the reliability of the scales. The reliabilities of all the scales are outstanding, the alpha values range from 0.800 to 0.884, although the least satisfactory boundary of alpha for social sciences is 0.700 (Hair et al., 1998). The complete detail about number of items and the alphas of each scale is presented in Table 4.5.

Table 4.5
Reliability of the Scales

S#	Scales	Items	Alpha
1	Socialization Tactics	8	0.800
2	Prior Relationship	4	0.868
3	Perceived Organizational Support	5	0.836
4	Affective Commitment	5	0.884

4.2 GROUP COMPARISONS

This research study uses a comparative analysis of various dichotomous groups, based on respondent's gender, marital status, age category and firm sector. We have used one sample Kolmogorov-Smirnov Test to estimate the data normality and results show that normality assumption is not assumed for all study variables (Annexure B). In this case, independent sample t-test is not the suitable statistic for comparing means between the two groups. Therefore, Mann-Whitney U-test is utilized in all the following group comparisons.

4.2.1 Comparisons of Study Variables by Gender

Table 4.6 shows the comparison between male and female, in their perception about our study variables. The comparative analysis shows that males and females are statistically same and there is no significant difference

between them in terms of the study variables. The complete detail of comparison by gender is presented in Table 4.6.

Table 4.6
Comparisons of Study Variables by Gender

S#	Variables	Gender	Mean	SD	p-value
1	Socialization Tactics	Male	3.49	0.74	ns
		Female	3.36	0.70	
2	Prior Relationship	Male	1.31	1.01	ns
		Female	1.26	0.94	
3	Perceived Organizational Support	Male	2.49	0.85	ns
		Female	2.18	0.95	
4	Affective Commitment	Male	3.16	1.31	ns
		Female	3.21	1.04	

* $p < 0.05$, ** $p < 0.01$

4.2.2 Comparisons by Marital Status

Table 4.7 shows the comparison between married and single groups of newcomers, the results show that married and unmarried respondents are statistically significantly same in terms of all study variables accept for prior relationship. Married newcomers have more prior relationship in the organizations than their counterparts. The complete details regarding all important estimates are available in Table 4.7.

Table 4.7
Comparisons by Marital Status

S#	Variables	Marital Status	Mean	SD	p-value
1	Socialization Tactics	Single	3.42	0.73	ns
		Married	3.38	0.67	
2	Prior Relationship	Single	1.16	0.94	**
		Married	1.75	0.92	
3	Perceived Organizational Support	Single	2.28	0.91	ns
		Married	2.35	0.96	
4	Affective Commitment	Single	3.13	1.20	ns
		Married	3.40	0.90	

* $p < 0.05$, ** $p < 0.01$

4.2.3 Comparisons by Age Category

Table 4.8 shows the comparison between two age categories, one for below 25 and second 26 to 30 years. The comparison reveals that these age categories are statistically same and there is no significant difference between them in term of our study variables. For the complete detail, please see Table 4.8.

Table 4.8
Comparisons by Age Category

S#	Variables	Age	Mean	SD	p-value
1	Socialization Tactics	Below 25	3.38	0.67	Ns
		26-30	3.40	0.82	
2	Prior Relationship	Below 25	1.26	0.92	Ns
		26-30	1.24	0.99	
3	Perceived Organizational Support	Below 25	2.31	0.84	Ns
		26-30	2.26	1.01	
4	Affective Commitment	Below 25	3.05	1.25	Ns
		26-30	3.23	1.09	

* $p < 0.05$, ** $p < 0.01$

4.2.4 Comparisons by Sector

Table 4.9 presents the comparison between respondents' firm sectors i.e. private and public. The comparison analysis shows that there is no significant difference between these two groups in term of our study variables. For complete detail, please see Table 4.9.

Table 4.9
Comparisons by Sector

S#	Variables	Sector	Mean	SD	p-value
1	Socialization Tactics	Public	3.41	0.63	ns
		Private	3.41	0.75	
2	Prior Relationship	Public	1.26	1.00	ns
		Private	1.29	0.96	
3	Perceived Organizational Support	Public	2.22	0.91	ns
		Private	2.34	0.93	
4	Affective Commitment	Public	3.10	1.20	ns
		Private	3.23	1.14	

* $p < 0.05$, ** $p < 0.01$

4.3 CORRELATION MATRIX

4.3.1 Correlation Matrix of Variables

Table 4.10 presents means, standard deviation and bivariate Spearman's rho correlation analysis of the study variables. The result shows that organizational socialization tactics is associated to the employees POS (coefficient = 0.318, $p < 0.01$). Thus, this justifies claims of the study and provides an initial support to the Hypothesis 1. Likewise, POS is significantly correlated to affective commitment (coefficient = 0.458, $p < 0.01$) which justifies the claim of the study and provides support to the Hypothesis 2.

Socialization tactics has significant positive correlation with affective commitment (coefficient = 0.265, $p < 0.01$). Further, the employees' prior relationships is positively correlated to both POS (coefficient = 0.156, $p < 0.05$) and affective commitment (coefficient= 0.180, $p < 0.05$). The complete detail of all bi-variate correlations (Spearman's rho) is presented in Table 4.10.

Table 4.10
Mean, Standard Deviation, Reliability and Correlations

Variables	Mean	SD	Alpha	1	2	3	4	5	6
1. Gender	0.60	0.49	-	1					
2. Marital Status	0.18	0.38	-	-0.031	1				
3. Employees' Age	0.61	0.66	-	0.187*	0.510**	1			
4. Socialization Tactics	3.41	0.72	0.800	-0.114	-0.029	0.040	1		
5. Prior Relationship	1.28	0.97	0.868	-0.019	0.233**	0.053	0.130	1	
6. POS	2.30	0.92	0.836	-0.142	0.017	0.038	0.318**	0.156*	1
7. Affective Commitment	3.19	1.16	0.884	-0.007	0.078	0.127	0.265**	0.180*	0.458**

* $p < 0.05$, ** $p < 0.01$

4.4 HYPOTHESES TESTING

We have used hierarchical linear regression models and interaction effect to test the hypotheses. Table 4.11, 4.12 and 4.13 presents comprehensive results of all these Models.

4.4.1 Socialization Tactics and POS

It is pragmatic from the Table 4.11 (Model 1), that the control variables (i.e. gender, marital status and employee age), entered as dummy variables (Cohen and Cohen, 1983) are not much importance in predicting POS, with only gender significantly related to POS ($\beta = -0.174$, $p < 0.05$). In Model 2, socialization tactics is regressed upon POS along with the three control variables. The significance and sign of outcomes disclose that socialization tactics positively affect POS ($\beta = 0.261$, $p < 0.01$). Therefore, the null hypothesis is rejected for the relationship between socialization tactics and POS. Consequently, the alternative hypothesis is accepted. Therefore, we can say that socialization tactics positively related to POS i.e. there is a strong support for the Hypothesis 1.

Table 4.11
Linear Regression Models for POS

	Model 1	Model 2	Model 3	Model 4
<i>Control</i>				
Gender	-0.174*	-0.144	-0.145	-0.139 [^]
Marital Status	0.010	0.031	-0.011	-0.016
Employees' Age	0.021	-0.007	0.009	0.018
<i>Independent</i>				
Socialization Tactics (ST)		0.261**	0.241**	0.110
<i>Moderator</i>				
Prior Relationship (PR)			0.141 [^]	-0.311
<i>Two Way Interaction</i>				
ST X PR				0.499
R-Square	0.030	0.097	0.115	0.126

[^] $p < 0.10$, * $p < 0.05$, ** $p < 0.01$

4.4.2 Moderation of Prior Relationships on Socialization Tactics-POS Relation

The moderating effect of prior relationships on socialization-POS relation is tested by using hierarchical linear regression analysis with interaction effect (Jaccard et al., 1990; Venkatraman, 1989). In Model 3 (Table 4.11), when prior relationships is entered along with the control variables and socialization tactics, it positively relates to POS ($\beta = 0.141$; $p < 0.10$). In Model 4, as a next step the interaction term (ST X PR) is entered that does not turn out to be significant. Thus our data do not confirm the existence of the moderating effect of prior relationships; consequently, *Hypothesis 4 is not supported.*

4.4.3 POS and Affective Commitment

It is indicated from the Table 4.12 (Model 1), that the control variables (i.e. gender, marital status and employee age) are entered as dummy variables (Cohen and Cohen, 1983) not much important in predicting affective commitment. In Model 2, POS is regressed upon affective commitment along with the three control variables. The significance and sign of outcomes ($\beta = 0.475$, $p < 0.01$) disclose that POS positively affect affective commitment. The null hypothesis is rejected that POS and affective commitment has no relationship. Ultimately, the alternative hypothesis is accepted. Therefore, we can say that POS positively related to affective commitment. Thus there is a strong support for the Hypothesis 2.

Table 4.12
Linear Regression Models for AC

	Model 1	Model 2	Model 3	Model 4
<i>Control</i>				
Gender	-0.009	0.074	0.071	0.071
Marital Status	0.013	0.009	-0.018	-0.010
Employees' Age	0.134	0.124	0.134	0.131
<i>Independent</i>				
Perceived Organizational Support		0.475**	0.459**	0.314**
<i>Moderator</i>				
Prior Relationship			0.094	-0.203
<i>Two Way Interaction</i>				
POS X PR				0.371^
R-Square	0.020	0.238	0.247	0.261

^ $p < 0.10$, * $p < 0.05$, ** $p < 0.01$

4.4.4 Moderation of Prior Relationships on POS-Affective Commitment Relation

We repeat the same procedure to analyze the existence of the moderation effect of prior relationships on POS-affective commitment relation. In Model 3 (Table 4.12) when prior relationships are entered along with the control variables and POS, it does not relate significantly to affective commitment. In Model 4, as a next step the interaction term (POS X PR) is entered, its regression coefficient turn out to be statistically significant ($\beta = 0.371$, $p < 0.10$). Thus our data confirm the existence of the moderating effect of prior relationships on POS-affective commitment relation; consequently, *Hypothesis 5 is supported*.

4.4.5 Mediation of POS between Socialization Tactics and Affective Commitment

The Hypothesis 3 states that POS will mediate the relationship between socialization tactics and affective commitment. The three step approach of Barron and Kenny's (1986) is used to test this. First step is satisfied under testing of H1 (Model 2, Table 4.11) i.e. socialization tactics positively affect POS ($\beta = 0.261$, $p < 0.01$). Second step is satisfied (see Model 2, Table 4.13), where we can note that socialization tactics has significant positive correlation with affective commitment ($\beta = 0.260$, $p < 0.01$). Third condition is also satisfied under testing of H2 (Model 2, Table. 4.12) i.e. POS positively affect affective commitment ($\beta = 0.475$, $p < 0.01$). They further suggest that after the inclusion of a mediator, the significant relationship between the independent variable and the dependent variable should become insignificant and the beta for independent variable predicting the dependent variable should also drop and become insignificant. This condition is partially satisfied, although, the beta values of in Model 3, Table 4.13 ($\beta = 0.147$, $p < 0.05$) is less in value and significance than that of in Model 2 ($\beta = 0.260$; $p < 0.01$), but it is still significant. Overall *Hypothesis 3 is partially supported*.

Table 4.13
Mediation of POS between ST and AC (DV)

	Model 1	Model 2	Model 3
<i>Control</i>			
Gender	-0.009	0.021	0.084
Marital Status	0.013	0.034	0.021
Employees' Age	0.134	0.107	0.109
<i>Independent</i>			
Socialization Tactics		0.260**	0.147*
<i>Mediator</i>			
Perceived Organizational Support			0.436**
R-Square	0.020	0.086	0.258

^ p < 0.10; * p < 0.05; ** p < 0.01; DV=Dependent Variable

4.5 SUMMARY OF THE RESULTS

4.5.1 Results of the Hypotheses

We find out that socialization tactics are significantly and positively correlated to POS that in turn significantly and positively correlated to affective commitment. In combination these two results indicate the mediation of POS between socialization tactics and affective commitment. The moderation effect of prior relationship is only relevant for POS-Affective commitment path. The summary of results of the hypotheses is presented in Table 4.14 and also presented in Figure 2.

Table 4.14
Results of Hypotheses

S#	Description	Result
H₁	The socialization tactics (i.e. the combination of content, social and context dimensions) are positively related to POS.	Supported
H₂	POS is positively related to affective commitment.	Supported
H₃	The POS will mediate the relationship between socialization tactics and affective commitment.	Partially Supported
H₄	The prior relationship will moderate the relationship of socialization tactics and POS.	Not Supported
H₅	The prior relationship will moderate the relationship between POS and affective commitment.	Supported

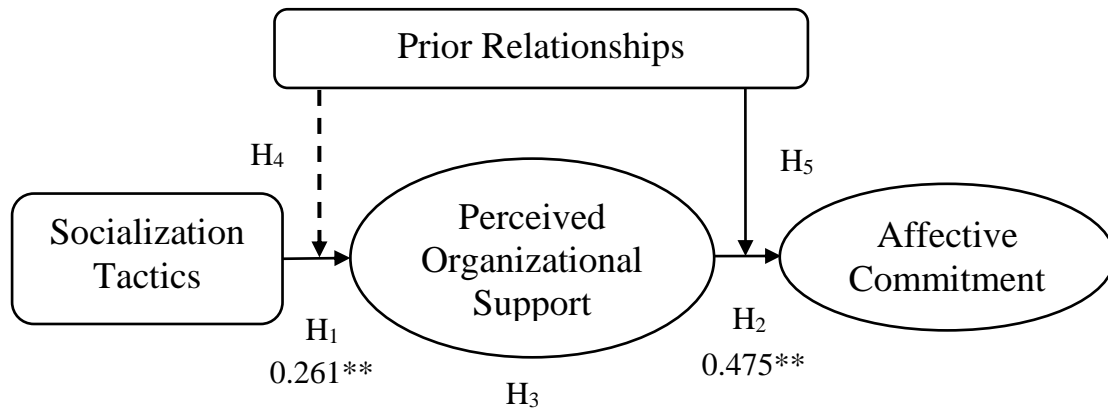


Figure 2: Research Model Results

4.6 OFFSHOOT RESULTS

We find some offshoot results while conducting interaction effect for affective commitment. In Model 2 (Table 4.15) the interaction term (ST X PR) is entered, its regression coefficient turn out to be statistically significant ($\beta = 0.238$, $p < 0.01$, F change = 3.244, $p < 0.05$). In Model 3, as a next step the interaction term (POS X PR) is entered, its regression coefficient turn out to be statistically significant ($\beta = 0.365$, F change = 7.123, $p < 0.01$). In Model 4, entering the interaction term of (ST X POS) its regression coefficient turn out to be statistically significant ($\beta = 0.398$, F change = 4.232, $p < 0.01$). In Model 5, all interactions terms (i.e. ST X PR, POS X PR and ST X POS) are entered simultaneously, to find out the interaction effect of ST X POS in the presence of other interaction. The regression coefficient turn of (ST X POS) is statistically significant ($\beta = 0.398$, F change = 10.621, $p < 0.01$). The data also confirms the existence of a moderating effect of POS on the socialization tactics and affective commitment relation. Thus POS is *both acting as a mediator and moderator* in the relationship between socialization tactics and affective commitment.

Table 4.15
Interaction Affect for AC

	Model 1	Model 2	Model 3	Model 4	Model 5
<i>Control</i>					
Gender	-0.009	0.003	0.017	0.080	0.076
Marital Status	0.013	-0.045	-0.064	0.046	0.023
Employees' Age	0.134	0.153	0.157^	0.084	0.098
<i>Two Way Interactions</i>					
ST X PR		0.238**			-0.239
POS X PR			0.365**		0.358*
ST X POS				0.496**	0.398**
R-Square	0.000	0.073	0.148	0.258	0.282
F	1.110	3.244*	7.123**	14.232**	10.621**

^ p < 0.10, * p < 0.05, ** p < 0.01

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 DISCUSSION ON RESULTS

The current study aims to empirically unfold the processes between socialization tactics and affective commitment. It explores the potential mediating role of POS between these two variables and further attempts to investigate the moderating role of prior relationships on socialization tactics-POS; and POS-affective commitment relationships. The theoretical model of study is tested through a survey from 173 newcomers having joined an organization on permanent basis with work tenure of three to twelve months. The common descriptive statistics have been estimated for sample characteristics and descriptive. We used hierarchical linear regression models and interaction effect to test the research hypotheses.

There are several interesting outcomes of the study variables, which include: that respondent's groups did not significantly differ in gender, age and organizational sector except the marital status. For example married newcomers have more prior relationship in the organizations than their counterparts. Results show that socialization tactics is positively related to both POS and affective commitment. Moreover, POS is positively partially mediating the relationship between socialization tactics and affective commitment. The results further indicate that prior relationships of the newcomers within the organizations, positively moderate on the POS-affective commitment relationship. However, this contingent effect is not empirically supported for socialization tactics-POS relationship. Interestingly the data analysis shows that POS is both acting as a mediator and moderator in the relationship between socialization tactics and affective commitment. These results are discussed below one by one as follows with the research implications (theoretical and practical), contribution, limitations and future directions.

First study hypothesis, outcome describes that socialization tactics is the most important consequences of POS and positively related with it. This result is also reconfirmed the outcomes of the previous studies (Allen and Shanock, 2013; Perrot et al., 2014). It also helps to explain Ashforth et al. (2007a) logical explanation that socialization tactics, for example, training and development have a positive relationship with POS. According to current research findings, socialization tactics lead to perception of a positive social

exchange with organizational members and help to reduce the uncertainty and anxiety of newcomers in the process of adjustment in new work environment.

Second hypothesis result shows that POS is positively related to affective commitment as evidence for a positive relationship between them has been found in numerous previous studies (e.g. Eisenberger and Stinglhamber, 2011 ; Lee and Peccei, 2007 ; Marique et al., 2013). Beyond these previous studies, this study emphasizes the social exchanges of newcomers in terms of POS and prior relationships in an organization rather than their task mastery or role clarity at a workplace. Given that POS provides important ingredients to make new contacts and positive social exchange relationships with other members of the organization. Moreover, the positive social exchange relationships help newcomers to develop ties with coworkers in an organization and in response they emotionally attached with it.

The outcome of *third hypothesis* indicate that POS is partially mediated the relationship between the socialization tactics and affective commitment. It reconfirms the study result of Allen and Shanock (2013). POS meditation seems to be a key path for the newcomers work context and provide support to them during uncertainty, stress, or constraining circumstances in the socialization process. POS acts as an important factor to determine the degree to which socialization tactics relate to affective commitment of newcomers and provide a psychological support to them.

We also found particular support for the moderating hypotheses of the current study. Although not all of the interaction terms are significant, but those that remained significantly presented an arrangement of consistency with our hypotheses.

An unexpected finding relate to our *fourth hypothesis* indicates that prior relationships do not play a moderating role on the socialization tactics and POS relationship, while in contrast pre-hire embeddedness is associated in a positive way with organizational outcomes in previous studies (Barrick and Zimmerman, 2005; 2009). In fact, it is plausible that prior relationships do not always helpful for the organization to achieve their objective. For example, organizational old timers might actively undermine new employees by belittling, suppression support and do not acknowledgment them for their successes (Kammeyer-Mueller et al., 2013). Moreover, they discourage new employees for a number of reasons like fear of change, low trust, jealousy and norm's differences (Bauer and Erdogan, 2014). For further research, it should be interesting to explore the more properties of prior relationships on socialization tactics and POS.

In *final hypothesis* result, those prior relationships play an important role as moderator in the relationship of POS and affective commitment (see Figure 3). The POS is related positively and significantly with affective commitment when prior relationships are high. However, when the prior relationships are low, the POS less relates to affective commitment. This finding tries to explain some aspects of black box that lay between POS and affective commitment (Allen et al., 2003; Rhoades et al., 2001). The research outcomes further support our argument that POS relates more strongly to affective commitment when prior relationships are high. Newcomers show additional importance and attention for the development of a superior relationship with senior members of the organization.

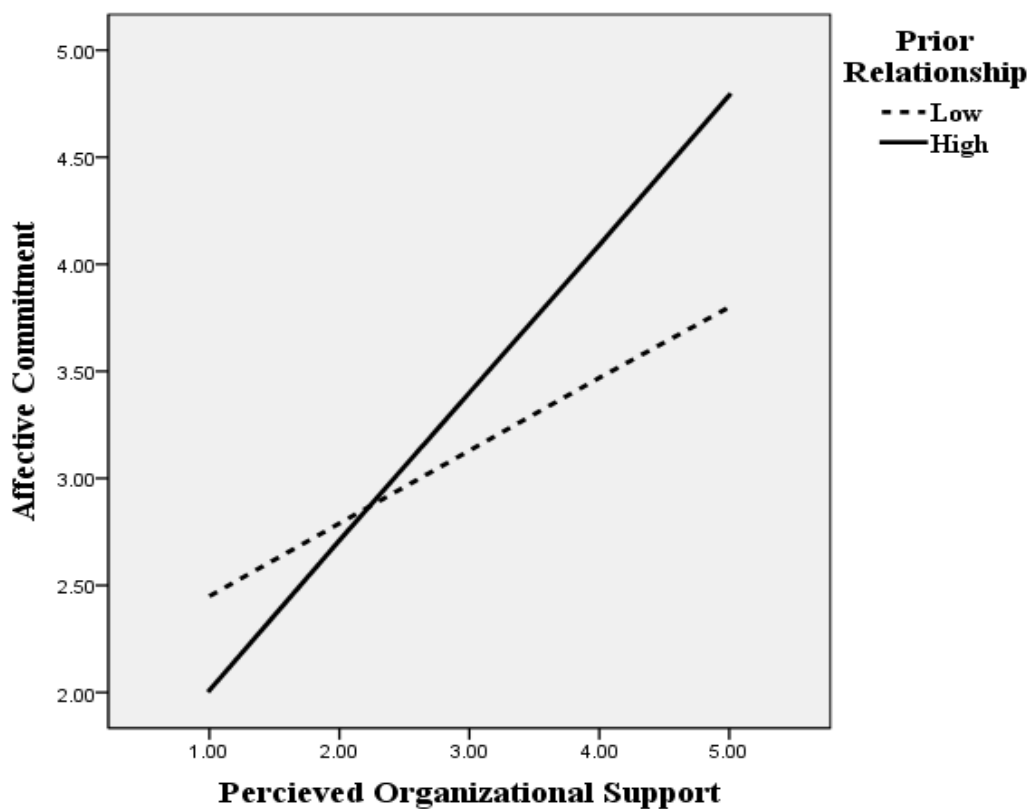


Figure 3: Moderation of Prior Relationships between POS and AC

We also find out that the relationship between socialization tactics and affective commitment is significantly positive during our mediation analysis, which is also consistent with preceding studies of Lapointe et al. (2014) and Tang et al. (2014). Beyond these previous studies results, this study is carried out in relational cohesion theory context and claim that POS plays a superior role in developing stronger new hires emotional ties with organization members through effective socialization process. So we provide a new pathway for organizations that how to adjust and retain newcomers in new work environment.

Last but not the least in the offshoot results of the study confirmed that POS plays a significant moderating role in the connection between socialization tactics and affective commitment. Therefore, when the POS is high, the socialization tactics more relate to affective commitment. Offshoot finding and our theorized model indicate that POS not only provides a path way to socialization tactics but also helps to foster this relationship. Our results extend the Allan and Shanock (2013) findings and these are consistent with Perrot et al. (2014) outcomes that POS moderators the relationship of socialization tactics and its findings.

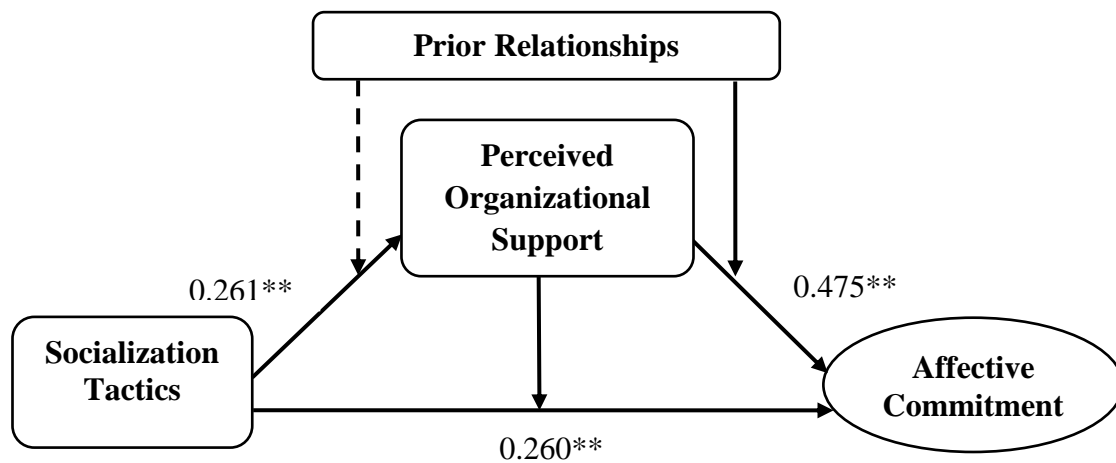


Figure 4: Research Results

In summary, (Figure 4) is show the complete results of our study that POS plays both mediation and moderation roles in the process of socialization, i.e. an instrument that helps newcomers in reducing the uncertainty by giving them a context where they feel psychologically secure and comfortable. In addition, the presence of prior relationships in the process of socialization enables new employees to take more risks and accept new roles in a workplace.

5.2 IMPLICATIONS

5.2.1 Theoretical

Our study results enhance the empirical body of research on socialization tactics and affective commitment debate. Our study findings suggest that relational concerns are exclusively important for understanding phenomenon building to explain the effect of early socialization experiences on newcomers' affective commitment.

In addition, the data results show that initial experiences of newcomers about their socialization affect their POS toward the organization. By concentrating socialization tactics for the development of POS in newcomers is particularly significant in initial phases of socialization process. It may have a lasting and significant effect on workers' behaviors, attitudes and perceptions about the organization (Chow, 2002). Socialization tactics lead POS that tend to reduce uncertainty, anxiety, stress and help newcomers to socially integrate into the work environment fabric. POS is connected to affective commitment with respect to socialization process and socialization tactics are the antecedent of POS.

This is the first study that conceptualizes prior relationships construct and also measured it empirically. Further the study investigates its contingent role on socialization tactics-POS and POS-affective commitment relationship. So by speaking theoretically, that employee referral is not one indicator that helps newcomers in the socialization process as previous studies indicate the real effects and consequences of employee referral on the organizational outcomes in shape of job performance and affective commitment (Breugh, 2013).

5.2.2 Practical

The practical use of socialization tactics in organizations, help to understand communicating norms, task mastery, procedures, policies, culture and delivers pragmatic valuations of the organizational settings. The results of this study suggest a new approach for human-resource practitioners, to think about retaining new hires in their organizations as a beneficial member. Study highlights the significance of socialization tactics practices and its use in comparison with traditional socialization tactics (sunk and swims). The current research proposes a supplementary consequence of socialization for example prior relationships. That helps organizations to find out more accomplished applicants, better workers (Breugh, 2013). In addition organizations must be conscious of events and activities that can support new employee's socialization, for example, introducing them to peers, allocating a mentor or buddy, etc.

Study outcomes provide a solution for companies that how can they establish POS and affective commitment in newcomers and explain the critical process of socialization for development of newcomers' affective commitment. Therefore, socialization tactics process provides more precise information about the timing and arrangement of learning activities & practices. Moreover, they offer positive interactions with knowledgeable,

skilled and experienced organizational fellows during socialization and enhance their collective learning experiences in a clear and well-defined socialization process. Further POS has the potential to be used strategically by organizations to ensure the return of investments in the shape of intellectual capital and knowledge repository for future challenges.

Additional outcomes might support consistent and clear information about sequence, content and judgment in rarer controlled circumstances, for example, organizations that depend heavily on one-to-one mentoring or on-the-job training models. Research outcome of this study advice that even in comparatively unstructured circumstances, companies are capable of substitute supplementary affective commitment, i.e. to what degree that they are capable of provide a predominant blue print to new employees for their socialization.

5.3 CONTRIBUTION

Building on the pervious literature of the socialization, our study findings suggest that POS is an important path way that connects socialization tactics to affective commitment, which also play the role of catalyst in the socialization process. The results further indicate that the POS is significantly positively related with affective commitment when prior relationships are high.

We build our research model on the philosophies of Fang et al. (2011) social capital model of newcomers' socialization. We include a broader conceptualization of social exchange relationships, which contains social, human and cultural capitals that we know as POS that organizations provide to newcomers. So in response to this there are important consequences of affective commitment on initial phases of a socialization process.

We make a contribution to the POS literature by investigating the role of POS within a socialization context. To date, researchers have examined the effects of POS in contexts that where employees were firmly established within their organizations (Chen and Eldridge, 2011). Our study shows that POS generates strong working relationships of newcomers in the organization. POS is both acting as a mediator and moderator in the relationship between socialization tactics and affective commitment. Prior relationships are a key instrument for the relationship between POS and affective organizational commitment.

In addition, this is the first study that conceptualizes prior relationships construct and also measured it empirically. Further the study investigates its contingent role on socialization tactics-POS and POS-affective commitment

relationship. Further, our study meets the future direction of Allen and Shanock (2013).

5.4 LIMITATIONS AND DIRECTIONS

There are some limitations of this study, first, our dependence on self-reports data responses increases the problems of correctness of respondents' perceptions and common method variance. Bauer and Green (1994) noticed that setting of socialization research, "when individual perceptions and attitudes determine employees' responses to work, self-reports should be a valid and useful source of data" (p. 22). However, future research might be also helpful by using numerous sources of data collection, for example, peers, managers, supervisors and company documents (Bauer et al., 1998). To overcome method variance we use separate format in questionnaires for study variables.

Second, our study focused on socialization tactics that usually occur during the accommodation phase and did not incorporate the multiphase process of socialization (Morrison, 1993). Therefore, future research should investigate multiphase socialization process in new employees' relationship-building activities, so they would give a more inclusive image of a socialization process.

Third, two recent meta-analyses provide evidence that relationships among socialization process variables, in cross-sectional design, have stronger correlations, but it declines in magnitude with the passage of time (Bauer et al., 2007; Saks, et al., 2007). So it is important to explore newcomers experience in a socialization process for longitudinal design to further confirm these results in different context settings.

Fourth, the major part of study sample belongs to private firms in service sectors, so it is important to find out our research model in manufacturing sector and government organizations.

Fifth, socialization tactics scales provided by Jones (1986) reflect a lesser reliability than a common reliability score, as this problem is also mentioned by Ashforth and Saks (1996), Saks et al. (2007) and Lapointe et al. (2014). Thus additional work is needed for evolving more reliable scales for socialization tactics.

Finally, this study examined POS and prior relationships as a socialization process without including other important indicators of

socialization (e.g., role properties, i.e. conflict, clarity and ambiguity; self-efficacy and task mastery), So there is space to include these variables in future studies in this context. Furthermore, for upcoming research studies the relative importance of various mechanisms for understanding how new employees adjustment impact other outcomes of socialization (i.e. performance) would also be a more valuable aspect to be explored. In addition, the socialization process presently reflects a black box in terms of the precise activities they entail. Thus, upcoming research should inspect how the socialization tactics translate into new employees' adjustment and learning. So many other consequences are left behind to find out of affective commitment thus we posited and found only three of them.

5.5 CONCLUSION

In a nutshell, this research implies that organizations can influence newcomers' affective commitment by actively embedding new employees in the organization through the process of socialization tactics. Moreover, they maximize the effectiveness of the recruitment process by incorporating the socialization process. We found that POS positively relates to socialization tactics and affective commitment. Our study findings suggested that POS is an important path way that connects socialization tactics to affective commitment, which also play the role of catalyst in the socialization process. The current study enhances our knowledge socialization process and examines the role of prior relationships in this context theoretically and empirically. It's also through light in the socialization and commitment literature by being to find out the black box between these relationships. Furthermore, newcomers POS relationship process is a valuable approach for understanding newcomers' socialization evolution process from a stranger to contributing insider and develops tied to the new organization.

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ANNEXURE A

SURVEY QUESTIONNAIRE (For Permanent Employees)

Dear Sir/Madam!

We are studying employee's experiences at the time of joining the current organization. Please recall and describe how did you join it, how the organization treated you and what are your current feelings about this organization? Your anonymity and personal identity will be strictly retained. The results will be used for research purposes only. Thank you very much for your precious time and cooperation.

1. Personal Information:	
a) Gender: () M () F	b) Marital status: () Single () Married
c) Age: () Below 25 () 26 - 30 () 31- 35 () Above 35	
d) Highest Educational Degree:	
e) Tenure in this organization (months):	f) Total work experience (years):
2. Information about your organization:	
a) Organization Status: () Public () Private	b) Organization Age (years):
c) Sector: () Manufacturing () Services	d) No of permanent employees:

3. Please rate the following statements concerning how your organization provided you the opportunity to acquire the necessary knowledge, skills and behaviors to successfully become an effective member and an insider.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>(Encircle only one number from 1 to 5)</i>					
a. I can predict my future career path in this organization by observing other people's experiences.	1	2	3	4	5
b. I have a good knowledge of the time it will take me to go through the various stages of the training process in this organization.	1	2	3	4	5
c. The way in which my <i>progress</i> through this organization will follow a fixed time table of events has been <i>clearly communicated</i> to me.	1	2	3	4	5
d. There is a clear pattern in the way one role leads to another or one job assignment leads to another in this organization.	1	2	3	4	5
e. The steps in the <i>career ladder</i> are <i>clearly specified</i> in this organization.	1	2	3	4	5
f. Almost all of my colleagues have been <i>supportive</i> of me personally.	1	2	3	4	5
g. My colleagues have gone out of their way to <i>help me</i> adjust to this organization.	1	2	3	4	5
h. I am gaining a <i>clear understanding</i> of my role in this organization from observing my senior colleagues.	1	2	3	4	5
i. I have <i>received little guidance</i> from experienced organizational members as to how I should perform my job.	1	2	3	4	5
j. This organization puts all newcomers through the same set of learning experiences.	1	2	3	4	5
k. I have been through a set of training experiences which are specifically <i>designed</i> to give newcomers a thorough knowledge of job related skills.	1	2	3	4	5
l. I did not perform any of my normal job responsibilities until I was thoroughly familiar with departmental procedures and work methods.	1	2	3	4	5

4. Please recall and rate the following items concerning your relationships/social links at the time of joining this organization. (Please <u>mark only one</u> of the most appropriate box)				
a. An existing employee provided me the <i>information</i> about the job.	Definitely No	Probably No	Probably Yes	Definitely Yes
b. The existing employee (s) <i>motivated</i> me to apply for the job.	Definitely No	Probably No	Probably Yes	Definitely Yes
c. (i) The existing employee (s) significantly <i>helped</i> me to get this job. (ii) If yes , then please indicate his/her <i>hierarchical level</i>	Definitely No	Probably No	Probably Yes	Definitely Yes
	Lower	Middle	Upper	Top
d. Number of <i>family members / relatives</i> working in the organization at the time of your joining as a permanent employee.	None	1 or 2	3 or 4	Above 4
e. Number of <i>friends / contacts</i> working in the organization at the time of the joining.	None	1 or 2	3 or 4	Above 4

5. Please describe your feelings in this organization for each of the following statement to best possible level. (Please encircle <u>only one number</u> from 0 to 4)	Not true at all	Rarely true	Sometimes true	Often true	True all of the time
a. The organization <i>values</i> my contribution to its well-being.	0	1	2	3	4
b. The organization <i>appreciates</i> any extra effort from me.	0	1	2	3	4
c. The organization would not ignore any complaint from me.	0	1	2	3	4
d. The organization really <i>cares</i> about my well-being.	0	1	2	3	4
e. Even if I did the best job possible, the organization would <u>fail to notice</u> .	0	1	2	3	4
f. The organization cares about my general <i>satisfaction</i> at work.	0	1	2	3	4
g. The organization shows very <u>little concern</u> for me.	0	1	2	3	4
h. The organization takes pride in my accomplishments at work.	0	1	2	3	4

6. Please rate the following statements that concern how you feel about the organization where you work. Please encircle <u>only one number</u> from 1 to 5	
a. I would be very happy to spend the rest of my career with this organization.	Not at all 1 2 3 4 5 To a great Extant
b. I really feel as if this organization's <i>problems are my own</i> .	Not at all 1 2 3 4 5 To a great Extant
c. I really feel a <i>strong sense of belonging</i> to my organization.	Not at all 1 2 3 4 5 To a great Extant
d. I really feel <i>emotionally attached</i> to this organization.	Not at all 1 2 3 4 5 To a great Extant
e. I <u>do not feel</u> like "part of the family" at my organization.	Not at all 1 2 3 4 5 To a great Extant
f. This organization has a great deal of <i>personal meaning</i> for me.	Not at all 1 2 3 4 5 To a great Extant

ANNEXURE B

Table A
One-Sample Kolmogorov-Smirnov Test

		Socialization Tactics	Prior Relationships	POS	Affective Commitment
Normal Parameters a,b	Mean	3.410	1.282	2.303	3.189
	SD	0.717	0.967	0.922	1.157
Most Extreme Differences	Absolute	0.116	0.124	0.111	0.104
	Positive	0.056	0.113	0.064	0.061
	Negative	-0.116	-0.124	- 0.111	-0.104
Kolmogorov-Smirnov Z		1.530	1.628	1.461	1.369
Asymp. Sig. (2-tailed)		0.019	0.010	0.028	0.047