

# Organizational Culture, Organizational Socialization Process & Self-efficacy on Work Adjustment

**Shurllly Tiwari & Pawan Kumar Sharma**

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*This study investigates how socialization embedded in culture can result in behavioral outcomes that can help new entrants and the organization. The study has investigated the correlation of organizational socialization, organizational culture, self-efficacy and employee work adjustment. The authors quantitatively gathered data for the study with a large sample size. The structural equation model was used to investigate the hypothesized correlations between the study variables, with 501 useable responses. A moderately high association was witnessed among organizational culture, organizational socialization, self-efficacy, and employee work adjustment. The strongest association was between organizational socialization and self-efficacy.*

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## Introduction

Fifty-three percent of India's GDP comes from the service sector (Economic Survey, 2022). However, this was not always the case; over the past ten years, India's service sector—which was previously the tertiary sector—has increased its contribution to the greatest extent. The first industry to recover from the pandemic's effects is the service sector. This year, the service sector rose by 10.8% in the first half (Press Information Bureau, 2023).

## Human Resource Challenges in Service Sectors

According to a survey conducted by Optum<sup>1</sup>, there are over 800,000 employees across various service sectors. Many of these employees are overwhelmed by work overload, and newcomers need help understanding the processes. The IT sector in India has shown significant

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<sup>1</sup> <https://economictimes.indiatimes.com/jobs/india-inc-looks-to-deal-with-rising-stress-in-employees/articleshow/64741313.cms>

Service Sector	Growth (Year on Year) %			
	2018-19	2019-20	2020-21	2021-22
Total Services				
Transport, Trade, Hotels, Communication & Services Broadcasting.	7.1	6.4	-18.2	11.9
Real Estate Financial, & Professional Services	7.2	7.3	-1.5	4
Health, Public Administration, Defense, Education, Recreation and other Personal Services	7.4	8.3	-4.6	10.7

Source: Ministry of Statistics & Program Implementation (2022)

growth, with its contribution to the gross domestic product (GDP) increasing from 1.2% in 1998 to 7.7% in 2017. Indian IT revenue reached US\$ 177 million in 2019 and is projected to grow to \$350 billion by 2025, with an annual growth rate of 6.2% (NASSCOM, 2015). The education sector, catering to the youngest population in the world, was predicted to grow to US\$ 101.1 billion by 2019. Additionally, the hotel industry contributed 9.6% to India's total GDP in 2019 (EHL Insight, 2023). In such a fast-paced complex environment, if the employees are overwhelmed with the work it can directly impact the growth of the industry and the sector by and large. Organizational culture significantly influences employees' attitudes, behaviors, and tenure within the organization (Robbins & Judge, 2019).

### The Constructs

Organizational socialization (OS) is the process through which a new employee learns to fit into an organization's culture. It is the process through which individuals "learn the ropes" of a certain organizational function. It refers to how an individual is educated and learns which actions and viewpoints are acceptable and desirable in the workplace and which are not (Jablin, 1982).

Organizational Culture (OC) is defined as "a pattern of basic assumptions – invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valuable and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems." – Edgar Schein (1965). The organizational culture of a corporation is a framework of shared meaning held by its existing personnel that distinguishes it from others (Robbins & Judge, 2019).

*Employee Work Adjustment (EWA)* is a continuous process in which existing and new joiners of an organization strive to carry out the responsibilities delegated to them in order to maintain and achieve adequate work output within the appropriate environment (Dawis & Lofquist, 1984).

*Self-Efficacy (SE)* is defined as a person's conviction in and confidence in his or her own capacity to successfully carry out courses of action, execute given behaviors, accomplish given tasks, and achieve desired performance results (Bandura, 1977, Betz et al., 2000).

### **Theoretical Underpinning & Hypotheses Development**

We are trying to establish the findings on *Social Exchange Theory and Uncertainty Avoidance*. Social identity is formed through social interaction, and the meaning derived from these interactions determines a newcomer's sense of their role in an organization (Cropanzano & Mitchell, 2005; Molm, 2001). The conceptual linkage between socialization and culture is firmly established in sociological theory, and social psychologists frequently include the transfer of cultural values as part of the definition of socialization. Louis (1980) established a theoretical framework for the relationship between organizational socialization and organizational culture by drawing on prior theoretical papers (Brim, 1966) on socialization into a society's culture. Furthermore, Zeichner and Gore's (1990) handbook on the socialization of teacher's employment highlighted the concept of socialization as the process by which individuals adjust to their culture

Historically, several research on the values of novices have been undertaken like Chatman (1991), Cooper-Thomas et al. (2019), Bobko and Colella (1994), Kirchmeyer (1995), Jones (1983) & Chen and Klimoski (2003).

#### **Research Objectives**

1. To find out the relationship between organizational culture, organizational socialization, self-efficacy, and work adjustment.

2. To examine the mediating effect of organizational socialization on organizational culture, self-efficacy and employee work adjustment.
3. To examine the moderating effect between organizational socialization and self-efficacy and work adjustment.
4. To test a proposed research model developed by the researcher indicating direct and indirect linkages between organizational socialization, culture, and behavioral outcomes (self-efficacy and work adjustment).

#### **Literature Review**

To review the literature a methodical approach is adopted by combining the accessible archives via digital, multimedia, and college libraries. University repositories, Cultural Studies, Academia, Research Gate, Pro-Quest, EBSCO, Google Scholar, Open Access Digital libraries, National Digital libraries and so on. To understand the correlations, over 500 research papers were reviewed.

#### **Research Trends in Organizational Socialization**

Van Maanen's (1976) work ignited the first concern regarding organizational socialization. This approach is unique to the work of Ashforth et al (2007) as well as Lacaze (2005). The tactics avoid investing a lot of money in recruitment and selection and employee attrition (Aboubakar Roukatou & Zamba Guidkaya, 2022, Wanous & Reichers, 2000). The majority of socialization theo-

ries and models identify three major stages of this process (Yanik & Yildiz, 2019). The stages are: pre-encounter (Yu, 2020), encounter (Yanik & Yildiz, 2019), and adaption (Spagnoli, 2020). Organizational socialization has several tactics. Each tactic functions in a way that integrates the learning experiences of a novice to a certain job in a slightly unique way. One of the most often used approaches to analyzing organizational socialization is Van Maanen and Schein's (1979) organizational socialization tactics model, reinforcing the proposition that socialization occurs periodically throughout organizational care (Gruman & Saks, 2006). However, the study attempts to illustrate that these strategies are relatively typical to a particular border passage and have a significant impact on individuals in the organization.

### Research Trends

*Organizational culture* influences company performance (Denison, 1990) and a positive organizational culture helps to improve organizational performance (Fusch & Gillespie, 2012). Flamholtz and Randle contributed to a vast body of knowledge in the area of organizational culture and business performance in 2011. To improve organizational performance, a strong organizational culture (Nwibere, 2013) and positive attitudes (Flamholtz & Randle, 2011) is required. According to Kotter and Heskett (1992), it facilitates the sharing of organizational values and goals throughout the organization. Culture helps employees to develop a sense of ownership (Engelen et al., 2014). Employees' loyalty and devo-

tion improve significantly even when they are not closely supervised (Denison, 1990; Nwibere, 2013). Open and honest communication is used by leaders with a strong organizational culture to encourage employees and improve performance (Kohtamaki et al., 2018). Poor organizational culture has a substantial impact on the organization's business viability (Shahzad et al., 2017) and management's goals (Eaton & Kilby, 2015). According to Flamholtz & Randle (2011), the efficacy of organizational culture affects 46% of company profitability.

*Self-Efficacy:* Pintrich and Schunk (1996) cite Bandura's (1977) definition of self-efficacy as people's judgments of their capacities to organize and execute courses of action necessary to achieve specified performances. People's feelings, thoughts, motivation, and behavior are all influenced by their self-efficacy beliefs (Bandura, 1995). Bandura's (1986) model of social learning depicts self-efficacy as a cognitive structure formed by a person's lifelong learning experiences. Sources of Self Efficacy are (a) performance accomplishments, (b) vicarious experience, (c) verbal persuasion, and (d) emotional arousal such as anxiety and other negative psychological states (Bandura, 2006). These sources are crucial in understanding how self-efficacy beliefs arise, and they serve as the foundation for the current study.

*Work Adjustment* theory was first introduced by Dawis et al., (1984) to describe the relationship of the individual to his/her work environment. Later, Nicholson (1984) suggested that role ad-

justment in the workplace was fundamental for a new joiner. The theory of work adjustment has been used as a guiding framework to understand how new employees adjust to new situations. According to Scott and Myers (2010), when new workers join the organization, they must adjust to new jobs, settings, colleagues, and supervisors. EWA, according to Dawis and Lofquist (1984), is an individual effort to attain one's goals. Historically studies on EWA were classified into four categories: adjust to job, adjust to environment, adjust to peers, and adjust to supervisors.

### Methodology

The present study used a quantitative approach to collect data for the study. The quantitative method provided a structured data-gathering process involving a large sample size.

### Hypotheses

*Hypothesis 1:* There is a positive relationship between organizational socialization, organizational culture, self-efficacy, and work adjustment.

*Hypothesis 2:* There is a significant prediction of service sector employees' self-efficacy through organizational socialization.

*Hypothesis 3:* There is a significant prediction of service sector employees' work adjustment by organizational socialization.

*Hypothesis 4:* There is a significant prediction of service sector employees'

self-efficacy by organizational culture.

*Hypothesis 5:* There is a significant prediction of service sector employees' work adjustment by organizational culture.

*Hypothesis 6:* There is a significant mediating effect of organizational socialization between organizational culture and work adjustment.

*Hypothesis 7:* There is a significant mediating effect of organizational socialization between organizational culture and self-efficacy.

*Hypothesis 8:* There is a significant moderating effect of self-efficacy between organizational socialization and work adjustment.

*Hypothesis 9:* There is a significant difference in organizational culture, socialization, self-efficacy, and work adjustment concerning various sectors of the service industry (IT, education, hospitality, banking, retail).

### Sample

Stratified and judgmental sampling was adopted for both phases. The respondents were stratified into different categories under the service sector employees (education, IT, hospitality, retail). The judgmental sampling was engaged toward identifying the employees who spent at least 18 and not more than 24 months in the present organization. This is done to ensure that the respondents are aware of the culture of the organization in which they work. The inclusion yardstick was to administer the questionnaire to only

service sector professionals with a work experience of a minimum of eighteen (18) months and a maximum of twenty-four (24) months in the present establishment. The main study data was gathered from 501 respondents over the course of eight (8) months.

**Data Collection**

The questionnaire was administered to the service sector professionals only after obtaining oral or written consent. Data was collected between (September 2022 – December 2023). The question-

naire was administered to five hundred 500 service sector professionals at 40.6% response rate

**Measures**

To gather primary data from employees of service sector firms in key Indian cities, four standardized, valid, and reliable questionnaires were used. All questionnaires were used for the study after gaining permission from the authors.

Table 1 Indicates the reliability of Cronbach Alpha for each scale of the present sample n=501

**Table 1 Reliability of Scales Measured by Cronbach’s Alpha (N=501)**

Instrument	*Author/s	Year	No. of items	Cronbach alpha *Author/s	Cronbach alpha Study
Organizational Socialization	Van Maanen and Schein	1979	30	0.88	0.857
Self-efficacy (SE)	Bandura	1977	08	0.84	0.906
Organizational Culture (OC)	Pareek & Purohit	2010	40	0.91	0.829
Work Adjustment (WA)	Na-Nan	2019	5	0.87	0.908

**Skewness & Kurtosis**

The skewness and kurtosis measures were calculated for the study’s constructs.

Z values for all constructs are less than 1.96. The measures of skewness and kurtosis exhibit that the construct is approximately normally distributed.

**Table 2 Testing for Normality Using Skewness & Kurtosis**

Variable		Statistic	Std. Error	Z value
Socialization	Skewness	0.054	0.082	0.658
	Kurtosis	0.219	0.163	1.343
Organizational culture	Skewness	-0.106	0.082	1.292
	Kurtosis	-0.289	0.163	1.773
Work adjustment	Skewness	-0.147	0.082	1.792
	Kurtosis	0.014	0.163	0.085
Self-efficacy	Skewness	0.024	0.082	0.292
	Kurtosis	-0.185	0.163	1.134

**Sample Distribution**

siderable representation of the various categories

Table 3 indicates that there is a con-

**Table 3 Sample Distribution Across Sectors & Respondent Profile**

Demographic	Categories	Count	Percentage
Industry	Education	195	37.64
	Hospitality & Tourism	157	30.31
	IT	166	32.0
Education	12th std / Equivalent Graduation	55	10.62
	Above Post Graduation	17	3.28
	Graduate	41	7.92
	High School	20	3.86
	Post-Graduation	374	72.20
Work Experience	Professional Degree	11	2.12
	11 - 15 years	11	2.12
	16 - 20 years	6	1.16
	2 - 5 years	420	81.08
	20 years & above	17	3.28
Gender	6 - 10 years	64	12.36
	Female	209	36.87
Marital Status	Male	327	63.13
	Married	234	45.17
	Prefer not to say	20	3.86
	Single	264	50.97

**Table 4 Descriptive Statistics**

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Dev	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
CvI	500	1.00	7.00	5.0640	1.01621	-1.003	.109
FvI	500	1.00	7.00	5.1004	.97598	0.667	.109
IvD	500	1.00	7.00	4.4748	.84022	-.188	.109
SvR	500	1.00	7.00	5.1656	.89975	-1.056	.109
SvD	500	1.00	7.00	3.7748	.95532	0.169	.109
FvV	500	1.00	7.00	4.4824	.87445	-.112	.109
Socialization	500	1.00	7.00	4.6770	.70768	-.718	.109
Self-efficacy	500	1.00	7.00	5.2803	.88533	-1.035	.109
Work Adjustment	500	1.00	5.00	3.9556	.61487	-1.015	.109
Org_cult	500	1.00	4.00	3.1605	.37460	-1.084	.109
Valid N (listwise)	500						

**Pearson Correlation**

Table 4 shows a positive relationship between the variables at (p = 0.01). H1 is supported and there is a significant association between socialization, organizational culture, self-efficacy, and work adjustment.

Table 4 shows a positive relationship between the variables at (p = 0.01). H1 is supported and there is a significant association between socialization, organizational culture, self-efficacy, and work adjustment.

**Table 5 Pearson’s Coefficient of Correlation of Socialization, Organizational Culture, Self-efficacy, & Work Adjustment**

	Socialization	Self-efficacy	Work Adjustment	Culture
Socialization	1			
Self-efficacy	.662**	1		
Work Adjustment	.476**	.616**	1	
Organization culture	.528**	.550**	.532**	1

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

**Table 6 Model Summary of Socialization - self-efficacy**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension0	1	.662a	0.438	0.437	0.66407

a. Predictors: Constant, Socialization

**Table 7 ANOVA Socialization - self-efficacy**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	171.506	1	171.506	388.907	.000
	Residual	219.615	498	0.441		
	Total	391.121	499			

Predictors: Constant, Socialization

Dependent Variable: Self-Efficacy

**Table 8 Regression Coefficients of Socialization - self-efficacy**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.406	0.199		7.075	0
	Socialization	0.828	0.042	0.662	19.721	0

Dependent Variable: Self-efficacy

The linear regression approach was used to see if socializing significantly predicted self-efficacy. The regression results indicate self-efficacy predictors accounting for 43.8 percent of the variation ( $R^2=.438$ ,  $F(1,498) = 388.907$ ,  $p.001$ ). According to the Table ( $p 0.001$ ), a complete model is quite excellent at anticipating self-efficacy. It was shown that socialization significantly predicted

self-efficacy. The equation for regression:  $\text{self-efficacy} = 1.406 + 0.828(\text{socialization})$ . H2 is supported and Socialization does significantly influence self-efficacy.

Hypothesis 3: There is a significant prediction of service sector employees' work adjustment by socialization.

**Table 9 Model Summary of Socialization - Work Adjustment**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.476a	0.226	0.225	0.54131	

Predictors: (Constant), Socialization

**Table 10 ANOVA of Socialization - Work Adjustment**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.73	1	42.73	145.824	.000a
	Residual	145.925	498	0.293		
	Total	188.654	499			

Predictors: Constant, Socialization

Dependent Variable: work adjustment

**Table 11 Regression Coefficients of Socialization - Work Adjustment**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Constant	2.022	0.162		12.482	0
	Socialization	0.414	0.034	0.476	12.076	0

. Dependent Variable: Work Adjustment

The linear regression approach was used to see if socializing significantly predicted work adjustment. The regression results showed that the predictors of work adjustment accounted for 22.6 percent of the variation ( $R^2=.226$ ,  $F(1,498) = 145.824$ ,  $p.001$ ). It was shown that socializing significantly predicted work adjustment.

The equation for regression:  $\text{work adjustment} = 2.022 + 0.414(\text{socialization})$

H3 is supported and Socialization does significantly influence work adjustment.

Hypothesis 4: There is a significant prediction of service sector employees' self-efficacy by organization culture.

**Table 12 Model Summary of Organization Culture - self-efficacy**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension0 1	.550	0.302	0.301	0.74031	

Predictors: Constant, Organization Culture

**Table 13 ANOVA of Organization Culture - self-efficacy**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	118.186	1	118.186	215.643	.000
	Residual	272.935	498	0.548		
	Total	391.121	499			

Predictors: (Constant), organization culture  
Dependent Variable: Self-efficacy

**Table 14 Regression Coefficients of Organization Culture - self-efficacy**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Constant	1.154	0.283		4.078	0
	Organization Culture	1.309	0.089	0.55	14.685	0

Dependent Variable: Self-efficacy

The linear regression approach was used to see if organizational culture significantly predicted self-efficacy. The regression results indicate self-efficacy predictors accounting for 30.2% of the variation (R<sup>2</sup>=.302, F (1,498) = 215.643, p.001). It was discovered that organizational culture significantly predicted self-efficacy.

The equation for regression: self-efficacy = 1.154 + 1.309 (organization culture)

H4 is supported and organizational culture does significantly influence self-efficacy.

Hypothesis 5: There is a significant prediction of service sector employees' work adjustment by organization culture.

The regression results indicate the predictors of job adjustment accounting for (28.3%) of the variation (R<sup>2</sup>=.283, F (1,498) = 196.829, p.001). It was discov-

**Table 15 Model Summary of Organization Culture - Work Adjustment**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension0 1	.532	0.283	0.282	0.52107	

Predictors: (Constant), Organization Culture

**Table 16 ANOVA of Organization Culture - work Adjustment**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	53.442	1	53.442	196.829	.000
	Residual	135.213	498	0.272		
	Total	188.654	499			

Predictors: Constant: Organization Culture  
 Dependent Variable: Work Adjustment

**Table 17 Regression Coefficients of Organization Culture - work Adjustment**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	Constant	1.181	0.199		5.93	0
	organization culture	0.881	0.063	0.532	14.03	0

Dependent Variable: Work Adjustment

ered that organizational culture significantly predicted work adjustment.

The equation for regression: work adjustment = 1.181 + 0.881 (organization culture)

H5 is supported and organization culture does significantly influence work adjustment.

**Analysis Based on SEM & AMOS**

To examine the conceptual study model showing mediating and moderating associations between organization culture, socialization, self-efficacy, and work adjustment in the Indian service sector are examined.

Numerous fit measures were thought out in the study to examine the fitness of the model.

**Amos Analysis Mediation**

Mediation analysis was conducted using AMOS 20. Baron and Kenny’s (1986) procedures for mediation were understood before examining the mediation path. It states that all paths amongst independent variables (IV) as well as mediator’s paths. Subsequently, it looks like all paths remained noteworthy at (p<.01 level) to meet the first criteria. All comparative direct, indirect, and total influences of the default model are reported.

Hypothesis 6: There is a significant mediating effect of socialization between organizational culture and work adjustment.

Hypothesis 6 is validated by Table 20, which shows that socialization will have strong partial mediation effects between organizational culture and work adjustment. Corporate culture has a significant positive influence on socialization (1.14,

Fig. 1 Structural Model Tested in AMOS

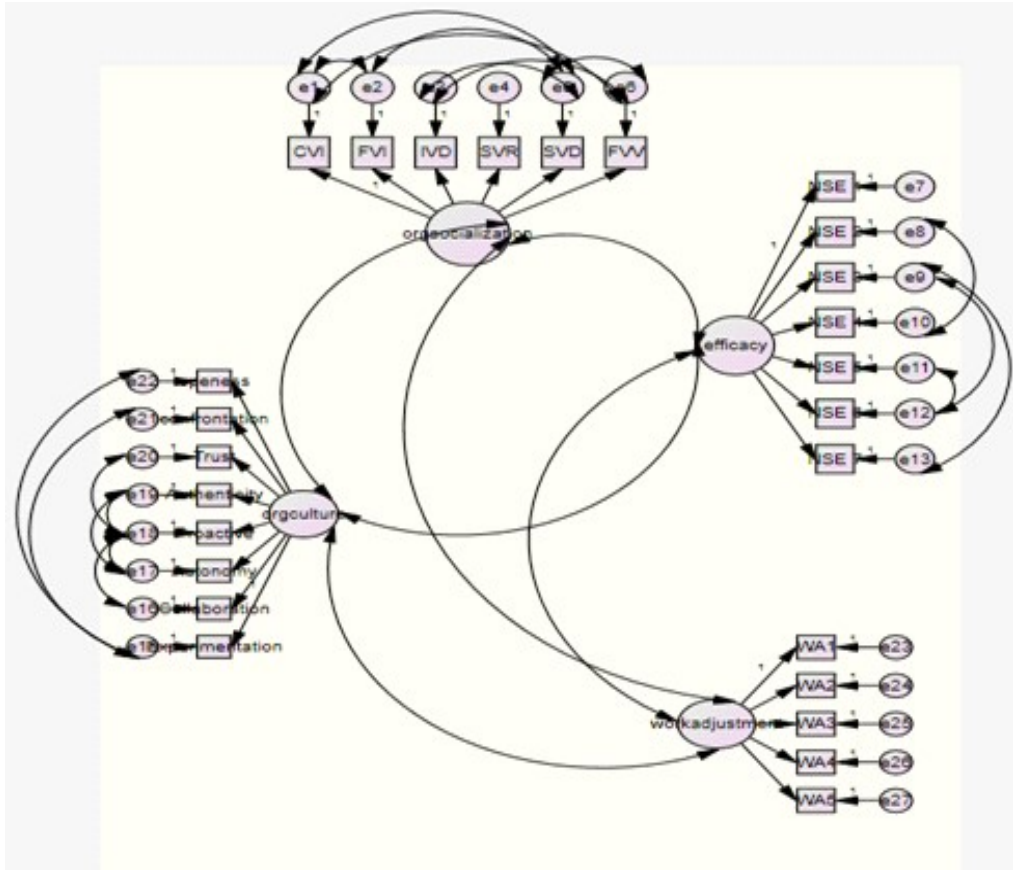


Table 18 Goodness of Fit Measures for the Hypothesized Structural Model

Model Fit Assessment	Result
$\chi^2$ (Chi-Square)	999.475
DF (Degrees of freedom)	275
p-value	<.000
CMIN/DF	3.634
GFI (Goodness of fit Index)	0.915
AGFI (Adjusted Goodness of fit Index)	0.854
PGFI (Parsimony Goodness of fit Index)	0.685
NFI (Normed Fit Index)	0.921
RFI (Relative Fit Index)	0.914
IFI (Incremental Fit Index)	0.919
TLI (Tucker – Lewis Coefficient)	0.903
CFI (Comparative Fit Index)	0.918
RMSEA (Root Mean Square Error of Approximation)	0.073

Fig. 2 Mediating Effect of Socialization Between Organizational Culture and Work Adjustment.

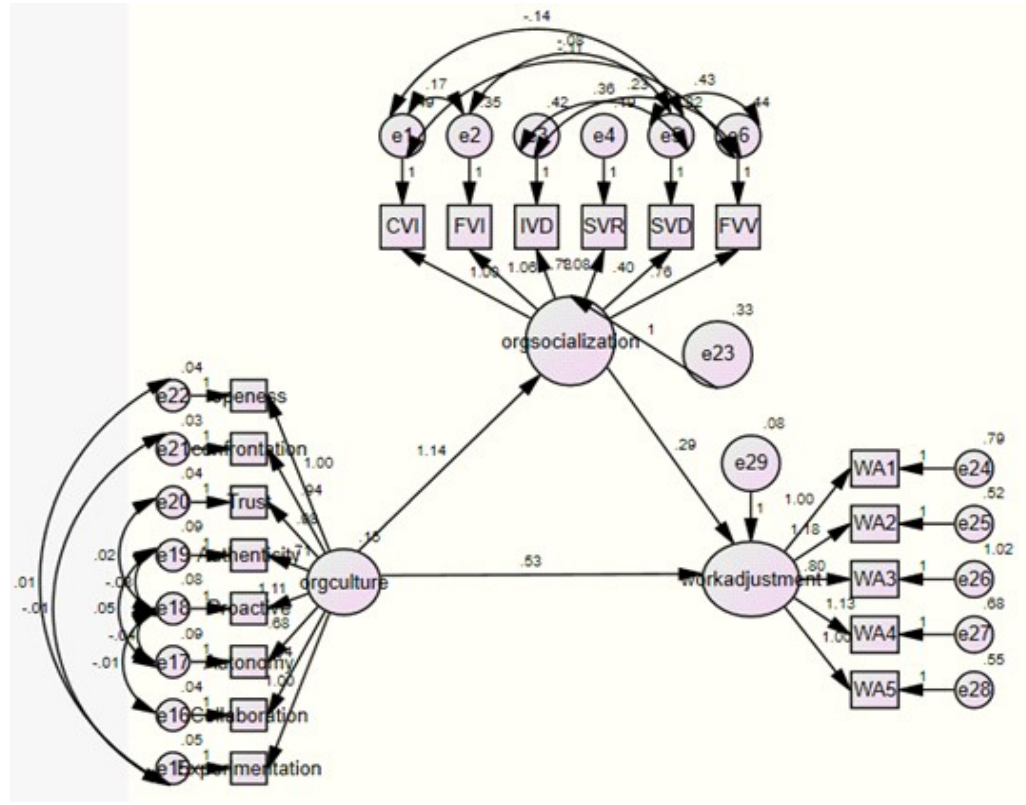


Table 19 Summary of Regression Analysis for Significance of Mediation of Socialization in the Path OC – Soc - WA

IV	DV	Unstandardized Coefficient B	Standardized Coefficient Beta	t value	p-value	R <sup>2</sup>
OC	WA	.531	.503	11.090	<.001	.121
OC	Soc	1.14	1.01	12.999	<.001	.159
Soc	WA	.335	.324	5.839	<.001	.265

Table 20 Summary of Mediation Analysis of Socialization in the Path OC – Soc - WA

Relationship	Direct effect	Indirect effect	Confidence level		P- Value	Conclusion
			Lower bound	Upper bound		
OC>ØjÜSoc>ØjÜWA	0.534	0.335	0.164	0.540	0.001	Partial mediation

OC – Organizational culture; Soc – Socialization; WA – Work Adjustment

p.001), and socialization has a significant positive effect on work adjustment (.29, p.001). Socialization mediated significant partial mediation from organizational culture to work adjustment (0.335, p.001).

Hypothesis 7: There is a significant mediating effect of socialization between organizational culture and self-efficacy.

Fig.3 Mediating Effect of Socialization Between Organizational Culture & Self-efficacy.

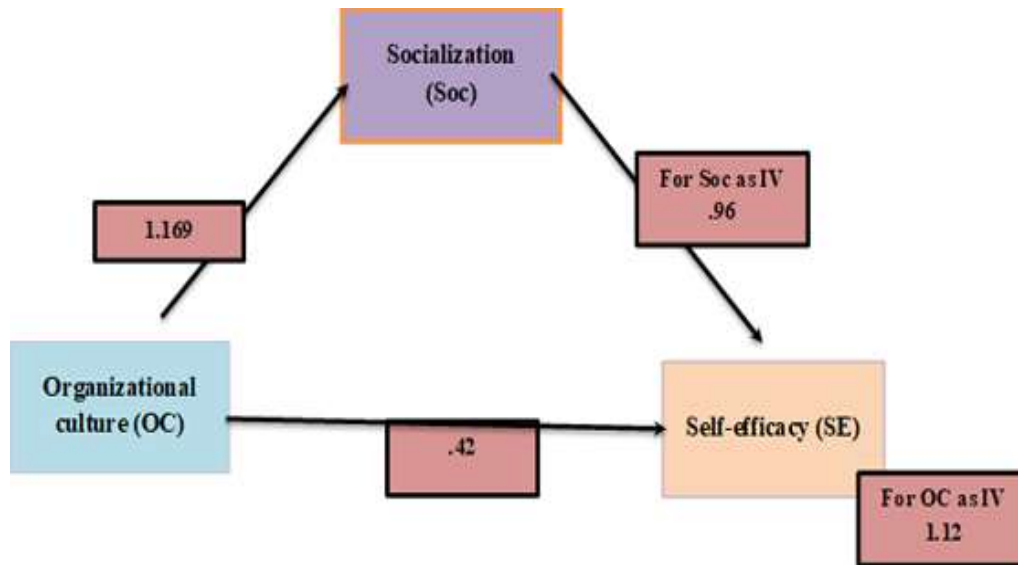


Table 21 Summary of Regression Analysis for Significance of Mediation of Socialization in the Path OC – Soc - SE

IV	DV	Unstandardized Coefficient B	Standardized Beta Coefficient	t value	p-value	R <sup>2</sup>
OC	SE	1.169	0.096	12.218	<.001	.121
OC	Soc	0.957	0.087	10.955	<.001	.159
Soc	SE	0.421	0.119	3.553	<.001	.265

Table 22 Summary of Mediation Analysis of Socialization in the Path OC – Soc - SE

Relationship	Direct effect	Indirect effect	Confidence level		P- Value	Conclusion
			Lower bound	Upper bound		
OC>ØjÜSoc>ØjÜSE	0.421	1.119	0.807	1.475	0.001	Partial mediation

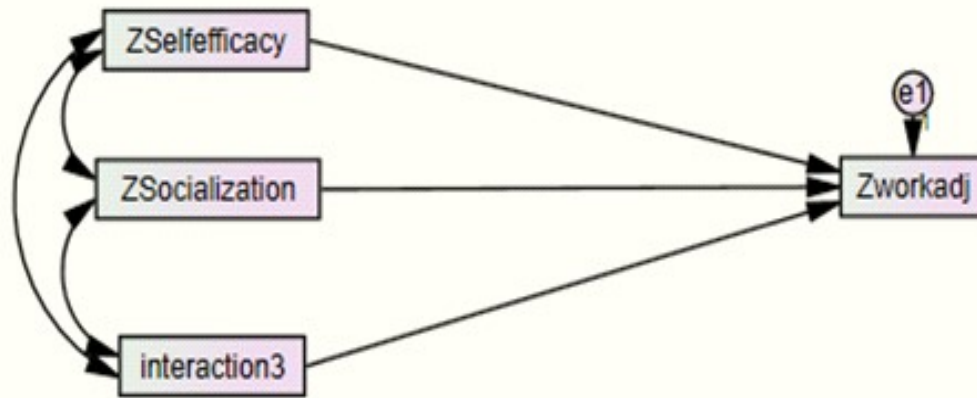
OC – Organizational Culture; Soc – Socialization; SE – Self-Efficacy

From the above table, Hypothesis 7 is supported, showing that socialization will have a significant partial mediation effect between organization culture and self-efficacy.

**Estimate the Moderation Effect**

Hypothesis 8: Self-efficacy is moderating between socialization and work adjustment.

**Fig 10 Moderating Effect of Self-efficacy on the Relationship Between Organizational Socialization and Work Adjustment.**



**Table 23 Summary of Moderation Analysis of Self-efficacy in Path Socialization and Work Adjustment**

	Estimate	S.E.	C.R.	P Label
Zworkadj<---ZSelfefficacy	0.402	0.048	8.331	***
Zworkadj<---ZSocialization	0.095	0.045	2.127	0.033
Zworkadj<---interaction	-0.118	0.016	-7.159	***

Hypothesis 9: There is a significant difference in organizational culture, socialization, self-efficacy, and work adjustment with reference to various sectors in the service industry (IT, education, hospitality, banking, retail).

Therefore, hypothesis 9 is supported.

**Theoretical Implications**

Our work in the field of newcomer socialization contributes significantly by

offering both theoretical development and empirical validation of the crucial role played by interpersonal factors, including interactional and perceptual factors, in determining the persistence of emerging work relationships. The study adds to the body of literature on socialization in the Indian service sectors. The study successfully identifies the type of tactics that are implied in the selected service sectors. The study accounts for building the body of knowledge on how organizational socialization mediates the relation-

**Table 24** Number, Mean, Standard Deviation, df & t-value of the Organizational Culture, Socialization, Self-efficacy, and Work Adjustment across Service Sector

		Sum of Squares	Df	Mean Square	F	Sig.
Organizational Socialization	Between Groups	10.633	4	2.658	5.499	.000
	Within Groups	239.272	495	.483		
	Total	249.906	499			
Self-Efficacy	Between Groups	17.448	4	4.362	5.778	.000
	Within Groups	373.673	495	.755		
	Total	391.121	499			
Work Adjustment	Between Groups	8.340	4	2.085	5.724	.000
	Within Groups	180.315	495	.364		
	Total	188.654	499			
Organizational Culture	Between Groups	1.942	4	.485	3.530	.007
	Within Groups	68.079	495	.138		
	Total	70.021	499			

ship between organizational culture and employee work adjustment.

**Societal Implication**

A streamlined socialization process can help the novice with the nurture and support they are used to and they can correlate with the culture and norms of the organization. This can lead to a good working environment for the new and existing employees. Employees spend half of their waking hours at the workplace and it is very important that it is satisfying so that when they go back to spend the other half of their waking time they are happy, and content. Satisfied employees form a happy and stable society.

**Business Implications**

Organizations can optimize the effectiveness of socialization programs by categorizing newcomers into different groups based on their strategic value to the organization. This allows for targeted activities and can reduce the costs of training and ongoing management. Hiring is a cost, if the novice leaves the job within one year the same investment is seen as an expenditure. Businesses invest heavily in recruitment and selection (Bauer et al, 2007), and OS is critical in capitalizing on these processes and meeting or modifying expectations in order to achieve good socialization effects (Ostroff et al., 2004).

**Limitations**

A limitation of this study is that it only examines the impact of organizational culture on work adjustment and does not

consider the task behavior and relational behavior of leadership. It does not address the potential issues arising from the continuum or sequence of socialization tactics, as the adopted framework and bipolar typology do not account for the blurred boundaries between institutionalized and individualized tactics (Ashforth, Sluss, & Harrison, 2007; Kramer, 2010; Myers, 2005). The literature highlights that newcomers may receive both individual and collective training, making it difficult to distinguish between the two. The framework used in this paper does not explicitly address this issue, which could be explored in future research.

### **Future Research**

The current study's use of cross-sectional data limits its application. Future studies should take a longitudinal approach to establish the mediating effects of work engagement in the relationship between organizational socialization strategies and employee behaviors.

The dynamics of the building of the psychological contract between employers and employees require investigation. Research from workgroup literature should also improve our recommendations on socialization strategies and timing (Klein & Heuser, 2008; Ashforth, 2012)

### **Conclusion**

The research indicates relationships between socialization, organizational culture, self-efficacy, and work adjustment in the service sector. This suggests that the process of socialization is important

for helping employees develop the skills, knowledge, and attitudes they need to succeed in their work. Moreover, the finding that socialization mediates the relationship between organizational culture and work adjustment suggests that organizational culture plays an important role in shaping the socialization process and, ultimately, employees' ability to adjust to their work environment. The significant predictive effect of organizational culture on both self-efficacy and work adjustment also highlights the importance of creating a positive and supportive organizational culture for service sector employees. Moreover, the finding that self-efficacy moderates the relationship between socialization and work adjustment suggests that employees who are more self-confident may be better able to adapt to their work environment, even when faced with challenges. Research highlights the need for tailored approaches to training, development, and support for employees in different roles.

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