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INDUCTION AS A METHOD OF
ORGANISATIONAL SOCIALISATION

A THESIS PRESENTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE DEGREE
OF MASTERS OF ARTS IN PSYCHOLOGY
AT MASSEY UNIVERSITY.

88120-10

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1981

ABSTRACT

Induction, Orientation, and training have been primarily concerned with the dissemination of information on work related role behaviour. In this study a video induction programme was developed to contain information on the total role behaviour and qualify it as a method of socialization. The theory of work adjustment (Lofquist and Dawis, 1969) was used to identify dependent variables to evaluate an induction as a method of organizational socialization. It was hypothesised that a socially based induction programme would increase respondent's measures of satisfaction, satisfactoryness (performance) and length of tenure. The socially based induction programme was developed and tested in a specialized plastic manufacturing company. Twenty eight new employees were assigned to control and experimental groups by their appointment dates (18 and 10 respectively) and two measures of job satisfaction were taken three and thirteen working days after their appointments using the job descriptive index, (J.D.I.) a standard checklist measure of job satisfaction with five different job facets. Performance measures of production to stock were obtained and these coincided with the second measure of job satisfaction. The number of subjects who ceased employment within 90 working days after their appointments was also ascertained. The experimental group received the socially based induction video tape after the first measure of job satisfaction. On comparison of the J.D.I. scores between experimental and control groups, there was no significant difference between the pre or post-test measures on the five scales. An analysis of subjects "work" and "supervision" post-test scores categorised as high or low by pre-test scores indicated that the socially based induction may have sensitized low pre-test scoring subjects in a negative direction on the post-test. No significant difference was found between experimental and control groups on length of tenure and recorded performance. Anxiety is postulated as a moderater variable of the J.D.I. satisfaction measures and limitations of the operationalization of the

measures used is discussed. The study high-lights the attrition, measurement, design, and administration problems of research in organizational settings.

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PREFACE

This thesis is the results of two personal experiences. While working the casings department (Intestine Processing) of a freezing works I met a couple of gentlemen that got fired because their verbal response was abrasive and explicit when they were confronted by the department manager over a minor incident. Later that same year I was preparing psychological reports on patients in a mental institution. The case histories revealed that some patients had initially failed to hold jobs because of maladaptive behaviour similar to what I had observed in the freezing works. It occurred to me that if my work mates had been told what would have happened before they behaved in the way they did they might not have said what they said. It also occurred to me that they might not end up with clinical case histories similar to the ones I had been researching. Socializing an individual into the work organization so they remained employed appeared to be more constructive to the individual and the company than socializing an individual back into society and the work force.

This thesis is concerned with induction as a method of organizational socialization. The first chapter deals with the facets of organization and the process of socialization that are relevant to an induction that the organisation can use to socialize the individual to it.

The second chapter deals with the theory of work adjustment and the identification of variables that could measure the effect of an induction programme that is a method of socialization. The development of the induction programme within the selected organization is in chapter three along with the design and methodology used to evaluate its effectiveness.

In writing this thesis I have endeavoured to grasp an area of psychology in which I had little previous academic back ground. I thank the Department of Psychology for allowing me to undertake research in the area of my interest. I would like to thank the staff and management

of the organization which supported the research and met material and technical expenses that were incurred in the development of the induction programme. I would also like to thank the Psychology Department for the use of their equipment and facilities and a special thanks to Mike for his technical assistance with the video.

Finally I want to gratefully acknowledge the patience, support, assistance and valuable criticism of Beryl Hesketh, my supervisor.

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