Improving Newcomers’ Work Engagement: Role of Organizational Socialization Tactics with Serial Mediation

1*Azmat Islam, 2Muhammad Ajmal, 3Mattiullah Butt
1,3Department of business administration, National college of business administration and economics, Lahore, Pakistan
2Department of business administration, University of Gujrat, Gujrat, Pakistan.
*Corresponding: azmat24@gmail.com

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This study aims to add knowledge to the interactionist socialization approach that influences work engagement toward the organization through a self-determination theory lens. A sample of 383 Pakistani newcomers with different educational and organizational backgrounds joined an organization within two years. The data were examined with 5000 bootstraps using the structural equation modeling approach. Organizational socialization tactics and newcomers' socialization behaviors directly and positively predicted work engagement. Newcomers’ PSB encourages social capital resources and work engagement in the workplace. Our research advances the knowledge of social capital resources for effective newcomers’ adjustment that leads to work engagement, which adds to the socialization literature.

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Introduction

Integrating into a new organization is one of the most critical stages in an employee's career. Newcomers are essential for organizational development, growth, and renewal, and it is the organization’s responsibility to ensure that they acclimate to the new environment as quickly as possible (Ashforth, Sluss, & Harrison, 2007; Ellis et al., 2015). This process includes learning, adaptation, integration requirements, and often unexpected organizational environments (Bauer et al., 2007; Louis, 1980). The primary goal of socialization is to help newcomers become “full-minded insiders” (D. G. Allen, 2006). Socialization scholars have focused on both organizational socialization tactics (OSTs) and proactive socialization behaviors (PSBs) to achieve organizational socialization or promote newcomer adjustment and retention (Ashforth, Sluss, & Saks, 2007;
Bauer et al., 2007). These effective socialization tactics have a significant effect on person-job fit (Saks & Gruman, 2011), organizational commitment (N. J. Allen & Meyer, 1990), social integration (Morrison, 1993), job satisfaction (Ashforth, Sluss, & Harrison, 2007), turnover intention (D. G. Allen & Shanock, 2013). On the other hand, newcomers to PSBs are usually regarded as an important component of personal and professional success (Cooper-Thomas et al., 2014; Saks et al., 2011). According to a growing body of research, proactive behaviors are critical for newcomers to stay with the organization and become productive and effective members (Ashford & Black, 1996; Ashforth, Sluss, & Saks, 2007; Gruman et al., 2006; Saks et al., 2011).

Socialization scholars argued that OSTs and PSBs would likely interact more favorably to produce outcomes for the socialization process (Griffin et al., 2000; Gruman et al., 2006; Ahmad et al., 2013; He et al., 2020). Moreover, a recent meta-analysis suggests that a successful socialization process benefits employers and employees (T. D. Allen et al., 2017). Furthermore, the newcomer's well-being helps social acceptance and integration and improves the newcomer's adaptation, organizational fitness, and affective organizational commitment (Kammeyer-Mueller & Wanberg, 2003; Klein & Heuser, 2008).

The current study uses the interactionist socialization approach, for example, OSTs and PSBs, to discuss how OST and newcomers’ PSBs influence their work engagement with the organization. Work engagement has been a vital topic in management research, although newcomers’ work engagement has got little attention in the socialization literature (Saks & Gruman, 2012, 2018). Literature has highlighted the positive relationship between OSTs and newcomer work engagement in the Chinese context (Nguyen et al., 2020; Z. Song et al., 2015). However, no evidence of this link has been seen in Western samples (Saks & Gruman, 2011). Therefore, studies' findings argue that the relationships between these two variables are inconsistent because of the
Eastern context, especially in Pakistan. Hence, they claimed to conduct more research to identify this black box between these two variables. We propose that PSBs are plausible because the power gap in Asian cultures is often larger than in most Western countries. Employees in Pakistan have used the top-down management style and are hesitant to question or dispute their supervisors' decisions (Hofstede, 2001). Subsequently, the current study examines this black box with the lens of SDT and the generalizability of basic need assumptions of SDT. It is important to appreciate cultural differences in how people perceive contexts and how basic needs are fulfilled (Ryan & Deci, 2020). SDT offers a useful framework because it distinguishes between three broad dimensions of need-thwarting socialization (Ryan & Deci, 2000). This framework explains factors that facilitate intrinsic motivation, autonomous extrinsic motivation, and psychological wellness (Ryan & Deci, 2020).

According to a recent meta-analysis, work engagement is directly associated with several organizational outcomes, such as job satisfaction, organizational commitment, and job performance. It is adversely related to the desire to leave (Saks, 2019; Saks et al., 2021). Therefore, we argue that this is a severe limitation because that organizational socialization is an essential driver of the work engagement of newcomers (He et al., 2020) that leads to many organizational outcomes that we already mentioned above. Moreover, socialization researchers have not yet investigated newcomers' work engagement with the interactionist socialization approach, which includes both OSTs and PSBs. They have not considered how newcomers' work engagement grows and changes during the first two years of organizational entry. We considered the first two years based on socialization researchers' argument that a newcomer's socialization is an ongoing process (Bauer et al., 2007; Saks et al., 2007; Riasat et al., 2015). This process often states the belief that what matters in “on-boarding” is that the first two years of new employees' entry leave
a stronger impact on newcomers motivation and willingness to stay and work in their organization (Huang et al., 2021). Therefore newcomers learn and react to what they learn and teach during the first two years is more rememberable (Morrison, 1993).

Furthermore, organizational socialization research has limited generalizability because most data is collected from a few occupations, including white-collar and well-educated Western samples (Ashforth, Sluss, & Saks, 2007; Z. Song et al., 2015; Khan et al., 2017). Therefore, the current study aims to follow the interaction perspective to explore how OSTs and newcomers’ PSBs help them integrate with the organization and influence newcomers' work engagement. This study adds some conceptualization by evaluating newcomers' PSBs owing to the interplay between organizational and individual characteristics. We argue that OSTs significantly affect new employees’ work engagement by mediating employees’ proactive behaviors.

In particular, newcomers' social capital resources, for example, prior relationships, vertical access, and horizontal ties, are seen as important agents for socialization. These provide newcomers with the informal informational and emotional support they need to integrate socially into the organizational fabric (Bauer & Green, 1998; Jokisaari & Nurmi, 2009). There is little research on the function of newcomers' social capital resources in organizational socialization behavior (Fang et al., 2011, 2017; Billa et al., 2018). Unfortunately, no previous studies have explained the role of social capital resources in the engagement of newcomers in the interactive socialization approach. We are trying to contribute some evidence clarifying how employees’ social capital resources can boost work settings and increase newcomers' work engagement. We argue that OSTs and PSBs significantly affect employees' work engagement by mediating employees’ social capital resources. In a nutshell, this study attempts to develop a pathway to demonstrate how the socialization process helps to understand new employees’ work engagement and individual
perceptions of organizational support. This study enhances our knowledge of the socialization process. It investigates the function of social capital resources theoretically and empirically through light on the socialization and engagement literature by identifying the black box between these relationships.

**Literature Review**

**Self-Determination Theory (SDT)**

SDT is a motivational framework that assumes a person’s inherent desire for personal development, advancement, and growth (Ryan & Deci, 2000). Therefore, we believe that SDT is an appropriate lens to investigate the link between integrated socialization and newcomers’ work engagement. Few studies have investigated the individual motivations that predict new employee learning and adjustment for review’ (Montani et al., 2019; Zhang et al., 2014). This study uses the SD theory principles as a lens through which the effects of OST and newcomers’ PSB on organizational outcomes could be predicted. For instance, Zhang and his colleagues used the SDT lens to find that proactive socialization had a significant positive relationship with intrinsic motivation and positively related to job performance (Zhang et al., 2014). Based on these findings, proactive socializing might be considered an important variable that can help satisfy the fundamental employee requirements in the workplace by generating supportive work environments and their impact on workplace design and task characteristics (Nguyen et al., 2020). According to SDT, organizational socialization tactics are favorably related to desired employee attitudes, such as work engagement. Many studies have found practical implications of SDT in positive psychology and organizational behavior (Zhang et al., 2014). According to the dialectical integration approach (Olafsen & Deci, 2020; Ryan & Deci, 2020), the function of optimization is only emphasized when a person successfully integrates into a large social context. Employees that
can change and respond favorably to their work environment are referred to as "integration optimization" (Zhang et al., 2014).

Organizational Socialization Tactics and Work Engagement

From an employee's perspective entering a new job, a new organization, or promotion, at this stage is critical (Saks & Gruman, 2018; Wang et al., 2015). During this phase, the newcomer develops skills for work and faces a new organizational environment, which demands a unique role. The SDT assumes people are inclined to learn to master and connect with others through psychological growth and integration (Ryan & Deci, 2020). In a favorable environment, newcomers will likely become engaged in their work (Saks & Gruman, 2011). Song and his colleagues' empirical study on Chinese newcomers documented the significant link between newcomers' socialization tactics and work engagement (Z. Song et al., 2015). Moreover, organizational socialization tactics strongly increase Vietnamese employees’ engagement in their work (Nguyen et al., 2020). However, Western samples have not supported this relationship (Saks & Gruman, 2011). As a result, we propose the $H_1$: The organizational socialization tactics will be positively related to work engagement among new employees.

Organizational Socialization Tactics and Proactive Socialization Behaviors

Newcomers' proactive behaviors, such as relationship building, are essential to the new employees’ socialization process (Nguyen et al., 2020). It is critical for new workers since it aids in forming situational identities, forming friendship networks, and communicating organizational policies (Ashford & Black, 1996). Furthermore, many researchers argue that institutionalized OSTs positively relate to newcomer PSBs (Gruman et al., 2006). In reality, institutionalized OSTs provide a systematic, consistent, and collaborative socialization process that supports and promotes employees' PSBs, such as self-management, positive framing, and relationship
development (Nguyen et al., 2020). Furthermore, OST positively affects newcomers’ PSB and promotion prospects (He et al., 2020). According to SDT, feedback about performance can have different functions or meanings to different recipients (Olafsen & Deci, 2020). Hence, newcomers' PSBs create a difference based on their personality traits. Relationships building and feedback-seeking behaviors can also have functional significance if efficacy is relevant, i.e., providing inputs that help the person improve or highlight any weaknesses (Ryan & Deci, 2020). As a result, we propose the \( H_2: \) The organizational socialization tactics will be positively related to newcomers’ proactive socialization behaviors.

**Organizational Socialization Tactics and Social Capital Resources:**

According to previous studies, the growth of a newcomer's social capital resources is a critical component of organizational socialization and integration of newcomers (Fang et al., 2011; Morrison, 2002). New employees' social ties with co-workers and old-timers are critical to their learning and knowledge development and important antecedents to longer-term socialization (Fleming et al., 2016; R. F. Korte, 2009). Social networks and interpersonal relationships in socialization are influenced by social acceptance and integration from senior colleagues. The processes that allow such networks and interactions to thrive are an important factor to explore (Fleming et al., 2016; Nguyen et al., 2020). Developing and sustaining work-related relationships may help employees acquire appropriate skills and role behaviors and create their situational identity (Morrison et al., 2004). According to Olafsen and his colleagues found in a longitudinal analysis, need satisfaction is related to management need support, which, in turn, is related to the autonomy of work motivation (Olafsen et al., 2018). Prior ties and vertical access in the workplace assist employees in avoiding conflict and respecting the harmony of social interactions when creating relationships (Fleming et al., 2016; Qadeer et al., 2020). Horizontal ties are another vital
source of information during socializing because their colleagues directly affect newcomers’ acceptance in the group (Fang et al., 2017). New employees develop high-quality relationships with their efforts and social skills by allowing the flow of accurate and timely information about work and organizational duties (R. F. Korte, 2009). These relationships include knowledge, advice, social support, stress reduction, skills, and roles (Takeuchi et al., 2021). As a result, we propose the $H_3$: The organizational socialization tactics will be positively related to social capital resources.

Proactive Socialization Behaviors and Work engagement

New employees who actively engage by behaving pro-actively may improve and promote their well-being. The new employees may feel productive and form a positive organizational insider relationship (Cooper-Thomas & Wilson, 2011). Many proactive newcomers' socialization behaviors, such as seeking feedback, negotiating, general socializing, and direct inquiry, rely on these resources, including internal encounters and the support of colleagues and mentors (Cooper-Thomas et al., 2014). A study has shown that employee well-being and occupational health positively correlate with need satisfaction (Olafsen & Deci, 2020). According to a previous study, interactions with insiders such as co-workers, mentors, and old-timers are crucial to organizational socialization (Kammeyer-Mueller & Wanberg, 2003; R. Korte & Lin, 2013). These two-way interactions between organization members and newcomers are antecedents of work engagement (Gruman & Saks, 2011). They encourage newcomer self-efficacy, which leads to work engagement, including psychological meaningfulness, safety, and availability (Cooper-Thomas et al., 2014). Based on the socialization process, proactive socialization practices will result in proactive outcomes such as feedback and social support antecedents of work engagement (Saks & Gruman, 2012, 2018). As a result, we propose the $H_4$: Newcomers’ proactive socialization behaviors will be positively related to work engagement.
Proactive Socialization Behaviors and Social Capital Resources

Organization efforts such as socialization tactics and newcomers adjustment efforts such as proactive socialization behaviors are also regarded as processes linked to networking structure and network resources such as social capital resources (Fang et al., 2011). We argue that the newcomers' prior relationships, contacts, horizontal ties, and vertical access enhance a sense of organizational fit by providing intellectual engagement, collaborative activity, and social and emotional support. According to SDT, individual differences affect employee motivation and the degree of essential need satisfaction (Olafsen & Deci, 2020). Because social integration with co-workers and old-timers enables new employees to immerse and embed themselves in their new organization's social environment (Fleming et al., 2016). This form of social inclusion enables social learning. It also helps newcomers gain informal organizational knowledge by exposing them to slight differences in the workplace (R. Korte & Lin, 2013). Strong horizontal linkages can also help newcomers integrate socially and identify with their organizations (Fang et al., 2011). Proactive newcomers learn tasks more quickly and build political leverage through communication links and resources with high-level organizational leaders (Kammeyer-Mueller & Wanberg, 2003; Qadeer et al., 2020). As a result, we propose the *H5: Newcomers’ proactive socialization behaviors will be positively related to social capital resources.*

Social Capital Resources and Work Engagement

The role of social connections and network-based social capital in socialization has been consistently found (Ellis et al., 2015; Jokisaari, 2013). One of the essential components of socializing is new employees' connection with co-workers; social-related resources indicate interpersonal concerns such as social support (Fang et al., 2017). The review paper shows that positive motivational mechanisms within SDT (Olafsen et al., 2021) are positively related to
perceptions of organizational support, relationships, and communication quality (Van den Broeck et al., 2016). Social capital resources such as mentors, classmates, and supervisors provide task directives and social assistance to new employees. They are also important for helping the newcomers’ degree of growth in their careers (Kowtha, 2018). Working environments give social support, boosting employee motivation and engagement in the workplace (Saks, 2019; Saks et al., 2021). Previous research on employee social capital has found positive organizational outcomes such as newcomers' positive work attitudes, enhanced performance, and higher organizational commitment (Ellis et al., 2017; Qadeer et al., 2020). Therefore, we can argue that prior relationships positively impact desired organizational outcomes. Similarly, Morrison (2002) noted that positive relationships are critical during organizational socialization (Morrison, 2002, p. 1149). Following up on previous research on newcomer communication networks (Fang et al., 2011; Jokisaari, 2013), we focus on how newcomers' social capital resources affect their work engagement. As a result, we propose the $H_6$: Social capital resources will be positively related to newcomers’ work engagement.

**Mediation of proactive socialization behaviors between socialization tactics and work engagement**

Organizational socialization tactics significantly impact newcomers’ proactive behaviors (He et al., 2020). Proactive behaviors result from ongoing interactions between the organization and individual personal factors (Nguyen et al., 2020). In line with previous studies, Researchers claim that proactive behaviors are favorably associated with socialization outcomes, such as work engagement (Z. Song et al., 2015). Moreover, it has been discovered that the frequency of information seeking mediates various links between socialization tactics and organizational outcomes (Gruman et al., 2006). To improve employee proactivity, the influence of these technological strategies must be balanced with an individual's emotional elements, such as the
feeling of being engaged at work (Cai et al., 2021). Furthermore, there is a link between OSTs and promotion possibilities, such as organizational results, mediated by newcomers' proactive socialization behaviors (He et al., 2020). As a result, we propose the **H7**: The newcomer's proactive socialization behaviors mediate the relationship between organizational socialization tactics and work engagement.

**Mediation of Social Capital Resources between Socialization Tactics and Work Engagement**

Better access to implicit information through new employees' social capital resources and a more robust network structure can improve their learning and social integration (Choi, 2018; Fang et al., 2011). The information circulating through newcomers' social networks might assist them in better understanding their organization and work engagement (Kowtha, 2018). In support of socialization, researchers found that rather than relying on their existing and prior knowledge and experiences, new employees learned social norms from co-workers and supervisors (Fang et al., 2011; R. F. Korte, 2009). SDT research shows that supporting students' essential psychological needs fosters their emotional well-being and that thwarting those needs leads to harm (Ryan & Deci, 2020). People who employ proactive behavior approaches are more inclined to engage in difficult circumstances, events, and goal-directed behaviors, such as working long hours, taking on more responsibility, sharing more information, and attaining better socialization results (Ellis et al., 2017). Newcomers use their social capital resources (i.e., vertical access, horizontal ties, and prior relationships) to predict prestige, status attainment, job performance, and career success (Cross & Cummings, 2004; Saks & Gruman, 2011). As a result, we propose the **H8**: Social capital resources mediate the relationship between socialization tactics and work engagement.
Serial mediation (proactive socialization behaviors and social capital resources) between organizational socialization tactics and newcomers' work engagement

In the socialization process, newcomers use their social resources to acquire relevant information less likely to be transmitted through official channels (Fang et al., 2017). As implicit information is embedded inside an organization, newcomers' social capital resources exist. Because proactive behaviors allow newcomers to reach informal sources such as experienced insiders, mentors, and supervisors, they are better equipped to obtain such knowledge (Kowtha, 2018). When workers cannot get the information they need through regular channels, they turn to informal sources through their social capital resources (He et al., 2020; Y. Song et al., 2017). Using informal information sources can benefit the socializing process since it speeds up the recognition process compared to information received through formal communication channels (Choi, 2018; Fang et al., 2017). Proactive employees are more engaged in obtaining such informal information (Cai et al., 2021). Saks and his colleagues discovered that proactive employees had greater political awareness and knowledge, including informal structural knowledge (Saks et al., 2011). Furthermore, an empirical study found that proactive newcomers know better about their new organizations' political system and structure (Kammeyer-Mueller & Wanberg, 2003). According to empirical studies, sense-making activity can assist newcomers in reducing their anxiety, adapting to a new situation, and integrating into the organization's fabric (Cooper-Thomas & Wilson, 2011; Morrison, 2002). Newcomers' sense-making behavior is directly connected to affective commitment, social integration, and role clarity (Ashforth, Sluss, & Saks, 2007; Bauer et al., 2007). As a result, we propose the H9: Organizational socialization tactics indirectly affect newcomers' work engagement through the serial mediation of proactive socialization behaviors and social capital resources. Figure 1 provides an overview of our theorized model.
Data and Methodology

Procedure and sample

Researchers followed the procedures used to investigate newcomer socialization in various organizations such as public, private and semi-government (Ashforth, Sluss, & Saks, 2007). Potential participants include permanent employees who have joined an organization within two years but more than three months to join (Huang et al., 2021; Jahya et al., 2019). The first three months of newcomers in the organization are crucial for observing the longer-term consequences of the coping behaviors reported at the pretest and post-test (Bauer et al., 2007). The sampling procedures include searching for job advertisements in the past two years in famous news like DAWN, NEWS, Daily Pakistan, Jang, Nawa e Waqt, Express, and Tribune. In addition, the recruitment agencies like PPSC and FPSC are contacted to get new candidate information and their department's posts. The respective organizations which have hired fresh candidates are contacted for data collection. The data was collected from Lahore, Gujrat, Sialkot, Gujranwala, kharian, Jhulam, Bhimber Mandi bhudin, and Kotla. A self-administered questionnaire is distributed by e-mail, and before getting the information, it is assured that the respondent has experience of less
than two years (Huang et al., 2021). The pilot testing is done on thirty individuals to ensure no ambiguity in the item’s sentences. The source of data utilized for this research is secondary. Secondary source means data collected by someone else earlier. The proposed research used the World Bank indicators for the variables used. In this research, the entire population is selected as a sample. This type of sampling technique is called Total Population Sampling.

Data Collection

Data were collected in two months because of Covid-19. Most of the responses were collected by e-mail or delivery because Pakistan was under lockdown, and the visibility of newcomers was impossible. The survey items were vetted by newcomers before conducting an official survey. Initially, 500 questionnaires were distributed among newcomers. They received 420 questionnaires and 87.50% of the total response rate. The filtered questionnaires were entered in SPSS. More than 9% of the questionnaires were removed due to non-response and non-fitness into the sample selection criteria. Thus, 383 responses were retained for further analyses. Of 383 respondents, 79.3% were male, and 40.5% were married. When we considered age, 40.6% were related to 24-30; 38.3% fell between the 31-35 range, and 21.1% were related to 36-40. Regarding educational background, 46.3% had master’s degrees, 32.5% had different professional diploma courses, 15.7% had bachelor's degrees, and 5.2% had Ph.D. degrees. According to the government policy, 50% of people work from home and 50% from the office. 66% of newcomers are working in private organizations. Newcomers are engaged with different organizational sectors, for example, 55% with banks/financial institutions, 22% with educational institutions, 20% with administrative institutions, and 3% with IT and Telecommunication institutions.
Data Analysis

The data was analysed using SPSS v.25 and AMOS v.24. The data were first initially screened. We have 20 variables with missing values, all less than 5 %, which we replaced with a median of an ordinal scale—our indicators of latent variables (skewness and kurtosis < 1) have normal distributions. Thus, we assessed the measurement and structural models. To determine the loading, EFA was performed using SPSS, and the study constructs were evaluated using CFA with maximum likelihood estimation in AMOS. Firstly, the model fit of four measures was evaluated using confirmatory factor analysis (CFA). We used the Gaskin and Lim (2016) model fit plugin to calculate the model fit. According to the threshold, all formative variables showed an excellent model fit. Subsequently, we conducted the final CFA for the overall measurement model with all latent variables. The model fit was excellent according to the threshold results DF = 1.528, CFI = 0.929, SRMR = 0.07, RMSEA = 0.063 and PClose = 0.328 are shown in Table 1 and Model 5.

<table>
<thead>
<tr>
<th>Measure</th>
<th>CMIN</th>
<th>DF</th>
<th>CMIN/DF</th>
<th>CFI</th>
<th>SRMR</th>
<th>RMSEA</th>
<th>PClose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Threshold</td>
<td>--</td>
<td>--</td>
<td>b/t 1 &amp; 3</td>
<td>&gt;0.95</td>
<td>&lt;0.08</td>
<td>&lt;0.06</td>
<td>&gt;0.05</td>
</tr>
<tr>
<td>Model 1 (OST)</td>
<td>162.092</td>
<td>86</td>
<td>1.861</td>
<td>0.944</td>
<td>0.075</td>
<td>0.062</td>
<td>0.103</td>
</tr>
<tr>
<td>Model 2 (PSB)</td>
<td>85.645</td>
<td>45</td>
<td>2.054</td>
<td>0.901</td>
<td>0.068</td>
<td>0.07</td>
<td>0.079</td>
</tr>
<tr>
<td>Model 3 (Social Capital Resources)</td>
<td>286.445</td>
<td>107</td>
<td>2.077</td>
<td>0.949</td>
<td>0.027</td>
<td>0.065</td>
<td>0.243</td>
</tr>
<tr>
<td>Model 4 (Work Engagement)</td>
<td>165.645</td>
<td>185</td>
<td>1.678</td>
<td>0.905</td>
<td>0.06</td>
<td>0.06</td>
<td>0.101</td>
</tr>
<tr>
<td>Model 5 (Including all)</td>
<td>458.576</td>
<td>280</td>
<td>1.528</td>
<td>0.929</td>
<td>0.07</td>
<td>0.063</td>
<td>0.328</td>
</tr>
<tr>
<td>Model Fitness (Structural model)</td>
<td>8.269</td>
<td>7</td>
<td>1.196</td>
<td>0.969</td>
<td>0.021</td>
<td>0.028</td>
<td>0.649</td>
</tr>
</tbody>
</table>
Results And Discussions

Table 2 represents the means, standard deviation, Cronbach alpha values, and the correlation matrix of our latent variables. The Cronbach alpha scores of adapted questionnaires ranged from 0.72 to 0.92. The study variables have a positive and significant relationship with each other. Therefore, it provides initial support for our all-direct hypotheses. Table 2 shows that all the values of CR range from 0.78 to 0.91. Furthermore, for convergent validity, the value of AVE should exceed 0.5 (Hu & Bentler, 1999). We used the plugin by (Gaskin & Lim, 2016).

The MSV values were also compared to the AVE values, with the AVE values for each latent component being bigger than the MSV values (Rebelo-Pinto et al., 2014). As shown in Table 2, the square root of the AVE (in bold and italics) was greater than 0.50, which is higher than the inter-latent factor correlations within the model. As a result, all latent factors' convergent and discriminant validity was validated.

Path Analysis

To test our study model with serial mediating effects, AMOS 24 was used to do structural equation modeling (SEM). Table 1 shows the model fit indices for the structural model (Model 6) and the excellent model fit is achieved, DF = 1.196, CFI = 0.969, the SRMR = 0.021, the RMSEA = 0.028 and PClose = 0.649. Table 3 presents the regression weights of SEM results. These results indicate a significant positive relationship between organizational socialization tactics and work engagement (β = 0.525, p < 0.001). Therefore, we can say that OST is positively related to work engagement.
engagement. That is strong support for hypothesis 1. Furthermore, OST positively correlated with PSB ($\beta = 0.495$, $p < 0.001$). Thus, there is strong support for hypothesis 2. Similarly, it is proved that OST is related to social capital resources in a meaningful and favorable way ($\beta = 0.150$, $p < 0.05$); thus, hypothesis 3 is supported. In addition, newcomers’ PSB carrying the work engagement ($\beta = 0.678$, $p < 0.001$), and Hypothesis 4 was accepted. Simultaneously, PSB is positively associated with social capital resources ($\beta = 0.133$, $p < 0.05$); therefore, Hypothesis 5 was accepted. Hypothesis 6 is also accepted ($\beta = 0.474$, $p < 0.001$). This statement states that social capital resources enhance employees’ work engagement.

**Table 3: Merged Regression Weights of SEM Results**

<table>
<thead>
<tr>
<th>Path Names</th>
<th>Standardized Beta Model 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Socialization Tactics → Work Engagement ($H_1$)</td>
<td>.525 ***</td>
</tr>
<tr>
<td>Organizational Socialization Tactics → Proactive Socialization Behavior ($H_2$)</td>
<td>.495 ***</td>
</tr>
<tr>
<td>Organizational Socialization Tactics → Social Capital Resources ($H_3$)</td>
<td>.150*</td>
</tr>
<tr>
<td>Proactive Socialization Behaviors → Work Engagement ($H_4$)</td>
<td>.678***</td>
</tr>
<tr>
<td>Proactive Socialization Behaviors → Social Capital Resources ($H_5$)</td>
<td>.133 *</td>
</tr>
<tr>
<td>Social Capital Resources → Work Engagement ($H_6$)</td>
<td>.474 ***</td>
</tr>
</tbody>
</table>

* $p < 0.05$; ** $p < 0.010$; *** $p < 0.001$

**Mediation path**

The indirect effects of latent variables are estimated by AMOS Plugin-specific indirect effects developed by (Gaskin & Lim, 2018). The results of mediations in Table 4 confirm that the indirect effects of OST on work engagement via PSB (effect = .276, $p < 0.001$; lower-upper [0.25-0.483]) are significantly supported our hypotheses 7. The same tests and processes were applied in our last mediation. The results of mediation confirm that the indirect effects of OST on work engagement via social capital resources (effect = .286, $p < 0.001$; lower-upper [0.26-0.481]) are significant and provide support for hypotheses 8. The study analyzed the serial mediation with the AMOS Plugin developed by (j. Gaskin & M.James, 2019). Table 4 shows the existence of the serial mediation ($\beta = .348$, $p < 0.001$; lower-upper [0.269-0.439]) is significant. It has been proven...
that PSBs and social capital resources mediate between OST and work engagement; thus, *hypothesis 9 is supported.*

**Table 4: Path Mediation Results**

<table>
<thead>
<tr>
<th>Indirect Path</th>
<th>Unstandardized Estimate</th>
<th>Lower</th>
<th>Upper</th>
<th>P-Value</th>
<th>Standardized Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>OST → PSB → WE</td>
<td>0.324</td>
<td>0.25</td>
<td>0.483</td>
<td>0</td>
<td>0.276***</td>
</tr>
<tr>
<td>OST → SCR → WE</td>
<td>0.352</td>
<td>0.26</td>
<td>0.481</td>
<td>0</td>
<td>0.286***</td>
</tr>
<tr>
<td>OST → PSB → SCR → WE</td>
<td>0.435</td>
<td>0.269</td>
<td>0.439</td>
<td>0.001</td>
<td>0.348***</td>
</tr>
</tbody>
</table>

* p < 0.05; ** p < 0.010; *** p < 0.001

This study examined the underlying process between OST and employee work engagement by suggesting the serial mediating role of PSB and social capital resources. The study found that OST positively affects new employees' work engagement. This finding is consistent with earlier research (Nguyen et al., 2020; Z. Song et al., 2015), which suggested that the training and development of employees have a positive relationship with new employees' work engagement. Further, the study finds that OST positively relates to PSB and evidence of positive relationships. A few socialization studies have investigated the newcomers’ work engagement using the interactionist approach to socialization (Gruman et al., 2006; He et al., 2020). Beyond previous studies, this study emphasizes that the new employees’ PSB in relationship building with peers, old-timers, and friendship networks with other departments are the essential drivers of the new employee’s socialization process. Therefore, researchers say that the interactionist perspective of socialization, such as OST and PSB, is indirectly linked to newcomers' work engagement in the best way possible. Hence, the current study provides empirical support for the SDT argument for healthy development. Employees require support for basic psychological needs such as autonomy, competence, and relatedness to engage in the work environment (Ryan & Deci, 2020).
The study results further support our argument that OSTs positively affect social capital resources. Therefore, newcomers show additional efforts and social skills to develop high-quality relationships with senior organization members to adjust to their fabric. These findings support the arguments of previous studies' that the social capital resources of newcomers play an essential part in achieving and maintaining the socialization process (Fang et al., 2011, 2017; Fleming et al., 2016; Qadeer et al., 2020). We found that PSB was positively associated with new employees' work engagement. For example, Cooper-Thomas and her colleagues found that newcomers' interactions with insiders with proactive behaviors such as social support and feedback are critical to the socialization process (Cooper-Thomas et al., 2014). Our study replicates these results using an interactionist approach to socialization. We also found that newcomer PSBs had a significant relationship with social capital resources. These findings support our argument that newcomers' social integration with group mates allows them to immerse themselves in the social environment of their new workplace. In addition, newcomers' PSB, such as feedback and social support, can assist newcomers to attain task mastery more effectively and gain political benefit through communication linkages with top-level organizational insiders (Kammeyer-Mueller & Wanberg, 2003; Qadeer et al., 2020). This study found that social capital resources synergistically benefit newcomers' work engagement. These resources are vital for boosting the newcomer's level of organizational growth. Unfortunately, no prior research has attempted to explain the function of social capital resources in engagement (Cable et al., 2013; Ellis et al., 2017; Fang et al., 2017).

Furthermore, according to the current research, PSB and social capital resources mediate the relationship between organizational socialization tactics and work engagement. PSB meditation seems to be a critical path for newcomers. These proactive behaviors help them work in context and support them during the socialization process of uncertainty, stress or constraining...
circumstances. Engagement at work boosts employee proactivity (Cai et al., 2021). Newcomers utilized their social capital to participate in difficult events and undertake goal-directed behaviors. As we argue, when newcomers cannot get the knowledge they need through regular channels, they turn to informal sources (He et al., 2020; Song et al., 2017) to effectively engage in organizational fabric. This study underpins the context of self-determination theory. It claims newcomers’ PSBs and social capital resources play a superior role in developing stronger new hires' emotional ties with organization members through effective socialization. It also claims that the quality of relationships and communication satisfies employees’ basic psychological needs and autonomous work motivation. Therefore, we provide a new pathway for organizations that adjust and retain newcomers in a new work environment.

**Conclusion and Policy implications**

This research implies that organizations can influence newcomers’ work engagement by actively embedding new employees through the OST process. Moreover, they also make the socialization process more successful by incorporating new employees' PSB and social capital resources. PSB and social capital resources were found to have a favorable relationship with OST and work engagement. The outcomes of our study imply that newcomers' proactive behaviors and social capital resources are crucial links between OST and work engagement. The current study enhances our knowledge about newcomers’ PSB. Social capital resources are valuable for understanding newcomers’ socialization evolution from a stranger to a contributing insider and evolution with the new organization.
Implications and contributions

First, we draw our research model on SDT to explain and investigate socialization. Our proposed model assumes that SDT helps explain how newcomers use their social capital resources to enhance the socialization process that leads to work engagement. Because self-regulated efforts are essential to being proactive, the SDT method fits the proactive techniques literature well. Second, Our current research builds on the theory of socialization resources and responds to recent academic requests to determine new employees' social capital resources and their implications, particularly on the outcomes of the socialization process (Ashforth, Sluss, & Saks, 2007). Third, by examining these relationships with Pakistani newcomers, the current study adds to earlier research on the relationships between socialization tactics and work engagement with employee outcomes. Because the majority of the study was carried out in the United States (Chong et al., 2020), New Zealand (Cooper-Thomas et al., 2014), and China (He et al., 2020), less is known about the nature of this relationship in South Asian countries. Lastly, organizations should provide a feedback-rich environment where giving and receiving constructive feedback is the norm to develop regularly. Both new employees and insiders such as coworkers, mentors should be encouraged to participate in social events since good newcomer socialization fundamentally creates relationships through social activities.

Limitations and Directions

Future research might build upon our study in several ways. First, meta-analyses prove that relationships among socialization process variables have stronger correlations in a cross-sectional design, but it declines in longitudinal design (Allen et al., 2017; Bauer et al., 2007). Therefore, a longitudinal study will help the researchers to monitor the changes in attitude and behavior during the socialization process. Second, we examined PSB and social capital resources as newcomers’
work engagement processes without including essential indicators, such as proactive personality and procedural justice (Saks, 2019). Therefore, it is necessary to include these variables in future studies. Third, the study data were collected from different organizations and universities. These use different socialization tactics according to their strategic needs and demand. Therefore, researchers could see this hypothesized model in a specific large organization. Finally, while we choose the (Van Maanen & Schein, 1979) institutionalized socialization model for theoretical reasons, other OS models also exist, such as organizational socialization inventory (Haueter et al., 2003). As a result, it would be useful to investigate the specific effects of various organizational socialization models on newcomers' work engagement.
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