

A Review of organizational socialization of New employees

Tiantian Zhang

Shaanxi Normal University, Xi'an City, Shaanxi Province

1430540971@qq.com

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Abstract. Based on the existing research, this paper introduces the theoretical basis of organizational socialization of new employees, the influencing factors and the results of the research, and combs the development of the related research on organizational socialization of new employees. Finally, the current research situation is analyzed and the future research direction is put forward.

1. Introduction

All In the initial study of the organization, there was no concept of socialization, which was first incorporated into the organization by the American scholar Schein 1968. It is used to explain how new entrants are transformed from outside the organization into people within the organization[1]. Up to now, the research on organizational socialization has a history of 50 years, but there are still many controversies in foreign research.

After that, many domestic scholars have studied the content, strategy, process of organizational socialization, active socialization of staff and so on. However, the study of organizational socialization in China is still in its infancy. How to help new employees integrate into the organization and how to help the organization retain its core staff has become an important topic of practical significance.

2. Related Concepts of organizational socialization of New employees

2.1 Definition of the concept of organizational socialization

There are several definitions of organizational socialization at home and abroad as follows:

Table1 Organization social definition

Time	Definition
Feldman (1976)	Organizational socialization is the process by which outsiders transform into participatory and profitable insiders[2].
VanMannen 和 Schein (1979)	Organizational socialization refers to the process in which the members enter the organization, the organization creates conditions, and the organizational members take on the learning processes that take place in fulfilling the organizational roles and completing the organizational tasks, as well as the process of adapting to the organizational culture and gradually integrating into the organization [3].
Ashford 和 Saks (1996)	Organizational socialization is the process by which new employees adapt to the new role and organizational culture in the organization after a series of studies[4].
Thomas (1998)	Organizational socialization is the process by which a new employee who has just entered the organization becomes a full member of the organization and establishes a psychological contract [5].
Minghui Wang, Wenliang Ling(2006)	Organizational socialization is an adaptation process in which individuals adapt to organizations, accept organizational concepts and systems, and then change their own characteristics[6].
Yanfei Wang, Yu Zhu(2006)	Organizational socialization is the process by which an individual adapts to a new organizational system by adjusting his or her work attitude, work behavior, and concepts, and agrees with organizational goals and behavioral norms and effectively integrates into the organization [7].

After comprehensive analysis of relevant literature at home and abroad, according to different definitions of "organizational socialization", the theory of transformation and adaptation of the role of "organizational socialization" is divided into two parts. Organizational socialization is a process in which individuals gain new roles and adapt to the environment. Organizational socialization refers to the process of new members identifying with organizational norms and values. It is believed that organizational socialization is the process of interaction between new employees and organizations. Organizational socialization refers to the process of continuous learning and internal norms of new employees.

2.2 Organizational socialization process

The process of organizing the socialization refers to the process of the transformation of the new employees from the outside of the organization into the internal personnel of the organization. Scholars divide the process of organizing the socialization into different stages. Among them, the researchers pay more attention to the three stage model of Feldman (1976).

The model divides the socialization stage into: (1)the expected socialization stage, which is the first stage of socialization, including the expectation of new employees to work before they start work;(2)the adaptation stage, which is the core of socialization, including learning;(3)The stage of role management is the last stage to complete the socialization of the organization and increase the expected responsibility of the members of the organization.

2.3 Content structure of organizational socialization

The content of organizational socialization refers to the content that new employees need to master and internalize in the process of adapting to the organizational process. The purpose of organizing the socialized content structure is to explore these contents to help them adapt faster and integrate into the organization. However, because the researchers are different in understanding or studying the concept of organizational socialization, the organization is organized. There are also different views on the content structure of socialization. The existing research mainly adopts the following two modes:

Table2 Organizational social content structure

Time	Content
Cheri Ostroff et al. (1992)	Organizational culture and atmosphere, work group norms, mission requirements, role clarification
Chaos (1994)	Standardization of job performance, organizational politics, interpersonal relationships, language used in the organization, organizational goals and values, organizational history

3. A study on the influencing factors of organizational socialization of New employees

3.1 Personal factors

3.1.1 Active behavior

The earliest literature to study the role change and active behavior of new employees in organizational socialization appeared in the 1990 s. One of the more classical studies is Ashford and Black / Black (1996) there are seven kinds of active behaviors of new employees, which are information search, seeking feedback, daily social interaction, networking, dealing with their superiors, negotiation of job changes, and positive ideas[4].

Because of the cultural differences, the new initiative behavior in the Chinese cultural context is different from that in the West. Wang and Kimi (2012) invite the participants to join a company as new employees, based on the description of the measures they take when they face uncertainty and pressure. Through classification, induction, discussion, and deletion of some unusable items, six dimensions of active behavior of new employees in China are obtained: information searching, seeking feedback,

daily social interaction, networking, building relationships with supervisors, development relationship.

3.1.2 Job expectation

Wanousi (1984) pointed out that the organizational socialization of new employees can to some extent be regarded as a revision of the values, attitudes, cognition, ways of thinking and personal behaviors experienced by individuals with the original understanding, expectation, and entry into the organization. The process of adjustment and remodeling[1]. "original understanding, expectation" refers to "job expectation", which will have an important impact on organizational socialization.

Through the questionnaire survey of new employees in enterprises, the domestic scholars obtained the expectation structure of new employees, and divided them into three parts: enterprise expectation (development, reward), departmental expectation (colleague, superior), job expectation (comfort, reward,, responsibilities) and role performance expectations (job role, professional role, team role, enterprise role and innovation role).

3.2 Group level-interpersonal interaction

The team working style is increasingly common in the organization, and the research on the socialization of the new employee ' s organization is increasing day by day based on interpersonal interaction theory. The role theory and social exchange theory are the representative views about the social interaction theory.

Table3 The basic theory of human interaction

point of view	scholar
role theory	McCall & Simmons (1978) : a sense that people need to understand the meaning of self concept in social interaction and interaction.
social exchange theory	Seesr (1989) : the general cognition of individuals in a team to exchange their relationship with other team members.

3.3 Organizational level-organizational socialization Strategy

Van Mannem and Schein Schein 1979, who first proposed organizational socialization strategies, pointed out that organizations use designed strategies and methods to promote organizational socialization of new employees so that they can meet organizational requirements and expectations [8].

In 1986, the socialization strategy was divided into institutionalized strategy and individualized strategy. The six socialized strategies, which are collective, formal, continuous, fixed, concomitant and authorized, are institutional, individual, informal, variable, random, separate, and deprived[9].

4. Research on the effect of socialization influence of new employee organization

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4.1 Job Performance

Foreign research mainly focuses on theoretical analysis, and believes that effective organizational socialization can make employees produce high performance. Domestic research is mainly based on foreign theoretical research and empirical analysis.

The empirical research of Xu Ke and Wang Minghui (2008) explores the relationship between organizational socialization and employee behavioral performance. He divided the socialization of the work into work-competent socialization, socialization of interpersonal relationships, and socialization of organizational politics. Research shows that work-competitive socialization has a significant positive effect on employee work performance; socialization of interpersonal

relationships is both job performance and job satisfaction. There is a significant positive impact, and the political socialization of organizations has a significant negative impact on employee organizational identity, and has a significant positive impact on turnover intentions [10].

However, at present, only the socialization of the organization has an impact on job performance, and in the theoretical analysis, there has not been any impact on the former. Therefore, the impact of organizational socialization on employee performance is one-way, and there is no interaction between the two.

4.2 Work input

Research on the relationship between organizational socialization and job involvement first appeared in the empirical study of organizational socialization by Chao and Kelly et al. (1994) [11]. This research took engineers, managers, and professionals as subjects. Through research, it was found that organizational socialization has a significant positive impact on job involvement. Organizational goals and the socialization of values have a significant positive effect on job input. Others The influence of dimensions on job input is not obvious.

Guo Guiyun and Zhang Lihua (2016) applied the measures of 283 enterprise employees. The study adopted four scales of organizational socialization scales, work input scales, human-work match scales, and organizational approval scales to examine the socialization of organizations. The impact of work engagement, as well as the role of human-to-work matching and organizational identification in it. The results show that: There is a significant positive correlation between the four; organizational socialization has a significant positive impact on job input, and people-work match and organizational identity play an intermediary role in it[12].

In short, organizational socialization has a positive and positive effect on job input, which is an important dependent variable for job input. Different organizational socialization strategies have different influences on job input, and job input can be directly or directly influenced by the socialization of the organization through mediating effects and direct effects.

4.3 Suggestive behavior

Miao Rentao et al. (2015) conducted a research on the behavior of speech based on the theory of social exchange, and verified the positive effect of this important human resource management practice of high-performance work system on the behavior of speech, and the importance of organizational socialization as a human resource management practice. One of the contents, and therefore play a unique role in promoting employee suggestions [13].

The research of Li Yanping (2017) shows that the higher the degree of socialization of new employees in the new environment, the easier it is to identify themselves as insiders and the easier it is to produce behaviors. Therefore, the organizational socialization strategy will have a significant impact on the employee's assertive behavior[14].

From the existing literature, the results of examining the relationship between the socialization of new employees and the conduct of advocacy are few, and all appear as indirect variables.

5. Summary and Outlook

5.1 Summary

In summary, the existing research on the socialization of new employees has the following characteristics:

From the perspective of the development of organizational socialization theory, the existing research has experienced the process of focusing on single factors to focus on the comprehensive role of multiple factors. The improvement of the organizational socialization theory system has effectively guided the research and application of organizational socialization, but There is still much disagreement about the content of the social organization of the evaluation.

From the perspective of organizational socialization factors, the existing research has been very adequate, but the lack of a unified theoretical basis or model has led to a lack of understanding of the nature and structural dimension of the socialization of the organization, and has affected the measurement of employees in the empirical study. The degree of organizational socialization.

From the perspective of the effect of organizational socialization, the existing research mainly focuses on the main effect research, that is, the main effect is independent of other variables, but it does not rule out the process of organizational socialization influencing the outcome variable, while there are main effects and buffers. The effect of the situation. Organizational socialization is the process of interaction between individuals and organizations. Successful socialization of organizations has a positive impact on organizations and individuals. The role of organizational socialization in the regulation of individual psychology and behavior requires further research.

5.2 Outlook

Many years ago, there emerged models and theories that explored the socialization strategies and content of the organization, as well as the new employee's initiative behavior and active personality. It is only in the past 10 years that our country began to explore the contents related to the socialization of new employees. The author believes that the following studies can be carried out from the following aspects:

Redefining the socialization of the organization: Given that the current academic community has not reached consensus on the content of the organization of the society, it can use the grounded theory to conduct qualitative research to redefine the content dimension of the organization's socialization; From the perspective of organizational socialization factors, the existing research has been very adequate, but the lack of a unified theoretical basis or model has led to a lack of understanding of the nature and structural dimension of the socialization of the organization, and has affected the measurement of employees in the empirical study. The degree of organizational socialization.

Modeling the process of the organization's socialization: If you can organize the process of socialization as a new employee's process of acquiring and mobilizing social resources, you can also model the content as the expected stage, the adaptation stage, and the role management stage. Stage model building.

Innovating the setting of variables: It is possible to consider the adjustment mechanism from the perspective of individual characteristics, and it is also possible to add early external influence factors such as friendship and advice. In addition, mentoring and employee assistance are also factors that need to be studied.

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