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ROLE OF SOCIAL MEDIA IN FACILITATING ORGANIZATIONAL  
SOCIALIZATION EFFECTIVENESS AMONG NEW HIRES

THESIS

Presented in Partial Fulfillment of the Requirements  
for the Master of Arts Degree in the Graduate School  
of Texas Southern University

By

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2021

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# ROLE OF SOCIAL MEDIA IN FACILITATING ORGANIZATIONAL SOCIALIZATION EFFECTIVENESS AMONG NEW HIRES

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Texas Southern University, 2021

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## **ABSTRACT**

Organizational Socialization is the process of inculcating corporate core values and culture in new hires (Jablin,1982). Notably, and contingent upon an organization's vision and aims, integration communication strategies can either be conventional or unconventional, structured, or unstructured. New hires get familiarized, incorporated, and adapted into an organization via a set of corporate procedures. To ease and ensure quick realignment, institutions craft guidelines, tools, structures, and offer mentorships. The processes and assigned support are made promptly accessible to new hires through the transition from pre-entry to entry and post-entry. The transition period is typically from the first six weeks to twelve months of commencement, while the anticipatory phase primarily precedes resumption at institutions. The focus is to develop expectations about the institution; the encounter phase is the initial six weeks of resumption, and it is intended to make sense of unforeseen situations. The metamorphosis phase is completing the encounter phase by the first year. Above all, the core phase is transitioning from new hires to functional members (Yarbrough and Brown, 2003). This research proposal explores and identifies the role of social media in socializing new hires within an institution.

**Key Words:** New hires, organizational socialization, social media, communication strategies

## CHAPTER 1

### INTRODUCTION

Merriam-Webster (2020) defines social media as computerized interaction channels, such as websites for mutual interaction and microblogging engaged by operators to generate virtual societies. These are avenues for communicating "information, ideas, personal messages" concepts, diverse content, and videos. McCay-Peet & Quan-Haase (2016) explained various terms ascribed to social media. They vary from conventional blogging platforms to "niche" interaction devices. The last decade has witnessed the growth and meshing of social media and daily living, resulting in gross economic, political, and social outcomes. Social media platforms gained global prominence at an unrivaled pace as orthodox media lessened, thus exposing the peculiar makeup of the "social media phenomena."

Flanagin and Waldeck (2004) state that new technology eases and speeds up information flow to many people/groups at a lesser fee than conventional media. Social media enables higher data sharing, handling, and potent inclusion abilities (Beniger, 1996; Fulk & DeSanctis, 1995; Flanagin and Waldeck, 2004). Therefore, more people, via innovative interaction and data tools, participate in the corporate decision-making process (Huber, 1990; Sproull & Kiesler, 1991; Flanagin and Waldeck, 2004), thereby reducing face-to-face interaction restraints (Eveland & Bikson, 1988; Kaye & Byrne, 1986; Flanagin, and Waldeck, 2004), and enhance communication at all levels (Hinds & Kiesler, 1995; Flanagin, and Waldeck, 2004).

Organizational Socialization is the continual process of "training" employees to acquire expertise and compliance with their moral order (Littlejohn, Foss, & Oetzel, 2017). Know-how in forms of knowledge, skills, attitudes, and behaviors vital to function optimally in a new

institution or new role is acquired. These are institutions' expectations regarded as an acceptable mode of conduct from the new entrées. There is a general belief that starting at a new institution (school, employment, association) is reasonable and less stressful. It is debatable, but with change comes readjustments to the new environment, and the process can be demanding. Usually, changing location comes with planning, discomfort, vulnerability, and unease. It makes available landing support essential. Worldwide, people's constant mobility demands a reconstruction of the integration processes to ensure new hires' stability, productivity, and longevity. (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007.; Ślebarska, Soucek, & Moser, 2019).

The New hires' stability and performance depend mainly on access to and compliance with the available support systems. Institutions' support comes in introductory workshops, familiarization tours of the institution, co-member support, and guide documents like a handbook. Noteworthy is the fact that the current global workplace includes Millennials and the tip age of Gen Xers. Studies reveal that Millennials are adventurous, ambitious, bold, tech Savvy, and achievement-oriented; they expect much from their employers. According to the Pew Research Center, they are currently the largest workplace segment.

Moreover, in the next two years, they will be 50% (half) of the U.S. workforce. Come 2025; Millennials will make up 75% of the international workforce, overshadowing generation X and baby boomers. (Schawbel, 2013). Given this, H.R. executives must be well prepared to tackle recruitment, training, retention, and attracting young workforces. (Twenge, 2010.; Omilion-Hodges, & Sugg, 2019).

Orthodox new hire socialization has undergone diverse evaluations, from "formal and informal face-to-face" dealings between new and existing employees and conventional document

like "training manuals and memos" ( Allen & Meyer, 1990; Fedor et al., 1997; Jablin, 1987, 2001; Lee et al., 1992; Meyer & Allen, 1988; Miller, 1996; Miller & Jablin, 1991; Flanagin, and Waldeck, 2004). Still, innovative interaction and data tools have immensely affected information gathering and dispersal processes, participants' interactions, and corporate external interaction endeavors. Jablin (2001) emphasizes the significance of the innovations regarding corporate Socialization, stating, "it seems apparent that changes in communication technology . . . need greater consideration in future research" (p. 745). Additionally, professions give more attention to a career than corporate identification (Cheney, Christensen, Zorn, & Ganesh, 2003; Russo, 1998; Flanagin, and Waldeck, 2004). The concept of organizational Socialization is undergoing transition.

Hence, this research purpose is to evaluate social media's role in shaping and creating effective interaction channels alongside probing conventional systems and protocols of traditional organizational Socialization. The aim is to probe new hires and corporate entities' social media usage during Socialization. This proposal assesses the role of social media in facilitating organization socialization effectiveness among new hires. The discourse examines various data to garner "insight into the qualities of communication, . . .social interactions, and the like" (Leeman, & Novak, 2018) that aid new hires' Socialization in an organization. The essence of this study is to evaluate the existing and new corporate integration processes, systems, and structures.

Furthermore, the proposal will examine social media's role (internal and external) in organizational Socialization to include how new hires make-sense and "learn the ropes" of corporate engagement utilizing social media. The research probes how do job seekers, employers, and new hires use social media for corporate integration? How do new hires make-

sense and "learn the ropes" of the corporate engagement? Furthermore, how does social media ensure new hires' corporate familiarization?

The need for this research is situated in requests for new hires socialization inquiry by various scholars like Allen (1995) in the article "Diversity" and Organizational Communication. She stated that "The application of approaches that recognize diversity is likely to promote the re-assessment of traditional perspectives on organizational communication. For example, existing research and my own experiences imply a need to study organizational Socialization or assimilation, the process by which newcomers "learn the ropes" of their jobs ( Jablin, 1987; Van Maanen & Schein, 1979; Allen, 1995, p.149)

Also, this research agrees with Paul's (2018) assertion that "Social media are computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks." The emergence and advancement of social media are unprecedented, with notable pros and cons. Diverse corporations and individuals are advancing with social media while others struggle to adapt and keep up. Social media has recrafted life and communication on all levels translating into a depository of Corporate and personal information. Current learnings reveal Social Media is quite influential in "recruitment, hiring, onboarding promotion and litigation strategies of a company" (Paul, 2018).

According to Paul (2018), a Statista study reveals that by 2020, Social Media global users will reach 2.95 billion. China accounts for 650 million users and "approximately a third of a million from India." North America is ranked to have the Social Media highest penetration rate because about sixty percent of the population owns a minimum of one social account. Also, by 2016, 78% of the U.S.A. populace maintained one "social networking profile." Facebook trailed

by WhatsApp, Instagram, Pinterest and Twitter are the preferred social interacting platforms, based on a large amount of "user accounts and effective user engagement metrics" Notably, Facebook crossed the 1 billion monthly active user mark and clocked 1.94 billion global users as of 2017 first quarter (Paul, 2018). Thereby this offers appropriate grounds to probe social media usage for organizational Socialization of new hires.

### **Context**

Organizations become a reality when people team up to accomplish explicit purposes. Organizational communication as a discipline assesses the makeup of the partnerships of which structures are the command trail in the intricate systems and infers a dominant clique's authority over the affiliates. Organizations differ based on their purpose, norms, and culture. According to Weick ( 2017), organizing involves daily work routines, relationships, and the ability to understand tasks. It is the ability to coordinate work relations and comprehend systems and structures to lessen uncertainty and anxieties. Weick ( 2017) classifies "uncertainty, complication, ambiguity, and lack of predictability as "equivocality." Weick stipulates that all information is equivocal, and "organizing activities" is designed to reduce uncertainty. (Littlejohn, Foss, & Oetzel, 2017). The author explains equivocality as progression levels with three parts: enactment, selection, and retention. The movement through the different parts is flexible, depending on the issue at hand.

Organizational involvement is an essential aspect of contemporary existence. People join one establishment or another to develop a collaborative relationship, spirituality, charitable participation, and livelihood. Once persons commence work in an establishment, they undergo various types of "training or orientation," which introduces new hires to the corporation. Organizational Socialization is how new hires ascertain how to achieve assigned responsibilities,

are presented to existing members, and garner enhanced insight regarding corporate procedures and standards. Companies socialize new hires to augment new hires' efficiency and uphold corporate culture and processes. Corporate anticipated fallout of Socialization is new hires' integration. Hence, corporations acquaint new hires with company routine and norms to facilitate interactions between new hires and existing employees while crafting new hires to acclimatize and conform with corporate goals and interests (Myers, 2009).

The transition of national firms to multinational corporations has restructured the international workplace into a blend of experts, cultures, and interaction patterns. Besides, economic globalization, global migration, state-of-the-art communication, and transportation technologies continually reconstruct the workplace. This restructuring offers opportunities to be explored and attendant challenges to resolve. The world is now a single marketplace to exchange information, garner knowledge, trade, and make a living. Universally, workplace tension management escalates due to the proliferation of the workforce by graduates across the globe. Corporations searching for cheaper labor, lenient business policies, and production cost also migrate to developing economies to generate wealth.

So, there is a convergence of cultures, values, and norms as the establishments and workforce expand. Organizations have corporate operational culture, core values, and norms. The employees come to the organization with their traditional culture, values, and rules. Therefore, managements devise strategies for a conducive environment to secure employees' loyalty to corporate goals and help employees make sense of the business (Sorrells & Sekimoto, 2016). Cultural diversity, misunderstanding, and conflicts become pronounced, creating the need for competence in intercultural communication to manage organizational communication. At the entry point, new hires tend to believe available information is accurate. Misunderstandings are

inevitable due to conflict in values, lack of information, strategic misinterpretation. New members experience uncertainty and ambiguity in diverse circumstances such as formal job duties, formal and informal role requirements, status differences, and countless cultural constructs (Modaff, Butler, and DeWine, 2012). Furthermore, various technologies impact the organizational socialization process.

## CHAPTER 2

### LITERATURE REVIEW

#### **Defining Social Media**

Scholars posit that social media is still emerging and advancing; hence labeling it is still active and contextual (Ellison and Boyd, 2013, Papacharissi, 2015). Papacharissi, 2015 claims that "Our understanding of social media is temporary, spatially, and technologically sensitive – informed, but not restricted by the definitions, practices, and materiality of a single period or locale. How we have defined social media in societies has changed and will continue to change." Intricacies of defining social media relate to conventional media differences (Hogan and Quan-Haase, 2010). In comparison to established media, Bruns (2015) emphasizes its distinctiveness: "All media are social, but their sociality fundamentally defines only a particular subset of all media, and thus distinguished, for example, from the mainstream media of print, radio, and television."

McCay-Peet and Quan-Haase (2016) portray varied social media definitions reflecting that Social media is internet-based, and the users generate the content. (Gruzd, Staves, and Wilk, 2012; Kaplan and Haenlein, 2010; Xiang and Gretzel 2010). They also noted that social media enables persons, groups, and institutions to interrelate, thereby offering them a service that facilitates conversations, collaborations, content creation, adaptation, and sharing. They sum up social media as "Web-based services that allow individuals, communities, and organizations to collaborate, connect, interact, and build community by enabling them to create, co-create, modifies, share, and engage with user-generated content that is easily accessible."

As social media emerged and evolved, Facebook led the pack and drew several scholarly works because it became the first platform to acquire a substantial, loyal user base. On the other

hand, Twitter transformed information dispersion as it became influential, impacting public dialogue and reportages. Arora (2012) classifies social media into five cultural scopes to ascertain borders amongst social media spaces via a metaphor-based typology: 1. utilitarian-driven, 2. aesthetic-driven, 3. context-driven, 4. play-driven, and 5. value-driven. Social media is mainly classified based on technology types for marketing and research purposes. For instance, Grahl (2013) pinpointed six varieties of social media functions: 1. social networking, 2. bookmarking, 3. social news, 4. media sharing, 5. microblogging, and 6. blogs and forums. Corroborating Grahl's (2013) analysis, Nicholas and Rowlands (2011) further ascertained three social media uses appropriate to academics and experts, 1. collaborative authoring, 2. conferencing, and 3. scheduling and meeting tools.

McCay-Peet and Quan-Haase, (2016) noted the significance and called for social media research focused on the viewpoint of "workplaces, schools, and universities." The belief is that corporate institutions must understand social media to facilitate and generate applicable guidelines to aid and regulate social media usage. They further suggest that social media scholarly research endeavors broaden the academic base drawing scholars from various fields to add value to the social media research depository. McCay-Peet and Quan-Haase, (2016) emphasized "its potential as a recruitment platform, its reach into a particular demographic, and the behaviors, attitudes, and perceptions that are readily observable and extractable via social media."

Extensive research has probed issues concerning the evolution of diverse "platforms," users' engagement mode, and societal inferences (McCay-Peet, and Quan-Haase, 2016). Exploring social media's role in organizational Socialization will enhance intellectual vaults with innovative information. They also advance that social context and engagement traits assessment

is a relevant aspect of social media inquiries. The expectations are for social media research as an extension of everyday life, a channel to augment societal trends, and a facilitator of social experiences to understand superior sequels of social media in community and connection points.

McCay-Peet and Quan-Haase (2016) acknowledge six essentials of social media engagement available to varied fields, hypothetical, and procedural standpoints and traditions: (1) presentation of self, (2) action and participation, (3) uses and gratifications, (4) positive experiences, (5) usage and activity counts, (6) social context, (7) and platform characteristics."

#### Organizational Socialization

Maanen and Schein (1979) define Organizational Socialization as the "process by which an individual acquires the social knowledge and skills necessary to assume an organizational role." Bullis (1993) posits Socialization is a "process through which newcomers become organizational members." Socialization processes are crucial to "newcomer acculturation, employee attitudes, and behaviors and the shaping of newcomers' identities" (Modaff, Butler, and DeWine, 2012).

Numerous intellectuals have examined the nature and effect of the modern universal workforce and workplace. Various assumptions, discoveries, and adaptations have emerged to fuel the global workplace's reordering. Thus, innovative introduction and settlement into the current global workplace will play a major decision-making factor in the Socialization of new hires irrespective of race, gender, or age. Identification with the corporate mission will determine employee longevity.

An example of the global workspace is depicted in the literature provided by Ammatuna and Cheng (2016), who vividly illustrate the effect of neoliberal projects on Mexicans through the Maquiladora workers' case study. The investigation reveals that historical context, intergroup

dynamics, culture, and values are major perception determinants of the worker and American employers' working relationship and task expectation. In this setting, the Mexicans had to readjust from traditional norms and adapt to the American values to gain approval and promotion. Overall, three major themes emerged, indicating the nature of the relationship. First is the conscious assimilation of Mexican workers. Second, future orientation. Third, identity struggles. The workers had to give up their culture, concept, and the value of time, sacrifice quality family time to serve the bosses' profit-making agendas. Further, workers constantly renegotiate identities to be active and advance career-wise.

It shows how individualism versus collectivism, and low vs. high power distance, cause confusion and uncertainty in the workplace. It illustrates individualized Socialization. The firms expected employees to make sense of the business operations based on corporate agenda and readjust their lifestyle, norms, and communication style as deemed fit. Social exchange theory is also prevalent in this scenario as the employees sought greater economic power (Sorrells & Sekimoto, 2016).

Stringer and Reynolds (2016) portray the effects of globalization on the workplace from the lens of intercultural communication. Drawing from their work experiences, they presented narratives of diverse workplace circumstances resolved using intercultural competence. Stringer and Reynolds noted the critical role of historical context, intergroup dynamics, and communicative practices in creating workplace conflicts (Stringer, & Reynolds, 2016, p.167). Vividly describing the team conflict in "The Mississippi Experience: Black and White Conflict," they explain how intercultural competence and dialogue resolved the differences. Approaching disputes from intercultural viewpoints gives people the avenue to discuss topical issues based on personal understanding and create a dialogue platform (Stringer, & Reynolds, 2016, p. 178). In

the second illustration, the detection of the Korean women's inability (new hires) to quickly understand the training session necessitated a change in the methods to ensure effectiveness. Stringer and Reynolds also identified a classic difference in virtual communication. The individuals' openness, dialogue, and adjustments resolved uncomfortable perceptions, lessened uncertainty, and created effective working relationships.

Overall, intercultural enlightenment generates understanding, enabling people to re-evaluate their perception of others. People can now probe further to clarify other beliefs creating productive relationships. In the three situations, Stringer and Reynolds recommend improvement of group/personal effectiveness as soon as participants comprehend differences in values and power relations perception (Stringer and Reynolds, 2016). Theories of organizing and uncertainty reduction played vital roles in resolving frictions in these workforce interactions, integration, and exchanges. Prior learnings during organizational Socialization would have prevented or lessened the discord.

As more people of color advance into and in the global workspace, it is pertinent to harness diversity in the workplace via organizational Socialization at the entry point to ensure significant productivity and equality. Allen (1995), in the "Diversity and Organizational Communication" article, postulates the dynamics responsible for the upsurge, which results in a need for communication research to generate the effective integration of the trending diverse workforce. She purports probing the realities of workplace diversity will initiate unbiased theories that transcend the Eurocentric standpoint( Hecht, Collier, & Ribeau, 1993). Focusing on the impact of race-ethnicity in communication styles and performances, Allen theorizes that racial biases are still prevalent in various corporate firms' units and impair organizational communication. Allen ( 1995, p. 149) calls for the study of organizational Socialization or

assimilation, the process by which new hires "learn the ropes" of their job (Jablin, 1987; Van Maanen & Schein, 1979).

Intercultural exchanges are inevitably the bedrock of integration encounters in the current diversified global workplace. The recurring power peculiarities restrict access to social networks, hamper progress. The lack of mentors and sponsors for people of color bedevils corporate Socialization for new hires. Conventional organizations focus on indoctrinating new hires than integrating them. The prevalent stereotyping of people of color set unrealistic expectations. The organizations expected them to discard native cultures and values and readily resolve diversity issues. The companies also expect people of color to provide minority viewpoints and make sense of their new job even though they consider them incompetent to perform assigned tasks ( Allen.,1995).

Researching corporate Socialization for new hires via identification and alienation will garner better comprehension of the current diverse workplace and enhance effective communication and productivity. If well-schooled, new hires will adjust quickly, and performance will be strategic and practical - engaging institutionalized Socialization. Moreover, applying uncertainty reduction theory will effectively introduce and settle new hires in the global workplace.

Ferraris, Carveth, & Parrish-Sprowl, (1993) evaluated Interface Precision Benchwork (I.P.B.), emphasizing shared reality created by organizational identification. I.P.B. commenced operations as a government-supported vocation training center with a unique mission: To create a conducive-supported employment worksite. The researchers created a system that employed "target workers" to work side by side "alternate workers." I.P.B. transitioned quickly into a free, profit, employee-owned electronics manufacturing business.

Profit soared from \$10,000 to \$750,000 in one year. The success was due to employees' dedication to the corporate mission, while the intense identification resulted from conversations generated by the organization. The study reveals that the identification stems from a step-by-step acclimatization process to corporate objectives. Constant reiteration of the mission kept the vision in focus for all during all transformation phases. In the wake of this unique achievement, executives realized that initiating changes in the workforce alienated existing uncertainty and conflicts among employees. On the other hand, acknowledging and accommodating diversity enhanced I.P.B.s' productivity and profits (Ferraris, Carveth, & Parrish-Sprowl, 1993).

I.P.B.'s success typifies institutionalized Socialization. New hires were well-schooled in the corporate mission. Uncertainty reduction theory was engaged because continuous conversations empowered the employees to identify with the vision and be productive. Social identity theory is evident because all business players were proud of the venture and its accomplishments. Identification is when people align themselves with specific codes as required for a specific service or task, or operation. Compliance signifies loyalty and, in effect, identification with the Company's goals. Non-compliance portrays disloyalty and, in effect, alienation (German, 2009).

Stephens & Dailey (2012), in "Situating Organizational Identification in Newcomers: Impact of Pre-entry Organization Exposure," evaluated the diverse organizational socialization processes. They examined the effect of prior exposure to the organization on employee identification and noted that every organization presents the new employee with an orientation to align them to corporate goals and expectations. Also, every contact influences the new hires' perception of the organization. They referred to further investigations of "the links between membership negotiation, organizational identification, and new hire socialization activities."

Pearce (2005) explains that Coordinated Management of Meaning (C.M.M.) commenced as an Interpretive theory that focused on interpersonal interactions. It advanced to a critical edge that is workable in diverse communication settings. Moreover, it transitioned into a practical theory that cooperates with experts to enhance interaction styles that it defines and critiques. C.M.M., as interpretative, examines "what are people doing when they communicate the way they do?" and "why did they do that ?" It is performative and has personality traits. C.M.M., as a critical edge, investigates "what are they making together?" As individuals interact, respective types of identities, episodes, relationships, and cultures emerge via the convergence of diverse communication patterns.

C.M.M.'s aim as a practical concept is to collaborate with diverse people on the one hand and to articulate the understanding and expertise required to act appropriately on the other. The researcher showcased the application of C.M.M. in two scenarios tagged: A meeting between Central and North America and Two Moralities of Terrorism. He dissects the illustrations using C.M.M. models of Hierarchy, Serpentine, Daisy, and LUUUTT, showing a comparison of concepts and models to analyze the encounters. Emphasis is made, too, of self and counterparts' culture, values, histories, interaction patterns, and upfront decisions to be flexible and readjust given the need to respond to resolutions and outcomes. C.M.M. is relevant in current global history and terrorism, relationships, and workplace interactions

## **CHAPTER 3**

### **METHODOLOGY**

The qualitative research method will be used and is encapsulated in the theory of symbolic interactionism. The symbolic interaction perspective, also called symbolic interactionism, is a robust framework of the sociological theory. This perspective relies on the symbolic meaning that people develop in and build upon the process of social interaction. The symbolic theory makes the assertion that individuals act according to their interpretation of the meaning(s) of their world. Hence, people are constantly in the process of interpreting and making definition(s) as they move through situations with which they are more or less familiar. In other words, people are constantly responding to the intricacies of the work environment.

Primary sources include individuals and personnel of organizations with direct contact or knowledge about the topic under consideration. Meanwhile, secondary sources will include written materials, periodicals in library holdings, and websites. These resources will be used as an invaluable literature review, content analysis, and interpretation of material reflected in the thesis.

Within the context of the framework, the research will address the following

1. To determine how social organizations have used social media to integrate new hires.
2. To show how new hires have used social media to become integrated into the work environment.
3. To discuss measures taken by organizations to correct organizational integration measures as it relates to new hires.
4. To analyze successes enjoyed by new hires in utilizing social media to become integrated into their respective work environment.

## CHAPTER 4

### RESEARCH FINDINGS AND DISCUSSION

Jablin (2001) defined assimilation as "the process by which an individual becomes integrated into the culture of an organization." Assimilation involves "two dynamic, interrelated processes: 1 - planned as well as unintentional efforts by the organization to "socialize" employees, and 2 – the attempts of organizational members to "individualize" or change their roles and work environments to satisfy their values, attitudes better, and needs (Jablin, 2001; Modaff, Butler, and DeWine., 2012).

The research findings align with Jablin's (2001), Bullis, and Stout's (2000) inferences that both the new hire and organization entertain reservations about the other and, therefore, seek information and give information to understand the other better and generate appropriate responses (Modaff, Butler, and DeWine., 2012).

Typically, new hires experience uncertainties facing situations that exhibit ambiguities like task responsibilities, official and unofficial role prerequisites, status differences, and countless cultural constructs. Given these concerns, both organizations and new hires focus on resolving unsettling concerns (Jablin, 2001; Modaff, Butler, and DeWine., 2012). Modaff, Butler, and DeWine (2012) state that new hires develop expectations regarding specific occupations during the anticipatory phase of Socialization and becoming members of specific organizations. They identified two forms of anticipatory Socialization: 1) Vocational anticipatory socialization, which entails information garnered all through "childhood and adolescence" from diverse sources comprising family, peers and friends, educational institutions, media, and part-time employment (Jablin 1987, 2001; Vangelisti, 1988; Modaff, Butler, and DeWine., 2012). These

kinds of information have an impact on career preference, corporate conduct expectancies, as well as interactions.

Furthermore, 2) Organizational anticipatory socialization consists of information deliberately or inadvertently amassed as the "job seeker" relates to the prospective employing organization. Such information helps "socialize" the job seeker before engagement and are available via diverse channels, like organizational literature (such as official vacancy postings, annual reports, company brochures) and interactive communications, like job interviews, company visits, and exchanges with incumbents (Jablin, 2001; Modaff, Butler, and DeWine., 2012). With the pandemic initiated new standard, plus emerging social media, all organizational socialization phases can be completed online.

New hires seek information by visiting company websites, social media platforms such as LinkedIn, Facebook, Twitter, and other available sources to gather necessary information. First, in applying for the job, they surf potential employers' websites to align resume with vital requirements and competitively present same to the Company's hiring manager. New hires get acquainted with the Company's vision, mission, culture, and goals to be well prepared for job interviews, enhance conversation predictability and preemptively decide if the Company is a good fit for personal values, career goals, and expected opportunities (short and long term). New hires eventually use discovered information in decision-making to accept the company job offer and take up the role or not. Thus, every action responds to a gesture apparent or obscure throughout the process and phases based on individual interpretation and stance.

Likewise, organizations conduct online searches on applicants selected before the job interview to enhance knowledge and form a perception of the individual before scheduling an interview and subsequent face-to-face meetings. The Company also uses this tactic to discover

any anomaly, mainly conduct and traits at variance for corporate purposes. Moreover, the interview confirms if the individual is an appropriate fit for the organization based on hiring managers' interpretation of potential employees' online presence.

A notable example is Kramer, Lee, & Guo's (2019) examination of social media usage among Chinese and American workers via interviews because both are the leading global economies (The World Bank, 2016). Though they differ ethnically and politically (Hofstede, 2001), both nations enjoy access to comparable social media - Facebook and Twitter in America, and Q.Q. and WeChat in China. Additionally, corporate-specific ESM. Interviewing staff in these settings enabled the research to offer beneficial acumens into staff's current social media engagement to collect information and offer information while dealing with and lessening uncertainty in assigned corporate roles.

At this initial stage, the information required entails company information to new hires and mainly focused on the job description, values, culture. Organizational values, supportive or non-supportive settings directly impact new hires' capacity to understand the job and its significance. Generally, a teamwork setting encourages collaboration while individual work settings generate unhealthy competition and rivalry. Misunderstandings are inevitable due to incomplete information, distorted information, and substitute information (Modaff, Butler, and DeWine, 2012). Thereby new hires seek clarifications, and employers seek to ensure appropriate productivity efficiently.

Kramer, Lee, & Guo (2019) also noted that the phase concept offers a constructive outline for evaluating workers' experiences (Kramer & Miller, 2014). People undergo acute and excessive uncertainty throughout the anticipatory and encounter stages. Upon resumption of a

new assignment, new hires seek information to deal with personal uncertainty in four comprehensive spheres:

1. The assigned functions to be accomplished and corporate appraisal.
2. Relations with managers, colleagues, and other executive associates.
3. The corporate history, standards, and culture.
4. The corporate power intricacies (Kramer & Sias, 2014).

Kramer, Lee, & Guo (2019) assessed workers' usage of new devices involving in-house and external social media to ease personal uncertainty in the course of "anticipatory and encounter" stages of the integration procedure in two distinct ethnic settings. They appraised how the staff utilized innovative gadgets to tackle individual "information-seeking, information-giving, and impression management" (image presentation/self-presentation) interests by interviewing the Chinese and American workers. Though the ethnic settings varied, the outcome was remarkably alike. Alongside lessening work, relations, and corporate standards uncertainty, Chinese and American workers, in the bid to portray a confident posture and suitable career-private life poise, engaged innovative technology with significant normalcy.

Overall, Kramer, Lee, & Guo (2019) ascertained that new hires during anticipatory and encounter stages of corporate integration acquire information via diverse contemporary communication platforms. Before interviews, new hires confirm the corporate website as a valuable channel of detailed company information that prepares new hires for the cross-examinations and facilitates the decision to join the Company based on the perceived image. The study revealed that new hires knew the corporate website information is usually skewed in favor of the organization and does not project corporate actualities. In the meantime, especially in the

U.S., corporate-sponsored social media sites, such as Twitter, that highlighted corporate attainment aid applicants to make prompt decisions when the information lessens uncertainty.

For some applicants, the mix of images and text content on sites, as in Facebook, reduces uncertainty, prepares, and reassures applicants of positive expectations. Social media corporate pages also publish favorable company narratives designed to project the desired perception. New hires secure information via internal information communication technologies that provide instant messaging and ESM to aid task completion, enlist invaluable activities, and lessen the uncertainty on roles' assumption. New hire information also reveals and reflects on the same patterns, like information gathering before resumption. Simultaneously, the new hires restrict information disclosure to job-related data, data essential to face-face dialogue, and accurate private information to individual social sites.

Gibson and Papa (2000) probe into communication during assimilation amidst blue-collar workers at "Industry International." The researchers reveal dedicated work ethics, job satisfaction, performance, and staff retention. Over two-thirds of workers had family, friends, and neighbors as co-workers. These influenced new hires' assimilation, crafting their opinions regarding the Company and their loyalty to it. In the current global workspace, job seekers are encouraged and expected to carefully research the potential employer to seek answers to pertinent queries concerning workplace opportunities and settings. Does the company function as a global entity? What makes the Company a great place to work? Can the job seeker become enthralled by the Company's products or services? What value can the job seeker add to the Company? (Modaff, Butler, and DeWine., 2012).

Also, the study ascertained that persons and corporations are "active agents." Organizational Socialization is a two-way process whereby the new hires and Company

continuously impact one another (Modaff, Butler, and DeWine., 2012). New hires and Organizations are fully involved in the socialization process, acting and reacting to diverse settings and symbols and meanings. The entry phase ( encounter stage) happens as soon as "the newcomer confronts the reality of his or her organizational role" (Jablin, 1987). Though the new hire becomes an official member of the organization, there is the necessity to transition into the "insider" status, which entails proper corporate Socialization and the opportunity to personalize task prerequisites.

In the entry phase, Jablin (2001) specified that new hires and organizations share fitting information via diverse channels: official induction programs, socialization tactics, training schedules, official mentoring, unofficial mentoring, and much more. Waldeck, Seibold, and Flanagin (2004) refer to conventional sources of information. The authors advance the view that new hires must acquire skills to operate and effectively use evolving media sources -emails, Web pages, voice mail, instant messages, video conferencing, and cell phones. These sources, termed Advanced Communication and Information Technologies (ACITs), are innovative technologies that ease operations in the global workplace.

The entry phase, irrespective of the channel used, is typified by information-seeking and sharing by both organizations and new hires that entails active efforts to affect each other. Information-seeking and giving lessen uncertainties and ambiguities both ways. So, Miller and Jablin (1991) recognized seven conventional strategies for seeking information. Overt questioning is forthrightly requesting information, while indirect questioning is obtaining information via someone's responses to suggestions and non-interrogative dialogue. Third-party questioning is requesting information from someone aside from the prime source of information. Meanwhile, testing entails rule-breaking to create an avenue to observe the target person's

reaction to information. Disguising conversations engage jokes and self-disclosure to ease information from a source without being obvious. Observance occurs by viewing someone's deed to replicate that conduct. Surveillance is reasoning with hindsight on dialogues and actions to ascertain required information (Modaff, Butler, and DeWine., 2012).

According to Miller (1996), using any of the seven strategies depends on the level of uncertainty and social cost. Moreover, the source of information and type of information required determines the strategy adopted for information-seeking purposes (Modaff, Butler, and DeWine, 2012). Miller suggests that new hires are prone to engaging overt and observation strategy frequently, third-party and indirect strategy fewer times, and testing approach occasionally.

Miller and Jablin (1991) conclude that new hires engage one or more of the seven tactics in dealing with workplace uncertainty, varying from "active" (tacit probing, soliciting answers from colleagues) to "passive" (watching and searching) and from obvious inquiry to obscured probes (concealing dialogue and scanning). In recent times, innovative technologies have been made available for new hires in diverse and contemporary avenues to secure appropriate information. Such opportunities comprise corporate websites, enterprise social media (ESM or in-house corporate media), popular social media (such as Facebook, Twitter), and Web 2.0 websites that permit persons to publish corporate information such as Glassdoor.com, Indeed.com (Kramer, Lee, & Guo, 2019).

Cheney (1983) defined identification as "an active process by which individuals link themselves to elements in the social scene." The elements can involve persons (such as co-workers, managers, assistants), policies, products, services, clientele, or standards. Organizational identification entails a persons' sense of membership in, and connection with, an organization. Pepper and Larson (2006) explained disidentification as "a purposely chosen,

negotiated response by organizational members facing significant change and upheaval in their actual work lives." Gossett (2002) states that organizational identification is flexible, fluctuating, and closely connected to the communication process (Jablin, 2001; Modaff, Butler, and DeWine, 2012).

The entry phase's essence is to interpret, understand, and appropriately align-self to organizational values, standards, and policies as prescribed. In line with symbiotic interactionism, the new hire adequately reacts to the Company's various gestures articulated on the corporate website and social media platforms, and the Company does the same. Every action and reaction is interrelated as an expression of personal or organizational interpretation. The information gathered online is intended to understand each other, construct meanings, lead to effective decisions, and generate or delineate a future relationship. This reality is attested to by scholars' and associates' experiences as well.

Furthermore, Socialization takes time and transpires in phases like any relationship - organizational socialization graduates from the periphery to more intimate knowledge and better comprehension and alignment. Hence anticipatory, encounter, and metamorphosis phases of Socialization (Jablin, 2001; Modaff, Butler, and DeWine, 2012). Shpeer & Howe (2020) states that Organizational Socialization is the procedure of commencing, acclimatizing to, and leaving establishments (Kramer, 2010). New hires acquire established and required Corporate standards. Adhering to these standards enhances new hires' effective incorporation (Chui, Liu, & Mak, 2016).

Metamorphosis is the concluding stage when new hires transition to a company insider. During this phase, symbolic interactionism is more prevalent and evident. New hires learn the ropes, growth is inevitable, seek and measure acceptance achieved, plus the increased role of

responsibility initiated by performance; becoming a true insider is now a reality. They start to adapt to the organization's culture, structure, and ethics (consciously and unconsciously) as expected. Simultaneously, the new hires try to establish their identification (values, ethics, principles) within the organization, map out their domain via tactical contribution and influence, and, if necessary, effect organizational changes.

A good instance is a new hire coming from an excellently rated organization with valuable personal ethics to a new start-up focused on potential growth amid possible opportunities of aiding fresh start-up in attaining corporate set goals and achievement. Conflicts usually occur at this time due to existing employees' resistance to new hires perceived as teaching them how to do what they have been doing before arrival. Resolving such friction is part of the metamorphosis process (Modaff, Butler, and DeWine., 2012).

Gonzalez, Leidner, and Koch's (2015) probe, aptly depict "The Influence of Social Media on Organizational Socialization" Their focus was on evaluating the impact of internal social media devices/tools on new hires' adequate Socialization. They state that social media use aided and eased new hires' experiences, specifically in "social acceptance, role clarity, self-efficacy," and corporate culture knowledge. Internal social media proffered socialization opportunities and limitations. Meanwhile, social media usage triggered diverse reactions such as connections, transparent interactions, information sharing, and strain.

New hires also experience ethical dilemmas. Though these are personal and distinctive issues, decisions are affected by workplace structures (Modaff, Butler, and DeWine, 2012). According to White and Lam (2000), new hires encounter workplace ethical dilemmas if, 1) organizations do not provide the means to prevent unethical behavior, (2) individuals have

personal motivation to be benefited from behaving unethically, and (3) job positions provide the opportunity to engage in unethical practices (Modaff, Butler, and DeWine, 2012).

Overall, when Corporate entities engage social media for recruitment and selection, the possible value involves enhanced sourcing of prime applicants, engagement of top-quality intrants, and better time and cost-efficacy. The possible concerns include engagement inequity (such as finding private info on platforms like Facebook and utilizing it to effect engagement decisions). Inconsistencies in candidate's social media usage are prevalent as some are more visible than others, especially ages and races that are not well represented. The study also ascertained that social media's corporate engagement for Socialization generates and fosters better identification and loyalty from the new hires. Thereby enhancing staff retention, work fulfillment, and performance. Also, enlisting social media for corporate career training and advancement lowers costs and ensures better training success. Furthermore, provide an avenue for continual skills enrichment and "self-directed" learning. Corporate knowledge sharing is prompt and cheap—stress-free knowledge imparting from experts to the new hires. While the down-side of engaging social media include swift publicity of unpleasant information by angry employee, that can influence new hire. Social media generated corporate "cliques," uneven access and usage, and information overload (Polyhart, 2011).

## CHAPTER 5

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Usually, Socialization commences from the first contact before entry and progresses upon role resumption and complete immersion in an organization. Each phase demands interactions, which happens to engage both conventional and emerging unconventional media. Both organizations and new hires lessen uncertainties and ambiguities by seeking and giving information as required. Organizations and new hires are active agents in the anticipatory, encounter, and metamorphosis phases of organizational Socialization. Moreover, throughout the three socialization phases, workplace relationship is initiated, fostered, broadened, and adapted to attain organizational goals. For new hires, attainment, job performance satisfaction, and retainment become essential. Symbolic interactionism occurs in all phases as all actions and symbols generate a sequential response as required. Nothing happens in isolation. Thus, interpretations and meanings are generated based on available information.

This study responds to Allen's (1995) invitation "to study organizational Socialization or assimilation, the process by which newcomers "learn the ropes" of their jobs (Jablin, 1987, Van Maanen & Schein, 1979, Allen, 1995). Also, the study agrees with Paul (2018) that the emergence and advancement of social medial are unprecedented, with notable pros and cons. Diverse corporations and individuals are advancing with social media, while others struggle to adapt and keep up. Social media has recrafted life and communication on all levels translating into a depository of corporate and personal information. Current leanings reveal social media is quite influential in "recruitment, hiring, onboarding, promotion, and litigation strategies of a company" (Paul, 2018).

Furthermore, this study identifies with Thomas and Akdere's (2013) explanation of executives' general perception that workers engage social media entirely for unproductive, non-work-related endeavors. The consequences of the social media usage context for work instead of personal use cannot be ignored. Typically, employees choose to engage social media platforms like Facebook for personal affairs and LinkedIn for professional endeavors. To avoid the mix-up, Thomas and Akdere (2013) propose the phrase "collaborative media" to define social media channels utilized for beneficial work-related activities and tasks, mainly within the workplace learning setting. Principally to accurately illustrate the usage purpose of the selected social media platforms. Moreover, gain the understanding and support of the business leaders and managers to contemplate social media tools to advance informal learning among organizational members. Aside from enabling social communication for many people, it depicts Social media as collaborative media.

The impact of social media in the workplace is an on-going discussion ascertained by this research. Langer and Leahy (2014), via a study to clarify social media's effect on organizational internal (and external) communications and its consumers and publics affected semi-structured interviews with corporate executives. They discovered that social media impacts internal organizational communications by enhancing corporate relations outside of the workplace. Also, social media heightened organizations' communications with their audience via enriched interactive dialogue.

According to Cai, Liu, Zhao, & Li (2020), new hires utilize social media to comprehend the organization and fast-track the socialization process. Studies reveal that social media usage on new hires' integration outcomes depends on workers' motivation. Cai, Liu, Zhao, & Li (2020) appraised the possible regulating impact of "utilitarian" motivation. The worker's view that

utilizing social media for the assigned task is beneficial and effectual on the relations between the social media usage extent and new hires' Socialization. The research finding revealed that the extent of social media usage A) impact performance adeptness positively. B) Enhance interpersonal relationships C) Interpersonal relationships enriches performance expertise.

Thus, Cai, Liu, Zhao, & Li (2020) advance that organizations should A) note that social media usage rate can augment new hires Socialization. B) advocate new hires and existing staff of all levels to engage social media for interactive dialogue that enhances professional expertise and development. C) provide guidelines for effective and appropriate social media engagement for professional information that enhance the job. Build a professional community to generate motivation for social media usage for work benefits.

Cilliers (2013) posits that though social media is a dynamic tool that is reshaping organizational communications. Its usage by businesses and employees entails benefits and causes for concern if not well managed. Cilliers (2013) advanced that the executive approval to engage social media in the workplace with the younger generations is a deciding factor when accepting a job offer. He reveals the findings of a survey affected with about 1,400 students in college "more than half of college students (56%) indicated that if [they] encountered a company that banned access to social media, they would either not accept a job from it or would accept the job and find a way to circumvent corporate policy" (Cilliers, 2013; Cisco, 2011). Additionally, a survey shows that 39% of young professionals have "Considered the unrestricted use of mobile devices and Social Media at work when deciding to accept or reject a job offer" (Cilliers, 2013). This perspective indicates the need for organizations to be proactive and recognize social media usage in the workplace and regulate it by generating applicable policy before unacceptable situations erupt.

Regarding anticipatory Socialization, Cilliers (2013) opined that job seekers might not expect the possible employer to effect online background checks via social media, but employers do. He points out that no rules or guidelines permit, curb or control, or regulate or check such searches in the hiring process. Hence, generating uncertainty for employers and new hires comparable to uncertainty concerning employee online information disclosures concerning organization and engagement circumstances.

Cilliers (2013) concludes that "Social Media is about sociology and not technology." Social Media can be engaged for influential and potent publicity and selling devices. Persons inherently value communication, and social media facilitates easy and convenient communication, especially in this pandemic era. Inaptly, Social Media easy access to employees and unregulated usage prompts concerns for business owners. When employees are addicted to social media, they misuse it in the workplace and, in turn, diminish productivity. Engaging electronic systems, the internet, social media, and email is essential in the global workspace. However, social media usage must be regulated, appropriate, and well leveraged for business goals and attainment. Instant message devices and communication platforms that ease interaction and allow virtual meetings aid business purposes.

Agreeing with Polyhart, Ph.D. (2011), social media transforms interpersonal communication, relations, and information seeking and sharing in corporate settings. Social media led by LinkedIn, Facebook, YouTube, Twitter are reconstructing organizational interactions, and several companies are still grappling with the new realities, and corporate responsibility is not yet defined or implemented. However, businesses that are trying to evade using social media generally are mistaken. Because most of their workforce and customers engage social media, which can typically impact the Company, he corroborates that if social

media is appropriately engaged, the benefits are indisputable—simultaneously highlighting the reservations affiliated to social media usage such as legal, financial, and personnel liabilities if not operated efficiently. Hence, it is essential for management executives to craft policies and procedures regulating social media's proper use (Polyhart, 2011). Regardless of rapid technological emergence, there is minimal legal precedent or studies to pilot suitable action. Companies are yet to develop benchmark guidelines to enable corporate executives to manage social media. The Society for Human Resource Management (SHRM) reveals that 72 % of corporations do not have a well-defined strategy or aims for their social media endeavors.

Furthermore, Polyhart, Ph.D. (2011) enunciated that corporate executives must realize social media's impacts on the organization's varying units because of social media's evolving nature. For instance, websites like Glassdoor.com, a workers' feedback, and job seeker dialogue site, permits members to present "inside" information about corporate culture, staff, and earnings. Members appraise companies they work for based on various criteria. Moreover, this information can then be searched by other site users. Other workers, customers, or competition can view the posted information. The implication is that though a company does not have an official social media presence, its staff may be inventing one. Customers likewise help to craft corporate brands and images through social media. Companies frequently leverage social media for recruiting, which in-turn impacts job seekers, invariably impacting corporate reputation. Social media garnered brand loyalty and identification utilized as a resource for passive job applicants (Polyhart, 2011).

Corporate engagement of social media is either formally regulated via particular policies and strategies. These include A)Recruitment and selection. B)Socialization and onboarding. C)Training and development. D) Knowledge sharing and transfer. Alternatively, informal allows

staff to communicate private information like a baby's arrival, engagement, and marriage. Though various social media studies exist, they are mostly skewed to a particular technology already overtaken by numerous innovations in the I.T. and communication world. Also, the evolving technology landscape signifies that studies must be proactive and emergent, not static.

### Socialization Approaches

Socialization purposes of clarifying and educating new hires about organizational ethos enable them to interact well with existing members and efficiently delegate duties. The long-term goal is to settle them into the operating system crafting them to protect corporate vision. Initial studies of organization socialization were skewed in favor of the organizations and without consideration for the individuals. Maanen and Schein (1979) initiated a paradigm portraying three major procedures and organizational socialization components.

Functional, inclusionary, and hierarchical processes: (1) Functional level - fresh intakes are attached to a specific task. An instance of the functional dimension occurs when new hires commence role and become integrated into the Company. Aptly new hires are assigned to a specific task in the establishment, (2) Inclusionary phase - their performance proved their worth. They subsequently enjoy recognition, affirmation, respect, and societal involvement. Moreover, new hires become involved in the essence of the Company. Inclusionary entails the social phases of integration. New hires based on performances become accepted, and their viewpoints and involvement are valued and sought. Hence new hires integrate more in-depth into the corporate social structure, (3) Hierarchical facet – exemplary efficiency transitions the new hire upwardly through the different corporate power levels. Hierarchical implies new hires promotion and climbing of corporate leadership ladder. The hypothesis is that new hires come in from functional levels and rise to a significant institution position in the course of performance. The paradigm is

a valuable insight into how new hires transition from minimal roles to more significant company positions (Myers, 2009). These corroborate Weick's (2017) process of enactment, selection, and retention.

Researchers utilize phase patterns to theorize Socialization via stages in the incorporation procedure. They are valuable experiences providing acuity into new hires' diverse phases during integration. Despite the prevalence of various prototypes, Fredric Jablin's integrative-synthetic model is frequently quoted. Jablin's model comprises four phases:

1. Anticipatory Socialization involves occupational Socialization and "information-seeking" preceding commencement of a new role in a specific establishment.
2. Encounter, which comprises activities new hires undergo commencing at the establishment.
3. Metamorphosis entails "settling" into the responsibility and establishment.
4. Exit involves procedures attendant with new hires resigning their establishment.

While "stage models" have been critiqued as portraying integration occurring in separate phases, fundamental assertions are that specific experiences influence new hires preceding entry. For instance, new hires join establishments when they adapt and take on the assigned task; otherwise, they are ready to quit. This outlook is within the area of study by scholars (Myers, 2009).

Furthermore, Maanen and Schein (1979) proposed six organizational socialization strategies to regulate new hires' initial role encounters. They claim each strategy entails a "bipolar continuum." The collective approach vs. individual Socialization essentially bands new hires into clusters and causes them to undergo shared and established practices versus regarding each new hire separately and ensuring each undergoes bespoke experiences. The policy applied

indicates the expected outcome. First, formal (vs. informal) Socialization entails the new hires' isolation from existing employees for a specified time instead of incorporating new hires with existing employees. Second, collective vs. individual. Third, a sequential (vs. random) scheme implies an explicit sequence of acts preceding job commencement, in contrast, a vague or varying series of actions. Fourth, fixed (vs. variable) Socialization presents a fixed training schedule for assuming the responsibility, while a variable tactic is unsystematic. Fifth, the serial (vs. disjunctive) approach integrates new hires via competent and established employee mentorship; in contrast, disjunctive does not engage experienced employees as "role models." Sixth, the investiture (vs. divestiture) process supports new hires' individuality and traits, encouraging authentic self than conformism (Ashforth, Saks and Lee, 1998; Modaff, Butler, and DeWine., 2012).

Studies further reveal that the six proposed strategies are two application processes. The first set is institutionalized Socialization. It combines conventional, formal, sequential, fixed, serial, and investiture tactics. It is more new hires-friendly as it empowers fresh hires to settle in with ease, enjoy ask opportunities, and align with corporate goals. The second set is individualized Socialization. It combines individual, informal, random, variable, disjunctive, and divesture tactics. New hires are expected to align with corporate operations with minimal or no assigned support, which results in confusion and insecurity. Fredric Jablin proposed the integrative-synthetic model. The model suggests four phases of organizational Socialization: Anticipatory, Encounter, Metamorphosis, Exit. It indicates a progression from one step to a higher level through time and performance (Myers, 2009; Modaff, Butler, and DeWine., 2012).

Institutional Socialization helps new hires adjust to a precise role in the Company, linked to career fulfillment and corporate identification. Individualized Socialization involves new hires'

discovery of organizational norms and adaptation to corporate culture. These approaches task originality (whereby the role is adjusted to fit new hires' aspirations) and uncertainty and amplified pressure (Myers, 2009). Jones (1986), developing on Van Maanen and Schein's (1979) strategies, classified the six approaches as institutionalized Socialization. He argues that "collective, formal, sequential, fixed, serial, and investiture" strategies aid and ensure new hires' inert compliance to conventional corporate standards, thereby replicating the existing state of affairs. On the contrary, he is not dismissive of the differing "individual, informal, random, variable, disjunctive, and divestiture" individualized socialization process. This contrary integration scheme enables new hires to interrogate current situations and generate a personal and unique approach to assigned responsibilities (Ashforth, Saks, and Lee, 1998; Modaff, Butler, and DeWine., 2012).

Ashforth, Saks and Lee, (1998) reckoned "institutionalized socialization" approach mirror a better and well-defined socialization agenda, noting that an individualized strategy does not depict a detailed schedule. They deduce that the individualized tactics are sometimes engaged "more by default than by design." Moreover, it intentionally enlisted to prompt originality. Additionally, the study suggests organizations enlist institutionalized Socialization to facilitate compliance instead of creative integration (Allen & Meyer, 1990a, Ashforth & Saks, 1996, Jones, 1986). Maanen and Schein (1979) denote "custodial orientation." Nevertheless, Ashforth and Saks (1996) claim that institutionalized Socialization, when utilized, can aid compliance or originality. This tactic ensures new hires "learn the behaviors, attitudes, and skills necessary to fulfill their new roles" (Ashforth, Saks, and Lee, 1998).

## **Conclusion**

Maanen and Schein (1979) define organizational Socialization as the "process by which an individual acquires the social knowledge and skills necessary to assume an organizational role." Bullis (1993) describes Socialization as a "process through which newcomers become organizational members." Socialization processes are crucial to "newcomer acculturation, employee attitudes, and behaviors and the shaping of newcomers' identities" (Modaff, Butler, and DeWine, 2012).

The organizational socialization process is vital in upholding and retaining a committed and reliable workforce. Corporate earnest obligation to socialize new hires determines the extent of turnover and eventually productivity. New hires must ascertain the significance and relevance of the corporate mission to personal job satisfaction and performance. The assimilation procedure is a mix of the interconnected interests of organizational socialization aims and employees' objectives. Throughout the socialization process, the Company adapts to the new hires, and the new staff acclimatizes to the corporate culture and task requirements. Corporate Socialization commences before recent hires' work resumption and runs through disengagement from employment. Organizations and new hires must cooperate to balance the essentials to ensure productivity and satisfaction, which is beneficial. The success of organizational Socialization is dependent on the depth and efficacy of accessible, comprehensive, and effected programs, schedules, and connections (Modaff, Butler, and DeWine., 2012)

Social media platforms (Facebook, WhatsApp, LinkedIn) enable new hires to create effective relations with the Company and aid new hires' successful incorporation into the institutions' structure. Conforming to appropriate corporate and locality laws and regulations and access to social media information's depository enables the Company to craft a tailored integration strategy for new hires outlining personal preferences. The strategy further emboldens

new hires to communicate creations and tasks via social media channels to enhance their knowledge base and growth. In the meantime, corporate website postings enable new hires to comprehend and acquaint themselves with its culture and encourage new hires to join the available online social community to express opinions, perspectives, learn corporate expectations, and receive counseling and guidance from prospective colleagues. Professional and talent enhancement platforms are promising avenues for new hires to acquire expert counsel and required work-linked coaching.

### **Limitations**

Various scholars critiqued traditional research findings for organizational Socialization and assimilation (Connie Bullis, Paige Turner, Ruth Smith, and Robin Clair, The 1990s). Shortcomings highlighted included opinions that traditional organizational research was unrepresentative of employees. They favored the organizations, ensuring that the intakes are productive. Besides, the studies churned out generalized assimilation models. Socialization was examined only within the organizational context (Myers, 2009). Bullis (1999) and Turner (1999) suggested that the term assimilation is an improper label for the process it denotes. Assimilation "denotes absorption into the whole," not a dual agency. Assimilation has a negative connotation. "Common" experience across the board assumptions, while reality depicts disparity. Remedy by substituting assimilation with Socialization (Modaff, Butler, and DeWine., 2012). This study fills the gap by incorporating new hires' social media usage, perceptions, and deductions to present a balanced corporate integration concept.

### **Recommendations**

Kramer, Lee, & Guo (2019) state that researchers have requested an analysis of new technologies impact on corporate integration procedures (Treem & Leonardi, 2013). Some

research has centered on social media's role in integration (Gonzalez, Leidner, & Koch, 2015). However, questions have been raised precisely on ESM (Leonardi, Huysman, & Steinfield, 2013). Furthermore, opportunities to use contemporary communication technologies differ amongst corporate establishments and nations. Engagement of media varies based on societal and ethnic contrasts, though comparable technologies are available. For instance, several small and medium scale enterprises avoid ESM use for in-house interaction (Briggs & Burke, 2009; Katz & Rice, 2002). Hence, an analysis of the extensive scope of current interaction technologies used throughout the corporate integration in various nations is necessary (Kramer, Lee, & Guo, 2019).

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