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Entitled

THE ROLE OF SOCIALIZATION FACTORS AND SOCIAL CAPITAL IN NEWCOMER SOCIALIZATION
OUTCOMES IN UAE ORGANIZATIONS

by

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Abstract

The process through which new employees acquire the knowledge, skills, and values important for becoming active organizational members is called organizational socialization. Scholars of organizational socialization believe that newcomers can learn about their organizational roles and achieve successful socialization by interacting with more experienced members in the organization. This study explores the relationship between socialization factors in the organizational context and newcomer socialization outcomes, and how social capital impacts this relationship. We analyze how effective the socialization process is in building a social network. We develop an integrated social capital model of the organizational socialization process that throws light on how socialization processes, namely orientation programs, institutionalized tactics (social tactics), and social networks (their status, size, density, range, and ties strength) affect newcomer socialization outcomes, both proximal outcome (role clarity and social integration) and distal outcome (turnover intention and job satisfaction). The model also examines the moderating role of proactive personality between organizational socialization factors and short-term socialization outcomes. The study sample consists of 154 newcomers from different occupations and sectors (governmental, private, and semi-governmental) in the UAE, specifically from Dubai and Abu Dhabi. Within a two-wave time-lagged research design, the participants were required to complete two questionnaires in the first 16 weeks of joining their organization. Most of the participants had spent less than one year in the organization. Structural equation modeling indicates that social network played a partial role in newcomer socialization outcomes. The practical and theoretical implications of our findings are also discussed.

Keywords: Organizational socialization, social capital, social network, orientation program, institutionalized tactics, social tactic, proactive personality, socialization outcome (proximal and distal).