

# **IMPACT OF ORGANIZATIONAL SOCIALIZATION TACTICS ON ORGANIZATIONAL COMMITMENT**

BY

**Neharika Deoja**

Exam Roll No: 685/19

T.U. Registration No: 7-2-444-30-2014

*A Graduate Research Report Submitted to in partial fulfillment of the requirements*

*for the degree of*

**MASTER OF BUSINESS ADMINISTRATION**

at the

**School of Management**

Faculty of Management

Tribhuvan University

Kirtipur

November, 2021

# **RECOMMENDATION**

# **CERTIFICATION**

## **DECLARATION OF AUTHENTICITY**

I, Neharika Deoja declare that this GRP is my own original work and that it had fully and specifically acknowledged wherever adapted from other sources. I also understand that if at any time it is shown that I have significantly misinterpreted material presented to SOMTU, any credits awarded to me on the basis of that material may be revoked.

Signature: \_\_\_\_\_

Name: Neharika Deoja

Date: November, 2021

## **ACKNOWLEDGEMENTS**

This Graduate Research Project (GRP) entitled “Impact of Organizational Socialization Tactics on Organizational Commitment” has been prepared for the partial fulfillment of Master of Business Administration (MBA) at School of Management, Tribhuvan University. This study is a product of an active support from different individuals and institutions that are highly appreciated and I, therefore, would like to acknowledge their intellectual dealings with a sense of respect.

First, I would like to express my profound gratitude to my supervisor, Prof. Dr. Mahananda Chalise, Former Director of School of Management, Tribhuvan University for being with me whenever I was in need and providing me with the full support and also guiding me in carrying out this study.

My heartfelt acknowledgment to Dr. Govinda Tamang, Acting Director of School of Management, Tribhuvan University and Dr. Gangaram Biswakarma, Deputy Director of School of Management, Tribhuvan University for their never ending encouragement to complete this study effectively and on time.

I would also like to extend my sincere gratitude to Sweeti Sijapati - Assistant HR Manager of Siddhartha Bank, Amit Sharma – HR Head of Laxmi Bank, Sanjeev Jha – HR Officer of Citizens International Bank Limited, Bidur Kunwar of Sunrise Bank Limited, Bishrant Katwal – Recruitment and Selection Team Leader of Mero Job.com, Anisha Kafle – Talent Acquisition & Client Relations Officer of Rolling Plans Private limited and Kiran Dangol – Vice Chairman of Modern Nepal College, for providing me with valuable information, official data and their kind cooperation throughout the study.

I am also obliged to my friends, who helped me in preparing this study and for showing genuine interest and appreciation towards my work. I thank my family for their support and encouragement to make this study successful.

Finally, I would like to thank School of Management, Tribhuvan University for providing me this opportunity to conduct this study.

Thank you everyone.

Neharika Deoja

# TABLE OF CONTENTS

<i>Recommendation</i> .....	<i>ii</i>
<i>Certification</i> .....	<i>iii</i>
<i>Declaration of Authenticity</i> .....	<i>iv</i>
<i>Acknowledgements</i> .....	<i>v</i>
<i>Table of Contents</i> .....	<i>vi</i>
<i>List of Tables</i> .....	<i>ix</i>
<i>List of Figures</i> .....	<i>x</i>
<i>Abbreviations</i> .....	<i>xi</i>
<i>Executive Summary</i> .....	<i>xii</i>
CHAPTER I INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Problem Statement.....	3
1.3 Objectives.....	5
1.4 Hypothesis.....	5
1.5 Scope and Significance.....	6
1.6 Definition of Terms.....	6
1.7 Limitations.....	7
1.8 Outline/Structure of Study.....	8
CHAPTER II RELATED LITERATURE AND CONCEPTUAL FRAMEWORK.....	9
2.1 Literature Review.....	9
2.1.1 Organizational Socialization.....	9
2.1.2 Organizational Socialization Tactics.....	10
2.1.3 Affective Organizational Commitment.....	13
2.1.4 Organizational Socialization and Affective Organizational Commitment..	13
2.1.5 Review of Related Articles.....	14
2.2 Conceptual Framework.....	17

CHAPTER III RESEARCH METHODS .....	19
3.1 Research Design .....	19
3.2 Population and Sample .....	19
3.3 Sampling Technique .....	20
3.4 Instrumentation .....	21
3.5 Sources and Method of Data Collection .....	22
3.6 Data Management and Analysis .....	22
3.7 Ethical Consideration .....	23
CHAPTER IV ANALYSIS AND RESULTS .....	24
4.1 Demographic Profile of Respondents .....	24
4.2 Descriptive Statistics .....	26
4.3 Normality Test .....	27
4.3.1 Shapiro-Wilk Test .....	28
4.3.2 Histogram .....	29
4.4 Measurement Model .....	32
4.4.1 Construct Reliability and Validity .....	32
4.4.2 Discriminant Validity .....	34
4.4.3 Collinearity Test .....	36
4.5 Correlation Analysis .....	37
4.6 Multiple Regression Analysis .....	39
4.7 Hypothesis Testing Summary .....	42
4.8 Major Findings .....	43
CHAPTER V DISCUSSION, CONCLUSIONS AND IMPLICATIONS .....	46
5.1 Discussion .....	46
5.2 Conclusions .....	48
5.3 Implications .....	49
5.3.1 Practical Implications .....	49

5.3.2 Implications for Future Studies .....	50
REFERENCES .....	51
APPENDIXES .....	56



## LIST OF TABLES

Table 1 Classification of Socialization Tactics (Jones, 1986) .....	10
Table 2 Summary of Key Articles Reviewed .....	14
Table 3 Respondent Profile of the Study .....	25
Table 4 Summary Descriptive Statistics of Institutionalized Socialization Tactics ....	26
Table 5 Summary Descriptive Statistics of Affective Organizational Commitment...27	
Table 6 Shapiro-Wilk Test.....	28
Table 7 Construct Reliability and Validity .....	32
Table 8 Fornell-Larcker Criterion.....	34
Table 9 Cross Loadings .....	35
Table 10 Heterotrait - Monotrait Ratio (HTMT) .....	36
Table 11 Collinearity Test .....	37
Table 12 Correlation Matrix .....	38
Table 13 Model Summary of Regression Analysis .....	40
Table 14 ANOVA Table.....	40
Table 15 Coefficients Table.....	41
Table 16 Hypothesis Summary Table – H1 .....	42
Table 17 Hypothesis Summary Table – H2 .....	42

## LIST OF FIGURES

Figure 1 Conceptual Framework of the Study .....	17
Figure 2 Histogram of Collective .....	29
Figure 3 Histogram of Formal .....	29
Figure 4 Histogram of Sequential .....	30
Figure 5 Histogram of Fixed.....	30
Figure 6 Histogram of Serial.....	31
Figure 7 Histogram of Investiture.....	31
Figure 8 Histogram of Commitment.....	32

## **ABBREVIATIONS**

ANOVA – Analysis of Variance

AVE – Average Variance Extracted

CR – Composite Reliability

MAX – Maximum

MIN – Minimum

STAT - Statistic

## **EXECUTIVE SUMMARY**

Organizational socialization has major role in both proximal and distal organizational outcomes. Many studies have been conducted in this field especially in western nations but in context of Nepal, this field of study have been less discovered.

The general objective of the study was to analyze the relationship between socialization dimensions and affective commitment along with impact of three categorizations of socialization tactics namely context, content, and social aspects on affective commitment of newcomers employed in commercial banking sector of Nepal at Assistant and Officer level with less than 2.5 years of experiences. The proposed hypothesis was set after review of conceptual and empirical related literatures. Descriptive and causal comparative research design was used in the current study. Descriptive design was used to summarize the variables of study whereas causal comparative design was used to examine the relationship between variables.

The study was conducted adopting quantitative approach. The primary data were collected through structured questionnaire. Questionnaire were distributed on printed form as well as through emails and social media. A response sample of 202 was drawn and later analyzed using Correlational and Multiple Regression Analysis. IBM SPSS 23 and Smart PLS software were used as tools.

The findings of the study show that there exists moderate positive relationship between six dimensions (collective, formal, sequential, fixed, serial, and investiture) and affective commitment. Also, there is significant impact of collective, formal, and investiture tactics on affective commitment. The study concluded that since Nepal is medium low uncertainty avoidance society, there is only moderate positive relationship between variables and newcomers might seek new employment opportunities after the socialization effect slowly phases out. Similarly, Nepal is collectivist culture, so collective tactic too had significant impact on affective commitment unlike other study in western nations where investiture tactic only had significant impact on affective commitment.

The study recommends that further studies should be done with consideration of mediation or moderation effect of role orientation, self-efficacy, and other factors as these factors might have unmissable effect in the relationship.

# CHAPTER I

## INTRODUCTION

### 1.1 Introduction

Organizational socialization is the process by which an individual acquires the social knowledge and skills necessary to assume an organizational role (Van Maanen & Schein, 1979). Organizational socialization, or onboarding, is the process by which newcomers become full-fledged, productive organizational members (Lousis, 1980; Van Maanen and Schein, 1979). Although socialization occurs whenever employees change roles or cross boundaries within an organization (Van Maanen & Schein, 1979), it is most intense when one first joins an organization (Bauer et al., 1998).

According to Bauer, Morrison, and Callister (1998), understanding the socialization process that occurs when employees join an organization is important for four main reasons. The first reason is cost as unsuccessful socialization can lead to turnover. The second reason is socialization has lasting impact on the behaviors and attitudes of employees who remain with the organization. The third reason is socialization is one of the primary ways in which organizational culture is transmitted and maintained. The fourth reason is it is a mechanism by which entering employees learn about organizational politics and power dynamics.

Newcomers entering organizations may experience a reality shock or surprise when their assumptions about how people interpret and respond to actions or events do not conform with those that prevail in their new contexts. As a result, newcomers may be forced to reevaluate their assumptions about these organizations and to seek information about why people behave as they do, if they are to reduce the uncertainty or anxiety surrounding the entry process. One of the main ways in which organizations can influence this learning process is by using specific tactics of socialization (Jones, 1986).

Van Maanen and Schein in 1979 developed six dimensions of socialization tactics which are ways to influence experiences of individuals in transition from one role to another that are structured for them by others in organization. These six dimensions of tactics represent a conceptualization of bipolar continuum of each tactic. The

dimensions are collective vs individual, formal vs informal, Sequential vs random, fixed vs variable, serial vs disjunctive, and investiture vs divestiture. These tactics were later arranged on a single continuum by Jones in 1986. At one end of this continuum is a highly institutionalized approach where newcomers are socialized in a formal setting as a group and given clear information about the sequence and timing of the socialization process at the other end is a highly individualized approach where newcomers are socialized informally and given little explicit information about the sequence or timing (Bauer et al., 1998). This study is focused on institutionalized tactics of organizational socialization. Therefore, the six dimensions related to individualized tactics will not be considered.

Organizational commitment can be defined generally as a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization. The psychological linkage between employees and their organizations can take three quite distinct forms – Affective, Normative, and Continuance Commitment. Affective commitment refers to identification with, involvement in, and emotional attachment to the organization. Thus, employees with strong affective commitment remain with the organization because they want to do so (Allen & Meyer, 1996). This study is focused on affective commitment only.

Organization commitment, both in the sense of loyalty (normative organization commitment) and in the sense of emotional commitment (affective organization commitment) seems to be especially related to institutionalized socialization (Ardts, Jansen and Van der Velde, 2001).

Socialization is a learning process, attending a formal training program that presents information about traditions and history should help new employees become more socialized on the history dimension of socialization which refers to knowledge of the organization's traditions, customs, myths, stories, and rituals (Chao et al., 1994).

On the other hand, simply attending an orientation training program, for example, would not in and of itself be expected to increase commitment. Rather orientation attendance should influence socialization. That increased socialization, in turn, should result in higher affective organizational commitment (Klein & Weaver, 2000).

Organizational Socialization has produced a complex and valuable body of knowledge for orientating and integrating organizational newcomers using various tactics (Jones, 1986). Most studies in this stream deal with recent graduates (Bauer et al., 2007). These graduates are often assumed to be neophytes with little or no experience of workplace realities (Cooper- Thomas et al., 2002).

## **1.2 Problem Statement**

Many researchers have carried out study with relation to organizational socialization tactics and affective commitment. Jones (1986) conducted the study on impact of socialization tactics on role orientation and personal outcomes among recent graduates. Allen & Meyer (1990) replicated the study of Jones (1986) and studied impact of organizational socialization experiences on role innovation and organizational commitment at first 6 and 12 months of experiences of newcomers respectively. Baker & Feldman (1990) studied correlations between people processing strategies and attitudinal outcomes such as peer trust, management trust, organization commitment, job tension, and so on. Filstad (2010) studied relationship between institutionalized socialization tactics and affective commitment. Furthermore, Filstad (2010) also attempted to show that social dimension had strongest impact on affective organizational commitment.

Despite a number of studies exploring the consequences of socialization tactics, an important gap in the literature is determining the relative influence of each type of tactic (context, content, and social aspect) on socialization outcomes. From a managerial view, organizations can emphasize each of these tactics separately and need to know whether they are differentially related to the desired outcome(s). Because organizations devote a significant amount of resources on newcomers' socialization, it is also important to choose the most effective tactics in determining a specific adjustment outcome (Saks et al., 2007).

Furthermore, numerous studies have been carried out in western culture. The majority of studies on organizational socialization has been conducted in Western cultures. To date, only a small number of studies have examined newcomer socialization in other cultures (Bauer & Erdogan, 2011). Similarly, it has been found that research samples in most of the existing studies consisted of recent MBA graduates only. Although it is

possible that the findings based on those research samples could be still hold true in other contexts, a more heterogeneous sample is obviously needed (Bauer et al., 1998).

Organizational socialization tactics is less discovered topic in context of Nepal. There is no evidence that the relationship between organizational socialization tactics and affective organizational commitment in Nepal is same that of western culture. Furthermore, the wide variety of samples of other sectors seems to lack in past studies. Also, the relative influence of each type of tactic on outcomes seems to lack in past studies. The study carried out on international context mainly focuses on organizational commitment, turnover, intention to quit, and performance as a socialization outcome as a whole. But, most of the studies do not seem to have focus on impact of organizational socialization tactics on organizational commitment as a single dependent variable.

On the other hand, some studies have studied organizational commitment but have focused on multiple foci of commitment as a dependent variable such as affective organizational commitment, occupational commitment, workgroup commitment, work involvement and job involvement at a time. These studies do not seem to focus on affective organizational commitment only.

In order to fulfill this gap, the current study is being carried out in commercial banking sector of Nepal (non-western culture context) keeping Assistant and Officer level employees (pass out Graduates and Undergraduates from different streams of education) with less than 2.5 years of experiences as samples. Therefore, the study aims to analyze the relationship between socialization tactics (six dimensions and type of tactic) and affective commitment.

This study will be undertaken and directed to investigate the answer of the following questions:

- Is there relation between institutionalized socialization tactics with affective organizational commitment?
- Which institutionalized organizational socialization tactic will have more influence over affective organizational commitment?



### **1.3 Objectives**

The major objective of this study is to examine relationship between institutionalized socialization tactics and affective organizational commitment. This major objective can be broken down into following specific objectives:

- To investigate relationship between institutionalized socialization tactics (collective, formal, sequential, fixed, serial, and investiture) and affective organizational commitment.
- To analyze which institutionalized organizational socialization tactics (on the basis of context, content, and social aspects) will have impact on affective organizational commitment.

### **1.4 Hypothesis**

In order to fulfill objectives of study, following hypothesis are developed:

The more institutionalized the form of socialization was, the greater were expressed job satisfaction and commitment, and the lower was intention to quit (Jones, 1986). Socialization tactics have a strong prediction on newcomers' adaptation the new organization (Bauer et al., 2007). Thus, it is developed that

- Hypothesis 1: Institutionalized socialization tactics will be positively related to affective organizational commitment.

Saks et al. (2007) show that the social tactics are the strongest predictions for newcomers' socialization outcomes, outlining the importance of the social dimension of organizational social activation. Serial tactics provide newcomers with a role model, thus enabling them to better learn their new organizational role (Filstad, 2004) through observations, imitations, and questions. Also, investiture tactics confirm the identity of the newcomer, thus increasing self-confidence in terms of impression management (Mossison & Bies, 1991) which in turn encourages social interactions with insiders. Therefore, investiture tactics facilitate learning. Because social tactics are related to increased social interactions with insiders, social tactics will be a stronger predictor of role learning than context and content tactics (Perrot et al., 2012). Thus, it is developed that

- Hypothesis 2: Social aspects tactics will be significantly positively associated with affective organizational commitment and will have greater impact than context and content types of tactics on affective organizational commitment.

## **1.5 Scope and Significance**

Winston and Creamer (1997) stated “It is critical to orient new staff intentionally, explicitly, and thoroughly. Information about the culture of the institution, including its principal policies and procedures are vital.” The ability of the new professional to successfully navigate the organization’s environment will directly affect performance, satisfaction, and continuation (Garland & Grace, 1993). The new individual entering the organization has to learn about the particulars of the job as well as the environmental backdrop (Barr, 1993).

This study is focused on the relationship between six dimensions of institutionalized socialization tactics and affective organizational commitment. Developing an understanding of organizational socialization can assist bank managers in designing activities that are effective for newcomers and the organization.

Affective commitment was proven to be more related to organizational commitment than continuance and normative commitment (Allen & Meyer, 1990). If organizations are able to create affective commitment among new comers using right socialization strategies, then, it will be helpful in reduction of turnover and recruitment expenses.

## **1.6 Definition of Terms**

### **Organizational Socialization**

Organizational socialization is characterized by newcomers’ learning about the organization, their work group, and the necessary skills and knowledge for their work tasks (Fisher, 1986). Organizational socialization is about learning in three key organizational domains of how things work with the organization, the work group, and the actual job a person is hired to do (Haueter et al., 2003).

### **Organizational Socialization Tactics**

The collective ways in which others structure the experiences of individuals in transition from one role to another for them in the organization (Van Maanen & Schein, 1979).

## **Institutionalized Socialization Tactics**

Institutionalized socialization is characterized by common initiatory and learning experiences (collective). The socialization is formal in that it occurs outside a newcomer's work setting. Institutionalized socialization also offers explicit guidelines about the sequence and timing of progression in an organization: these tactics are labeled sequential and fixed. Role models for newcomers are present, constituting a serial socialization tactic, and social support from organization members confirms the newcomers' identity, constituting investiture (Allen & Meyer, 1990).

## **Affective Commitment**

Affective commitment is an emotional attachment to the organization leading to strongly committed identification with, involvement in, and enjoyment of membership, and therefore positive relation to desirable work behavior in the organization (Allen & Meyer, 1990).

## **Newcomers**

Assistant and Officer level bankers who have been employed for less than 2.5 years in Nepalese commercial banking sector.

## **1.7 Limitations**

Just like every study, this study also consists of few limitations such as:

- This study is focused on banking sector only. The similar study can be carried out on other sectors such as manufacturing sector.
- This study does not consider moderating and mediating variables which might influence relationship between selected independent and dependent variables.
- This study is focused on only one dependent variable i.e. affective organizational commitment. Other study can be carried out by focusing on multiple dependent variables.
- This study is based on review of limited articles and literature work.
- This study is focused on formal practices or patterns of organizational socialization – institutionalized socialization only. Future research efforts could be concentrated on informal socialization practices in addition to the formal tactics.

## **1.8 Outline/Structure of Study**

This study comprises of three sections that include preliminary section, body of the report, and supplementary section. The preliminary section of the report comprises of title page, certification, declaration of authenticity, acknowledgement, table of contents, list of figures, list of tables, abbreviations and executive summary. The supplementary section consists of references and appendixes.

### **Body Part**

This study consists a total of five chapters according to the standard format prescribed by Tribhuvan University.

Chapter one involves the introduction part. It includes the background of the study, statement of the problem, objective of this study, hypotheses, significance of the study, definition of terms, limitation of the study, and structure of the study.

Chapter two involves literature review of concepts and related studies. On the basis of literature review, the conceptual framework is developed and presented.

Chapter three involves research methodologies that this study is based on. It comprises of research design, population and sample, sampling technique, instrumentation, sources and methods of data collection, pilot study, data analysis technique, and ethical consideration.

Chapter four includes data analysis. It is mainly focused on the systematic representation of the data that has been collected. Information are presented in tabular form and diagrams to interpret in an effective way. After systematic representation, the analysis and inferences are made.

Chapter five includes three sections. The first one is the discussion. The second part is conclusion and last one is implication.

## **CHAPTER II**

### **RELATED LITERATURE AND CONCEPTUAL FRAMEWORK**

#### **2.1 Literature Review**

A 2012 survey by Net Impact found that 88 percent of workers considers “positive culture” important or essential to their dream job, and 86 percent said the same for work they found “interesting.” Thus, it is important to understand the factors that affect the work-related attitudes and behaviors such as organizational commitment, job satisfaction, organizational identification and intention to leave in different cultural contexts (Raina & Chauhan, 2016). Previous studies indicate that socialization efforts in organization are one of the important antecedents of these attitudes (Bauer et al., 2007; Ashforth & Saks, 1996).

##### **2.1.1 Organizational Socialization**

The transfer of a particular work culture from generation to generation of organizational participants occurs smoothly, quickly, and without evolutionary difficulty. New members always bring with them at least the potential for change. They may, for example, question old assumptions about how the work is to be performed. The more experienced members must therefore find ways to insure that the newcomer does not disrupt the on-going activity on the scene, embarrass or cast a disparaging light on others, or question too many of the established cultural solutions worked out previously. Put bluntly, new members must be taught to see the organizational world as do their more experienced colleagues if the traditions of the organization are to survive. The manner in which this teaching/learning occurs is referred to here as the organizational socialization process (Van Maanen & Schein, 1979).

Organizational socialization is a jejune phrase used by social scientists to refer to the process by which one is taught and learns "the ropes" of a particular organizational role (Van Maanen & Schein, 1979). Socialization, or the process of “learning the ropes” on the entry into the organization, has a marked effect on the attitudes and behaviors of new recruits as well as some long term impacts on their performance and tenure in the firm (Baker & Feldman, 1991).

### 2.1.2 Organizational Socialization Tactics

The phrase, "tactics of organizational socialization" refers to the ways in which the experiences of an individual in transition from one role to another are structured for him by others in the organization (Van Maanen & Schein, 1979). Van Maanen (1979) identified at least six major tactical dimensions which characterize the structural side of organizational socialization.

1. Collective vs. individual socialization processes
2. Formal vs. informal socialization processes
3. Sequential vs. random steps in the socialization process
4. Fixed vs. variable socialization processes
5. Serial vs. disjunctive socialization processes
6. Investiture vs. divestiture socialization process

These dimensions were later arranged by Jones (1986) in single continuum. At one end, there was highly institutionalized approach and in another, there was highly individualized approach.

Table 1

*Classification of Socialization Tactics (Jones, 1986)*

<b>Tactics concerned mainly with :</b>	<b>Institutionalized Tactical Dimension</b>	<b>Individualized Tactical Dimensions</b>
<b>Context</b>	Collective	Individual
	Formal	Informal
<b>Content</b>	Sequential	Random
	Fixed	Variable
<b>Social Aspects</b>	Serial	Disjunctive
	Investiture	Divestiture

As shown in table 1, institutionalized approach involves collective, formal, sequential, fixed, serial, and investiture whereas individualized approach involves individual, informal, random, variable, disjunctive, and divestiture. With institutionalized socialization, organizations invite newcomers to think and behave according to pre-established roles, thus encouraging them to follow very structured processes. In sharp

contrast, organizations relying on individualized socialization integrate newcomers more by default than by design and invite them to be innovative and to actively design their own role in their new organization (Hatmaker, Moyson and Raaphorst, 2016).

The first two types of tactics vary in terms of the contexts in which organizations provide information to newcomers.

- **Collective vs Individual**

With collective tactics, new recruits go through common learning experiences designed to produce standardized responses to situations. By contrast, individual socialization practices give each newcomer a unique set of learning experiences that allows heterogeneity in their responses.

- **Formal vs Informal**

When organizations employ formal tactics, they segregate newcomers from other organizational members while they learn the responsibilities of their roles. With informal tactics, newcomers become part of work groups and learning takes place on the job.

The next two categorizations of tactics, sequential versus random and fixed versus variable, deal with the content of the information given to newcomers via socialization.

- **Sequential vs Random**

Sequential tactics provide recruits with explicit information concerning the sequences of activities or experiences they will go through in their organizations whereas in random socialization, the sequence of steps leading to the target role is unknown, ambiguous, or continually changing.

- **Fixed vs Variable**

Fixed tactics provide employees with precise knowledge of the timetables associated with completing each stage in these processes. By contrast, variable socialization tactics provide no information about when newcomers may reach a certain stage in a learning process.

These next two categorizations reflect social or interpersonal aspects of the socialization process.

- **Serial vs Disjunctive**

In serial processes, experienced organizational members act as role models for new recruits, but in disjunctive processes newcomers must develop their own definitions of situation because no other or prior role incumbents are available.

- **Investiture vs Divestiture**

Investiture versus divestiture, concerns the degree to which newcomers receive positive or negative social support after entry from experienced organizational members (Jones, 1986).

Organizations that use more institutionalized tactics-by formally orienting newcomers in groups, providing a fixed career sequence, providing insider role models for newcomers, and providing interpersonal support and acceptance to newcomers are thought to yield more compliant employees who understand and accept organizational values. Individualized tactics, which involve individual orientation, more variable career progression, few role models, and pressure newcomers to change their self-identities are thought to yield more innovative employees who are less accepting of the status quo (Allen & Meyer, 1990; Jones, 1986; Van Maanen & Schein, 1979). On the other hand, tactics that are more collective, formal, sequential, fixed, serial, and investiture have been suggested to enhance newcomer loyalty and reduce turnover (Griffeth & Hom, 2001).

Organizations use a wide variety of tactics and techniques to socialize newcomers during the encounter or accommodation stage. Socialization is a multistage process consisting of at least three stages: an anticipatory socialization stage that occurs prior to organizational entry, an encounter or accommodation stage in which the newcomers enters the organization, and an adaptation or role management stage in which the newcomers adapts and settles in (Bauer et al.,1998).

For a socialization program to be truly successful, it should not only adjust individuals to organizations, but should also harness individual efforts to organizational goals. Baker & Feldman (1991) argued three steps process to facilitate meeting of important corporate strategies through organizational socialization tactics – identification of corporate strategy being pursued, identification of required employee behaviors for that strategy, and development of socialization program that is most likely reproduce the types of behaviors desired.



In cost reduction strategy, the corporation wants to improve profitability by reducing costs, increasing predictability of behaviors of employees, and increasing the volume of routine products or services demanded. This is the type of behavior expected of many fast-food workers or bankers. Thus, socialization tactics which will be most instrumental here are formal, collective, sequential, fixed, serial, and divestiture. These tactics minimize differences among employees and are designed to replicate the same sets of employee behaviors from veterans to newcomers (Baker & Feldman, 1991).

### **2.1.3 Affective Organizational Commitment**

Several outcomes of organizational socialization have been identified in the literature. These outcomes can be classified as affective or behavioral. Affective outcomes are those which relate to the individual's feelings, beliefs or values. Included in these are job satisfaction and organizational commitment (Allen & Meyer, 1990). Behavioral outcomes are those which result in observable changes in behavior. Included in these are role orientation (Jones, 1986; Allen & Meyer, 1990) and attrition (Jones, 1986). Affective commitment refers to employee's emotional attachment to, identification with, and involvement in, the organization (Allen & Meyer, 1990).

Affective commitment is developed primarily by an individual's involvement and identification with the organization. Individuals become intrinsically motivated or involved in a course of action that develops from an identification, association, and attachment with the larger organization's values and objectives (Meyer & Herscovitch, 2001).

### **2.1.4 Organizational Socialization and Affective Organizational Commitment**

Van Maanen and Schein (1979) stated that awareness of socialization dimensions makes it possible for managers to design socialization processes which maximize the probabilities of certain outcomes. It is the interactions among these dimensions that influences role outcomes.

Effective socialization can have lasting and positive effects, enhancing person-organization fit and person-job fit as well as organizational commitment. Socialization can affect a variety of constructs that reflect newcomer adjustment because broadening the knowledge of new hires about the work setting reduces the uncertainty and anxiety inherent in the early work experience (Cooper-Thomas and Anderson, 2002).

Socialization practices that focus on organizational values and include positive role modeling at the management level had an effect on new members' affective commitment to the organization (O'Reilly & Caldwell, 1981). Hellman and McMillin (1994) found that organizations that provide socialization experiences in which newcomers are able to define their role in the organization and become familiar with its norms quicker resulted in higher levels of affective commitment.

Allen & Meyer (1990) also found that newcomer socialization experiences in which anxiety was alleviated through the presence of a defined structure and process correlated positively with commitment to the organization. In addition, researchers have found that such newcomer socialization experiences have the ability to embed newcomers in their organizations (Bauer et al., 2007). Saks and Ashforth (1996) utilized Van Maanen and Schein's (1979) framework of socialization to find that reducing uncertainty and anxiety affect newcomers' affective commitment to organizations and ultimately facilitate the process of embedding newcomers in the organization's culture and value systems.

### 2.1.5 Review of Related Articles

Table 2

*Summary of Key Articles Reviewed*

Author(s), Country and Year	Title	Variables Used	Methodology	Findings
Jones (1986), USA	Socialization Tactics, Self- Efficacy, And Newcomers' Adjustments to Organizations	Socialization tactics, Self- Efficacy, Role orientation, and Commitment.	longitudinal research design. M.B.A. students. 7 points Likert scale and canonical correlation analysis.	Investiture and serial tactics were found to be most important in mediating personal adjustments to organization.
Allen & Meyer (1990), Canada	Organizational Socialization Tactics: A Longitudinal Analysis of Links to Newcomers' Commitment and Role Orientation	Socialization tactics, Role orientation, and Commitment.	longitudinal research design. 132 individuals of two successive graduating classes. Descriptive and multiple regression analysis.	Institutionalized tactics was found to be associated with higher levels of commitment.

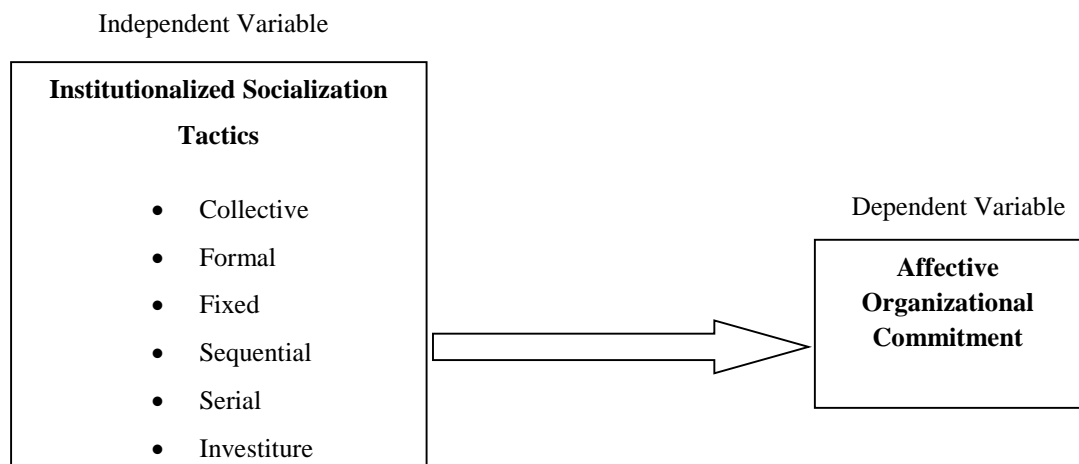
Allen & Meyer (1990)	The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to the Organization	Affective, Continuance, and Normative Commitment	256 full-time and non-unionized employees of three organizations. Varimax rotated factor matrix, canonical correlation analysis.	Affective commitment was proven to be more related to organizational commitment than others.
Baker & Feldman (1990), USA	Strategies of Organizational Socialization and Their Impact on Newcomer Adjustment	Socialization tactics, Peer trust, management trust, organization commitment, job tension, job satisfaction, mutual influence, internal work motivation, and job involvement.	Cross-sectional study. 543 subjects from four separate and diverse organizations. Correlation, multiple regression analysis, and cluster analysis. 7 point Likert scale.	Positive correlation between six tactics and organizational commitment. Investiture was found to be more strongly related to attitudinal measures than others.
Thomas & Anderson (2002), UK	Newcomer Adjustment: The Relationship Between Organizational Tactics, Information Acquisition and Attitudes	Socialization tactics, socialization knowledge, job satisfaction, organizational commitment, and intention to quit.	longitudinal study. British Army recruits. Descriptive and multiple regression analysis.	Information acquisition mediates the relationship between organizational socialization tactics and key socialization outcomes in terms of newcomer attitudes.
King et.al (2005), USA	Socialization and Organizational Outcomes of Information Technology Professionals	Institutionalized socialization tactics, Professionals' role adjustment and organizational attachment variables	Cross-sectional study. 187 recently hired IT professionals with less than 2 years of experience. 7 point Likert scale. Path analysis	Serial and investiture tactics had the most significant effects on employees' role adjustment and organizational attachment.
Klein et al., (2006), USA	The Effects of Early Socialization Experiences on	socialization experiences, mastery of socialization	Longitudinal study. 194 newly hired employees. SEM	Socialization mediated the effect of helpfulness on

	Content Mastery and Outcomes: A Mediation Approach Howard	content, and outcomes		affective commitment but history dimension did not mediate.
Cohen & Hecht (2010), Isarel	The Relationship Between Organizational Socialization and Commitment in the Workplace Among Employees in Long-Term Nursing Care Facilities	Organizational socialization, commitment, and organizational justice.	Cross sectional study. 109 employees with no longer than 3.5 years' experience. Correlation analysis and multiple regression.	Organizational socialization was related to all forms of commitment.
Filstad (2010), Norway	Organizational Commitment Through Organizational Socialization Tactics	Institutionalized socialization tactics and affective organizational commitment.	Employed for less than 2 years. Varimax rotation and correlation.	The research found relationship between institutionalized social dimensions and organizational commitment.
Bauer & Erdogan (2011)	Organizational Socialization: The Effective Onboarding of New Employees	New employee characteristics, new employee behaviors, organizational efforts, and outcomes	Use of secondary data.	Organizational socialization is influenced by newcomer characteristics and behaviors, as well as by organizational efforts.
Afsanepurak (2012), Iran	The Relationship Between Organizational Socialization and Organizational Commitment in Physical Education Departments `Employees in Mazandaran-Iran	Organizational socialization and organizational commitment.	175 physical education departments `employees. Correlation and field research study. Descriptive statistics and multiple regressions.	There was a significant relationship between organizational socialization and organizational commitment.
Chauhan & Raina (2016)	Organizational Socialization &	Organizational socialization	Exploratory research study.	There is weak correlation

	Work Related Attitudes in India's Uncertainty Culture	tactics, affective commitment, normative commitment, job satisfaction, organizational identification, and intention to quit.	White collar employees working in banks, IT and ITes, automobile, consulting, financial institutions etc employed for less than 3 years.	between socialization and organizational commitment, in low uncertainty culture.
Kowtha (2018)	Organizational Socialization of Newcomers: The Role of Professional Socialization	Institutionalized socialization tactics, prior related work experience, professional education, role outcomes, and organizational commitment.	longitudinal design. 244 graduates of Asian University.	Prior related work experience and professional education moderates the effects of socialization tactics on newcomer's role clarity, role conflict and organizational commitment.

## 2.2 Conceptual Framework

The conceptual framework has been shown with the help of *Figure 1*:



*Figure 1* Conceptual Framework of the Study

In this study, the relationship between the independent variable and its constructs namely collective, informal, random, variable, disjunctive, and divestiture and the dependent variable affective organizational commitment have been studied with regard to newcomers employed in commercial banking sector at Assistant and Officer level. The framework of this study is based on the literature of organizational socialization

tactics value scale developed by Jones (1986) and affective organizational commitment value scale developed by Allen & Meyer (1990).

## **CHAPTER III**

### **RESEARCH METHODS**

This chapter introduces the methodologies used in this research to meet the objectives of study. It shows the overall research design in details that has been adopted by the researcher. This chapter also includes details about the population, sample size, sampling techniques, instruments used for the study, sources of data collection and data management and analysis.

#### **3.1 Research Design**

In order to explore the relationship between socialization tactics and affective commitment, the researcher had carried out cross-sectional study followed by quantitative approach. Descriptive and causal comparative research design had been adapted. Descriptive design had been used to know common socialization tactics that samples have been through. This design helped to describe about the six dimensions of socialization tactics and affective organizational commitment. Descriptive research design helped in data collection, summarization, presentation and interpretation of information with clarity. On the other hand, causal comparative research design had been used to analyze the relationship between dependent and independent variables. The relationship between six dimensions of socialization tactics with that of affective commitment had been tested through causal comparative research design.

#### **3.2 Population and Sample**

As of Mid-July,2021, there are 27 commercial banks in Nepal licensed by Nepal Rastra Bank (NRB). Three banks have government ownership whereas remaining 24 banks have private ownership. As per HR Managers of Commercial banking sector, banking sector hires new employees in Assistant and Officer level on the basis of their requirements. After Covid-19 surge in Nepal, most of the banks have limited their vacancy announcements in Assistant and Officer level as per HR Managers.

Researcher had conducted this study in Commercial banking sector. Banking sector is one of the prominent sector with mass hiring capacity and practice. Especially, in entry level position such as Trainee Assistant and Management Trainee, banking sector has been hiring fresh undergraduates and graduates from different university. For this study, the researcher required those population and sample who were new in job market,

have been hired in mass level, and have not exceeded their work experience more than 2.5 years. That is why, banking sector was chosen for study as this sector fulfills all criteria.

Newcomers employed at Assistant and Officer level of commercial banking sector with less than 2.5 years of experiences were considered as population for this study. Both the career and the socialization literature suggest that the first and second years in an organization are a time of transition, when individuals focus on becoming effective in their work role, understanding its formal demands, and getting to know potential commitment targets within the workplace (Gregersen, 1993). By the third year, employees generally feel secure in their roles and have had the opportunity to develop attitudes regarding Commitment in the workplace (Cohen, 2010).

Researcher had selected around 22 samples from each commercial banks i.e. 27 (around 600 in total). Out of these, only 202 responses were received i.e. response rate of 33.67%. Furthermore, past literatures also have taken similar or less than above mentioned sample sizes. Jones (1986) had taken 127 fresh M.B.A. graduates turned new professionals as samples. King et.al (2005) had taken 187 recently hired IT professionals with less than 2 years of experiences as samples. Cohen & Hecht (2010) had taken 109 employees with 3.5 years' experiences in their study. Filstad (2010) had taken 179 newcomers from two state enterprises as samples for study with less than 2 years of experiences.

### **3.3 Sampling Technique**

There are two methods for securing a representative sample: probability sampling and non-probability sampling. In probability sampling, the researcher can specify for each sampling unit of the population the probability that it will be included in the sample. In non-probability sampling the researcher does not know the probability that a particular respondent will be selected as part of the sample nor does it allow the researcher to generalize the findings beyond that particular sample (Rea & Parker, 1992).

Non-probability sampling should be used under certain circumstances, such as when a population cannot be specifically defined due to the unavailability of a population list. Another circumstances that supports the use of non-probability sampling procedures is



researching areas that have not been previously studied (Seem, Nachimias & Nachimias, 1988).

In this study, non-probability sampling techniques have been used as there was not a database of all newcomers as defined in this study and there was limited research on the socialization of newcomers in context of Nepal. In non-probability sampling, researcher have used purposive sampling. In purposive sampling design, the sampling units are selected subjectively by the researcher who attempts to obtain a sample that appears to be representative of the population (Seem, Nachimias & Nachimias, 1988).

### **3.4 Instrumentation**

#### **Questionnaire Design**

In this study, researcher had used questionnaire method to collect the required data. First of all, researcher initiated data collection through distribution of online Google form. Later, some of the responses were recorded through physical handouts.

The questionnaire was divided into three categories. The first part involved details about demographic factors of respondents. Gender, age bracket, marital status, highest degree earned, work experiences in present job were captured in first part. The second part of questionnaire consisted of six dimensions of socialization tactics namely collective, formal, sequential, fixed, serial, and investiture. Each construct had five sample items which were developed by Jones (1986). In total, 30 sample items were used in measurement of the institutionalized socialization tactics value scale.

Last part of questionnaire involved eight sample items of affective organizational commitment. These sample items were adapted from Allen & Meyer (1990). These sample items measured the organizational commitment in case of emotional attachment of employees towards organization. All the sample items of institutionalized socialization tactics and affective organizational commitment were measured in seven point Likert scale. Respondents were requested to fill the form being as honest as possible with the assurance of keeping their information confidential.

#### **Pilot Study/Testing**

Pilot testing was carried out to examine the effectiveness of sample items being used in the study. The reliability test of sample items used to measure six dimensions of

socialization tactics and affective organizational commitment. was done. Before final questionnaire was distributed, a pilot test was carried out on 50 respondents to measure the reliability of the questionnaire. Cronbach Alpha was used to check reliability of the questionnaire. All six dimensions' socialization tactics and affective organizational commitment had Cronbach alpha above 0.7 with the assumption that there was no difficulty in understanding the statements used in the construct. Furthermore, Cronbach Alpha value of all 38 items as a whole was 0.9 which showed reliability of the model. Therefore, there was no modification in sample items and constructs and questionnaire was distributed thoroughly to newcomers working commercial banking sector.

### **3.5 Sources and Method of Data Collection**

In this study, researcher had adopted primary method of data collection. Researcher had used both formal and informal chain to collect information. At first, researcher reached out to HR departments of different commercial banks and requested them to circulate questionnaire to specified samples. Then, researcher used informal chain to collect information such as friends, senior, and juniors who have been working in different commercial bank after 2019 A.D.

All the questions were close ended as it allowed respondents to choose freely and respond easily. Researcher emailed to 578 newcomers and requested them to fill the form. Furthermore, a total of 600 questionnaires were distributed through mail and papers. Among them 202 usable responses were collected with the response rate of 33.67%.

### **3.6 Data Management and Analysis**

The collected data was analyzed using IBM SPSS 23 and Smart PLS 3. Before final questionnaire was distributed, the reliability test of sample items was done through Cronbach Alpha. After confirmation of reliability of sample items, further steps were taken. Descriptive statistics was calculated to present respondent's profile along with the summary of variables under the study. Then, normality of data was tested through Shapiro-Wilk test and Histogram. Since, the data obtained was not normal, non-parametric tests had to be applied.

Measurement Model Analysis has been carried out through Smart PLS to analyze the convergent and discriminant validity. For convergent validity, composite reliability

with a minimum threshold of 0.70 and Average Extracted Variance (AVE) with a minimum threshold of 0.50 have been set. In case of discriminant validity, Fornell-Larcker criterion, HTMT ratio, and cross-loadings have been used. Fornell-Larcker criterion has been used where the square root of each construct's AVE must be higher than its correlation with another construct, and each item loads highest on its associated construct. Heterotrait-Monotrait has been used where the values should be less than 0.90. Also, in cross-loading criteria, the value of cross-loading of each construct should be less than 0.7. Multi-collinearity test was also done where the Variance Inflation Factor (VIF) should be less than 3.

Finally, Correlation has been used to analyze the relationship between collective, formal, sequential, fixed, serial, and investiture with that of affective organizational commitment. Multiple Regression Analysis has been used to investigate impact of context, content, and social aspects on affective organizational commitment.

### **3.7 Ethical Consideration**

Ethics are moral principles that govern a person's behavior or the conducting of an activity. Essential considerations of ethics in research are critical (Bandhu, Priya & Jadhav, 2020). Christian (2018) reported that good ethical behaviors ensures the proper treatment of human beings and animals in research. Good ethical conduct avoids distress and also includes privacy and confidentiality in research.

In this study, standards of behaviors that guides moral choices has been taken care of in order to ensure that no one is harmed or suffered on consequences of this study. The rules and regulations set out by university have been thoroughly followed and no unethical activities have been carried out throughout the study and report writing. The respondents were clearly explained regarding the objectives of data collection. The freedom to fill the form was given and none of the respondents were forced to fill out the form. The choice to not to fill the form was also respected.

Researcher has thoroughly assured that the collected data would remain confidential and would be used for academic purposes only. Researcher has ensured that proper citation and references have been used. Original thoughts and ideas of authors have been included in this study and sources have been clearly specified as per the standard rule of university.

## CHAPTER IV

### ANAYLSIS AND RESULTS

This chapter presents the analysis of the collected data from the survey of Assistant and Officer level employees working in commercial banking sector. The hypotheses that were formulated in the initial phase were tested and analyzed using Smart PLS 3 and IBM SPSS 23. This chapter aims to fulfill the objectives of the study.

#### 4.1 Demographic Profile of Respondents

This study presents the analysis of employees from commercial banking sector employed at Assistant and Officer level with less than 2.5 years of experiences on the basis of gender, age bracket, marital status, highest degree earned, and working experiences.

Table 3 exhibits the demographic profile of the respondents. Respondents have been grouped in different demographic indications that includes gender, age bracket, marital status, highest degree earned, and years of working experiences.

Among 202 respondents, 103 were males and 99 were females that contributes the percentage of 51 and 49 respectively. This indicates that there was not much difference in number of respondents. As represented in table, 54 percent of respondents belonged to 20-25 years of age bracket followed by 42.1 percent of respondents of 26-30 years of age bracket. Only 3 and 1 percent of respondents were from 31-35 and above 35 years of age bracket respectively. Since, the study was focused on Assistant and Officer level employees only, the reason behind highest number of respondents from 20-25 and 26-30 years seems justifiable.

Similarly, 17.3 percent of respondents were married and 82.7 percent were unmarried. 60.4 percent of respondents had Bachelor's degree followed by 38.6 percent of respondents with Master's degree. Each 0.5 percent of respondents had intermediate level and PhD degree respectively.

Table 3

*Respondent Profile of the Study*

Demographic Variables		Frequency	Percent
Gender	Male	103	51
	Female	99	49
Age Bracket	20-25	109	54.0
	26-30	85	42.1
	31-35	6	3.0
	Above 35	2	1.0
Marital Status	Married	35	17.3
	Unmarried	167	82.7
Highest Degree Earned	Intermediate level degree	1	.5
	Bachelor's degree	122	60.4
	Master degree	78	38.6
	PhD level degree	1	.5
Working Experiences	Less than 0.5 year (6 months)	33	16.3
	0.5 year - 1 year	12	5.9
	1 year -1.5 years	23	11.4
	1.5 years - 2 years	57	28.2
	2 years - 2.5 years	77	38.1
Total		202	100.0

As seen in table, most of the respondents (38.1 percent) had 2-2.5 years of working experiences followed by 28.2 percent respondents with 1.5-2 years of experiences. Remaining 16.3 percent of respondents had less than 0.5 year (6 months), 11.4 and 5.9 percent of respondents had 1-1.5 years and 0.5-1 year of work experiences respectively. Since, the study was focused on capturing early years of working experiences to analyze socialization, employees with less than 2.5 years of work experiences were only taken.

## 4.2 Descriptive Statistics

Under descriptive statistics, the variables under study are presented and analyzed. The variables include dependent and independent variables. The dependent variable is affective organizational commitment whereas independent variable is institutionalized socialization tactics with six constructs – collective, formal, sequential, fixed, serial, and investiture.

Table 4

### *Summary Descriptive Statistics of Institutionalized Socialization Tactics*

	N	Range	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis		
	Stat	Stat	Stat	Stat	Stat	Statistic	Stat	Std. Error	Stat	Std. Error
Collective	202	6.00	1.00	7.00	4.61 78	1.27388	-.538	.171	-.359	.341
Formal	202	5.80	1.00	6.80	4.47 13	1.15731	-.335	.171	-.178	.341
Sequential	202	6.00	1.00	7.00	4.70 99	1.21549	-.801	.171	.631	.341
Fixed	202	6.00	1.00	7.00	4.77 52	1.29768	-.806	.171	.429	.341
Serial	202	6.00	1.00	7.00	4.40 59	1.21220	-.264	.171	-.170	.341
Investiture	202	6.00	1.00	7.00	4.69 60	1.22059	-.634	.171	.314	.341

Table 4 shows the summary of descriptive statistics of six dimensions of institutionalized socialization tactics. Individualized versus institutionalized socialization is measured along a bipolar scale where socialization is increasingly institutionalized the further up the scale you go. The scale's mid-point is 3.5 (Filstad, 2010). Higher scores on the scale represent institutionalized socialization and lower scores represent individualized socialization (Gruman, Saks & Zweig, 2006).

As seen in table, the mean of all six dimensions are above 3.5. This implies that there is strong presence of institutionalized socialization tactics. None of the mean scores are below 4, only one of them is below 4.5 i.e. serial tactics.

Standard deviation represents how dispersed data are in relation to mean. As represented in table, SD of all six dimensions are not close to zero. It reflects that data points are highly dispersed.

On the other hand, skewness and kurtosis shows the consistency of data sets. According to rule of thumb, the skewness values should lie between -0.5 to +0.5 for the data to be consistent.

The skewness of all six dimensions are negative. This means that data points of the most of the tactics are negatively skewed. The data sets of collective, sequential, fixed, and investiture seems to be moderately skewed whereas formal and serial tactics seems to be symmetrical.

Similarly, the kurtosis value of all six dimensions are less than 3 which means that it is platykurtic. This reflects that the dataset has lighter tails than a normal distribution.

Table 5

*Summary Descriptive Statistics of Affective Organizational Commitment*

	N	Range	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis
	Stat	Stat	Stat	Stat	Stat	Stat	Std. Error	Std. Error
Commitment	202	5.63	1.00	6.63	4.0903	.95842	.022	.171
Valid N (listwise)	202							

Table 5 indicates summary descriptive statistics of dependent variable i.e. affective organizational commitment. The mean score is 4.0903 which suggests that average respondents slightly agree with the statement that measured affective organizational commitment. The standard deviation is 0.95842 which reflects that some of the respondents have slightly disagreed and some have agreed with the statements that measured affective organizational commitment. Since SD is below 1, it means that data points have low dispersion.

The skewness is 0.022 which reflects that data points are fairly symmetrical as values lies between -0.5 to +0.5. Similarly, the kurtosis value is 0.693 which is less than 3. It means that data are light-tailed or lack of outliers.

### 4.3 Normality Test

Normality test help in checking whether the data are normally distributed or not. In other words, normality test is used to determine whether sample data has been drawn

from a normally distributed population. In this study, shapiro-wilk test and histogram test have been analyzed for normality of data.

### 4.3.1 Shapiro-Wilk Test

Table 6

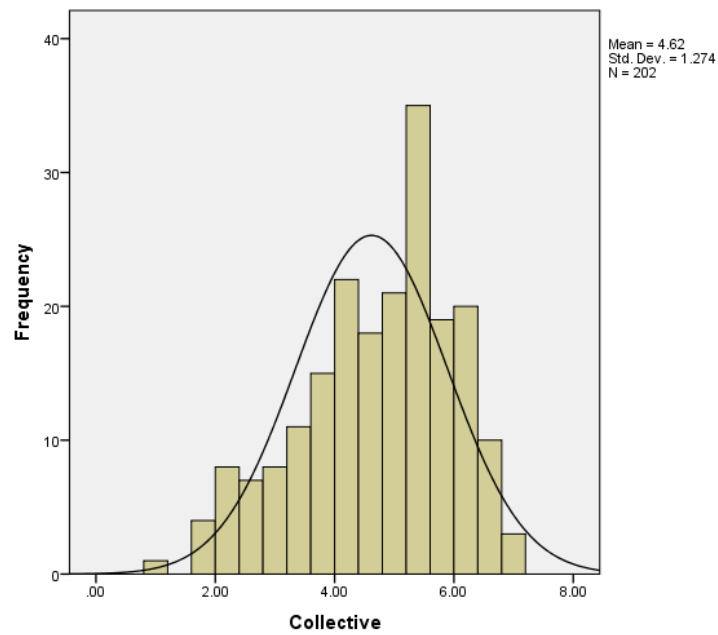
*Shapiro-Wilk Test*

		Shapiro-Wilk	
	Statistic	df	Sig.
Collective	.965	202	.000
Formal	.981	202	.007
Sequential	.954	202	.000
Fixed	.950	202	.000
Serial	.985	202	.031
Investiture	.966	202	.000
Affective Organizational Commitment	.983	202	.014

Table 6 indicates result of shapiro-wilk test which tests normality of data. As seen in the table, the p-values of six dimensions of institutionalized tactics – collective, formal, sequential, fixed, serial, and investiture are less than 0.05 along with dependent variable – affective organizational commitment i.e. collective – 0.000, formal – 0.007, sequential – 0.000, fixed – 0.000, serial- 0.031, investiture – 0.000, and affective organizational commitment – 0.014. This reflects that data are not normally distributed.

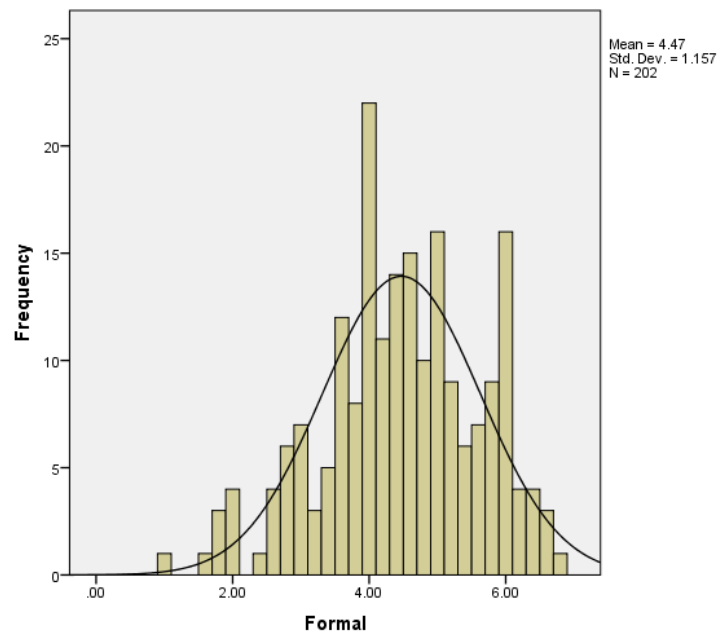


### 4.3.2 Histogram



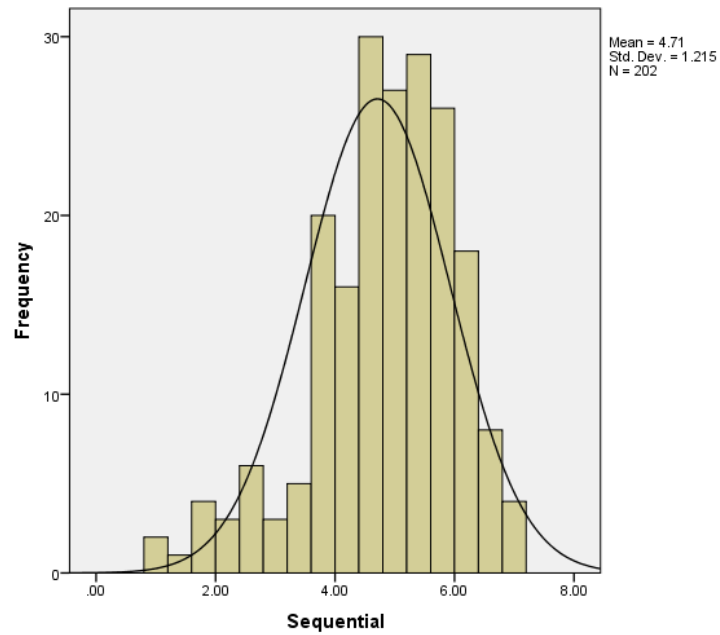
*Figure 2* Histogram of Collective

From figure 2, it can be seen that data of this survey are negative or left skewed which reflects that overall data collected from the items of collective are not normally distributed.



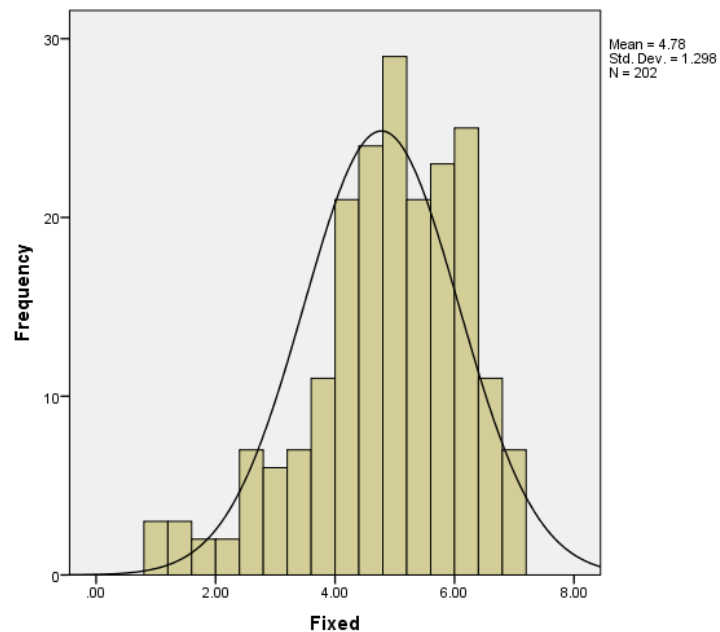
*Figure 3* Histogram of Formal

From figure 3, it can be seen that data of this survey are not normally distributed.



*Figure 4 Histogram of Sequential*

From figure 4, it can be seen that data of this survey are negative or left skewed which reflects that overall data collected from the items of sequential are not normally distributed.



*Figure 5 Histogram of Fixed*

From figure 5, it can be seen that data of this survey are negative or left skewed which reflects that overall data collected from the items of fixed are not normally distributed.

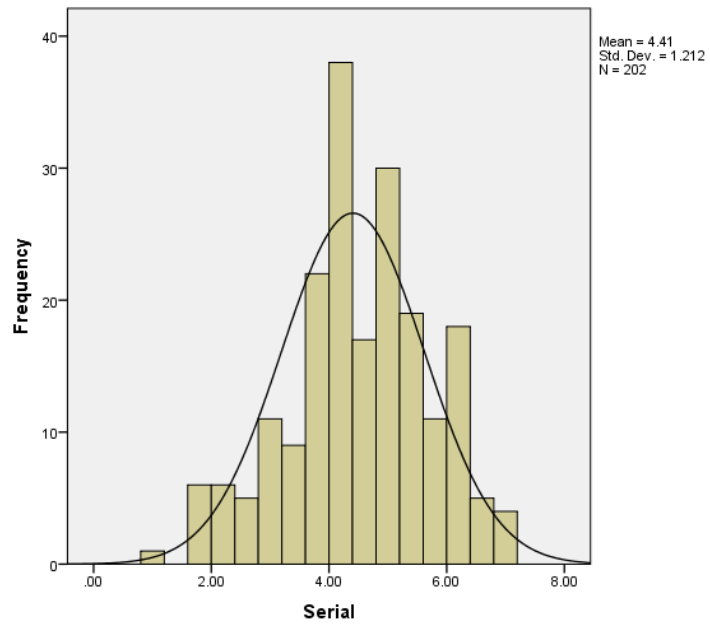


Figure 6 Histogram of Serial

From figure 6, it can be seen that data of serial tactics of this survey are not normally distributed.

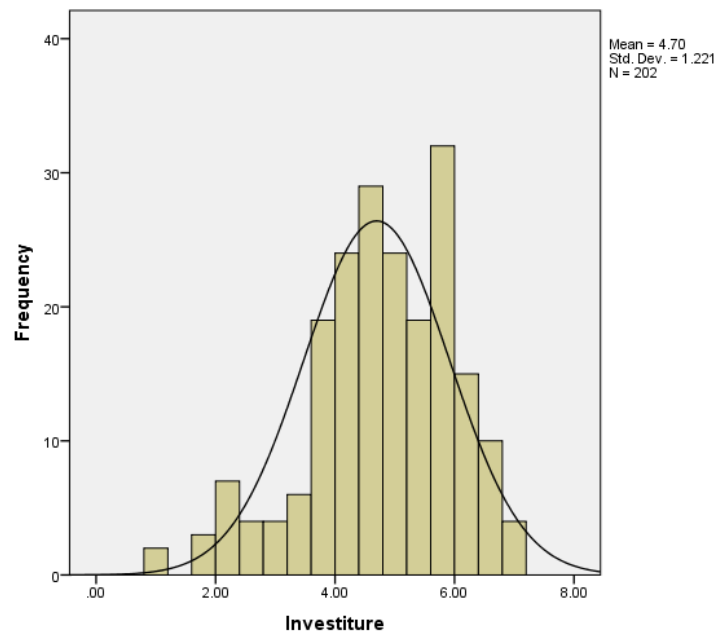
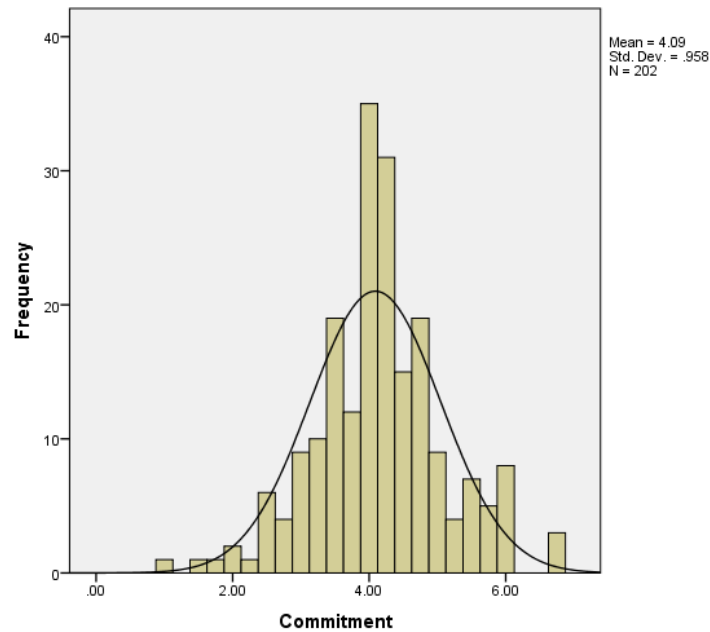


Figure 7 Histogram of Investiture

From figure 7, it can be seen that data of this survey are negative or left skewed which reflects that overall data collected from the items of investiture are not normally distributed.



*Figure 8 Histogram of Commitment*

From figure 8, it can be seen that data of affective organizational commitment of this survey are not normally distributed.

#### **4.4 Measurement Model**

The measurement model is the part of the model that examines relationship between the latent variables and their measures. In other words, the measurement model is a statistical model relating indicators to constructs (the statistical representation of a concept).

##### **4.4.1 Construct Reliability and Validity**

The internal consistency of the items measuring the latent variables was tested through composite reliability. As seen in the table, the composite reliability of all six constructs including Collective (C), Formal (F), Sequential (S), Fixed (FI), Serial (SE), and Investiture (I) and dependent variable Affective Organizational Commitment (AC) are presented.

Table 7 indicates the construct reliability and validity. Sample items A4, A5, A6, A8, F3, F4, S4, SE4, and SE5 have been deleted as their loadings were very poor and there was no contribution of these sample items in the study. Here, the sample items above 0.5 have been taken as factor loadings in 0.5 are considered significant. And, at these factor loadings level, composite reliability and average variance extracted have also reached acceptable level.

Table 7

*Construct Reliability and Validity*

Items	Loadings	Latent Variable	Composite Reliability (CR)	Average Variance Extracted (Ave)
A1	0.810	Affective Commitment	0.885	0.658
A2	0.798			
A3	0.846			
A7	0.789			
C1	0.735	Collective	0.856	0.545
C2	0.777			
C3	0.787			
C4	0.655			
C5	0.730			
F1	0.817	Formal	0.784	0.554
F2	0.559			
F5	0.827			
FI1	0.817	Fixed	0.892	0.626
FI2	0.897			
FI3	0.859			
FI4	0.748			
FI5	0.600			
I1	0.809	Investiture	0.850	0.535
I2	0.800			
I3	0.706			
I4	0.732			
I5	0.588			
S1	0.816	Sequential	0.899	0.690
S2	0.892			
S3	0.865			
S5	0.741			
SE1	0.862	Serial	0.873	0.699
SE2	0.922			
SE3	0.710			

Composite reliability reflects internal reliability whereas average variance extracted reflects convergent validity. Since composite reliability is considered better predictor than Cronbach alpha, composite reliability is taken into account. The respective latent variables have composite reliability above 0.7 which means that data sets are internally reliable.

As suggested by Fornell and Larcker (1981), AVE value of 50% or higher means that, on average, a construct accounts for more than half of the variance of its own indicators which has been successfully met as seen in table. Therefore, convergent validity has been proved with the help of factor loadings, composite reliability, and average variance extracted.

#### 4.4.2 Discriminant Validity

Discriminant validity is the degree to which a measure diverges or does not correlate from another measures whose underlying construct is conceptually unrelated to it.

Table 8

*Fornell-Larcker Criterion*

	AC	C	F	FI	I	S	SE
AC	<b>0.811</b>						
C	0.501	<b>0.738</b>					
F	0.539	0.552	<b>0.744</b>				
FI	0.571	0.434	0.569	<b>0.791</b>			
I	0.650	0.523	0.569	0.582	<b>0.731</b>		
S	0.573	0.470	0.596	0.609	0.578	<b>0.831</b>	
SE	0.583	0.456	0.522	0.573	0.676	0.610	<b>0.836</b>

Fornell and Larcker (1981) suggested Fornell-Larcker criterion to assess discriminant validity. This method compares the square root of the average variance extracted (AVE) with the correlation of latent constructs. A latent construct should explain better the variance of its own indicator rather than the variance of other latent constructs. Therefore, the square root of each construct's AVE should have a greater value than the correlations with other latent constructs (Hamid, Sami & Sidek, 2017).

In above table, the diagonal values (bold) represents the AVE values. It can be noted that the AVE of a construct is greater than the correlations with other constructs. Therefore, this proves discriminant validity.

Table 9

*Cross Loadings*

	AC	C	F	FI	I	S	SE
AC1	<b>0.810</b>	0.400	0.361	0.512	0.552	0.450	0.524
AC2	<b>0.798</b>	0.335	0.411	0.388	0.495	0.383	0.407
AC3	<b>0.846</b>	0.425	0.497	0.501	0.518	0.483	0.534
AC7	<b>0.789</b>	0.456	0.474	0.440	0.542	0.529	0.417
C1	0.419	<b>0.735</b>	0.456	0.339	0.363	0.347	0.406
C2	0.360	<b>0.777</b>	0.416	0.303	0.349	0.392	0.397
C3	0.346	<b>0.787</b>	0.408	0.336	0.401	0.412	0.267
C4	0.402	<b>0.655</b>	0.341	0.344	0.466	0.272	0.331
C5	0.280	<b>0.730</b>	0.405	0.250	0.322	0.307	0.240
F1	0.434	0.452	<b>0.817</b>	0.509	0.460	0.490	0.419
F2	0.214	0.263	<b>0.559</b>	0.239	0.272	0.181	0.178
F5	0.490	0.475	<b>0.827</b>	0.467	0.495	0.556	0.487
FI1	0.491	0.356	0.477	<b>0.817</b>	0.508	0.514	0.520
FI2	0.569	0.435	0.558	<b>0.897</b>	0.550	0.614	0.549
FI3	0.495	0.341	0.461	<b>0.859</b>	0.458	0.525	0.499
FI4	0.326	0.289	0.350	<b>0.748</b>	0.375	0.334	0.367
FI5	0.298	0.261	0.363	<b>0.600</b>	0.374	0.338	0.246
I1	0.608	0.417	0.549	0.472	<b>0.809</b>	0.531	0.658
I2	0.558	0.404	0.409	0.464	<b>0.800</b>	0.508	0.606
I3	0.371	0.344	0.348	0.396	<b>0.706</b>	0.400	0.384
I4	0.397	0.469	0.379	0.316	<b>0.732</b>	0.308	0.386
I5	0.364	0.269	0.353	0.476	<b>0.588</b>	0.300	0.325
S1	0.440	0.345	0.466	0.492	0.468	<b>0.816</b>	0.524
S2	0.458	0.410	0.583	0.538	0.491	<b>0.892</b>	0.551
S3	0.548	0.437	0.530	0.509	0.497	<b>0.865</b>	0.515
S5	0.441	0.359	0.391	0.483	0.463	<b>0.741</b>	0.434
SE1	0.505	0.462	0.494	0.482	0.621	0.549	<b>0.862</b>
SE2	0.544	0.449	0.494	0.523	0.612	0.575	<b>0.922</b>
SE3	0.404	0.201	0.298	0.428	0.447	0.386	<b>0.710</b>

Table 9 indicates the loadings of the items with its own constructs and with the other constructs. As seen in the table, the cross-loading values of each items of construct are less than 0.7 with respect to another constructs. Items FI2, I1, I2, SE1, and SE2 are loaded bit higher on another constructs with value 0.614, 0.608, 0.606, 0.621, and 0.612. But, all these values are less than 0.7. so, there is no issue of cross-loadings. Items C4, F2, FI5, and I5 have loadings value below 0.7. But, these values have been accepted as AVE is above 0.5. This means that the loadings below 0.7 have not affected Average Variance Extracted (AVE).

Table 10

*Heterotrait - Monotrait Ratio (HTMT)*

	AC	C	F	FI	I	S	SE
AC							
C	0.602						
F	0.710	0.756					
FI	0.655	0.510	0.741				
I	0.778	0.651	0.780	0.706			
S	0.675	0.569	0.753	0.694	0.685		
SE	0.721	0.551	0.690	0.683	0.821	0.743	

HTMT values close to 1 indicates a lack of discriminant validity. Using the HTMT as a criterion involves comparing it to a predefined threshold. If the value of the HTMT is higher than this threshold, one can conclude that there is a lack of discriminant validity (Hamid, Sami & Sidek, 2017). Gold et al. (2014) argued and proposed a value of 0.90. As seen in the table, HTMT value are lower than 0.90. Therefore, it proves discriminant validity.

#### 4.4.3 Collinearity Test

Collinearity test helps in identification of multi-collinearity. Multi-collinearity is a situation in which two or more predictors are highly linearly correlated. Multi-collinearity is considered not so good in study as high correlations among predictor variables might lead to unreliable and unstable estimates of regression coefficients.

Table 11 indicates collinearity test. Variance Inflation Factor (VIF) is a measure of the amount of multi-collinearity. A large VIF represents a highly collinear relationship to the other variables. The Variance Inflation Factor (VIF) of each sample items are considered good and satisfactory when the VIF of items are below 3 and 10 respectively. Out of 29 sample items, only 2 of them have VIF slightly greater than 3 but less than 10. Remaining all sample items have VIF less than 3. Therefore, it reflects that there is no issue of multi-collinearity.



Table 11

*Collinearity Test*

	VIF
A1	1.752
A2	1.783
A3	1.940
A7	1.605
C1	1.693
C2	1.866
C3	1.945
C4	1.292
C5	1.797
F1	1.327
F2	1.162
F5	1.235
FI1	1.999
FI2	<b>3.198</b>
FI3	2.616
FI4	1.831
FI5	1.415
I1	1.789
I2	1.828
I3	1.582
I4	1.596
I5	1.353
S1	2.454
S2	<b>3.348</b>
S3	2.196
S5	1.516
SE1	2.233
SE2	2.653
SE3	1.369

#### **4.5 Correlation Analysis**

Correlation analysis is a statistical method that is used to discover relationship between two variables and how strong that relationship may be.

Table 12 shows the degree of correlation between six dimensions of institutionalized socialization tactics (collective, formal, sequential, fixed, serial, and investiture) and affective organizational commitment. Researcher had used Pearson correlation matrix to observe the relationship between the variables.

Table 12

*Correlation Matrix*

	Commitment	Collective	Formal	Sequential	Fixed	Serial	Investiture
Commitment	1						
Collective	.440**	1					
Formal	.441**	.474**	1				
Sequential	.392**	.448**	.459**	1			
Fixed	.419**	.419**	.522**	.607**	1		
Serial	.414**	.346**	.450**	.462**	.500**	1	
Investiture	.498**	.513**	.484**	.561**	.576**	.578**	1

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

#### **4.5.1 Correlation between Collective Dimension and Affective Organizational Commitment**

There is moderate degree of correlation between collective dimension and affective organizational commitment i.e. 0.440. The significant value is 0.000 which is less than level of significance. This proves that the relationship is significant between these variables. It means that when more common learning practices are adopted, there is increment in affective organizational commitment.

#### **4.5.2 Correlation between Formal Dimension and Affective Organizational Commitment**

There is moderate degree of correlation between formal dimension and affective organizational commitment i.e. 0.441. The significant value is 0.000 which is less than level of significance. This proves that the relationship is significant between these two variables. It means that when tendency of formal socialization tactics is increased, there is increment in affective organizational commitment.

#### **4.5.1 Correlation between Sequential Dimension and Affective Organizational Commitment**

There is moderate degree of correlation between sequential dimension and affective organizational commitment i.e. 0.392. The significant value is 0.000 which is less than level of significance. This proves that the relationship is significant between these variables. It means that when practices of providing explicit information concerning the

sequences of activities to newcomers are increased, there is increment in affective organizational commitment among newcomers.

#### **4.5.1 Correlation between Fixed Dimension and Affective Organizational Commitment**

There is moderate degree of correlation between fixed dimension and affective organizational commitment i.e. 0.419. The significant value is 0.000 which is less than level of significance. This proves that the relationship is significant between these variables. It means that when practices of providing newcomers with precise knowledge of the timetables associated with completing each stages in processes are increased, there is increment in affective organizational commitment.

#### **4.5.1 Correlation between Serial Dimension and Affective Organizational Commitment**

There is moderate degree of correlation between serial dimension and affective organizational commitment i.e. 0.414. The significant value is 0.000 which is less than level of significance. This proves that the relationship is significant between these variables. It means that when practices of acting experienced organizational members as role models are increased in organization, there is increment in affective commitment

#### **4.5.1 Correlation between Investiture Dimension and Affective Organizational Commitment**

There is moderate degree of correlation between fixed dimension and affective organizational commitment i.e. 0.498. The significant value is 0.000 which is less than level of significance. This proves that the relationship is significant between these variables. It means that when tendency of investiture socialization tactics is increased, there is increment in affective organizational commitment among newcomers.

### **4.6 Multiple Regression Analysis**

Regression analysis was done to analyze which dimension of socialization tactics that is context, content, and social have more impact or is better predictor of affective organizational commitment.

Table 13

*Model Summary of Regression Analysis*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582 <sup>a</sup>	.338	.318	.79141

a. Predictors: (Constant), Investiture, Formal, Collective, Serial, Sequential, Fixed

Table 13 indicates the model summary of regression analysis. As seen in table, value of R square is 0.338 which means that 33.8 percent variance in the dependent variable i.e. affective organizational commitment can be explained by independent variable and its constructs i.e. context (collective and formal), content (sequential and fixed), social aspects (serial and investiture). Remaining 66.2 percent of variance can be explained by other variables which is not included in this study.

Table 14

*ANOVA Table*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	62.497	6	10.416	16.630	.000 <sup>b</sup>
Residual	122.136	195	.626		
Total	184.632	201			

a. Dependent Variable: Commitment  
b. Predictors: (Constant), Investiture, Formal, Collective, Serial, Sequential, Fixed

Table 14 shows an Analysis of Variance which indicates how well the model fits the data. Here, the f-value is 16.630 and p-value is 0.000. The f-test of overall significance indicates whether linear regression model provides a better fit to the data than a model that contains no independent variables. Since, p-value is less than level of significance, it reflects that the regression model fits the data better than the model with no independent variables. Furthermore, p-value is below significance level that indicates that the slope of the regression line is not zero and hence, there is a significant relationship between dependent and independent variables.

Table 15

*Coefficients Table*

Model	Unstandardized Coefficients		Standardized	t	Sig.
	B	Std. Error	Coefficients Beta		
1	(Constant)	1.378		4.868	.000
	Collective	.134	.178	2.467	.015
	Formal	.128	.155	2.076	.039
	Sequential	.024	.030	.380	.704
	Fixed	.050	.068	.822	.412
	Serial	.090	.113	1.509	.133
	Investiture	.165	.210	2.487	.014

a. Dependent Variable: Commitment

Table 15 shows the coefficients of the latent variables.

**Context Socialization Tactic**

Collective and Formal falls under context socialization tactics. The p-value of both of these tactics are below significance level i.e.  $0.015 < 0.05$  and  $0.039 < 0.05$  respectively. It indicates that there is significant impact of context socialization tactics on affective organizational commitment. The beta value of collective and formal tactics are 0.134 and 0.128 respectively. This means that for every one-unit increase in collective and formal tactics, there is increase in affective commitment by 0.134 units and 0.128 units respectively.

**Content Socialization Tactic**

Sequential and fixed falls under content socialization tactics. The p-value of both of these tactics are above significance level i.e.  $0.704 > 0.05$  and  $0.412 > 0.05$  respectively. It indicates that there is no significant impact of content socialization tactics on affective organizational commitment. This means content socialization tactic is not better predictor of affective organizational commitment. The beta value of sequential and fixed tactics are 0.024 and 0.050 respectively.

**Social Aspects Socialization Tactic**

Serial and investiture falls under social aspects socialization tactic. The p-value of investiture is less than significance level i.e.  $0.014 < 0.05$ . It indicates that there is significant impact of investiture tactic on affective organizational commitment. The beta value of investiture tactic is 0.165. On the other side, the p-value of serial tactic is

0.133 which is greater than 0.05. This means that there is no significant impact of serial tactic on affective organizational commitment. The beta value of serial tactic is 0.090 only.

## 4.7 Hypothesis Testing Summary

Table 16

*Hypothesis Summary Table – H1*

Hypothesis	Variables	Correlation		
		®	P-Value	Result
H1	Collective→ Affective Commitment	.440**	0.000	Accepted
	Formal→ Affective Commitment	.441**	0.000	Accepted
	Sequential→ Affective Commitment	.392**	0.000	Accepted
	Fixed→ Affective Commitment	.419**	0.000	Accepted
	Serial→ Affective Commitment	.414**	0.000	Accepted
	Investiture→ Affective Commitment	.498**	0.000	Accepted

As seen in table 16, H1 is accepted. All the six dimension of institutionalized socialization tactics are positively correlated to affective organizational commitment. The p-values of all these six dimensions are less than significance value i.e.  $0.000 < 0.05$ . Therefore, its means that these six dimensions and affective organizational commitment moves in same direction and when one increases another too increases.

As seen in table 17, H2 is rejected. Only one of the tactics under social aspects is significantly correlated to affective organizational commitment. This means investiture tactic under social aspects socialization tactic only have impact on affective organizational commitment. In order to be true H2, both of the tactics – serial and investiture should have significant impact on affective organizational commitment.

Table 17

*Hypothesis Summary Table – H2*

Hypothesis	Socialization Tactics		P-Value	Result
	Category	Variables		
H2	Context	Collective → Affective Commitment	0.015	Rejected
		Formal → Affective Commitment	0.039	
	Content	Sequential → Affective Commitment	0.704	
		Fixed→ Affective Commitment	0.412	
	Social Aspects	Serial → Affective Commitment	0.133	
		Investiture → Affective Commitment	0.014	

On the other hand, both of the context tactics – collective and formal have significant impact on affective organizational commitment as both of their p-values are less than 0.05. This proves that context socialization tactic is better predictor than content and social aspects socialization tactics in context of Nepal. Therefore, H2 is rejected. Furthermore, both of content socialization tactics – sequential and fixed have p-values less than 0.05. This indicates that there is no significant impact of content socialization tactic on affective organizational commitment.

## **4.8 Major Findings**

Some of the main findings of this study are as follows:

- The mean scale of collective tactic is 4.6178 and standard deviation is 1.27388 which indicates that major number of newcomers have been through common job related training activities and there is sense of being in the same boat among newcomers. This reflects strong presence of institutionalized socialization tactics.
- The mean scale of formal tactic is 4.4713 and standard deviation is 1.15731 which indicates that newcomers have been segregated during training activities which is institutionalized in nature.
- The mean scale of sequential tactic is 4.7099 and standard deviation is 1.21549 which indicates that most of the newcomers have been through series of discrete and identifiable stages in order to achieve defined role and status within an organization designed by organization.
- The mean scale of fixed tactic is 4.7752 and standard deviation is 1.29768 which indicates that newcomers were communicated precise knowledge of the time that newcomer will take to complete a given step in an organization.
- The mean scale of serial tactic is 4.4059 and standard deviation is 1.21220 which indicates that newcomers were groomed by experienced organizational members to assume similar role in the organization which is structured organizational practice.
- The mean scale of investiture tactic is 4.6960 and standard deviation is 1.22059 which indicates that the commercial banking sector confirms the incoming

identity of newcomers. It means that the socialization process in this sector ratifies and establishes the viability and usefulness of the characteristics the newcomers already possesses.

- The mean scale of affective organizational commitment is 4.0903 and standard deviation is 0.95842 which indicates that newcomers are emotionally attached to the bank that they have been working for.
- There is moderate positive relationship between collective tactic and affective organizational commitment. It means that when newcomers are socialized collectively more, they tend to be more emotionally attached to the organization.
- There is moderate positive relationship between formal tactic and affective organizational commitment. It means that when in general practice newcomers are socialized more by segregating from the ongoing work content and by emphasizing role, there seems to be increase in affective commitment.
- There is moderate positive relationship between sequential tactic and affective organizational commitment. It means that when banks adopt and practices sequential socialization tactic among newcomers, there is increase in affective commitment.
- There is moderate positive relationship between fixed tactic and affective organizational commitment. It means that increase in fixed socialization tactic will lead to increase in affective commitment.
- There is moderate positive relationship between serial tactic and affective organizational commitment. It means that when banks groom their newcomers through experienced organizational members in general, there will be increase affective commitment.
- There is moderate positive relationship between investiture tactic and affective organizational commitment. It means that when banks practices acceptance of newcomer's identity and characteristics instead of stripping away, there will be increase in affective commitment.



- Context socialization tactics such as collective and formal have significant impact on affective commitment as their p-values are less than that of significance level.
- Content socialization tactics such as sequential and fixed does not seem to have significant impact on affective commitment as their p-values are more than that of significance level.
- In social aspects socialization tactics, only investiture tactic seems to have significant impact on affective commitment as its p-value is less than that of significance level. Serial tactic does not seem to have significant impact on affective commitment making investiture as predictor only out of two.
- In general, institutionalized socialization tactics are positively related to affective commitment but context (collective and formal) and investiture (social aspects) only seems to have significant impact on affective commitment.

## CHAPTER V

### DISCUSSION, CONCLUSIONS AND IMPLICATIONS

This chapter compares the findings of this study with that of past studies and discusses about the similarities and differences in the findings. Based on the findings and discussion, conclusions and implications of the research are drawn.

#### 5.1 Discussion

Newcomers in commercial banking sector have to go through series of socialization tactics during their initial years which helps them in assumption of organizational role. This study examined the relationship between six socialization tactics with that of affective commitment and impact of content, context, and social aspects on affective commitment of newcomers who were employed for less than 2.5 years in commercial banking sector. Self-administered questionnaires were sent to the employees through mail. Paper based questionnaires were also distributed to few employees for data collection.

The findings in this study show that newcomers in commercial banking sector mostly go through institutionalized socialization tactics than individualized tactics as mean scores of socialization tactics were above average. Similarly, Orpen (1995) and Ashforth (1996) found means scores of socialization tactics 3.5 (above average) representing active presence of institutionalized tactics in their respective studies. As institutionalized socialization tactics reduce newcomer's anxiety and stress and it creates predictable and interpretable environment, it seems to be practiced in most of the sectors along with commercial banking sector in Nepal.

King et.al (2005) findings show that there is significant positive relationship between six dimensions of socialization tactic with that of affective commitment. This finding is consistent with that of finding of this study. The reason behind it could be almost similar number of sample size and nature of sample. King et. al (2005) have taken 187 usable responses while this study has taken 202. King et.al (2005) has taken newcomers with not more than 2 years of experiences while this study has taken newcomers with less than 2.5 years of experiences. On the other side, investiture tactic of social aspects had only significant impact on affective commitment in King et. Al (2005) study which was conducted in USA. The findings of King et.al (2005) study was partially consistent

with that of finding of this study as context (collective and formal) and investiture tactics had significant impact on affective commitment in this study. Since, Nepal is considered as collectivist society and USA is considered individualistic society, the significant impact of context socialization category (collective and formal) with that of affective commitment seems reasonable.

Baker & Feldman (1990) findings state that there is significant positive relationship between socialization tactics and affective commitment which is consistent with that of findings of this study. The reason could be the sector that both of the studies have chosen for. Baker & Feldman (1990) has taken four diverse organizations that focuses on mass hiring. The current study has also taken the sector which focuses on mass hiring at once. On the other side, investiture tactics only had impact on organizational commitment in Baker & Feldman (1990) whereas in current study, there is significant impact of context and investiture tactics on affective commitment.

In study by Filstad (2010), the researcher found that investiture tactic of social dimension had significant relationship and impact on affective commitment which is similar with this study. This finding is consistent with other study as well which had argued for the importance of social interactions with colleagues. This reflects that social activation taking place by means of co-workers and employees in similar positions within organization are positive for organizational commitment. Being recognized and getting access to colleagues as role model as and knowledge sources for own learning is considered valuable, where newcomers' appreciation of facilitation to increase their changes of participation in work activities and interact with colleagues are believed to result in organizational commitment (Filstad, 2004).

There is moderate positive relationship between six dimensions of socialization tactics and affective commitment in current study. This finding is similar with that of Raina & Chauhan (2016). Nepalese and Indian culture are considered as medium low uncertainty avoidance societies. The moderate relationship between factors can be attributed to the fact that even though, organizations provide stable, strong environment, it does not deter the newcomers form seeking new employment. The culture of uncertainty might not cause newcomers stress or anxiety.

Allen & Meyer (1990) findings showed that there was significant positive relationship between investiture and commitment which is similar to that of current study. Usually,

there is lot of practice of socialization measures at initial phase which leads to commitment. But with passage of time, the socialization measures changes and might even be reduced. This have led to positive relationship of only one socialization measure with that of commitment in later phase in most of the studies. In current study, context (collective and formal) and investiture had significant impact on affective commitment. The remaining measures did not have significant impact as other socialization measures might not have been in operation after initial year of newcomers.

## **5.2 Conclusions**

As organizations and their employees face greater uncertainty, change, competition and global expansion, the need to understand how to effectively manage the socialization process cannot be overstated, particularly since socialization is one of the key factors affecting employee commitment, performance and retention, as well as the perpetuation of an organization's culture (Bauer, Morrison & Callister, 1998).

Organizational socialization is important topic in Human Resource Management which is often not considered in center stage. It bears huge significance in creation of proximal (human capital and motivation) and distal outcomes (job satisfaction, commitment, voluntary turnover) which is not carefully thought about. Even though many studies have been carried out in relation to socialization in west nations, only few studies have been conducted in east nations. In context of Nepal, researcher did not found past literature and study conducted with regard to socialization measures. Thus, researcher tried exploring in this field. The main purpose of this study was to explore socialization tactics and affective commitment in commercial banking sector in Nepal to contribute to the field of study of socialization measures.

Commercial banking sector in Nepal is most prominent sector which hires newcomers in entry level position in mass basis consequently leading to mass practice of socialization measures. The findings of present study are partially in line with other studies conducted in west. The moderate positive relationship between institutionalized socialization tactics (collective, formal, sequential, fixed, serial, and investiture) and affective commitment found in this study is in line with past studies.

However, like in past studies where investiture of social aspects dimension only has significant impact on affective commitment, this study slightly stands different. Along with investiture, context (collective and formal) tactics are found to have significant

impact on affective commitment. The reason behind it might be the collectivist culture of Nepal which prefers collective activities than individualized. On the other side, medium low uncertainty avoidance culture in Nepal might have triggered only moderate positive relationship between socialization dimensions and affective commitment instead of strong reflecting that newcomers will eventually search for new employment opportunities.

## **5.3 Implications**

### **5.3.1 Practical Implications**

The findings of this study have been meaningful as there is moderate positive relationship between six dimensions of socialization measures and affective commitment. Also, there is significant impact of context and investiture tactic on affective commitment. These findings have been partially similar with that of previous findings.

The findings of the current study recommend that commercial banking sector should practice socialization tactics on newcomers as there will be increment in affective commitment along with increment in practice of socialization tactics. The significant impact of context (collective and formal) and investiture tactics on affective commitment represents that there should be regular practices of socialization tactics otherwise the effect of these measures on commitment might be phased out just like other tactics.

The directed and investiture dimensions supported the importance of providing new members an individualized written work plan. This plan should highlight their work goals, objectives, skills, talents, and career aspirations. This will help the individual as well as the organization. The individuals will know that the supervisors are interested in their personal and professional development, and in return, the organization has nurtured an employee who is committed to their job.

The results of collective and formal dimension analyses give support to the importance of establishing set events that introduces newcomers to the organization in collective manner. Every division should have planned activities that provide varied opportunities for the newcomers to interact with other members in the division, as well as with others throughout the division and organization. New members should not be isolated from each other or other members in the division.

### **5.3.2 Implications for Future Studies**

In future, similar studies can be conducted in the field of socialization and commitment. Organizational socialization is peculiar topic in context of Nepal and almost none study has been conducted in similar area. Therefore, there is vast gap to be fulfilled in this area of study.

- This study is limited to commercial banking sector of Nepal only and does not provide evidence for other sectors. Therefore, similar studies can be carried out in other sectors.
- This study is cross-sectional study which have taken samples with certain years of experiences at once. In order to capture true socialization experiences of newcomers, longitudinal study can be carried out in future.
- This study has taken Officer and Assistant level employees as samples. The socialization and affective commitment measures might differ in other positions or levels. Thus, the study can be carried out taking other set of newcomers.
- This study is limited to direct relationship between independent and dependent variables without considering mediating or moderating relationship. Thus, studies with consideration of moderation and mediation relationship can be carried out.
- This study has covered affective commitment as dependent variable only. Thus, study with consideration of normative and continuance commitment as dependent variables can be carried out.

## REFERENCES

- Ab Hamid, M. R., Sami, W., & Mohamad Sidek, M. H. (2017). Discriminant Validity Assessment: Use of Fornell & Larcker Criterion Versus HTMT Criterion. *Journal of Physics: Conference Series*, 890, 012163. <https://doi.org/10.1088/1742-6596/890/1/012163>
- Afsanepurak, S. A., Hossini, R. N. S., Seyfari, M. K., & Nasab, Z. M. (2012). The Relationship between Organizational Socialization and Organizational Commitment in Physical Education Departments Employees in Mazandaran-Iran. *International Journal of Academic Research in Business and Social Sciences*, 2(1).
- Allen, N. J., & Meyer, J. P. (1990). Organizational Socialization Tactics: A Longitudinal Analysis of Links to Newcomers' Commitment and Role Orientation. *Academy of Management Journal*, 33(4), 847–858. <https://doi.org/10.5465/256294>
- Allen, N. J., & Meyer, J. P. (1990b). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Ashforth, B. K., & Saks, A. M. (1996). Socialization Tactics: Longitudinal Effects on Newcomer Adjustment. *Academy of Management Journal*, 39(1), 149–178. <https://doi.org/10.5465/256634>
- Ashforth, B. E., Sluss, D. M., & Saks, A. M. (2007). Socialization Tactics, Proactive Behavior, and Newcomer Learning: Integrating Socialization Models. *Journal of Vocational Behavior*, 70(3), 447–462. <https://doi.org/10.1016/j.jvb.2007.02.001>
- Ardts, J., Jansen, P., & van der Velde, M. (2001). The Breaking in of New Employees: Effectiveness of Socialization Tactics and Personnel Instruments. *Journal of Management Development*, 20(2), 159–167. <https://doi.org/10.1108/02621710110382178>

- Baker III, H. E., & Feldman, D. C. (1990). Strategies of Organizational Socialization and Their Impact On Newcomer Adjustment. *Journal of Managerial Issues*, 198–212.
- Baker, H., & Feldman, D. C. (1991). Linking Organizational Socialization Tactics with Corporate Human Resource Management Strategies. *Human Resource Management Review*, 1(3), 193–202. [https://doi.org/10.1016/1053-4822\(91\)90014-4](https://doi.org/10.1016/1053-4822(91)90014-4)
- Bauer, T. N., Bodner, T., Erdogan, B., Truxillo, D. M., & Tucker, J. S. (2007). Newcomer Adjustment During Organizational Socialization: A Meta-Analytic Review of Antecedents, Outcomes, and Methods. *Journal of Applied Psychology*, 92(3), 707–721. <https://doi.org/10.1037/0021-9010.92.3.707>
- Bauer, T. N. & Erdogan, B., (2011). Organizational Socialization: The Effective Onboarding of New Employees. *APA Handbook of Industrial and Organizational Psychology*. Washington: APA
- Bauer, T. N., Morrison, E. W., & Callister, R. R. (1998). *Organizational Socialization: A review and directions for future research*.
- Barr, M. (1993). *Making The Transition to a Professional Role* (Vol. 10). Monograph series.
- Chauhan, R., & Raina, R. (2016). Organizational Socialization & Work Related Attitudes in India's Uncertainty Culture. *Indian Journal of Industrial Relations*, 52(2), 279–292.
- Christian, K. (2018). *Keys to Running Successful Research Projects: All the Things They Never Teach You* (1st Edition). Academic Press
- Cohen, A., & Veled-Hecht, A. (2010). The Relationship between Organizational Socialization and Commitment in the Workplace among Employees in Long-term Nursing Care Facilities. *Personnel Review*, 39(5), 537–556. <https://doi.org/10.1108/00483481011064136>
- Cooper-Thomas, H., & Anderson, N. (2002). Newcomer Adjustment: The Relationship between Organizational Socialization Tactics, Information Acquisition and



Attitudes. *Journal of Occupational and Organizational Psychology*, 75(4), 423–437. <https://doi.org/10.1348/096317902321119583>

D., Priya, H., & Jadhav, P. (2020). Consideration of Ethical Norms and Practices in Research. *Studies in Indian Place Names*, 40(10), 1510–1515.

Filstad, C. (2004). How Newcomers Use Role Models in Organizational Socialization. *Journal of Workplace Learning*, 16(7), 396–409. <https://doi.org/10.1108/13665620410558297>

Filstad, C. (2010). Organizational Commitment through Organizational Socialization Tactics. *Journal of Workplace Learning*, 23(6), 376–390. <https://doi.org/10.1108/13665621111154395>

Garland, P. H., & Grace, T. W. (1993). New Perspectives for Student Affairs Professionals: Evolving Realities, Responsibilities and Roles. *ASHE-ERIC Higher Education Report*, 7.

Gregersen, H.B. (1993). Multiple Commitments at Work and Extra-Role Behavior During Three Stages of Organizational Tenure. *Journal of Business Research*, Vol. 26, pp. 31-47.

Griffeth, R. W., & Hom, P. W. (2001). *Retaining Valued Employees*. Thousand Oaks, CA: Sage.

Gruman, J. A., Saks, A. M., & Zweig, D. I. (2006). Organizational Socialization Tactics and Newcomer Proactive Behaviors: An Integrative Study. *Journal of Vocational Behavior*, 69(1), 90–104. <https://doi.org/10.1016/j.jvb.2006.03.001>

Hatmaker, D., Moyson, S., & Raaphorst, N. (2016). Organizational Socialization. *Global Encyclopedia of Public Administration, Public Policy, and Governance*, 1–7.

Haueter, J. A., Macan, T. H., & Winter, J. (2003). Measurement of Newcomer Socialization: Construct Validation of a Multidimensional Scale. *Journal of Vocational Behavior*, 63(1), 20–39. [https://doi.org/10.1016/s0001-8791\(02\)00017-9](https://doi.org/10.1016/s0001-8791(02)00017-9)

- Hellman, C. M., & McMillin, W. L. (1994). Newcomer Socialization and Affective Commitment. *The Journal of Social Psychology, 134*(2), 261–262. <https://doi.org/10.1080/00224545.1994.9711393>
- Jones, G. R. (1986). Socialization Tactics, Self-Efficacy, and Newcomers' Adjustments to Organizations. *Academy of Management Journal, 29*(2), 262–279. <https://doi.org/10.5465/256188>
- King, R. C., Xia, W., Campbell Quick, J., & Sethi, V. (2005). Socialization and Organizational Outcomes of Information Technology Professionals. *Career Development International, 10*(1), 26–51. <https://doi.org/10.1108/13620430510577619>
- Klein, H.J., Fan, J. and Preacher, K.J. (2006). The Effects of Early Socialization Experiences On Contact Mastery and Outcomes: A Meditational Approach. *Journal of Vocational Behavior, Vol. 68*, pp. 96-115.
- Klein, H. J., & Weaver, N. A. (2000). The Effectiveness of an Organizational-Level Orientation Training Program in The Socialization of New Hires. *Personnel Psychology, 53*(1), 47–66. <https://doi.org/10.1111/j.1744-6570.2000.tb00193.x>
- Kowtha, N. R. (2018). Organizational Socialization of Newcomers: The Role of Professional Socialization. *International Journal of Training and Development, 22*(2), 87–106. <https://doi.org/10.1111/ijtd.12120>
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the Workplace: Toward a General Model. *Human Resource Management Review, 11*(3), 299–326. [https://doi.org/10.1016/s1053-4822\(00\)00053-x](https://doi.org/10.1016/s1053-4822(00)00053-x)
- Morrison, E. W., & Bies, R. J. (1991). Impression Management in the Feedback-Seeking Process: A Literature Review and Research Agenda. *The Academy of Management Review, 16*(3), 522. <https://doi.org/10.2307/258916>
- O'Reilly, C. A., & Caldwell, D. F. (1981). The Commitment and Job Tenure of New Employees: Some Evidence of Post Decisional Justification. *Administrative Science Quarterly, 26*(4), 597. <https://doi.org/10.2307/2392342>

- Orpen, C. (1995). The Effect of Socialization Tactics On Career Success and Satisfaction: A Longitudinal Study. *International Journal of Commerce and Management*, Vol. 5 Iss 4 pp. 33 - 37
- Perrot, S., Bauer, T. N., & Roussel, P. (2012). Organizational Socialization Tactics: Determining the Relative Impact of Context, Content, and Social Tactics. *Revue de Gestion Des Ressources Humaines*, 86(4), 21. <https://doi.org/10.3917/grhu.086.0021>
- Rea, L. M., & Parker, R. A. (1992). *Designing and Conducting Survey Research: A Comprehensive Guide*. San Francisco: Jossey-Bass.
- Seem, J., Nachmias, D., & Nachmias, C. (1988). Research Methods in the Social Sciences. *Teaching Sociology*, 16(2), 217. <https://doi.org/10.2307/1317432>
- Winston, R., & Creamer, D. (1997). *Improving Staffing Practices in Student Affairs. The Jossey-Bass Higher and Adult Education Series* (1st ed.). San Francisco: Jossey-Bass Inc.
- Van Maanen, J., & Schein, E. H. (1979). Toward a Theory of Organizational Socialization. In B. M. Staw (Ed.), *Research in Organizational Behavior* (vol. 1, pp. 209-264). Greenwich, CT: JAI Press.

# APPENDIXES

## “Impact of Organizational Socialization Tactics On Organizational Commitment”

Dear Sir/Madam,

I am Neharika Deoja, a student of Master of Business Administration (MBA) at School of Management, Tribhuvan University (SOMTU). As a partial fulfillment of the requirement for MBA degree, I am conducting my Graduate Research Project (GRP) on "Impact of Organizational Socialization Tactics on Organizational Commitment". I will be very much grateful if you could spare few minutes to answer these questions. Your responses will be of great importance. I assure you that all your response will remain confidential. Thank You!

Note: This questionnaire is meant for newcomers (Assistant – TA, JA, A,.. and Officer – MT,.. level employees) working in commercial banking sector with less than 2.5 years but more than 2 months of experiences only.

---

### Section 1: Respondents Profile

Your gender

Male

Female

Your age bracket

20 - 25

26 - 30

31 - 35

Above 35

Your marital status

Married

Unmarried

Your highest degree earned

Intermediate level degree

Bachelor level degree

Master level degree

PhD level degree

Your work experience in present job

Less than 0.5 year (6 months)

0.5 - 1 year

1 - 1.5 years

1.5 - 2 years

2 - 2.5 years

## Section 2: Organizational Socialization Tactics

The strategies used to socialize the newcomers by organization are socialization tactics. Professionals within the first five years of employment are regarded as new professionals/newcomers.

Please tick the following attributes on the basis of your preference.

(1-strongly disagree, 2 -disagree, 3- slightly disagree, 4- neutral, 5- slightly agree, 6- agree and 7- strongly agree)

### A. Collective

S.N.	Particulars	1	2	3	4	5	6	7
1	I have been involved extensively with other new professionals in common, job related training activities during my first six months at present job.							
2	Other newcomers have been instrumental in helping me to understand my job requirements.							
3	The organization puts all new staff members through the same set of learning experiences.							
4	Most of my training has been carried out apart from other newcomers.							
5	There is a sense of "being in the same boat" amongst newcomers in this organization.							

### B. Formal

S.N.	Particulars	1	2	3	4	5	6	7
1	I have been through a set of training experiences which are specifically designed to give newcomers a thorough knowledge of job related skills.							
2	During my training for this job I was normally physically apart from regular organizational members.							

3	I did not perform any of my normal job responsibilities until I was thoroughly familiar with departmental procedures and work methods.							
4	Much of my job knowledge has been acquired informally on a trial and error basis.							
5	I have been very aware that I am seen as "learning the ropes" (learn how to do something) in this organization.							

C. Sequential

S.N.	Particulars	1	2	3	4	5	6	7
1	There is a clear pattern in the way one job role/assignment leads to another in this organization.							
2	Each stage of the training process has, and will, expand and build upon the job knowledge gained during the preceding stages of the process.							
3	The movement from role to role and function to function to build up experience and track record is clearly visible in this organization.							
4	This organization does not put newcomers through an identifiable sequence of learning experiences.							
5	The steps in the career ladder are clearly specified in this organization.							

D. Fixed

S.N.	Particulars	1	2	3	4	5	6	7
1	I can predict my future career path in this organization by observing other people's experiences.							
2	I have a good knowledge of the time it will take me to go through the various stages of the training process in this organization.							
3	The way in which my progress through this organization will follow a fixed timetable of events has been clearly communicated to me.							
4	I have little idea when to expect a new job assignment or training exercise in this organization.							
5	Most of my knowledge of what may happen to me in the future comes informally, rather than organizational channels.							

E. Serial

S.N.	Particulars	1	2	3	4	5	6	7
1	Experienced organizational members see advising or training newcomers as one of their main job responsibilities.							
2	I am gaining a clear understanding of my role in this organization from observing my senior colleagues.							
3	I have received little guidance from experienced organizational members as to how I should perform my job.							
4	I have little or no access to people who have previously performed my role in this organization.							
5	I have been generally left alone to discover what my role should be.							

F. Investiture

S.N.	Particulars	1	2	3	4	5	6	7
1	I have been made to feel that my skills and abilities are very important to the organization.							
2	Almost all of my colleagues have been supportive of me personally.							
3	I have had to change my attitudes and values to be accepted in this organization.							
4	My colleagues have gone out of their way to help me adjust to this organization.							
5	I feel that experienced organization members have held me at a distance until I conform to their expectations.							

**Section 3: Organizational Affective Commitment**

Employee's emotional attachment to, identification with, and involvement in, the organization.

Please tick the following attributes on the basis of your preference.

(1-strongly disagree, 2 -disagree, 3- slightly disagree, 4- neutral, 5- slightly agree, 6- agree and 7- strongly agree)

S.N.	Particulars	1	2	3	4	5	6	7
1	I would be very happy to spend the rest of my career with this organization.							
2	I enjoy discussing my organizations with people outside it.							
3	I really feel as if this organization's problems are my own.							
4	I think that I could easily become as attached to another organization as I am to this one.							
5	I do not feel like 'part of the family' at my organization.							
6	I do not feel 'emotionally attached' to this organization.							
7	This organization has a great deal of personal meaning for me.							
8	I do not feel a strong sense of belonging to my organization.							