



Onboarding = Organizational socialization = Newcomer adjustment

- Increasing employee mobility: Employees change jobs more frequently
- Most important and critical phase in organizational life
- Subsequent behaviors and attitudes are shaped



Process

of

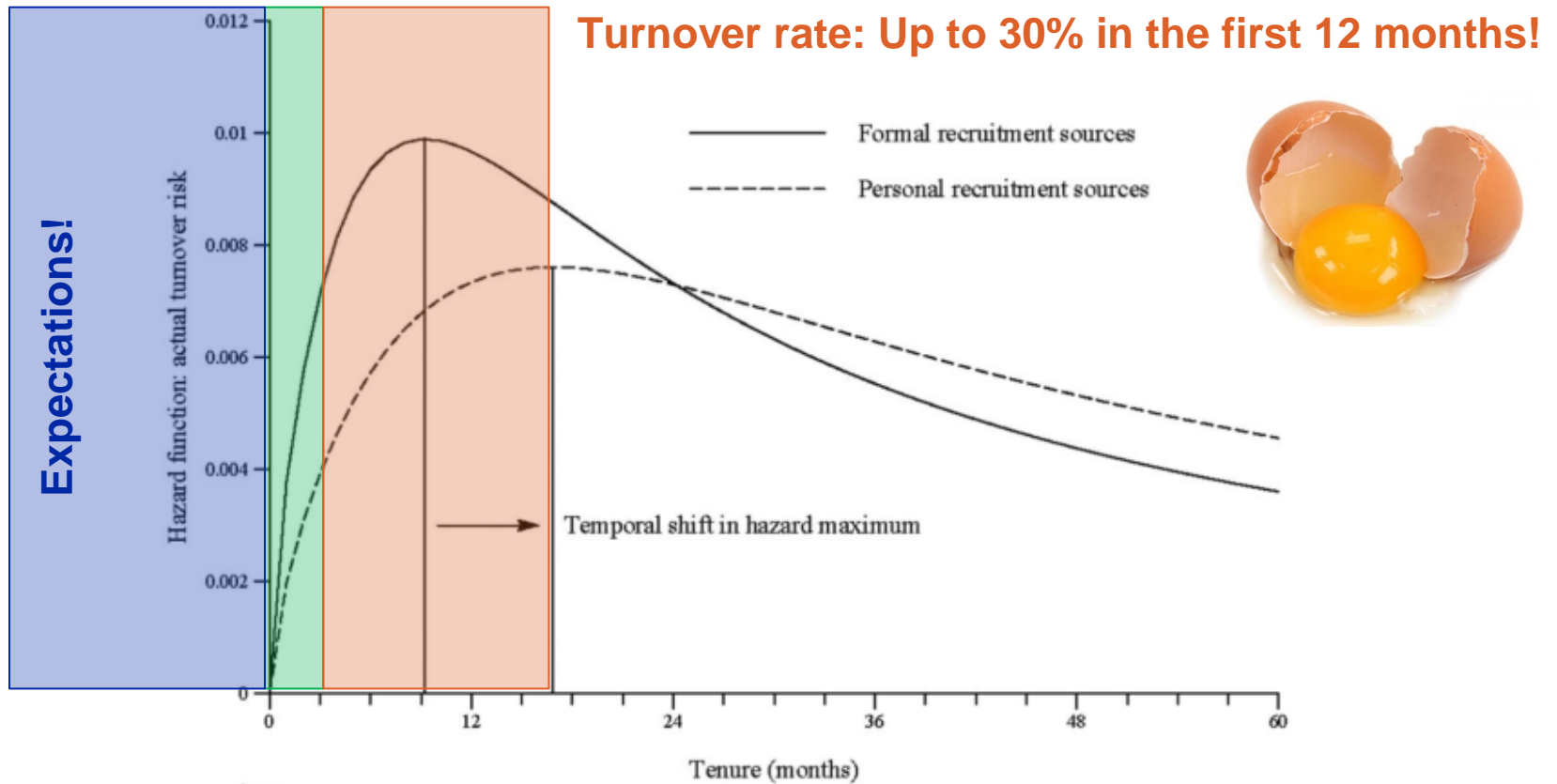
learning

attitudes and behaviors

Effects of different designs
of the socialization process

Learning as the core mechanism
of newcomer socialization

Honeymoon and Hangover Effect



Weller et al. (2009), Journal of Applied Psychology



Does one size fit all?

Gender
 Economic Constraints
 Team Cohesion
 Team Size
 Internal Structures
Expectations
 Age
 Cultural Context
 Experience
 Learning Style
 Job Complexity
 Employment Rate
 Personality
 Person-Job-Fit
 Education
 Organization size
 Hierarchical Status





No, but...

Individualized socialization tactics

Creating unique socialization experiences and integrating newcomers with experienced organization members.



Institutionalized socialization tactics

Grouping newcomers and putting them through a common set of experiences.



Van Maanen & Schein (1979); Jones (1986)