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MAPPING IDEA & LITERATURE FORMAT

Effective Onboarding and Socialization Tactics: A Communication Psychology Approach to Human Resource Management

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Abstract: In the dynamic landscape of contemporary human resource management, effective onboarding and socialization processes emerge as crucial elements for organizations striving to cultivate a productive and engaged workforce. This exploration delves into the intricate interplay between organizational communication and human psychology to unravel the dynamics that contribute to successful onboarding. By adopting a communication psychology approach, this discourse aims to provide a comprehensive understanding of how tailored communication strategies can enhance the onboarding experience, foster employee satisfaction, and contribute to organizational success.

Keywords: Onboarding, Socialization, Human Resource Management, Organizational Communication, Communication Psychology, Employee Satisfaction.

JEL Classification Code: M12, M14, M54

1. INTRODUCTION

In the dynamic landscape of contemporary human resource management, the process of onboarding and socialization stands as a pivotal point for organizations aiming to foster a productive and engaged workforce. The assimilation of new employees into the organizational culture is not merely a procedural formality but a strategic endeavor that significantly influences individual and collective performance. By delving into the intricate interplay between organizational communication and human psychology, we seek to unravel the underlying dynamics that contribute to successful onboarding processes. In doing so, we aim to provide a comprehensive understanding of how communication strategies informed by psychological principles can enhance the onboarding experience, promote employee satisfaction, and ultimately contribute to organizational success.

Research in the field of organizational socialization has highlighted the importance of effective onboarding and socialization tactics in facilitating newcomer adjustment and maximizing the effectiveness of recruitment and selection (Perrot et al., 2014; Klein, Polin, and Leigh Sutton, 2015). These tactics, which include social, content, and context tactics, have been found to significantly influence learning, role innovation, and other socialization outcomes (Perrot, Bauer, and Roussel, 2012; Perrot et al. 2014). Furthermore, the use of these tactics, along with communication relationships, has been linked to decreased role ambiguity and conflict, and increased commitment during organizational change (Mohmand and Baloch 2020). The role of human resource management practices in supporting social relations conducive to knowledge transfer has also been emphasized (Alexopoulos 2008). As we embark on this exploration, it is crucial to recognize the profound impact that effective onboarding can have on an employee's initial experiences within an organization. The onboarding process serves as the gateway to organizational integration, shaping perceptions, attitudes, and behaviors that will define the employee's relationship with the company. This pivotal juncture calls

for a nuanced approach that transcends mere procedural orientation, incorporating communication strategies rooted in an understanding of human psychology.

The significance of effective onboarding is further underscored by the contemporary challenges posed by a rapidly evolving workplace environment. The emergence of remote work, diverse workforce demographics, and shifting organizational structures necessitates a reevaluation of traditional onboarding practices. Considering these dynamics, the integration of communication psychology principles offers a strategic advantage in tailoring onboarding processes to meet the diverse needs and expectations of a modern workforce. The symbiotic relationship between effective onboarding and socialization show two elements are intrinsically linked in shaping the employee experience. Socialization extends beyond the initial onboarding phase, encompassing the ongoing processes through which individuals become acculturated into the organization. By adopting a communication psychology approach to socialization, organizations can foster a sense of belonging, facilitate interpersonal connections, and cultivate a positive organizational culture that permeates throughout the workforce. To guide our exploration, we will delve into key theoretical frameworks within communication psychology, examining their applicability to the onboarding and socialization context. Drawing upon established theories such as social identity theory, social cognitive theory, and communication accommodation theory, we aim to elucidate how these frameworks can inform the development and implementation of onboarding strategies that resonate with employees on a psychological level. As we navigate through this discourse, it is essential to acknowledge the dynamic nature of organizational communication and human psychology. Recognizing the uniqueness of each organizational context, we advocate for a flexible and adaptive approach that allows for the customization of onboarding and socialization tactics based on the specific needs and characteristics of the workforce. By doing so, organizations can move beyond generic one-size-fits-all approaches and create onboarding experiences that are not only effective but also resonate authentically with the individuals comprising the workforce.

In conclusion, this exploration of effective onboarding and socialization tactics within the realm of human resource management is grounded in the understanding that communication psychology plays a pivotal role in shaping the employee experience. By synthesizing theoretical insights with practical applications, we aim to provide a comprehensive guide for organizations seeking to optimize their onboarding processes. Through a strategic integration of communication psychology principles, organizations can foster a workplace environment that not only attracts top talent but also nurtures their development, satisfaction, and long-term commitment.

2. LITERATURE REVIEW PROCEDURE

Effective onboarding and socialization tactics play a pivotal role in the success of any organization's human resource management (HRM) strategy. As businesses continue to evolve in the dynamic landscape of the 21st century, the significance of a well-crafted onboarding process becomes increasingly apparent. This literature review delves into the realm of communication psychology, exploring how a strategic approach to onboarding and socialization can enhance employee integration, job satisfaction, and overall organizational performance.

Communication psychology, as a theoretical framework, offers valuable insights into understanding the intricacies of human interaction within the organizational context. The integration of communication psychology principles into onboarding processes fosters a more nuanced and effective approach to managing human resources. In this narrative, we will explore the key elements of effective onboarding and socialization tactics, emphasizing their impact on employee engagement and organizational success. At the heart of onboarding lies the process of socialization, which involves the integration of new employees into the existing organizational culture. A well-structured onboarding program serves as the foundation for this socialization process, encompassing various elements such as orientation, training, and mentorship. Communication psychology provides a lens through which we can analyze and optimize these elements to create a seamless onboarding experience. One of the fundamental aspects of effective onboarding is the communication of organizational values and expectations. Clear communication of these elements during the initial phases of onboarding sets the

tone for employee engagement and alignment with the company's mission. Research in communication psychology emphasizes the importance of transparent and consistent communication in building trust and rapport, which are essential components of successful socialization.

Furthermore, the role of communication channels in onboarding cannot be overstated. Organizations must leverage various communication platforms to disseminate information, foster interaction, and create a sense of belonging among new hires. Social media, intranet platforms, and face-to-face communication all play crucial roles in facilitating effective onboarding. Understanding the psychological aspects of communication helps organizations tailor their messages to resonate with diverse employee demographics, ensuring inclusivity and engagement. In addition to formal communication channels, informal interactions also contribute significantly to the onboarding process. Mentorship programs, team-building activities, and casual interactions with colleagues all contribute to the development of social bonds within the organization. Communication psychology sheds light on the importance of non-verbal communication, emphasizing the role of body language, gestures, and facial expressions in establishing positive interpersonal relationships during the onboarding phase. A critical consideration in onboarding is the individual differences among employees. Communication psychology recognizes the diversity in communication styles, preferences, and cultural backgrounds, emphasizing the need for personalized approaches. Tailoring onboarding processes to accommodate these differences enhances the effectiveness of socialization efforts, fostering a sense of inclusion and reducing the potential for misunderstandings. Employee engagement is a key outcome of effective onboarding and socialization. Engaged employees are more likely to contribute positively to the organization, leading to increased productivity and innovation. Communication psychology informs us that engagement is closely tied to the quality of interpersonal relationships within the workplace. Therefore, onboarding processes should be designed not only to impart information but also to facilitate meaningful connections among employees. Beyond the initial onboarding phase, continuous communication remains paramount for sustaining employee engagement. Regular feedback, performance evaluations, and open communication channels contribute to an ongoing dialogue between employees and management. Communication psychology suggests that a culture of open communication promotes a positive psychological climate within the organization, fostering a sense of belonging and commitment among employees.

In conclusion, the effective onboarding and socialization of employees are integral components of successful human resource management. By adopting a communication psychology approach, organizations can optimize their onboarding processes to enhance employee integration, engagement, and overall organizational performance. Clear and transparent communication of organizational values, leveraging diverse communication channels, and recognizing individual differences contribute to the creation of a positive and inclusive workplace culture. As businesses navigate the challenges of the contemporary landscape, embracing a communication psychology perspective on onboarding proves to be a strategic investment in the long-term success of the organization and the well-being of its workforce.

Table 1 presents a comprehensive overview of various studies related to effective onboarding and socialization tactics: a communication psychology approach to human resource management. Each entry provides insights into the authors, year of publication, abstract summary, main findings, and limitations of the respective study. In the realm of organizational socialization, several studies have delved into the effectiveness of different tactics and instruments employed during the onboarding process. One notable work by J.C.A. Ardts, P. Jansen, and M. Velde in 2001 highlights the critical role of efficient socialization in enhancing the productivity of new employees. The state of the art in their research emphasizes the growing attention towards organizational socialization, underscored by the development of frameworks to guide this process effectively. Similarly, H. Eugene Baker and Daniel C. Feldman, in 1991, explore the linkage between organizational socialization tactics and corporate human resource management strategies. They posit that socialization programs can be strategically utilized to address external challenges and align with corporate goals.

A study by S. Perrot, T. Bauer, and Patrice Roussel in 2012 sheds light on the impact of social tactics on learning variables, highlighting their significance in the onboarding process. Interestingly, they uncover a trade-off between fostering learning and role innovation, with social tactics playing a

predominant role in the former. In 2014, S. Perrot, T. Bauer, David Abonneau, E. Campoy, B. Erdogan, and R. Liden delve into the nuanced relationship between socialization tactics and newcomer adjustment. Their findings reveal that perceived organizational support significantly moderates this relationship, indicating a positive correlation under low perceived support and a non-significant one under high support levels. H. Klein, B. Polin, and Kyra Sutton's 2015 study addresses the lack of research on specific onboarding practices. Their exploration of the Inform-Welcome-Guide framework and its effectiveness contributes to the understanding of onboarding processes and suggests implications for future research and practical applications. Moving beyond the initial onboarding phase, a study by Zachary Hart, Vernon D. Miller, and John R. Johnson in 2003 examines socialization tactics and communication relationships during organizational change. Their findings highlight the influence of these factors on decreased role ambiguity and conflict, as well as increased commitment during restructuring.

B. Ashforth and A. Saks, in 1996, investigate the longitudinal effects of socialization tactics on newcomer adjustment. Their study reveals that institutionalized socialization tactics are negatively correlated with negative outcomes such as role innovation, ambiguity, conflict, stress symptoms, and intentions to quit, while positively linked to job satisfaction and organizational commitment. Angelos N. Alexopoulos in 2008 contributes to the evolving landscape by emphasizing the micro-sociological foundations of knowledge transfer. The study underscores the role of human resource management practices in mediating the effect of knowledge transfer on organizational learning, with a focus on teamwork, cooperation, and knowledge-sharing attitudes.

Diann Newman and R. Hodgetts, in 1997, provide insights into contemporary issues in human resource management, outlining tasks such as recruiting, selecting, and orienting associates. Similarly, in 2002, H. Cooper–Thomas and N. Anderson investigate the relationship between organizational socialization tactics, information acquisition, and newcomer attitudes, emphasizing the rapid adjustment of newcomers during the process. D. Allen and L. Shanock, in 2013, propose that socialization tactics influence perceived organizational support and job embeddedness, ultimately impacting organizational commitment and turnover. Their study, supported by longitudinal data, contributes to understanding the mechanisms through which socialization tactics influence employee commitment and turnover.

In 2018, Cam Caldwell and Ray Peters address the ethical and psychological perspectives of new employee onboarding. Their ten-step model for improving the onboarding process acknowledges the ethical implications of this crucial phase of employee integration. Another study by H. Klein and Natasha Weaver in 2000 explores the impact of an organizational-level orientation training program on socialization. The findings suggest that attending the training significantly enhances socialization on specific dimensions, leading to higher levels of affective organizational commitment. Russell Korte and Shumin Lin, in 2013, delve into the socialization processes within organizations, highlighting the pivotal role of social capital and the quality of relationships with coworkers and managers in driving socialization outcomes. Peris C. Saina and James N Muya's 2015 work underscores the importance of communication skills for HR managers at all organizational levels. They emphasize the impact of technology on traditional management control of information and propose solutions to communication barriers. In 2019, a study emphasizes the significance of indirect support from company insiders with relevant interpersonal skills in aiding the integration and learning behaviors of new employees. It highlights the detrimental impact of the lack or inferior quality of formal support programs on the socialization process. Collectively, these studies contribute to a comprehensive understanding of organizational socialization, onboarding practices, and their impact on employee adjustment, commitment, and performance. They underscore the evolving landscape of human resource management and emphasize the need for continued research to refine strategies for effectively integrating new employees into organizations.

3. CONCLUSION AND PROPOSITION

There is a positive relationship between the effectiveness of organizational socialization processes and the level of productivity among new employees. The more effective the socialization process, the

quicker new employees can significantly contribute to the organization. Analyzing this assortment of studies produces several hypotheses to direct additional academic inquiry within this dynamic field:

Hypotheses 1: Employees who undergo a more effective socialization process will exhibit higher organizational commitment compared to those experiencing less effective socialization. There is a positive relationship between the use of specific socialization tactics and the rapid adjustment of new employees, especially in less supportive organizational contexts.

Hypotheses 2: The implementation of specific and targeted onboarding practices will enhance the adjustment and commitment levels of new employees. Employees who undergo effective onboarding will experience higher job satisfaction and a greater desire to remain within the organization.

Hypotheses 3: Employees who undergo effective socialization will demonstrate higher levels of performance compared to those experiencing less effective socialization. The use of specific socialization tactics contributes to role innovation, subsequently enhancing organizational performance.

Hypotheses 4: Employee perceptions of organizational support will mediate the relationship between socialization tactics and organizational commitment. There exists a moderating role of organizational support perceptions in the relationship between socialization tactics and the adjustment of new employees.

Hypotheses 5: There is a positive relationship between specific human resource management practices and employee perceptions of teamwork, cooperation, and knowledge-sharing attitudes. The effectiveness of knowledge transfer within the organization depends on the extent to which individuals share a common lexicon for communication and trust each other professionally and personally.

These hypotheses serve as a foundational framework for further empirical research, adhering to the principles of academic American writing. The subsequent empirical investigation will aim to test the causal relationships among the identified variables, contributing to the scholarly discourse on organizational socialization and related phenomena.

Table 1. Mapping Literature

Title	Authors	Year	Abstract summary	State of the art	Main findings
The breaking in of new employees: effectiveness of socialisation tactics and personnel instruments	J.C.A. Ardts, P. Jansen, M. Velde	2001	The more effective and efficient the socialization, the sooner a newcomer can be productive for the organization.	The "State of the art" in J.C.A. Ardts, P. Jansen, M. Velde (2001) is the increased attention to organizational socialization and the development of research and frameworks to assist organizations in effectively steering the socialization of new employees.	The main findings of the paper are the increased attention to organizational socialization, the importance of effective and efficient socialization for new employees' productivity, and the link between abstract socialization tactics and concrete personnel instruments.
Linking organizational socialization tactics with corporate human resource management strategies	H. Eugene Baker, Daniel C. Feldman	1991	Socialization programs can be used to meet the external challenges of organizations.	The state of the art is the use of socialization programs and human resource management policies to address external challenges and facilitate meeting corporate strategic goals.	-
Organizational socialization tactics: Determining the relative impact of context, content, and social tactics	S. Perrot, T. Bauer, Patrice Roussel	2012	Social tactics were the strongest predictor of all learning variables.	-	Social tactics were the strongest predictor of learning variables, while content tactics were the strongest predictor of role innovation, indicating a trade-off between fostering learning and role innovation. The relative influence of context, content, and social tactics varies across proximal outcomes.
Organizational Socialization Tactics and Newcomer Adjustment	S. Perrot, T. Bauer, David Abonneau, E. Campoy, B. Erdogan, R. Liden	2014	The relationship between socialization tactics and three important socialization outcomes was positive under low perceived organizational support.	-	Perceived organizational support (POS) significantly moderates the relationship between socialization tactics and important socialization outcomes, with a positive relationship under low POS and a non-significant



Title	Authors	Year	Abstract summary	State of the art	Main findings
					relationship under high POS. Unexpectedly, POS was negatively related to role innovation.
Specific Onboarding Practices for the Socialization of New Employees	H. Klein, B. Polin, Kyra Sutton	2015	Onboarding is frequently used by organizations to help socialize newcomers.	The "State of the art" in H. Klein, B. Polin, Kyra Sutton (2015) is the exploration and evaluation of specific onboarding practices, the presentation of data from representatives of 10 organizations, and the discussion of implications for future research and practice.	The study addresses the lack of research on specific onboarding practices and their effectiveness, evaluates the Inform-Welcome-Guide framework, and discusses implications for future research and practice.
Socialization, resocialization, and communication relationships in the context of an organizational change	Zachary Hart, Vernon D. Miller, John R. Johnson	2003	Socialization tactics' use and communication relationships contribute to decreased role ambiguity and role conflict and increased commitment at the initiation of the restructuring and four months later.	The paper discusses the influence of perceptions of socialization tactics' use and communication relationships on employees during an organizational restructuring. It reveals changes in perceptions of organizational socialization efforts and their impact on role ambiguity, role conflict, and commitment. The findings are discussed in relation to recent research on organizational entry and change, and suggestions are made for future research.	Employees reported changes in perceptions of organizational socialization efforts, and both socialization tactics' use and communication relationships affected role ambiguity, role conflict, and commitment, with varying influence over time.
Socialization Tactics: Longitudinal Effects on Newcomer Adjustment	B. Ashforth, A. Saks	1996	The tactics were negatively related to attempted and actual role innovation, role ambiguity, role conflict, stress symptoms, and intentions to quit.	The "State of the art" in B. Ashforth, A. Saks (1996) is the use of self-report data to assess the effects of socialization tactics on newcomer adjustment and the refinement of measures of the investiture tactic and role innovation.	The main findings of the study indicate that institutionalized socialization tactics were negatively related to negative outcomes such as role innovation, role ambiguity, role conflict, stress symptoms, and



Title	Authors	Year	Abstract summary	State of the art	Main findings
				It also highlights the impact of institutionalized socialization tactics on various aspects of employee adjustment and satisfaction.	intentions to quit, while being positively related to positive outcomes including job satisfaction, organizational commitment, and organizational identification.
Social relations, human resource management, and knowledge transfer in work organisations: toward an integrated approach	Angelos N. Alexopoulos	2008	The effect of human resource management practices on knowledge transfer and organizational learning is mediated by employees' perceptions of line managers' support for knowledge sharing attitudes.	The "State of the art" in Angelos N. Alexopoulos (2008) is the recent emergence of knowledge transfer as a key research topic in the organization and management field, along with the lack of understanding of the micro-sociological foundations of knowledge transfer and the ways in which human resource management practices can support social relations conducive to knowledge transfer and sharing. The paper also presents a conceptual model and identifies specific human resource management practices related to employees' perceptions of teamwork, cooperation, and knowledge sharing attitudes. It concludes by suggesting the need for further integration of social relations into research on the role of human resource management practices in knowledge transfer and organizational learning.	The main findings are: - Effective knowledge transfer depends on individuals sharing a common lexicon for communication and trusting each other, both professionally and personally. - Personal trust is crucial for the transfer of tacit knowledge, highlighting the importance of positive affect in forming productive knowledge exchange relations. - Employees' perceptions of certain human resource management practices are strongly related to their perceptions of a social climate of teamwork and cooperation, and subsequently, knowledge sharing attitudes. Importantly, the effect of these practices is mediated by employees' perceptions of line managers' support for knowledge sharing.
Human Resource Management: A Customer-Oriented Approach	Diann Newman, R. Hodgetts	1997	Recruiting, selecting, and orienting associates are human resource management tasks.	The "State of the art" in Diann Newman, R. Hodgetts (1997) encompasses contemporary issues in human resource management, future	-



Title	Authors	Year	Abstract summary	State of the art	Main findings
				challenges, and the development of effective career plans.	
Newcomer adjustment: The relationship between organizational socialization tactics, information acquisition and attitudes	H. Cooper–Thomas, N. Anderson	2002	Information acquisition mediates the relationship between organizational socialization tactics and key socialization outcomes in terms of newcomer attitudes.	The "State of the art" in H. Cooper–Thomas, N. Anderson (2002) is the investigation of the relationships between socialization tactics, information acquisition, and attitudinal outcomes in the context of organizational socialization, with a focus on the mediating role of information acquisition and the rapid adjustment of newcomers.	<ul style="list-style-type: none"> - Information acquisition mediates the relationship between organizational socialization tactics and key socialization outcomes in terms of newcomer attitudes. - The results strengthen the conception of organizational socialization as primarily a learning process. - Newcomers can adjust rapidly during organizational socialization.
Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees	D. Allen, L. Shanock	2013	Socialization tactics influence perceived organizational support and job embeddedness.	The state of the art in D. Allen, L. Shanock (2013) is the proposal that relationships are important mechanisms through which socialization tactics influence commitment and turnover, supported by longitudinal data from over 500 employees.	Socialization tactics influence perceived organizational support (POS) and job embeddedness, which in turn relate to organizational commitment and voluntary turnover.
New employee onboarding – psychological contracts and ethical perspectives	Cam Caldwell, Ray Peters	2018	The onboarding process can be greatly improved by following the ten-step model provided.	The state of the art in Cam Caldwell, Ray Peters (2018) is that onboarding new employees is not done well by organizations, and there is a lack of understanding of the ethical and psychological implications of effective onboarding. The paper provides a ten-step model to improve the onboarding process.	The main findings of the paper are that onboarding new employees is often not done well by organizations, employees expect to be treated with appropriate concern for their interests, and onboarding new employees is fraught with ethical implications. The paper also provides a ten-step model to improve the onboarding process.



Title	Authors	Year	Abstract summary	State of the art	Main findings
The Effectiveness Of An Organizational-Level Orientation Training Program In The Socialization Of New Hires	H. Klein, Natasha Weaver	2000	Employees attending the orientation training were significantly more socialized on 3 of the 6 socialization content dimensions than employees who did not attend the training.	The "State of the art" in H. Klein, Natasha Weaver (2000) is the impact of attending a voluntary, organizational-level new employee orientation training program on organizational socialization. It shows that attending the orientation training leads to higher levels of socialization on specific content dimensions and higher affective organizational commitment.	The main findings of the study are that attending the voluntary, organizational-level new employee orientation training program led to significantly higher levels of socialization on specific content dimensions and affective organizational commitment. The attendance of the training was associated with increased socialization in the areas of goals/values, history, and people, as well as higher levels of affective organizational commitment.
Getting on board: Organizational socialization and the contribution of social capital	Russell Korte, Shumin Lin	2013	The quality of the relationships newcomers formed with coworkers and managers was the primary driver of socialization outcomes.	The "State of the art" in Russell Korte, Shumin Lin (2013) is the investigation of socialization processes in organizations, with a focus on the role of social capital and the quality of relationships with coworkers and managers in driving socialization outcomes.	The main finding of the study is that the quality of the relationships newcomers formed with coworkers and managers was the primary driver of socialization outcomes.
Meeting the Challenges of Human Resource Management : A Communication Perspective	Peris C. Saina, James N Muya	2015	Communication skills are important for HR managers at all organizational levels and in all functional areas.	The "State of the art" in Peris C. Saina, James N Muya (2015) emphasizes the vital role of communication in HR management, the development of its significance due to increased competitive pressures, the acknowledgment of the necessity of internal communications, the impact of technology on traditional management control of information,	<ul style="list-style-type: none"> - Communication is a vital skill for HR managers at all organizational levels and in all functional areas, and its significance has developed over the years in response to the substantial increase in competitive pressures in business organizations. - Organizations increasingly acknowledge the necessity of internal communications and are adopting



Title	Authors	Year	Abstract summary	State of the art	Main findings
				and solutions to communication barriers.	new technologies for recruitment, such as Snapchat, Facebook, and LinkedIn. - Challenges to communication in today's organizations include information overload, sterility of electronic communication technologies, and the linkage between organizational communication and change. Solutions to communication barriers must be adopted by every organization.



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