

**Organizational Socialization Tactics and Their
Proximal and Distal Outcomes-With the
Moderating Role of Transformation Leadership
Style**



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Style**

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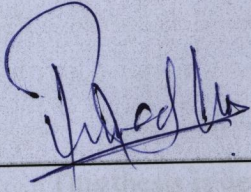
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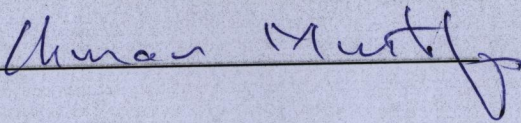
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ABSTRACT

The newly hired employees are more important human resource for the workplace continually growth and development. Therefore, it is essential for every modern organization to make sure the training and adjustment of newcomers. In Islamabad Pakistan, the decrease in work engagement has been recognized as a substantial problem in public sector of Islamabad and particularly for newly hired employees. Most of the large and reputed organizations and institutions have invested a high amount to facilitate newcomer adjustment. In this research studied the relationship between organizational socialization tactics and newcomer adjustment, and the moderating effect of transformational leadership style on newcomer work engagement by using a sample of 278 public sector newly hired employees.

organization socialization tactics, newcomer adjustment, work engagement,
role clarity, social integration

CHAPTER I

Introduction

Workplace socialization is a procedure in which it focuses and shows in what manner newcomers adjust to their different environment and become aware of the attitudes, and skills required to accomplish their new roles and function effectively as a part of an organization (Fisher, 1986). It is also refer to the process in which organization outsiders become an organizational insider and part of the organization (Bauer *et al.*, 2007). The concept of organizational socialization tactics is first developed by Van and Schein (1977) they gave six types of organizational socialization tactics and every tactic is Bipolar mean it has opposite construct and it comprise of (a) formal vs. informal (in it newcomers can be segregated from already insiders of the organization); (b) Collective vs. Individual (newcomers process of socialization is individual or collectively); (c) sequential vs. random (newcomers are told properly about the socialization or not); (d) Fixed vs. Variable (whether there is a proper time line for completing organizational socialization procedure or not); (e) Serial vs. Disjunctive (whether already existing employees are available as a role model for newcomers); (f) Investiture vs. Divestiture (whether there is positive support available for newcomers from already existing staff). On the basis of Van and Schein work, Jones (1986) proposed that organizational socialization tactics can be classified as content, context & social aspects. There are different outcomes of socialization occur. Feldman (1981) suggested that task mastery, role clarity & social integration are the three different outcomes of socialization and new entrants have to clarify all these after their entry in organization. Task mastery is defined as a way the new entrant control over their duty, understand their work confidence about what they are performing. Role clarity refers to that how much they are keen to know the priorities of task and time allocation for them. Social acceptance mean how much they are social and how easily they involve with their peers and already existence employee accept them.

These three outcomes of newcomer adjustment are observed as a 'proximal' outcomes in organization literature (e.g. Ashforth *et al.*, 2007; Gruman *et al.*, 2006; Kammeyer-Mueller and Wanberg, 2003), it mean that they are occurring in a very short time of

period. Beside these outcomes other outcomes also occurred which all are considered under two heads attitudinal and behavioral outcomes, Bauer *et al.*, (2007) in his study include attitudinal and behavioral outcomes which are (work satisfaction, organizational commitment and intent to remain with the organization), (performance and intent to leave) respectively. These are regarded as a ‘distal outcome’ of organizational socialization tactics which means they are occurring in long run not in short run these all are the employees feelings about the organization.

Engagement is complete construct including of type, quality, behavioral forms and motivation which in sense of a mixture of affective energy and flexible effort towards one’s own work and organization (Macey and Schneider, 2008). In organization context its first time introduced by Khan (1990) in it he give the concept that it is mixture of two things personal self and work role. Different definitions of work engagement present most widely accepted is that it is a state of mind in which a person is positively contribute their work related activities and state of mind consist of vigor, absorption & dedication (Schaufeli, Salanova, González-Romá and Bakker, 2002).

OST has different positive outcomes highlighted in the literature. In recent studies work engagement is not taken so much but few studies taken it as an outcome like it is discussed to be one more important OS outcome recently (Karatepe and Demir, 2013). One other study also gave the concept of work engagement as a OST outcome this study results has not gave empirical evidence for this relationship but it gave enough rationale theoretical support that we can take work engagement as a OST outcome (Saks and Gruman, 2011). First, OST is supposed to effortless newcomer’s adjustment to work condition, because it is collective, formal, sequential, fixed, serial, and investiture Jones, (1986), giving support, guidance, positive information, direction, positioning, and management, among others to newcomers. In this type of environments, newcomers are highly likely to become engaged in their own work (Song *et al.*, 2015). OST also considered as an entry stressor (e.g., role doubt & role conflict) which mean it related to lower the level of work engagement (Saks *et al.*, 2007). We will take this newcomer adjustment in our model as an outcome of OST because it is not tested so much in literature and also not checked its impact as a newcomer adjustment outcome.

Second importance of study is that it aims to look at the moderating of transformational leadership on work engagement and newcomer adjustment outcomes. Transformational leadership was defined as that it is influence of leaders on followers, approaches, views, values, and performance (Yukl, 1999). Transformational leadership encourage their followers to perform out there expectations by evoking followers' advanced order wants (Bass, 1998). Moreover, transformational leadership and visualization itself were found to relate with job satisfaction, work engagement, commitment and lesser turnover (Attridge, 2009). Transformational leadership revitalize a sense of craving among employees by giving them vision, giving them rights to employees in decision making, and inspiring them to initiate & develop new ideas (Macey and Schneider, 2008).Transformational leadership positively relate with the experience of meaningful work (Nielsen *et al.*, 2008). Employees were start to do their work as more significant and with more efficiently when they thought there's a transformational leadership (Bono and Judge, 2003).It raise followers to higher levels of work while doing their higher demand needs and enhancing employee devotion (Attridge, 2009). These all research studies agree with the fundamental principle of transformational leadership to increase organizational members work engagement in fulfilling goals (Balyer, 2012). Similarly, as manager support was found to encourage work engagement and a positive workplace atmosphere, which is inspiring, supportive, inventive and appreciative (Bakker *et al.*, 2007). So, on these theoretical basis we can use transformational leadership as a moderator in newcomer adjustment and work engagement relation because that time is the crucial time where leader can emotionally, by influencing and by giving him the command of tasks can bring employee towards work engagement which help newcomer to adjust in the organization.

1.1 Study background:

When newly hired employees keenly engross in vigorous socialization activities to ease their individually adjustment to the new workplace, then they feel that they are integrated in internal environment. The since of this insider can increase the probability that new employees can add and contribute in the organization and they additionally can enhance their knowledge. A lot of studies present in the literature on socialization tactics and there

different proximal and distal outcomes, socialization was taken as an antecedent of newcomers adjustment (Bauer, Bodner, Erdogan, Truxillo, and Tucker, in press). Outcomes of new comer satisfaction, commitment, turnover, performance are tested (Bauer and Erdogan, 2011). But a little research best to our knowledge is done on work engagement and it is not explored properly. Work engagement is an encouraging level of mind which help a lot to newcomers to adjust properly in the organization.

There are a lot of different predictors present which can measure socialization and engagement practices. Like different variables predicted which can be used to support work engagement these are performance comment, job control, coaching, self-sufficiency and Manager/leader support (May *et al.*, 2004; Saks, 2006). These variables might be helpful in predicting the engagement in new hires. New research can also focus on the up to what extent newcomers are provided with opportunity to meet to the leaders and coaching from leaders (Saks and Gruman, 2011).

Newcomer's human resource is very important to the organization, it can help organization in its development. There are different core competencies of organization but newcomers skills, abilities and knowledge is also core competence for organization in future. So, it's very important for the organization to develop and retain their new employees with them. A lot of amount is invested by the organization to recruit and develop the new employees. If new recruits leave the organization and not able to adjust in the organization then he will considerably not work well which will automatically again on the burden of cost in term of amount invested or in term of productivity of the organization work.so it's very important to keep the new employees engaged and productive for your organization by using different tactics.

When there's a strong background and enough evidences that new employees are mobile and unable to stop there selves at one organization at that time newcomer's adjustment importance has grown. So we need to look and scrutiny the process of socialization of organization and factor which can reduce this mobility. Adjustment and work engagement can help employees to adapt to the new environment.

1.2 Problem statement:

Why newcomer do not engaged? It is a question that is always challenging for scholars and practitioners. As newcomer work engagement seem to be a critical issue in quite a lot of different organizations, an newcomer employee's is not work engagement only affects normal operation and work quality, but also the overall picture of any organization. In order to deal with today's competitive environment, organizations should have a look at their organizational socialization tactics which may be helped or enhance the newcomer employee work engagement and minimize issues and problems. So, organizational socialization tactics is important to improve the affectivity organizational work engagement. Today not only corporations but education sector is also facing these issues here we will be focusing Islamabad to know the reasons of low work engagement in education sector and organizational sector of Islamabad. The most applicable variables organizational socialization tactics and newcomer adjustment with mediator role on work Engagement and further moderator with transformational leadership have been selected for the study to fulfil and uncover the gap.

1.3 Significance of study:

This study in hand is vital as it would provide useful facts for the scholar consideration, also public sector organizations and educational institutions of Islamabad in order to enhance the work engagement of new employees and support them to adjust with the culture of the organization. As there is no such study has been done in Pakistan and especially in Islamabad public sector organizations. Therefore its findings will guide the public sector organizations to implement the new and stimulating ways to adjust and connect the new employees with the organization work engagement. It develops more important when we are discussing this area with reference to organizational socialization tactics and transformational leadership style. As the newcomer employees still has issues in task, role identification and social aspects in public sector. These issues results in the decrease of the work engagement. So this study will open a way to deal public sector organizations and educational institutions and its employees like other well reputed organizations.

1.4 Research objectives:

Following are the key research objectives stated that will be followed in this research:

- i. To check out the effect of organizational socialization tactics to work engagement.
- ii. To examine the effect of organizational socialization tactics to Newcomer Adjustment.
- iii. To determine the effect of Newcomer Adjustment on Work Engagement.
- iv. To find out the Newcomers Adjustment with the relationship between organizational socialization tactics and work engagement.
- v. To observe the effect of transformational leadership on Newcomer adjustment and Work Engagement.

1.5 Research questions:

Following questions are stated there to be answered from this study:

- i. How organizational socialization tactics affect work engagement?
- ii. What is the effect of organizational socialization tactics on newcomer adjustment?
- iii. Does Newcomer adjustment has impact on Work engagement?
- iv. What is role of newcomer's adjustment on organizational socialization tactics and Work engagement?
- v. What is role of transformational leadership style on newcomer adjustment and work Engagement?

1.6 Thesis structure:

There are five chapters present in this thesis:

Chapter I: Chapter 1 included introduction, Background, significance, problem statement, Objectives and research questions.

Chapter II: In this chapter Theories and model which underpin the theoretical model is present. Operational definitions, Different links of variables with each other and this chapter also covered with the work which is already done by numerous researchers in the form of literature.

Chapter III: Methodology chapter include different information like research design,

Sampling, Instrument and Measures, Population, Unit of analysis, Questionnaire administration. The methodology of the research in accord with the collection of data and its techniques are discussed in detail. The procedure through which data is attained from the newcomers and employees the organizations which are under consideration will be discussed into the third chapter.

Chapter IV: This chapter includes the results of desired tests and their tabular representation for the better understanding.

Chapter V: This is the final chapter of this thesis which include important heads final Discussion, Practical implications, Future directions as well and also the Limitations of the study.

VI. References: List of References in APA style present in this section.

VII. Appendix: Specifically Questionnaire attached to this section.

CHAPTER II

Literature review

From organizational approaches one is Socialization tactics which is used to spread information to facilitate adjustment in new work place. Van Maanen and Schein (1979) proposed that many enterprises could be distinguished on the basis of how they facilitate newly hired employees adjustment on at least six dimensions of organizational socialization tactics. There are many different outcomes of socialization occur. Feldman (1981) proposed that role clarity, task mastery & social integration are the three different outcomes of socialization and new entrants have to clarify all these after their entry in organization. These three outcomes also are observed as a 'proximal' outcomes of newcomer adjustment in organization literature (Gruman *et al.*, 2006). Proximal outcomes occurring for the very short time period. Bauer *et al.* (2007) in his investigation study the attitudinal and behavioral outcomes which are (work satisfaction, organizational commitment and intent to remain with the organization), (performance and intent to leave) respectively. These are known as 'distal' outcomes of organizational socialization tactics. They are arising in the long time period these outcomes shows the emotions of employees regarding organization.

Work engagement is one of the important outcome argued by Karatepe and Demir (2013).work engagement also a distal outcome which mostly positively relate with organizational socialization and as its outcome. Work engagement is not too much studied in recent years but few research discuss as important outcome of organizational socialization (Karatepe and Demir, 2013). Transformational leadership develop a culture for employees to start thinking active through intellectual stimulation, this type of culture help the employees to participate and become involved actively in the organization (Tims *et al.*, 2011). Especially when transformational leadership motivate the newly hired employees or subordinates who are working with leaders they are more involve and engagement in work (Wang, Courtright, and Colbert, 2011). According to the researches the basic ground work of leadership is based on leader's qualities and capabilities that relate to amount of efficiency and effectiveness (Brown and Moshavi, 2005). There is experimented evidence that transformational leadership related with work engagement

and organizational commitment positively, even in diverse organizational environment (Attridge, 2009). so on these theoretical bases we check the organizational socialization tactics influence on newly hired employees engagement, mediate the relation with socialization proximal outcomes newcomer adjustment moreover moderate the relationship with transformation leadership tactics in newcomer adjustment and work engagement.

Literature review of all the variables is discussed in this chapter for answering the research questions. Research articles from different journals have been consulted in this chapter for better understanding of the literature of variables. Linkage of independent variable has been showed with dependent variable one by one with the support of literature. At the end of the chapter, research hypothesis has been produced and research model has been proposed.

2.1 Work engagement:

Engagement is considered as a positive state of welfare and enthusiasm which is felt by workers for the organization, using their full strength and capacity to reach or surpass performance standards, in work engagement two things are merged personal self and work role (Kahn, 1990; Madlock, 2008). Schaufeli *et al.*, (2002) have given most extensively used definition of work engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (pg. 72). Vigor means you are working with full energy, enthusiasms and mental resilience during work, a name of willingness to ready for the participation in one’s work. Dedication refers to the pride, honor, inspiration and challenge. Absorption refers to that one is highly involved and absorbed in his work and he don’t know about the time even and time passes quickly, and the person involved feels difficulty in detaching himself from work. When someone is fully involved in work its mean their mind and body are united and he is fully immersed in work with focused attention and clear mind. Psychological connection between employees and their work is engagement and engaged employees are so much energetic regarding their work and they are completely involved and indulge in their own work (May, Gilson, & Harter, 2004). This positive state which is work engagement is obtained when employees started feeling emotionally, intellectually, and

informally linked to the organization (Soane *et al.*, 2012). Expressly, when you are doing some work engagement mean you are mentally present there with the task which you are performing on hand, in it you should be fully willing to put your effort to fulfill the tasks, and feel of a positive connection between self and the organization including its members. Accordingly, engagement includes different components which are affective, intellectual, and social components (Madlock, 2008; Rees, Alfes, and Gatenby, 2013). Engagement has been also defined as active work involvement by employee, which shows that workers feel and posse's positive emotions related to their duty. Employees considered duties as significant and encouraging for future time growth and progress (Mishra, Boynton, & Mishra, 2014). For example, employees who has positive connection with their existing place of work may become more interested, motivated and remain attached with that organization to support them achieve performance goals. Engaged employees are more inclined to share their satisfaction with other members (e.g., "I feel really good about my job and my contributions") and sponsor the organization in an optimistic way (Mishra *et al.*, 2014; SHRM, 2010). Level of work engagement will be considered as high when employees are started feeling enthusiastic and passionate about their own work (Attridge, 2009). Kahn (1990) also showed that employees feel high levels of engagement when they start feeling positive emotions in their work, which they considered to be significant manageable and meaningful. Work engagement is one of the important outcome argued by karatepe and Demir (2013). There's a little research taken on only in theoretical paper that Organizational socialization tactics related to positive outcome work engagement Saks and Gruman (2011) theoretically hypothesized that organizational; socialization positively relates to the work engagement. When new hires enter in the organization, socialization tactics provide them the information, support, direction and social support which they need to experience the feeling that they are worthy to organization, useful and valuable resource of organization, these resource are very much important for new employee to do their new job and understand their role clearly when these things are clear there is a proper evidence that work engagement is increased in employees (Saks and Gruman, 2011). Same when these organizational tactics are failed to fulfil the job demands which are role ambiguity and role conflict they are then related to lower level of work engagement

(Crawford *et al.*, 2010). Effect of OST on work engagement is explored by Song *et al.*, (2015) they found that it help in increasing the work engagement of employees through organizational socialization tactics. So there's also an empirical support of OST and work engagement present in literature.

2.2 Organizational socialization:

The word “socialization” came from sociology, which was first introduced into managerial field by Schein in 1968. He defined organizational socialization as a process which is learns and taught “the rope” of a specific organization role. One of the very significant techniques organizations improve the effectiveness of their management systems is from the different tactical use of organizational socialization. Researchers discuss the procedure of bringing newcomer employees to a new workplace as adjustment & socialization. Organizational socialization, an element within integration, is an influential process through which an organization efforts to encouragement entities over influential information and activities to adjust and fulfill its requirements (Jablin 2001; Kramer, 2010). Organizations may use whichever an unstructured, socialization approach or a structured socialization approach, organizational socialization tactic to support create decrease hesitation, role clarity and adoptive relationships between workers in the hopefulness of helping to reach them the early stage (Kramer, 2010; SHRM, 2010).This is the early meaning of organizational socialization. Many scholars define organizational socialization; some of the definitions are as follows:

- In 1979, Van and Schein refers organizational socialization to a particular process by which persons attain the attitudes, manners and knowledge required to participate and considered themselves as organizational members.
- According to Louis (1980) socialization is a procedure through which individuals come to support the ideals, abilities, expected behaviors, social knowledge required for clarifying organization's roles and for taking participate as institute members.
- Fisher (1986) refers organizational socialization is a combined process, including an organization which is looking for influencing and shaping its

members, and also an individual who is trying to assume a suitable role for their self within this organization.

- In 1994, Chao defines organizational socialization as an important procedure through which people adapt themselves into new works and organizational parts. There are six dimensions mentioned of organizational socialization including performance people, proficiency, politics, organizational goals, history and values.
- It's a process in which a new member of organization change and accept environment from being outsider to a valuable insider or member of the organization (Cooper and Anderson, 2006).
- The practice through which newcomers generate the evolution from the organizational outsiders towards the organizational insiders (Bauer *et al.* (2007).

As we illustrated that the conceptualization of organizational socialization has been continuously deepened and developed. It changed from focusing on “learn the rope” to “learn the values and norms”; from researching on an adjustment process to a “continuous, life-long” process; from regarding organizational socialization as a “passive acceptance process” to discovering the impact of newcomer’s proactive behavior in the process of organizational socialization.

2.2.1 Organizational socialization tactics:

Van and Schein (1979) developed concept of OST. They defined OST as “the ways in which the experiences of individuals in transition from one role to another are structured for them by others in the organization” (Van and Schein’s, 1979). First in all, it has been explore that organization socialization tactics show an important role in guidance newcomer adjustment (Gruman *et al.*, 2006). Jones (1986) proposed that How particular socialization tactics impact on newcomer adjustment leftovers unidentified. On the whole, maximum research on organization socialization tactics have mostly discussed the relationships between newcomer adjustment and general role of organizational socialization tactics, instead of relating newcomer adjustment socialization outcomes to

the specific dimensions of organization socialization tactics (e.g. Allen and Meyer, 1990; Gruman *et al.*, 2006). In detail, various research have proposed that different aspects of organizational socialization tactics may be differentially associated with newcomer adjustment (Bauer *et al.*, 2007). Thus, to simplify the associations among each aspect of newcomer adjustment and organizational socialization tactics, it is essential to identify this error by taking an in detailed look. The principal objective of organizational socialization is transmission of organizational customs and ethics to new recruited employees by suggesting that, organizational socialization is one mode to make sure that newcomers will obey to the important morals of the organization (Wanous, 1992). According to Maanen and Schein's theory, there are six kinds of newcomer's organizational socialization tactics and every tactic constructed by two opposite concepts. It includes collective (vs. individual), formal (vs. random), sequential (vs. random), fixed (vs. variable), serial (vs. disjunctive), investiture (vs. divestiture).

Building on Van and Schein, Jones (1986) reclassified the six tactics. He suggested that the collective, sequential, formal, fixed, investiture and serial tactics are institutional socialization tactics. This kind of tactics can promote custodial role orientations. And individual, random variable, divestiture and disjunctive are individual socialization tactics which can promote innovative role orientations among newcomers (Jones, 1986). OS is around taking in three significant organizational tactics of the how things do work in the workplace, the work set, and the real employee an individual is appointed to do (Haueter *et al.*, 2003). The literature distinguishes the impact of organizations on different individuals over the use of OST (e.g., Van and Schein, 1979), and the active role by individual in their individual socialization. In this study we focus on Organizational Socialization Tactics (Saks, Uggerslev, and Fassina, 2007). Furthermore, Jones (1986) proposed that based on the characteristics of socialization tactics, it could also be classified as content, context and social factors. The context factor includes collective (individual) and formal (informal), refers to the way organization provide information and knowledge to newcomers. The content factor includes fixed (variable), sequential (random), refers to the content of information and knowledge that organization provides to newcomers. The social factor includes serial (disjunctive), investiture (divestiture), refers to the interpersonal support that organization provides to newcomers.

Organizational socialization tactics steps focus on systematic organizational struggles to explain grow newcomers by presenting structured content, context and social aspects to enable by giving the required relevant and suitable information about newcomers need (Jones, 1986).

Table 1 Classification of organizational socialization tactics:

	Institutionalized	Individualized
Context Aspect	Collective Formal	Individual Informal
Content Aspect	Sequential Fixed	Random Variable
Social Aspect	Serial Investiture	Disjunctive Divestiture

Source: Jones (1986).

These three aspects of newcomer organization socialization tactics are demanded to be practically different (Jones, 1986). According to Stohl (1986), the content usually comes into twin key types: role information (e.g., information that define the activities essential to do a work proficiently), & the cultural information (e.g. information that define the significance behind structural customs and group norms). Very rare research have empirically recognize the comparative impact of context, content, and social tactics. Additional, for the reason that content, context and social aspects will be initiate to be associated in previous studies (e.g., Ashforth, Saks, and Lee, 1997; Jones, 1986). Specifically, content, context, and social aspects these all items can be used different scales either as six separate subscales, or they rearranged in three greater subscales that differentiate b/w context aspect (collective and formal) vs.(individual and informal), content aspect (sequential and fixed) vs. (random and variable), and social aspect (serial

and investiture vs. disjunctive and divestiture) Earlier studies examining the disparity consequence of organizational socialization tactics basically trusted on a three dimensional model (Cable and Parsons, 2001; Jones, 1986; Grant and Bush, 1996).

2.3 Newcomer adjustment:

Newcomer is a fresh employee in the start of carrier mainly their starting year of service with their existing employer, often known as a fresh hire (Boswell, Shipp, Payne and Culbertson, 2009). The newcomers are very important human resources, which can make organization continually develop. Their abilities, skills and knowledge are the essential factors of organization's core competence in future. Therefore, it is important topic for every organization that how to develop and retain new employees successfully. Many organizations invest considerable time and money to recruit and train new employees. If their new employees quit soon, it will be a big loss for the organizations and they have to start new recruitment and select process all over again. Jones (1986) three-factor conceptualization of socialization tactics is richer in theoretical and allows for better hypothesis testing concerning particular classes of socialization tactics (Cable and Parson, 2001). This allows distinguishing work engagement on each aspect of organizational socialization tactics on outcomes. It is also very helpful for organizations to design policies and strategies to improve the levels of newcomer adjustment by paying attention to the most powerful tactics on socialization outcomes. Also, the three-factor tactics have been tested in both western countries (e.g. Jones, 1986) and non-western countries (e.g. Takeuchi and Takeuchi, 2009). Researcher's mostly used self-efficacy, social acceptance and role clarity as pointers of new comer adjustment (e.g., Bauer *et al.*, 1998). So far, the question of 'what is the most effective factor of newcomer adjustment?' still has no consentaneous answers. Because the socialization outcomes can differ from types of jobs, culture and organizations (Bauer.*et, al.*, 1998). However, with the development of the concept of organizational socialization, the comprehension of socialization outcomes variables has clarified. Feldman (1981). In socialization research researcher's studied newcomer adjustment it in different of ways. According to Fisher's (1986) analysis of the literature, organizational entire comprise of working through social transition and task in newcomer adjustment. According to Feldman (1981) adjustment

have three different factors, what are their priorities to do work, what really they have to do and time allocation for the required task (Role Clarity). Task mastery means how to get control of the new job and know the right way to do the job and gaining confidence in it. Social acceptance means that your co-workers, peers accepted you and you feel like that you are part of them. Attaining role clarity recommends that the newcomer is so much clear about their role, containing work obligations, responsibilities, hopes and time spreading for task (Rizzo *et al.*, 1970). Task mastery shows that the level up to what degree newcomers are more confident that how to do or perform good and extraordinary in their roles. Social integration shows that how the newcomer position of being accepted or rejected by other old group members in their work place (Morrison, 1993a; Kammeyer-Mueller and Wanberg, 2003).

Those three newcomer adjustment outcomes are often observed as the “proximal” socialization outcomes in the organizational socialization research (e.g. Ashforth *et al.*, 2007; Kammeyer-Mueller and Wanberg, 2003; Gruman *et al.*, 2006). Proximal mean they are closely related and occurring in short term. Bauer *et al.* (2007) also comprised both attitudinal (job satisfaction, organizational commitment and intentions to continue) and behavioral (turnover and performance) variables shows the “distal” socialization outcomes which means that they are occurring in long run. Among them organizational commitment mean how much employee is emotional attached with organization and don't want to leave it; job satisfaction means how much he feels satisfied and comfortable with their job; turnover intention mean he don't want to continue with the organization and leave the organization. These distal outcomes of socialization have so much important and also studied widely in the literature (e.g. Saks and Ashforth, 1997b).

2.3.1 Role clarity:

Role clarity means that the new employees are strong almost about their workplace practices (e.g. work responsibilities, duties, opportunities) in the workplace (Rizzo *et al.*, 1970). Role clarity is Solution of role demands are to know how to work and understanding

about the performance of job, priorities and allocation of time (Feldman (1981). The institutionalized method used to reduce improbability and pressure through proper more

role clarity (Saks *et al.*, 2007). Role conflict seen as a useful sign of newcomer adjustment, through lesser role conflict is linked to more optimistic socialization consequences (Bauer *et al.*, 2007; Saks *et al.*, 2007; Kammeyer-Mueller and Wanberg, 2003). In actual, role clarity has been established as one of the greatest reliable estimator of organizational engagement and workplace satisfaction during the organizational socialization tactics (Adkins, 1995). Different reasons of organizations use institutionalized tactics to remove the uncertainty of new employee's situation when they enter a fresh organization it permits them to provide information to help or ease them to change their different behaviors in the organization. Cable (2013), recognizes the requirement for definite features of traditional socialization process and admits the significance of organizations that they communicate their requirements and the fresh employees' responsibilities and roles. Cable (2013) said that instead of list new employee's responsibilities and duties, organizations must allow and give chance to fresh employees to show and express behaviors through which he can effectively use their assets in their new organization entry. This method will provide new employees chance to start their new job as an opening to show their best strength and carry their own purpose, effectiveness and motivation to the new job.

2.3.2 Task mastery:

Task mastery also known as self-efficacy. Task mastery effects newcomer potentials about their capabilities to do successfully in new workplace. Task mastery shows the levels that the new hired employees understand their employment and their self-confidence of job performance (Haueter *et al.*, 2001). Task mastery talk about to in what way self-assured new employees are in doing their work. A newly hired employees feeling that he is competent to controlling the work at point would relate to optimistic workplace and individual outcomes. How employee gain confidence and self-determination about learning that how to do a job (Feldman (1981). Research has shown that task mastery and

related perceptions, such as self-efficacy, are extremely similar to organizational socialization tactics outcomes, (Kammeyer-Mueller and Wanberg, 2003; Bauer *et al.*, 2007).

2.3.3 Social integration:

Adjustment's to the organization mean how the co-workers adjust and like to work with new employee (Feldman (1981). Social integration specifies the level that the new entrances are accepted and welcome by workplace other employees (Morrison, 1993a). Researchers has very much treated social integration as an outcome of newcomer adjustment (e.g., Chao, O'Leary-Kelly, Wolf, Klein, and Gardner, 1994). High-grade interaction with together managers and other group participants are associated to encouraging socialization consequences (Major *et al.*, 1995). Earlier we know that organizational members who are already insiders are a main source of the initial knowledge

practices for new hired employees for their information related to the workplace which can

be gathered from coworker in organization. It is vital for newcomer's employees to feel that they are socially relaxed and recognized by their coworker and seniors. The mostly studies has identify that combination into one's own work group is surely linked to a number of different organizational socialization outcomes, like long term commitments (Kammeyer-Mueller and Wanberg, 2003).

2.4 Transformational leadership style:

Transformational leadership concept was created by Burns (1978) which is taken as an explanation floated by political leaders who can change or mold values of supporters, but Bass (1985, 1990) extend the scope of transformational leadership by including leadership within the organizational scenarios. With their charm and concentration to subordinates' needs and chances for personal development, transformational leadership can have an important effect on the working of their juniors (Bass, 1985). Since then, it has become most widely-studied leadership styles because it put emphasis on different norms related to workplace and motivating employees to do work and perform beyond

the limit their own potentials (Yukl, 1989). Transformational leaders think that they can achieve required results through bringing their employees into line and can achieve goals of the organization by giving them an inspiring vision related to their own career and organization future (Bass, 1985).

Four major components of transformational leadership division are present: Inspirational motivation, Idealized influence, Individualized consideration and Intellectual stimulation. Inspirational motivation means that leaders have the ability to communicate and interconnect unmistakably and excellently while stimulating workers abilities to reach or accomplish goals of organization. Transformational leaders must be considered as a passionate and positive when they concentrate on future, which will automatically stimulates their employees' motivation about work (Dubinsky, Yammarino, and Jolson, 1995). Second is Idealized influence which refers to that different behaviors which offer a role model for the followers. In these type of behaviors' leader should represent itself by displaying strong moral principles and emphasizing team benefits over specific person related (Bono and Judge, 2004). Individualized consideration means that leader is considering each 6 follower as a single unit with his or her own sole needs and addressing to these different needs accordingly (Judge and Bono, 2000). At last, Intellectual stimulation is started by inspiring the follower to be more creative and they should take tasks as a challenge so he or she should think of the different old problems in completely new way so they can handle them with full ease (Bass, 1985).

Culture of active and proper thinking is created and then this culture used to encourage followers to get them involved keenly in their work (Tims *et al.*, 2011). Specifically when there is a transformational leadership subordinates who are working with these leaders are fully satisfied and feel motivated and perform work above the level of average (Wang, Courtright, and Colbert, 2011). Due to the nature of work and the environment where individual have personal interaction and have to fulfill individual wants/needs, Transformational leadership is well aligned with the new era of management in the modern way of leadership (Carnevale and Smith, 2013). According to the researches the basic foundation of leadership is based on leader's qualities and capabilities that relate to degree of effectiveness (Brown and Moshavi, 2005). Transformational leadership is considered as one of the effective leadership behavior (Cho and Na, 2011). Leaders are

supposed to be big contributor in maintaining healthy, efficiently and well-trained employees for a long time by creating favorable environment in which employees can increase productivity for their career and well-being in the organization (Mullen and Kelloway, 2010). Beside the strategic level micro view in which managers skills and ability and type of skills they possess may contribute in effectiveness of transformational leadership (Felin *et al.*, 2012).

2.5 Organizational socialization tactics and work engagement:

Work engagement is one of the important outcome argued by Karatepe and Demir (2013). There's a little research taken on only in theoretical paper that Organizational socialization

tactics related to positive outcome work engagement Saks and Gruman (2011) theoretically hypothesized that organizational; socialization positively associated with work engagement. When new hires enter in the organization, socialization tactics provide them the information, support, path and societal support which they essentially to experience the feeling that they are worthy to organization, useful and valuable resource of

organization, these resource are very much important for new employee to do their new job and understand their role clearly when these things are clear there is a proper evidence

that work engagement is increased in employees (Saks and Gruman, 2011). Same when these organizational tactics are failed to fulfil the job requirements which are role conflict and role ambiguity they are then related to lower level of involvement in work engagement

(Crawford *et al.*, 2010). Influence of OST on work engagement is explored by Song *et al.*,

(2015) they found that it helps in increasing the work engagement of employees through organizational socialization tactics. So there's also an empirical support of OST and Work

engagement present in literature.

H1: Organizational Socialization Tactics will be positively related to the Newcomer Work Engagement.

2.6 Organizational socialization tactics and newcomer adjustment:

As discussed in very start, (formal vs. informal and collective vs. individual) socialization tactics shows context aspect of socialization tactics (Jones, 1986). In the light of such tactics, newly hired employees are typically expected to be separated from existing employees, and join training and learning activities in groups (Cable and Parsons, 2001). In the context of collective and formal socialization, newcomers usually used to share the ethics and customs of existing organization, and to receive a message or way about how to answer the different situations (Allen, 2006; Van and Schein, 1979). By performing this, newcomer employees are expected to reduce hesitation and pressure (Ashforth and Saks, 1996), and increase awareness of work responsibility (Bauer *et al.*, 2007).

Additionally, it is showed that below fixed and sequential tactics, newcomers are also likely to develop role clarity. Based on the study of Jones (1986), fixed vs. variable and sequential vs. random socialization tactics are shows the content aspect of socialization tactics. Cable and Parsons, (2001) suggested that under content aspects, newcomer employees were more prospective to realize the prescribed behaviors and valuation standards, and therefore made easy to adopt the organization's standards; although in content aspects, newcomer employees were stimulated to react in the customized manner. Several studies give evidence to support the positive effects of content on enlightening newcomer's role clarity. For illustration, Allen and Meyer (1990) proposed that once organizations provided newcomers with clear direction, schedule and steps for learning activity, then newcomers were to be expected to face a lower feeling of uncertainty. Organization which adopt sequential vs. random and fixed vs. variable organizational socialization tactics as is positively interconnected with newly hired employee's role clarity (Ashforth *et al.*, 1997; Bauer *et al.*, 2007; Jones, 1986).

It is identified that the serial vs. disjunctive and investiture vs. divestiture socialization tactics are also to well-known reflect the social aspect of organizational socialization tactics (Jones, 1986). The impact of the social aspect of organizational socialization

tactics on newcomer adjustment found in many studies the dealings with the skilled employee's in the new surroundings may perhaps support to decrease newcomers uncertainty and anxiety given that they can gain resources and help from the skilled employees (Louis *et al.* 1983). Newcomers in the serial organizational socialization tactic are also prospective to improve a continuousness of skills and standards about a specific organizational role due to the encouragement of the consigned counsellor or role model (Van and Schein, 1979). The counsellor or mentors considered as an important way of information to increase newcomer's adjustment of the task and roles demands, in this way, we can assume that the counsellors or other skilled members support is vital in enhancing newcomer's task mastery and role clarity (Simosi, 2010).

H2: Organizational Socialization Tactics will be positively related to the Newcomer Adjustment.

2.7 Newcomer adjustment and work engagement:

Newcomer adjustment associated with different types of positives outcomes like job attitudes, performance level and retention (Bauer *et al.*, 1998). These all are considered as distal outcomes in socialization process which means they will occur in long run. Moreover, Engagement is also associated to all other socialization outcomes like intention to quit, job satisfaction, job performance and organizational commitment (Crawford *et al.*, 2010; Rich *et al.*, 2010). When these are traditional outcomes of socialization which means these all are also related to newcomer adjustment because newcomer adjustment is an outcome of socialization and these traditional or distal outcomes are outcome of newcomer adjustment. Institutionalized OST is related and facilitate newcomer adjustment towards their work roles, providing proper information, guidance, and supervision to newcomers in this type of environment newcomer adjustment

is related to high work engagement of employee which is considered as outcome of newcomer (Z. Song *et al.*, 2015).

H3: Newcomer adjustment will be positively related to the work engagement.

H4: Newcomer adjustment mediates the relationship between organizational socialization tactics and work engagement.

2.8 The moderate role of transformational leadership style between work engagement and newcomer adjustment:

Transformational leadership has been observed as an important job resource to facilitate work engagement (Christian, Garza, and Slaughter, 2011). Transformational leadership is projected to increase employees to greater stages of career while filling their advanced needs and therefore enhancing employee dedication. Different evidences present that transformational leadership is related positively with work engagement and organizational commitment, even in dissimilar cultural environment (Attridge, 2009). Transformational leaders challenge their workers positively and to increase their employees' readiness to put effort in their work leading to fruitful work outcomes which will in turn outcomes in much satisfaction of performance (Bass and Avolio, 1990; Xanthopoulou *et al.*, 2008).

According to JD-R theory, how much employees are enthusiastic and highly motivated towards their work is highly depends on the work environment (Bakker and Demerouti, 2014). JD-R theory distinguish two main types of job characteristics; these two characteristics are job demand and job resources. Job resources are those view point of jobs that helps and initiate in personal growth and start a motivational process. Job demands are related to energy depletion stage, lesser energetic resources.

Job resources are positively related to work engagement but job demand relation is not so clear. Job demand have two types of demands challenge demand and hindrance demand, hindrance demands lesser the growth and development (i.e., role conflict, role ambiguity and hassles) but challenge demand such as work load, role clarity, social integration create opportunities for employees to achieve their goals and go for career growth. So job demand and job resources positively related to work engagement.

Employees feel involved in their work on days when they have an enough amount of resources available with them to pact with challenging job demands. For example, employees received performance response from their leaders when they work under a lot of pressure they may learn to be more effective and active. Investigating the personal

resources such as social integration, Bakker and Sanz-Vergel (2013) showed that nurses felt more engaged. When their job resources such as social support from colleagues and favor from leaders present there then employees feel more engaged (Tadic, Bakker, and Oerlemans, 2015). Leaders may help their subordinates to deal with the demands which give subordinates feelings of engagement. That is, transformational leadership behavior such as giving plans for the future (task mastery, role clarity) creates a sense of importance concerning the work that assistants have to do (Arnold, Turner, Barling, Kelloway, and McKee, 2007).

H5: Transformational leadership moderates the relationship between newcomer adjustment and work engagement.

2.9 Supporting theory:

Theory of person organization fit supports our model as broadly it is defined as it is the compatibility present between people and organization. Researcher mostly given the idea that person organization fit is mostly used to maintain the employees with them and not let them go (Kristof, 1996). Person organization fit is established with the help of socialization (Cable and Parsons, 2001). In P-O fit there are a lot of positive outcomes occurred. Socialization is considered as one of the antecedent of P-O fit and work engagement which is considered as positive work attitude is the outcome of P-O fit. P-O fit provide theoretical base for understanding between organizational socialization tactics and newcomer adjustment (Kim *et al.*, 2005). Social tactics as social support and organizational member support has greater impact on socialization outcomes (Bauer *et al.*, 2007).

Uncertainty Reduced Theory, newcomer employees feel uncertainty of higher levels and difficulty in the organizational adjustment process. New employees in the organization like any other already existing members, are ready and willing to lower their uncertainty at workplace such that the work surroundings more expectable, role clarity and in the end easy to deal with situation. With the help of different communication channels and also importantly interaction with peers and superiors reduced the uncertainty. As when the uncertainty decreases, newcomers usually become more familiar with their task and also more capable at performing their assigned work, much engaged in their work, and most

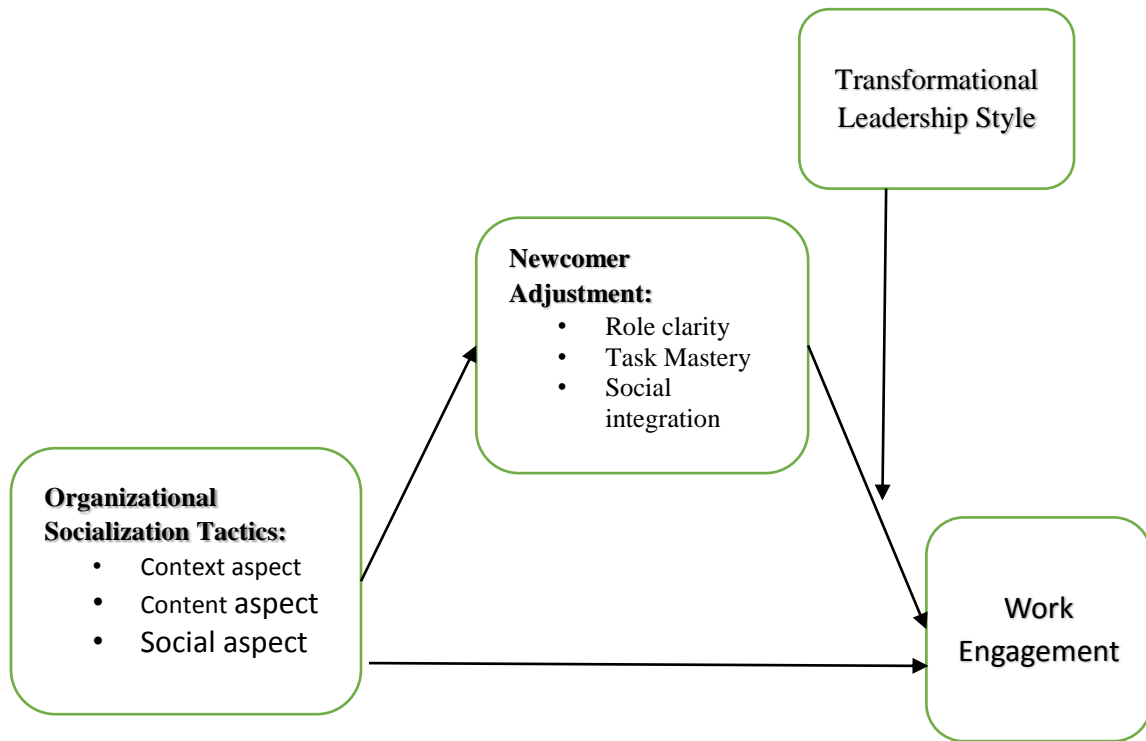
probably chances become high to stay at their workplace (Morrison, 1993a). Importance of Socialization become high as Socialization programs used to influence newcomers' adjustment by dropping their high levels of anxiety, uncertainty and fear of new workplace.

2.10 Theoretical framework:

The conceptual framework given in Figure explains the relationship between variables. Here is organizational socialization tactics (content, context and social aspects) independent variable, work engagement is dependent variable and newcomer adjustment (role clarity, task mastery and social integration) is mediator. And transformational leadership style is use as moderator.

From mentioned evidences from the literature now this study has hypothesized the different relationships among the variables. Positive relationships proposed between organizational socialization tactics and work engagement. Model shows the newcomer adjustment as a mediator in organizational socialization tactics (content, context and social aspects) and work engagement. Also transformational leadership style is moderate between newcomer adjustment (task mastery, role clarity and social integration) and work engagement.

Figure 1 Conceptual Framework of the Study



Source: Adapted from Bauer *et al.*, (2007)

2.10.1 Hypothesis development:

So, according to above mentioned literature we proposed different hypothesis which are mentioned below.

H1: Organizational Socialization Tactics will be positively related to the Newcomer Work Engagement.

H2: Organizational Socialization Tactics will be positively related to the Newcomer Adjustment

H3: Newcomer Adjustment will be positively related to the Work Engagement.

H4: Newcomer Adjustment mediates the relationship between organizational socialization tactics and work engagement.

H5: Transformational leadership moderates the relationship between newcomer adjustment and work engagement.

CHAPTER III

Research methodology

3.1 Introduction:

In this chapter outline the methods of the investigation that used in this study has been discussed and outline the techniques applied at different stages of research process. Population, sample size, Research design, data collection procedures, measurement of the variables and techniques for data analysis which are used in this proposed study are discussed.

3.2 Research design:

This is a quantitative research study and used survey technique for gather data. Survey technique are used to check out the association that already exist and relationship between variables, already existing procedures and processes. Surveys are basically attached with the present situation and scenario but some time they consider the already happened events and situation.

Basically this study is conducted in natural environment in which environment is nit controlled and in this type of environment events took place usually. There is no interference by the researcher in this survey. This study is cross sectional so Data collected at one point in time and we can also name it one-shot study. Data collected was from the different public sector organizations and educational institutes of Islamabad. The data collected was non-manipulative and it shows the true picture and conditions of the employees.

3.2.1 Sampling and population:

In population and sampling is deals with the sample size, selected population. Also discussing the sampling procedures and methods used in this research study.

3.2.2 Unit of analysis and population:

This study key aim is to determine the exact level which public sector organizations and institutions are adopted the socialization tactics to engage the newly hired employees on

workplace. And how higher level management transformational leadership style effect the newcomer work engagement. Therefore the study is focused on the newly hired employees in public sector organizations and institutions. In this study the newcomer employees of public sector organizations and institutions of Islamabad were the target population for this research.

3.2.3 Sample size:

Sample size his most importance component in any quantitative research.in the process of sample selection many scholars define different thumb roles especially in social research. The smallest ratio of sample would be 5:1 which describes that the scholar should obtain at least a sample of 5 each per its variable (Hair, 2010). Kline (2015) suggest that sample size $N < 100$ is small size sample and between the 100 to 200 respondents are medium size and more than 200 observations will be depicts the large size sample.so in this study we adopt the Hair (2010) our sample size is $36*5 = 180$. In the light of above discussion we distributed more then 320 questionnaires of this study in public sector organazations and institutaions like higher education commission, Comsats Institute of Information Technology and Allama Iqbal Open University etc.Mostly in social experiment scholars used 200 to 250 sample size like (Golparvar, 2015;Shahzad *et al.*2014).

3.2.4 Sampling techniques:

The process and technique which used for sampling is selecting a suitable quantity of components or observation from the population, therefore that scholar might be better know the sample characteristics and then can take a broad view the funding of sample to the population (Sekaran, 2006). The sampling approach follow in this research is a convenience sampling method which comes under non-probability or nonrandom sampling technique where sample are selected because of their convenient approachability and familiarity of the scholar and also readiness of the target population respondent.

3.3 Instruments and measures:

In this investigation the data on organizational socialization tactics, newcomer adjustment, work engagement and transformational leadership were gathered from public sector organizations and institutions in Islamabad by using a self-administered questionnaire. In the process of data gathering the researcher individually contacted the respondent and concisely defined the study and its purpose. This strategy of data collecting is not as much of an expensive and helped in a productive technique within a short time span. It had been made sure that the high opinion and self-worth of all study respondents must be kept up. The privacy of the study was extremely assured to keep the secret of the study respondent and also ensuring the secrecy of the study data and also keeping the confidentiality of respondents who contributed. The questionnaire is present in the appendices section as it is attached at the end of the draft. Valid and reliable procedures used in this study were adopted from the previous research studies and also conducted a pilot study to verify the measures.

3.3.1 Instrument:

Survey methodology we used for our research is questionnaires. These questionnaires contained close-ended questions. This questionnaire has 2 sections; section A and section B. Section A contains demographic information such as gender, qualification and experience. While Section B contains questions on different items to measure responses on the different variables. A five-point Likert scale was used in all the questions and measured (Likert, 1967)

i: Strongly Disagree

ii: Disagree

iii: Neutral

iv: Agree

v: Strongly Agree

3.3.2 Measures:

In the below table no 2 explain about the questionnaire and source of instrument, type of variables and the no of items which used in this study.

Table 2 Instrument measure and source

Variables	Type of Variables	Source	Item no.
Work Engagement	Dependent Variable	(Bledow, Ronald, Michael Frese, and Antje Schmitt,(2011)	5
Organizational Socialization Tactics Content aspects Context aspects Social aspects	Independent Variable	Jones,(1986)	12
Newcomer Adjustment Role clarity Task mastery Social integration	Mediator	Rizzo <i>et al.</i> , (1970) Morrison, (1993) Morrison, (1993)	14
Transformational Leadership Style	Moderator	(Gong, Yaping, Jia-Chi Huang, and Jiing-Lih Farh (2009)	5

3.4 Time horizon:

The data collected in this research is collected at only one time which qualify and make this research a cross-sectional study.

3.5 Data analysis techniques:

The following technique is used in order to analyze data and the relationship among Organizational socialization tactics, Newcomer adjustment, Work engagement and Transformational leadership.

3.5.1 Descriptive statistics:

Different statistical tools procedures that are used to explain the sample and clear the variable under consideration and explain variables in order to understand our data. Hence, different values like mean values, frequencies and standard deviations will be used here to explain the demographic characteristics and stats present in our study sample.

3.5.2 Reliability analysis:

In order to test the reliability of items, Cronbach alpha technique is used which must be above than 0.70.

3.5.3 Correlation analysis:

Linear association between different random variables will be measured by Pearson correlation coefficients. The value of coefficient present between the ranges of -1 to +1. In this range sign shows that relation is positive or negative and value shoes the magnitude. 1 mean it is perfect positive correlation and -1 shows that perfect negative correlation. Pearson correlation is used to test the correlation of the regressor and regressand.

3.5.4 Regression analysis:

Multiple regression analysis is used for estimations.it estimate the relationships present between dependent variable and independent variable. It is a tool used for checking how average value of one dependent variable fluctuates when one of independent variables is changed, keep other independent or dependent variables unchanged. Multiple regression analysis will be used while using SPSS software.

3.5.5 Mediation analysis:

The technique of Andrew F. Hayes (2013) is applied and used to test the mediation effect of Newcomer adjustment between Organizational socialization tactics and Work Engagement. In this study data collected was analyzed through Mediation model which is normally used for the approximation of the indirect effect of variable X which is organizational socialization tactics on variable Y which is work engagement through an intermediary mediator variable M which is Newcomer adjustment and it is causally located between X and Y, where X is the input variable in model, Y is output variable and M is taken as a Mediating Variable. When researchers want to check that how variable X apply its effects on variable Y which is normally affected by one or more variables denoted by M and this variable has a causal relationship between X & Y.

3.5.6 Moderation analysis:

For moderation hypothesis moderated hierarchical model is used. Independent variable is entered first in block 1, then in block 2 moderator is added which is followed by independent and interaction term and moderator in block 3. The test which is performed is Preacher and Hayes moderation for moderating role of Transformational leadership style in the relationship of Newcomer Adjustment and Work Engagement. To identify the moderating role of variable this is simple model. Each variable is putted in the concerned block simultaneously. Model 1 is used to finally assess the simple effect of moderated variable.

CHAPTER IV

Results

4.1 Introduction:

The data analysis is the process and outcomes of all your proposed hypothesis. SPSS software was used for all the tests and primary file preparation and it is used also for data screening like missing values, normality test, regression analysis, correlation analysis. Moreover mediation and moderation analysis was also carried out by using Andrew F. Hayes model. This model is consider reliable for this type of tests.

4.2 Missing values:

In start of the data analysis, it is necessary in the first step to find out the different missing values present in your data. These missing values if present in the data it will effect on the results and can play a role by giving out misleading results in the analysis. So by conducting missing values analysis in SPSS, No missing value is founded in my data, so there no treatment required to solve this problem.

4.3 Normality test:

Normality test was also run to check the normality of the data in SPSS. The results of this test was observed in it skewness and kurtosis was observed within the range of +3 to -3 which shows that the data is normally distributed.

4.4 Demographic analysis:

For this study, I distributed the 320 questionnaires in different public sector organizations and educational institutes of Islamabad out of which 300 was returned back out of which 22 were not properly filled there was missing values present in those questionnaires so out of those 300 remaining 278 was included in the analysis process which mean there is a 100% response rate. Now, the total sample size of this study is 278 and the demographic included in it was Age.

4.4.1. Gender analysis:

In the below table no 3 shows the gender analysis of sample. This study researcher collected data from both female and male representatives working in public sector organizations, educational institutes in Islamabad. Out of 278 total sample size the male respondents are 182 and female are 96 according to which percentage of male respondents is 65.5% and female respondents is 34.5%. Percentage of male respondents is high because dominant workforce in our society is male. In this study females are also so much encouraged to participate because they are also much affected in newcomer adjustment.

Table 3 Gender analysis of sample

N	278
Gender	
	Frequency
Male	182
Female	96

4.5 Reliability analysis:

In the below table no 4 shows the reliability analysis of sample. Cronbach's alpha used to check the reliability of all instruments. It is used as the most common measure for internal consistency. Sekaran (2004) provided different guidelines for social sciences are stated below:

Alpha 0.60=Poor scale

Alpha=0.70=acceptable scale

Alpha 0.80=good scale

Table 4 Reliability analysis

Variables	No. Of item	Alpha
OST	12	.815
NCA	14	.909
TLS	5	.890
WE	5	.783

In the above table there is reliability analysis present of the variables used in this model. In first column of the table there is a variables present used in this study. OST is Independent Variable, Newcomer Adjustment is Mediator, Work Engagement is a dependent Variable and Transformational Leadership is a Moderator. Second column in table shows the no. of items present of each variables and in last and third column there is Cronbach alpha values of all variables. According to the Sekran, (2013) Cronbach alpha value tell us about that how much variables are reliable and interrelated with each other. Globally accepted value of Cronbach alpha is 0.70. Degorge and Dowson (1993) said that if value is above 0.90 then it is excellent. So according to our values we can conclude that our values are well in range and can be ranked as ‘good’ and acceptable.

4.6 Descriptive analysis:

Below table shows the descriptive statistics of the collected data. In this different main items are present mean, std. deviation, skewness and kurtosis. In first column there is variables including mediator and moderator. This test is used to test the normality of data. The values of organizational socialization tactics are (Mean is 3.1385, standard deviation is .68565, skewness is -.730, kurtosis is .498). The values of Newcomer Adjustment are Mean is 3.2287, standard deviation is .78578, skewness is -.374, kurtosis is -.179. The values of Transformational leadership style are Mean is 3.6410, standard deviation is .84335, skewness is -1.071, kurtosis is .770. The values of Work Engagement are Mean is 3.4741, standard deviation is .61496, skewness is -.375, kurtosis is .461. Skewness tell us about the symmetry and kurtosis tell us about the peak. Our mean value be in range of 1 to 5 because we are using 5 point likert scale.

Variables	Mean	Std. Deviation	Skewness	Kurtosis
OST_D	3.1385	.68565	-.730	.498
NCA_D	3.2287	.78578	-.374	-.179
TLS_D	3.6410	.84335	-1.071	.770
WE_D	3.4741	.61496	-.375	.461

Table 5 Descriptive

4.7 Correlation analysis:

Below table present shows the values of correlation analysis. Pearson correlation describe the relationship present among different variables used in this study. Correlation values range present between -1 to +1. Two factors present in values which can help in interpreting results one is sign and the other is value. Sign depict that whether there is positive relation or negative relation present between variables and values shows the magnitude of correlation between variables. For example if there is -1 it means there is negative correlation present and if it is +1 it mean there is positive correlation present between the variables. Diagonal values present in table always shows the 1 which mean 100% it is due to because it shows correlation of one variable with itself.

	OST	NCA	TLS	WE
OST	1			
NCA	.349**	1		
TLS	.283**	.255**	1	
WE	.470**	.507**	.406**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Table 6 Correlation

Organizational socialization tactics and work engagement:

OST is positively related to the Work Engagement of the employee which we can see in table the value of .470, $P < 0.01$ which shows positive relation and it also depict that it is statistical significant. it is classifies as a positive relation between OST and WE.

Organizational socialization tactics and newcomer adjustment:

OST positively associated with Newcomer Adjustment which can be observed in above table the value of correlation coefficient is .349, $p < 0.01$ which shows it is statistical significant. This is a moderate correlation between OST and NCA.

Newcomer adjustment and work engagement:

Newcomer Adjustment also correlate positively with Work Engagement. Value of correlation coefficient shown in table is .507, $p < 0.01$ which is also significant statistically. This shows the moderate relationship between the Newcomer adjustment and Work engagement.

4.8 Regression analysis:

In the below table no 7 shows the regression analysis of sample. To find out the answers of hypothesis we conducted a hypothesis testing is done and regression test here is used to establish hypothesis acceptance and rejection otherwise. To test the different hypothesis those hypothesized in this study. We conducted different regression analysis on the collected data of variables.so, the regression was conducted to check the scope of hypothesis. Single regression was conducted to see the effect of first three hypothesis. F-test value show the model fitness value. Beta coefficient value show one unit change impact or change on other variable.

Table 7 Regression analysis

Hypothesis	IV	DV	R²	F-Test	Beta	T-test	Sig.
H1	OST	WE	.221	78.448	.470	8.857	.000
H2	OST	NCA	.122	38.286	.349	6.188	.000
H3	NCA	WE	.257	95.699	.507	9.783	.000

As in the first hypothesis we checked the positive impact of Organizational Socialization Tactics on Newcomer Work Engagement. As shown in the results values show that OST effecting WE significantly positive. Different values of regression are ($R^2=.221$, $F=78.448$,

$Beta=.470$, $T\text{-test}=8.857$, $Significance=0.000$) Therefore our H1 is accepted.

The second hypothesis proposed that there is positive impact of organizational socialization tactics on Newcomer Adjustment. Their values are ($R^2=.122$, $F=38.286$, $Beta=.349$, $T\text{-test}=6.188$, $Significance=0.000$). Therefore our hypothesis 2 is accepted.

The third hypothesis proposed that there is a positive impact of Newcomer Engagement on Work Engagement. Results showed that there is positive impact of NCA on WE value of this regression analysis are (R²=.257, F= 95.699, Beta=.507, T-test=9.783, Significance=0.000) Therefore our H3 is accepted.

4.9 Mediation analysis:

Model: 4

Y: Work Engagement (WE)

X: Organizational Socialization Tactics (OST)

M: Newcomer Adjustment (NCA)

Newcomer Adjustment

In the below table no 8 shows the mediation analysis of sample. This study used the model no 4 to check the mediation analysis.

Table 8 Model summary

R	R-sq	MSE	F	df1	df2	p
.3490	.1218	106.6630	38.2862	1.0000	276.0000	.0000

	Coeff	Se	T	P	LLCI	ULCI
Constant	27.6261	2.9072	9.5027	.0000	21.9030	33.3492
OST	.4667	.0754	6.1876	.0000	.3182	.6151

OUTCOME VARIABLE:

Work Engagement

Table 9 Model Summary

R	R-sq	MSE	F	df1	df2	p
.3490	.3555	6.1380	75.8296	2.0000	275.0000	.0000

Model:

	Coeff	Se	T	P	LLCI	ULCI
Constant	7.7315	.8034	9.6232	.0000	6.1498	9.3131
OST	.1248	.0193	6.4661	.0000	.0868	.1628
NCA	.1092	.0144	7.5650	.0000	.0808	.1377

DIRECT AND INDIRECT EFFECTS OF X ON Y

Table 10 Direct effect of X on Y

Effect	Se	t	p	LLCI	ULCI
.1248	.0193	6.4661	.0000	.0868	.1628

Table 11 Indirect effect(s) of X on Y

	Effect	BootSE	BootLLCI	BootULCI
NCA	.0510	.0114	.0301	.0747

In the above table, no 10 and 11 shows the shows the direct and indirect effects of x on y Andrew Hayes Process is used to test Mediation.

R^2 means the data we collected and used in results are how close to the fitted regression line. It also known as coefficient of determination. It shows the observed variance of the DV that the model is able to explain. R^2 of this path is .1218. So, the significant value for results measures are t-value must be >1.96 or $t > 2$ and significance value must be (0.05) for acceptance.

From the above mentioned results in table it shows that organizational socialization Predicts newcomer adjustment. From results value of $F=38.2862$ with p value of .0000 less than 0.05 it shows that model is significant. The value of OST Coefficient is 0.4667 whose p value is highly significant. So, these result show positive and significant relationship between organizational socialization tactics and newcomer adjustment.

Direct effect of OST on Work Engagement is calculated which is significant with p value less than 0.05. Value of coefficient is .1248 with p value <0.05 , which shows significant effect of Organizational socialization tactics on work engagement.

Model 4 provide the overall result of Organizational socialization, Newcomer Adjustment on Work Engagement. The model is significant as f value= 75.8296 with p value <0.05 . The all coefficient of OST and NCA all are very significant with p value lower than 0.001 value level of significance. Moreover, following hypothesis are statistically proved.

H1: Organizational socialization tactics is positively related with work engagement:

According to the results relation between OST and WE is significant at 0.0000*** level of significant. R^2 value of this is .1218. Coefficient value of 'OST' on 'WE' is .1248 which shows that 1 percent change in OST leads .1248 percent change in WE and non-zero values of LLCI (.0868) and ULCI (.1628), these both values are positive and optimistic so our proposed hypothesis is accepted and proved.

H2: Organizational socialization tactics is positively related with newcomer adjustment:

According to the above mentioned results in table OST is significantly related to NCA at .0000*** level of significance respectively. R^2 determined in it .1218 is found. Coefficient values of OST on NCA is .4667. these results describe that 1 percent increase in OST will increase 0.4667 percent increase in NCA with different non-zero values of LLCI (.3182) and ULCI(.6151). So these value must be positive to accept the proposed hypothesis. Hence hypothesis is accepted and proved.

H3: Newcomer adjustment is positively related with work engagement:

According to the results NCA is positively related to WE with coefficient value of .1092 at .0000*** level of significance. With non-zero values of LLCI (.0808) and ULCI (.1377) which shows that our hypothesis is proved and accepted.

H4: Newcomer adjustment mediates the relationship between organizational socialization tactics and work engagement:

According to the results mentioned in table Newcomer Adjustment is significantly mediated the relationship between OST and WE significantly with coefficient value of 0.510 & LLCI (.0301) and ULCI (.0747) values.as R^2 value of the model is .3555 which shows the variance in DV which model explained and predict. Hence proposed hypothesis is proved and accepted.

4.10 Moderation analysis:

Model: 1

Y: Work Engagement (WE)

X: Newcomer Adjustment (NCA)

W: Transformational Leadership style (TLS)

Sample

Size: 278

OUTCOME VARIABLE:

Work Engagement (WE)

In the below table no 12 presents moderation analysis

H5: Transformational leadership moderates the relationship between newcomer adjustment and work engagement.

From the below mentioned results of TLS act as a moderator in model between Work Engagement and Newcomer Adjustment where F of model is 47.3507. R^2 of this model is .34143. In results we can see P-value of TLS and NCA is significant at $P < 0.05$, but the value of interaction is not significant as P value is 0.3549 which is not less than $p < 0.05$ and the value of LLCI=-.0096 and ULCI=.0035 these both values are in opposite sign these two both must be in negative or positive form. So, our hypothesis that TLS moderate the relationship between NCA and WE is not proved and rejected.

Table 12 Model summary

R	R-sq	MSE	F	df1	df2	p
.5843	.3414	6.2945	47.3507	3.0000	274.0000	.0000
Model						
Int_1						
	Coeff	Se	T	P	LLCI	ULCI
Constant	5.5223	2.7800	1.9864	.0480	.0493	10.9952
NCA	.1751	.0604	2.8985	.0041	.0562	.2941
TLS	.3569	.1567	2.2783	.0235	.0485	.6653
INT_1	-.0031	.0033	-.9268	.3549	-.0096	.0035

4.11 Summary of hypothesis:

In this study the below table no 13 present the summary of proposed hypothesis in which explain the statement and results.

Table 13 Hypothesis

Hypothesis	Statement	Results
Hypothesis 1	Organizational Socialization Tactics will be positively related to the Newcomer Work Engagement.	Accepted
Hypothesis 2	Organizational Socialization Tactics will be positively related to the Newcomer Adjustment.	Accepted
Hypothesis 3	Newcomer Adjustment will be positively related to the Work Engagement.	Accepted
Hypothesis 4	Newcomer Adjustment mediates the relationship between Organizational Socialization Tactics and Work Engagement.	Accepted
Hypothesis 5	Transformational leadership moderates the relationship between newcomer adjustment and work engagement.	Rejected

CHAPTER V

Conclusion

5.1 Introduction:

This chapter is the last chapter of this research. It is mainly divided into two parts firstly conclusion of all results and findings will be discussed and second part is comprised of a limitations of this research and future recommendations for the upcoming research on this topic.

5.2 Discussion:

Objective no 1: This study is to check out the effect of organizational socialization tactics on newcomers work engagement. This objective and hypothesis is accepted. So we can say that according to our study, there is an impact of organizational socialization tactics on work engagement. According to Bauer *et al.* (2007) it is proved in our study also that Organizational socialization tactics are helpful for the engagement of employees in public sector organizations.

Objective no 2: Objective of this was to check the relation of organizational socialization tactics on Newcomer Adjustment whether it has positive or not. In our study results shows that OST has positive impact on NCA as in earlier studies stated that when NCA enter OST help them to settle in the organization as newcomer need socialize tactics to settle themselves by the help and support of organization. Our results are supported from the literature (Simosi, 2010).

Objective no 3: In this research is to examine the effect of Newcomer Adjustment to Work engagement. This research shows the positive relation of both variables. So our hypothesis is accepted and according to our study there is a significant and positive impact of NCA on Work engagement. As many other researches find out that there is a positive link between different other positive outcomes and NCA same our study also contribute that NCA will predict the positive Work engagement of new employee. So our proposed hypothesis is accepted.

Objective no 4: objective of our study is to check the moderating role of NCA between OST and WE. According to our study there is positive mediation of NCA presents and our end results fulfilled the objective and NCA significantly and positively mediate the

relationship and help newcomers to achieve the positive distal outcome of OST. As literature also supported that there are different distal positive outcomes present as an outcome of OST (Bauer *et al.*, 2007). Now a days research is mostly focused on the positive outcomes in organizational settings like job satisfaction, work engagement etc. That's why we added a positive distal outcome work engagement to check the engagement of new employees and it significantly predict that OST has impact on NCA and WE. In organizations settings it's unknown that whether NCA of employees considered as proximal outcomes mediate the positive distal outcome WE with OST from this research mediation of NCA by employees is significantly accepted.

Objective no 5: objective of our study is to determine the moderator effect of transformational leadership style on NCA and WE. According to our results it didn't show the significant and positive effects. TLS as a moderator which we put on the basis of JD-R model didn't show significant effects. NCA and work engagement are two different outcomes of OST in which employees didn't allow TLS. As this research is mostly carried out in public sectors and our public sector is not well led by leaders sometimes that's why employee may not feel that Transformational Leadership effect their outcomes and Engagement in work. In context of our country it is well known that leadership styles are very rare in public sector as compared to private sector that's why TLS didn't effect significantly so our objective is not fulfilled and hypothesis is rejected.

5.3 Practical implications:

The findings of this study extend the literature of organizational socialization tactics in several ways. First of all this might be considered first study in Pakistan to the best of our knowledge. It also add up the positive outcome work engagement as an outcome of OST and also with the mediation of NCA. This study also add up in the literature of transformational leadership that leadership style didn't help newcomer work engagement in public sectors. Our study also confirm that proximal mediate between the socialization and distal outcomes, it is also find out in past studies (Kammeyer-Mueller and Wanberg, 2003).

As this research is conducted in the city of Islamabad in public sector organizations, rather than this our study provides little practical implications. Organization socialization

tactics can be helpful in productivity and Engagement in employees as human resource is a valuable asset for organizations so they need different tactics and program which keep them engaged in their work so organization can achieve its goals easily and engaged employees very quickly. So these socialization tactics will help organization to keep their asset with them which also lower the different costs which are effecting indirectly like recruitment cost, training cost for every new employees etc. As transformational leadership is not moderating here so we need to concentrate on leadership styles in public sector organizations and focus and develop those skills of transformation in employees so they can contribute in employee engagement effectively and significantly.

As it also help the educational institutes because there also issue of turnover and lower engagement of employees with their institute. There also a lesser amount of leadership present due to which it didn't contribute in the engagement of employees but organizational socialization tactics will help employee in their adjustment and engagement with their work.

5.4 Future implications:

In this study, there is different potential limitations experienced which can be a possible opportunity for the researchers in the future in this domain. Firstly, this study is only carried out in one city and specifically in public sectors due to limited resources and time shortage this should be expanded to different other sectors like private sector. Second, as in this research Transformational Leadership didn't show significant results in public sector but in private sector Leadership is too much that's why if this research will conduct in private sector this might be interesting. As this research is cross sectional but in longitudinal research design study can give much exact and significant results. As research is concerning on more positive outcomes different variables like well-being, health might be taken as an outcome variables of Organizational socialization outcomes.

CHAPTER IV

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CHAPTER VII

Appendix

7.1

SURVEY QUESTIONNAIRE

Dear Respondent,

I am student of MBA Human Resource Management at PIDE Islamabad. The following research is part of my degree program and conducted purely for academic purpose. All the information collected through the questionnaire will be used only for contribution to knowledge and kept confidential. Please fill the questionnaire by either ticking boxes. If you don't know how to answer one question, just go on to the next one.

DEMOGRAPHICS

Name of Organization:

1. Gender? Male Female

2. Your Experience: _____

Please encircle your preferred answer.

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

S. N	Statements	S.D	D	N	A	S.A
	Organizational Socialization Tactics (Jones, 1986)					
	Context aspect of socialization tactics					
1.	I have been extensively involved with other new recruits in common, job related training activities.	1	2	3	4	5
2.	This organization puts all newcomers through the same set of learning experiences.	1	2	3	4	5

3.	I have been through a set of training experiences which are specifically designed to give newcomers a thorough knowledge of job related skills.	1	2	3	4	5
4.	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
Content aspect of socialization tactics						
5.	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
6.	The steps in the career ladder are clearly specified in this organization.	1	2	3	4	5
7.	I can predict my future career path in this organization by observing other people's experiences.	1	2	3	4	5
8.	The way in which my progress through the organization will follow a fixed timetable of events has been clearly communicated to me.	1	2	3	4	5
Social aspect socialization tactics						
9.	Almost all of my colleagues have been supportive of me personally	1	2	3	4	5
10.	My colleagues have gone out of their way to help me adjust to this organization.	1	2	3	4	5
11.	Experienced organizational members see advising or training newcomers as one of their main job responsibilities in this organization.	1	2	3	4	5
12.	I am gaining a clear understanding of my role in this organization from observing my senior colleagues.	1	2	3	4	5
Newcomer adjustment						
Social integration (Morrison, 1993a)						
13.	I feel comfortable around my co-workers.	1	2	3	4	5
14.	The atmosphere in my immediate work group is friendly.	1	2	3	4	5
15.	People in my immediate work group help me find ways to do a better job.	1	2	3	4	5
16.	My co-workers seem to accept me as one of them.	1	2	3	4	5
Task mastery (Morrison, 1993a)						
17.	I am confident about the adequacy of my job skills and abilities.	1	2	3	4	5
18.	I feel competent conducting my job assignments.	1	2	3	4	5
19.	I rarely make mistakes when conducting my job assignments.	1	2	3	4	5
20.	It seems to take me longer than planned to complete my job assignments.	1	2	3	4	5

Role clarity (Rizzo et al. , 1970)						
21.	I feel certain about how much authority I have.	1	2	3	4	5
22.	Clear, planned goals and objectives for my job.	1	2	3	4	5
23.	Expectation is clear about what has to be done	1	2	3	4	5
24.	I know what my responsibilities are.	1	2	3	4	5
25.	I know exactly what is expected of me.	1	2	3	4	5
26.	I know that I have divided my time properly.	1	2	3	4	5
Work engagement						
27.	I feel strong and vigorous in my work.	1	2	3	4	5
28.	At my work I feel bursting with energy.	1	2	3	4	5
29.	I am enthusiastic about my job.	1	2	3	4	5
30.	My work inspires me.	1	2	3	4	5
31.	I' m happily engaged in my work.	1	2	3	4	5
Transformation Leadership						
32.	My supervisor act in behaviors that build my respect.	1	2	3	4	5
33.	My supervisor talk to us his/her most important value or belief.	1	2	3	4	5
34.	My supervisor expresses his/her confidence that we will achieve our goals.	1	2	3	4	5
35.	My supervisor spends time teaching and coaching me.	1	2	3	4	5
36.	My supervisor seeks differing perspective when solving.	1	2	3	4	5