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The Effects of Organizational Socialization Tactics on Newcomer Job Satisfaction and Engagement: Does Core Self-Evaluation Important?

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Abstract. One hundred and fifty-nine new workers in the government sector in Aceh Besar District were sampled to investigate whether their job satisfaction and engagement was influenced by organizational socialization tactics. Core self-evaluation is considered an important factor for newcomers who interact between organizational socialization tactics towards the outputs who were investigated in this study. Primary research data obtained from the results of questionnaires distributed to respondents who previously we have set. Structural Equation Modeling (SEM) supported by the AMOS 24 program is used to produce an accurate analysis of the primary data of this study. Based on the results of the analyzed data it was found that job satisfaction and work engagement of newcomers within the government sector organization in Aceh Besar District were influenced by factors of organizational socialization tactics in the organization itself. In addition, the results of the investigation data analysis also found that the core self-evaluation factor is important to be taken into account by newcomers when entering the organization that is now observed. Whether the results of this investigation in other places experienced the same thing, also discussed.

Keywords. Organizational socialization, job satisfaction, work engagement, core self-evaluation, newcomer.

Introduction

Organization as a place where two or more people work together to achieve a goal (Huang & Huang, 2020). Research on organizational human resources is used as a subject where the analyzed variables are attached to it (Islam, Jasimuddin, & Hasan, 2017; Dietl, Rule, & Blicke, 2018; Baker & French, 2019; Mehta et al., 2020). The entry and exit of workers in an organization is a phenomenon faced by the organization (Song et al., 2015). Newcomers are another phenomenon faced by an organization (Bauer et al., 2019). Exploring ways of helping newcomers to integrate into organizations is crucial for practice and theory (Cai et al., 2020).

The desire of some company managers to adapt more quickly to newcomers (Cooper-Thomas et al., 2014; Rodriguez, 2019; Chen & Wu, 2020). Several investigations about the existence of new entrants in an organization have been carried out, for example Cai et al. (2020), social media strongly supports organizational socialization. Job satisfaction of newcomers has

declined in organizations investigated because of mental health effects (Son & Ok, 2018). Accompaniment is a strong strategy that strongly encourages innovation, creativity, interaction, and communication between employees (Uen et al., 2018).

Organizational socialization for newcomers usually refers to the learning process must be able to function effectively in the workplace well (Song & Chathoth, 2011; Song et al., 2012; Taylor & Finley, 2010). According to Song et al. (2012), there are two reasons organizational socialization is important for new migrants or new workers entering the organization. First, the initial adjustment affects the measurable results. Second, socialization also influences their income and this is relevant to the view (Cooper-Thomas & Anderson, 2006; Saks et al., 2007; Saks & Gruman, 2011).

According to Uen et al. (2018), Mentoring, as a "social learning process", can help new employees join organizations faster. This study investigates the core aspects of self-evaluation, because this aspect is thought to play an important role in an organization to motivate organizational socialization tactics to gain satisfaction and work engagement for new workers. This aspect in some of the investigations we have described above has not yet touched government sector organizations.

Review of literature

Organizational Socialization Tactics

Organizational socialization is defined as a process of learning and adjustment that allows one to take on the role of the organization in accordance with organizational and individual needs. (e.g. Ashford & Taylor, 1990; Fisher, 1986; Van Maanen & Schein, 1979). This concept is a dynamic process that occurs when someone takes a new or changing role in an organization. Socialization tactics or the process of "learning the ropes" when entering into an organization, has a real effect on the attitudes and behavior of new employees as well as some long-term impacts on their performance and years of service at the company. Socialization has usually been studied from an individual perspective, and adjusted to organizational expectations and demands (Baker III & Feldman, 1991).

This concept is the same as the term "onboarding" which was introduced in the 1970s which refers to the mechanism by which new employees acquire the knowledge, skills and behaviors needed by the organization to be effective (Becker & Bish, 2019). Van Maanen and Schein (1979) recognize that organizational newcomers generally face the greatest socialization challenges because they cross three organizational boundaries, therefore Van Maanen and Schein (1979) successfully pioneered organizational socialization typologies that propose theoretical explanations about how specific socialization tactics produce orientation different role.

Several previous studies using Organizational socialization tactics as a predictor variable "organizational socialization tactics can increase the pro-active of new farmers" (e.g. Gruman, Saks, & Zweig, 2006). Ge, Su, & Zhou, (2010), found organizational socialization positively related to organizational citizenship behavior and organizational identification. Proactive socialization tactics adopted by newcomers and social integration have a positive impact on organizational commitment (Yozgat & Güngörmez, 2015).

2.2. Organizational Socialization Tactics and Job Satisfaction

Job satisfaction can be defined as a measure of work or one's experience in terms of positive emotions or enjoyment at work (Robbins & Judge, 2013: 74), and people's feelings (like or dislike) at work (Armstrong, 2006: 124). These definitions refer to individual emotions that tend to lead to more productive, creative, and committed to a job (Locke & Luthan, 1990:

42-61). Employee satisfaction also refers to job satisfaction which can be linked to the job itself (Bowling & Hammond, 2008).

Literature review (Bauer et al., 2007) shows that Organizational socialization tactic is related to job satisfaction of newcomers. However, the generalization of these causal findings is unknown or limited due to the fact that the findings and conclusions in the literature have been really based on some of the same work using highly educated samples (Ashforth et al., 2007). With the increase in information technology (IT) in the workplace, employee satisfaction with the IT workplace becomes an integral part of the work and significantly influences work-related results (Wang, et al., 2020). Organizational socialization tactic can encourage morale for newcomers which in turn will provide a level of satisfaction in the workplace, the research hypothesis:

H1: Organizational socialization tactics has a positive effect on job satisfaction of newcomers in the work environment.

Organizational Socialization Tactics and Job Engagement

Roberts & Davenport (2002), defines job engagement as one's enthusiasm and involvement in his work. According to Schaufeli et al. (2002), job engagement is defined as 'positive, satisfying thoughts, related to work that are characterized by enthusiasm, dedication, and absorption'. People who are deeply involved in their work identify personally with the work and are motivated by the work itself (Salanova & Schaufeli, 2008). Both of these definitions identify a person's enthusiasm to explore a job at work. This enthusiasm arose due to the adequate tactics of organizational socialization tactics (Song et al., 2015). Team-member exchange (TMX) can predict job engagement (Liao et al., 2012). TMX, refers to individual perceptions about the quality of work relations as a whole in teams, which have been recognized by many scholars about the importance of team processes (Seers, Petty, & Cashman, 1995).

The concept of TMX and new groups in the workplace is not much different, they are both focused on what work must be done so that organizational goals are achieved (Chen, 2018). Rich et al. (2010), recognizes work engagement as a role-based motivation concept that captures how a person expresses himself in work roles by investing his physical, emotional, and cognitive energy together. Therefore the factors that motivate work, especially for new workers (newcomers) need to be investigated, is there organizational organizational tactic can influence their motivation or engagement. So this research makes a hypothesis:

H2: Organizational socialization tactics influences job engagement for newcomers in the workplace.

Core Self-Evaluation as Moderator

Core self-evaluation as a moderating variable in this investigation. Moderators are variables that influence the magnitude of the relationship between independent and dependent variables (Judd, 2015). In correlation, moderator is the third variable that influences the correlation of two variables (Baron & Kenny, 1986). Core self-evaluation (CSE) is a fundamental assessment that people make about themselves and their functions in their environment and has thus been described as reflecting individual self-concepts in general (Judge, Erez, & Bono, 1998; Bono & Judge, 2003). Organizational socialization tactic is thought to influence job satisfaction and job engagement. But OST is also suspected of not standing alone to contribute to various outcomes, because the role of CSE is considered important (Judge et al., 1998; Judge & Hurst, 2007; Harris, Harvey, & Kacmar, 2009).

Previous research has proven that core self-evaluation has direct and indirect effects on job satisfaction and life (Judge et al., 1998). Individuals with a high level of core self-evaluation show an increase in benefits to job and life satisfaction, performance, work motivation, and income (Judge & Hurst, 2007). Harris, Harvey, & Kacmar (2009), found a

higher core self-evaluation buffered the negative influence of social stressors on job satisfaction and intention to move, but not altruism. Current research focuses on the analysis of newcomers' units where job satisfaction and job engagement are thought to be affected by organizational socialization tactics, whether core self-evaluation is important in this relationship.

H3: Core self-evaluation moderates the effect between organizational socialization tactics on job satisfaction.

H4: Core self-evaluation moderates the effect between organizational socialization tactics on job engagement.

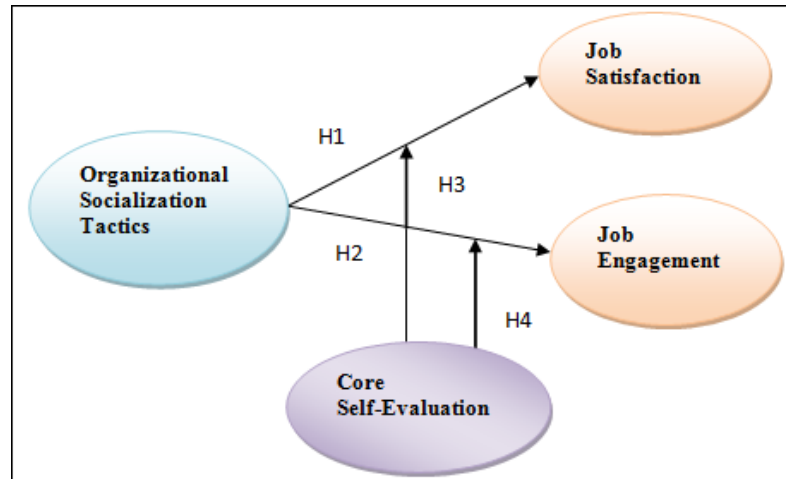


Figure – 1. The proposed investigation model.

Methodology

Population and Sample

A total of 159 permanent employees in the government sector in Aceh Besar District were used as the sample of this study. They have been permanent workers for one to two years. Because of its small population the census method is used in sampling.

Data Collection

Primary data were obtained by distributing questionnaires to newly appointed permanent workers at the observed institutions. The questionnaire consisted of two parts, the first part was about the characteristics of respondents (eg gender, age, education, length of work), while the second part was about the questions to be analyzed [Organizational socialization tactic, totaling 6 questions (Van Maanen & Schein, 1979) as guidelines; Job satisfaction based on the opinion of Robbins and Judge (2013), we modified it to 6 questions. Job engagement, 4 questions that we refer to from the opinion of Schaufeli et al. (2002); Core self-evaluations totaling 4 questions are referred to the opinions of Judge *et al.* (2003)]. All questions for this section on the questionnaire use a Likert scale (from "strongly disagree = 1", to "strongly agree = 5").

Data Analysis

The Structural Equation Modeling (SEM) is used to analyze primary data. In addition, validity, reliability and normality tests from primary data were also carried out. The SEM model can be formulated as follows:

$$Y1 = \alpha \beta1X; Y1 = \alpha \beta1X \beta2Z \text{ -----(1)}$$

$$Y1 = \alpha \beta1X \beta2Z \beta3X.Z \text{ -----(2)}$$

$$Y2 = \alpha + \beta1X \text{ -----(3)}$$

$$Y2 = \alpha + \beta1X + \beta2Z \text{ -----(4)}$$

$$Y2 = \alpha + \beta_1X + \beta_2Z + \beta_3X.Z \text{ -----(5)}$$

Note:

Y1 = dependent variable (job satisfaction)

Y2 = dependent variable (job engagement)

X = independent variable (organizational socialization tactics)

Z = Variable moderation (self-evaluation core)

β = Regression coefficient (increase or decrease value)

Results and Discussion

Validity, reliability, and normality

The validity, reliability, and normality of the primary data, firstly carried out the assessment before further analysis. Table 1 is the results of testing the validity shows there are 4 indicators declared invalid (X2, Y1.2, Y1.5, Y 1.6). Indicators that are declared invalid are discarded and not used for subsequent analyzes.

Table -1. Assessment results of validity of questionnaire

Item	Construct	Estimate	Cut-Off value	Evidence
X1 <---	Organizational socialization tactics_X	0.696	0.50	Valid
X2 <---	Organizational socialization tactics_X	0.026	0.50	Invalid
X3 <---	Organizational socialization tactics_X	0.693	0.50	Valid
X4 <---	Organizational socialization tactics_X	0.616	0.50	Valid
X5 <---	Organizational socialization tactics_X	0.752	0.50	Valid
X6 <---	Organizational socialization tactics_X	0.713	0.50	Valid
Y1.1 <---	Job_satisfaction_Y1	0.707	0.50	Valid
Y1.2 <---	Job_satisfaction_Y1	-0.042	0.50	Invalid
Y1.3 <---	Job_satisfaction_Y1	0.820	0.50	Valid
Y1.4 <---	Job_satisfaction_Y1	0.776	0.50	Valid
Y1.5 <---	Job_satisfaction_Y1	0.145	0.50	Invalid
Y1.6 <---	Job_satisfaction_Y1	-0.044	0.50	Invalid
Y2.1 <---	Job_engagement_Y2	0.576	0.50	Valid
Y2.2 <---	Job_engagement_Y2	0.033	0.50	Invalid
Y2.3 <---	Job_engagement_Y2	0.795	0.50	Valid
Y2.4 <---	Job_engagement_Y2	0.851	0.50	Valid
Z1 <---	Core_self-evaluation_Z	0.759	0.50	Valid
Z2 <---	Core_self-evaluation_Z	0.851	0.50	Valid
Z3 <---	Core_self-evaluation_Z	0.617	0.50	Valid
Z4 <---	Core_self-evaluation_Z	0.582	0.50	Valid

Source: Primary data processed, 2020

The results of the reliability assessment are explained in Table 2. The assessment results have met the reliability standard where the Cronbach 'Alpha value > 0.60 for all constructs. From these results it can be decided that subsequent data analysis can be continued for all constructs.

1) Table -2. Assessment results of reliability of construct

Construct	Cut Of	Cronbach's Alpha	Evidence
Organizational socialization tactics (X)	0.60	0.822	reliable
Job satisfaction (Y1)	0.60	0.812	reliable
Job engagement (Y2)	0.60	0.782	reliable
Core_self-evaluation (Z)	0.60	0.802	reliable

Source: Primary data processed, 2020.

Table 3 is an assessment of data normality. Assessment of data normality uses a multivariate statistical approach, where the data is declared normally distributed if the value of the critical ratio (cr) is at -2.58 to $c.r < 2.58$ (Wijaya, 2009: 135). The results of the assessment of the normality of the data in this study indicate that the research data is normally distributed, because the value of $c.r = 2.56 < 2.58$ So the next data analysis can be continued.

Table-3. Assessment results of normality of data

Indicator	min	max	skew	c.r.	kurtosis	c.r.
Z4	1.000	5.000	-0.113	-0.584	-0.832	-2.141
Z3	1.000	5.000	-0.332	-1.711	-0.847	-2.180
Z2	1.000	5.000	-0.287	-1.479	-1.103	-2.840
Z1	1.000	5.000	-0.367	-1.891	-1.054	-2.712
Y24	1.000	5.000	-0.360	-1.854	-1.145	-2.948
Y23	1.000	5.000	-0.255	-1.313	-1.210	-3.115
Y21	1.000	5.000	-0.312	-1.607	-0.883	-2.273
Y14	1.000	5.000	-0.451	-2.323	-0.668	-1.720
Y13	1.000	5.000	-0.383	-1.971	-0.806	-2.076
Y11	1.000	5.000	-0.332	-1.707	-0.922	-2.372
X6	1.000	5.000	-0.435	-2.241	-0.570	-1.466
X5	1.000	5.000	-0.239	-1.230	-0.542	-1.394
X4	1.000	5.000	-0.265	-1.366	-0.399	-1.027
X3	1.000	5.000	-0.153	-0.786	-0.904	-2.326
X1	1.000	5.000	-0.337	-1.735	-0.752	-1.934
Multivariate					9.178	2.562

Source: Primary data processed, 2020

Influence without moderating

Table 4 is the result of direct effect test between organizational socialization tactics variables on work satisfaction and work engagement variables. The results of testing using the AMOS program, show that the two dependent constructs (job satisfaction and job engagement) are directly influenced by independent constructs. The effect is stated positive and significant at the probability level ($p = 0.023$ and $p = 0.016$, where the probability level is < 0.005).

Table-4. Results of direct influence testing

Dependent variable	Independent variable	Estimate	S.E.	C.R.	P
Job_satisfaction_Y1	<--- Organizational_socialization_tactics_X	0.240	0.106	2.265	0.023
Job_engagement_Y2	<--- Organizational_socialization_tactics_X	0.209	0.087	2.405	0.016

Note: S.E: Standard error; C.R.: Critical ratio; P: Probability (0.001-0.005)

Influence of moderating variables

Table 5 results of the analysis of the influence of moderating variables in organizational socialization tactics variables that affect job satisfaction and job engagement. Analysis using the AMOS program shows that the moderating variable (core self-evaluation) has a relationship to job satisfaction and job engagement 20.9% and 27.6% and the

relationship is significant at the level of $P = 0.001$, which is <0.05 . Still this investigation is focused on seeing that relationship, is there a role for moderation playing an important role here.

From the results of data analysis in Table 5 shows that the core-self-evaluation variable cannot do much to encourage an increase in job satisfaction and work engagement caused by organizational socialization tactics for new employees organized by the government of Aceh Besar District. This can be seen in when the core self-evaluation variable interacts between the activities of the socialization tactics and job satisfaction and work engagement, it does not make job satisfaction and work engagement better, instead decreases slowly.

Table-5. Results of moderating effect testing

Dependen variable	Independent variable	Estimate	S.E.	C.R.	P
Job_satisfaction_Y1	<--- Organizational_socialization_tactics_X	0.194	0.084	2.319	0.020
Job_satisfaction_Y1	<--- Core_self-evaluation_Z	0.209	0.064	30260	0.001
Job_satisfaction_Y1	<--- Interaction	-0.035	0.061	-0.571	0.568
Job_engagement_Y2	<--- Organizational_socialization_tactics_X	0.135	0.063	2-162	0.031
Job_engagement_Y2	<--- Core_self-evaluation_Z	0.276	0.048	5-751	***
Job_engagement_Y2	<--- Interaction	0.059	0.046	1.284	0.199

Note: S.E: Standard error; C.R.: Critical ratio; P: Probability (0.001-0.005)

***Significantly different from zero at the 0,001 level (two-tailed).

Conclusion

Based on the hypothesis that underlies this investigation, we can convey some conclusions from the results of the study. First we agree with previous research which concluded that there is an influence of organizational socialization tactics on job satisfaction (Bauer et al., 2007; Yozgat & Güngörmez, 2015; Wang, et al., 2020). From these results we submit that there is truth to the hypothesis statement (H1). Second, the organizational socialization tactics implemented by the organization for new entrants in the organization are important, because they can improve job management for new entrants. This is evident from the results of this study the better the tactics of socialization carried out will provide benefits in the work engagement of newcomers. From the results found, we agree with previous studies (Xanthopoulou et al., 2009; Liao et al., 2012).

Third, the high contribution possessed by newcomers through the core self-evaluation so as to provide benefits to job satisfaction and work engagement of newcomers predicted by organizational socialization tactics, this cannot be proven by the results of this investigation. Although our core self-evaluations pay great attention to be able to reveal in this study, but the fact that we have found that core self-evaluation is not important for newcomers in organizations such as government organizations. We can give this reason that newcomers do need socialization about what and how to handle a job. Although core self-evaluation does not play its role as a moderator, but rather acts as a mediator as concluded by previous research (Nguyen & Borteyrou, 2016; Jiang et al., 2017; Dietl, Rule, & Blickle, 2018).

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