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## THE INFLUENCE OF SOCIALIZATION ON EMPLOYEES' ASSIMILATION TACTICS IN MALYSIAN MNC ORGANIZATIONS

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### ABSTRACT

Globalization increases the opportunities of foreign companies to enter new markets. Adequate assimilation programs are often not available to foreigners and local workers to completely understand and adapt to the new organizational culture presented to them. Socialization tactics represent a technique for addressing access to cultural assimilation in multi-national companies (MNC) within the host countries. This study is to examine the influence of socialization tactics on employees' assimilation in MNC organizations (n=396). Data were collected from a few private MNC organizations in the northern region of Malaysia. The independent variable in the study is mainly known as socialization tactics which can be divided into two; institutionalized tactics and individualized tactics. We examined the extent of employees' assimilation effectiveness, the link between socialization tactics and employees' assimilation, the influence of institutionalized and individualized tactics on employees' assimilation, and to determine the relationship between institutionalized and individualized tactics and also the dimension of employees' assimilation (familiarity with coworkers, familiarity with supervisor, acculturation, recognition, involvement, job competency and role negotiation). Among the independent variables, institutionalized tactics were found to be the dominant factor in influencing employees' assimilation among employees in MNC organizations. These findings support the feasibility to comprehend the socialization approach as a key to the effectiveness of employees' assimilation process. This paper will benefit the MNC organizations to compete well and drive towards its sustainable growth within the industry.

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## **1. Introduction**

The change in the global economy has various impacts on Malaysia. To be competitive, the business environment in Malaysia has become more conducive and has to lead the country to be one of the best investment destinations in the world for offshore manufacturing operations. According to the information provided by Lembaga Pembangunan Pelaburan Malaysia, the country has so far attracted more than 5,000 foreign companies from more than 40 countries to establish their operations locally.

The role of MNCs has been widely known to the world. MNCs can be beneficial to a host country in terms of employment market structure, performance and business practices, economic growth, innovation capacity and technology, and much more (Forte, 2013). MNCs' international operations heavily depend on the local workforce or also known as host country nationals. However, researchers find it more necessary to study the cultural challenges of expatriates rather than these host country nationals. Works of literature on international business usually give too little attention to these employees and focus more on the cultural struggles faced by the expatriates (Caprar, 2011).

Respectively, operational level employees are the engines of any organization, especially in the private manufacturing industry. Even with the vast development of technologies available nowadays, human operators are still needed to operate the machinery and monitor the process and procedures starting from the input of raw material until the production of finished goods. Without these employees, the organization's productivity is impaired hence it cannot achieve its goals.

Organizational assimilation of employees is an important element in ensuring that an organization can sustain its operation effectively and efficiently. This is because organizations are built with humans as the integral asset to perform and survive everyday activities. "Besides avoiding financial losses, organizations need for newcomers to be socialized effectively because, as workforces are becoming more mobile and organizational loyalties are declining, effective socialization may be a key source of competitive advantage in the marketplace" (Fang, Duffy & Shaw, 2011). This informs that employee assimilation is a key element in enhancing an organization's competitive advantage in terms of human capital as one of a firm's most valuable asset. Creating and maintaining competitiveness is a critical aspect of survival of a business. In the past few decades, many organizations are focusing on how to improve their productivity to build up competitiveness in the industry. "Given that organizational socialization is one of the primary means of ensuring that new employees have the knowledge and skills that add value to the organization, it can be a source of competitive advantage" (Saks & Gruman, 2014).

Employees' assimilation or also widely mentioned in literature as organizational assimilation, is a dynamic process that occurs between newcomers and members of an organization that includes the organization's attempt to orient and train newcomers, along with the recruits' effort to negotiate their roles in the organization (Gailliard, Myers & Seibold, 2010). Organizations usually design the cut-off for newcomer-member transition (assimilation) period between three to six months after the recruitment of the newcomer (Jablin, 2001). However, Bauer (2010) mentioned that "a study of the onboarding process at Texas Instruments found that employees who went through an improved onboarding program were fully productive two months faster than employees in a traditional program" (Bauer, 2010).

Gailliard, Myers, and Seibold (2010) noted that the term organizational socialization and organizational assimilation can be considered as equivalent. The term organizational socialization has also been widely used by researchers who studied employees' onboarding to explain the matter (Saks & Gruman, 2014; Bauer, 2010). In this study, the term employees' assimilation is applied to those terms. Nonetheless, Bauer (2010) mentioned that "no matter what the terminology, the bottom line is that the faster new hires feel welcome and prepared for their jobs, the faster they will be able to successfully contribute to the firm's mission". On that account, in this particular study, the term assimilation, socialization, and onboarding will be treated similarly. To date, there is little research done in investigating the assimilation issues of host country nationals. Therefore, more studies need to be done in the setting of MNCs to provide answers to the organizational assimilation practiced in such organizations especially focusing on the local workforce working for the MNCs. Other than that, cultural distance in an MNC is much more varied and the assimilation process is more difficult. Organizational assimilation can be defined as the process of individuals integrating into the culture of an organization (Jablin, 2001).

Organizational assimilation of employees is an important element in ensuring that an organization can sustain its operation effectively and efficiently. This is because organizations are built with humans as the integral asset to perform and survive everyday activities. As newcomers are becoming mobile, socialization approaches have to be done effectively in order to avoid financial losses and decline in loyalties. Thus, effective socialization may be a key source of competitive advantage in the marketplace (Fang, Duffy & Shaw, 2011). This informs that employee assimilation is a key element in enhancing an organization's competitive advantage in terms of human capital as one of a firm's most valuable asset. Creating and maintaining competitiveness is a critical aspect of the survival of a business. In the past few decades, many organizations are focusing on how to improve their productivity to build up competitiveness in the industry. This is also supported by Saks and Gruman (2014) that socialization can be a source of competitive advantage given that organizational socialization is one of the primary means of ensuring that new employees have the knowledge and skills that add value to the organization

Another benefit of good organizational assimilation is that it contributes to the knowledge management and understanding in an organization. Upon entry of a new member, any knowledge and experiences that new members have can be brought into the organization and shared among other organizational members. Hence, this can enhance the knowledge structure of the organization. Assimilation helps in understanding the new knowledge, defining whether or not the new knowledge correlates with prior knowledge and evaluating whether there is a need to alter the new knowledge so that it fits the current knowledge structure within an organization (Lefkowitz & Lesser, 1988). Moreover, studies show that organizational assimilation has a great impact on an organization's performance and productivity. Lee (2013) mentioned that "interactions during socialization not only affect organizational climate but also the performance of the organization".

Worthy of attention, when management knows what factors are influencing employees' assimilation the most, therefore they will be able to create and implement effective strategies to effectively assimilate employees so that employees can perform better at work and fill in the gap of expectation between employee and employer. Moreover, Perrot, Bauer, Abonneau, Campoy, Erdogan, Liden (2014) mentioned that "organizations that accelerate the transition of newcomers into their new roles are at a competitive advantage because they can start benefiting from the newly hired employees sooner". Ashford and Saks (1996) summarized that when new employee onboarding is done correctly, it can result in organizational commitment, higher job satisfaction, higher performance levels, career effectiveness, lower turnover, and lowered stress.

On the contrary, the result of ineffective socialization as mentioned by Fang, Duffy, and Shaw (2011) has become the main reason for the quitting or discharging of newcomers. Furthermore, according to Wanous (1992), "Turnover rates for new workers are at least three times as high as those for workers who have been with the organization for more than four weeks". This is a huge concern because it incurs hiring costs to the organizations as they publicize job openings and interviews,, and train the recruited employees (Myers & Oetzel, 2003). Furthermore, human resource personnel also give their time and effort in the recruitment process. Therefore, it would be a waste of effort and resources if the employee hired ends up quitting the job.

Cooper-Thomas and Anderson (2006) emphasized that the high direct costs such as separation, replacement, training, and general administration support costs and indirect costs like adverse effects on morale, lowered productivity and reduced customer loyalty are all related to the inability of an employer in retaining employees. Furthermore, the cost of replacement to employ another newcomer will likely incur certain cost to the organizations. (Kammeyer-Mueller & Wanberg, 2003). Other than that Bauer (2010) stressed that "the ultimate failure of onboarding is the withdrawal of potentially good employees. Losing an employee who is a poor fit or not performing well may be a fine outcome, but losing employees because they are confused, feel alienated, or lack confidence indicates inadequate onboarding." Therefore, this study intends to identify the possible major factors affecting the assimilation of employees in a more complex setting which is the assimilation in a manufacturing Multinational Corporation (MNC) in Malaysia.

## **2. Literature Review**

Past researches on employees' assimilation are limited. The literature review yielded that most researchers use the term assimilation and socialization interchangeably. Thus, many refer to the study by Van Maanen and Schein (1979) that focused on organizational socialization as the foremost reference for their socialization studies. Van Maanen and Schein (1979) mentioned that at heart, organizational socialization is a phrase used by social scientists to refer to the process by which one is taught and learns the rope of a role in an organization. Van Maanen and Schein (1979) then added that in its most general sense, organization socialization is the process by which individuals acquire knowledge and skills necessary to assume the organizational role.

As studies on socialization continue over the years, patterns show that organization assimilation requires employees to become a contributing associate, which acts as a result of interactions amongst members (Gailliard et al., 2010). Taormina (1997) explained organization socialization as the process by which a person obtains related job skills, acquires supportive social interactions with members of the organization, attains a functional level of organizational understanding, and generally accepts the conventions of an organization. However, the definition of this term has been mentioned in so many ways in the previous studies. Saks and Gruman (2014) depicted organization socialization as a learning process in which newcomers must acquire new knowledge and skills and be motivated to behave following the goals and objectives in the organization. Meanwhile, Scott and Myers (2010) described organization assimilation as a negotiation of membership that includes the multiple processes which are enabled and constrained by their acceptance of rules and resources, in which they would position and reposition themselves within the organizational, social, and work systems. Other than that, Myers and Oetzel (2003) mentioned that organizational assimilation describes the interaction of mutual acceptance by newcomers into the organization setting.

Furthermore, Gailliard et al. (2010) stated that organization assimilation is a dynamic process that occurs between newcomers and members of an organization that includes the attempt by the organization to orientate and train newcomers, along with the effort to negotiate their roles in the

organization. Even though past researchers gave various definitions individually, from the literature reviews made, most of them in this area believe that organizational socialization is a long-term process which impacts the attitudes and behaviour (Saks & Gruman, 2014) of employees. Besides, this is in line with the statement made by Taormina (2004) that organizational socialization is measurable not only to rate newcomers but also to evaluate the socialization of members at any given period during their employment in an organization. It is a process in which several types of activities can be continuously on-going for long periods, different types of activities can be concurrent, activities that were prevalent at an earlier time be diminished and then increased at a subsequent time (Taormina, 1997).

The early researchers of organizational socialization viewed the matter as a multistage process consisting of three distinct stages by which newcomer begins transitioning from being an outsider to a fully functioning insider of an organization (Van Maanen & Schein, 1979). Those stages of organizational socialization are: (1) pre-encounter stage or also known as the anticipatory phase that occurs upon entry when expectations are formed; (2) encounter stage or the accommodation phase is when a newcomer enters, observes and experiences what the organization is and consequently, reality and expectations are tested; and (3) lastly, the adaptation phase which newcomer settles in, adjusts and a long-lasting change takes place (Ards et al., 2001; Feldman, 1976). A general agreement among past researchers and evidences that shows pre-encounter and encounter phases are essential in determining newcomers' assimilation and learning, creating a long-lasting employee-employer relationship, as newcomers adjust to their new surroundings (Kammeyer-Mueller & Wanberg, 2003).

The transition phase upon and soon after the entry into an organization or "outsider-to-insider" interval, which happens during the pre-encounter and encounter phase, is crucial in organizational assimilation as newcomers' adaptability is challenging and most intense during this period (Van Maanen & Schein, 1979). Moreover, newcomers' socialization occurs before their entry and soon-after their entrance (Kammeyer-Mueller & Wanberg, 2003). The adjustment and learning that occur during these two early phases have a long-lasting impact on the relationship between the newcomer and the organization and the retention rate in the organization (Chao et al., 1994). The pre-encounter phase allows newcomer to get initial contact with members of the organization and receive various informal and formal information from a variety of independent sources about their new job, the organization, and workgroups that can influence their later adjustment (Kammeyer-Mueller & Wanberg, 2003).

Next, upon entrance into the organization (encounter phase), newcomers have to face the reality of what their actual new work environment is like, and at the same time, obligated to handle their job as efficiently and effectively as possible. (Kammeyer-Mueller & Wanberg, 2003). Newcomers also experience a high level of uncertainty, surprise, and reality shock and try to cope with ambiguity by making sense of their new work surroundings and understanding where they fit in it (Simosi, 2010). Next, the encounter phase is crucial. Most socialization theorists such as Morrison (1993) had found that the attitudes and behaviours portrayed by newcomers during this early period are correlated with attitudes and behaviours for many months later and have significantly influenced their adjustment during the assimilation process.

Subsequently is the adaptation phase. This takes place when most learning has been done and with substantial notable progress in transitioning newcomers from being an outsider to becoming a fully functioning member of the organization (Feldman, 1976). This phase depicts that newcomers have clarified their roles, become familiarized with their new tasks, learned how the way things are done within the organization, and have integrated into their workgroup (Feldman, 1976). The success of newcomers' adaptation can be identified by the degree to which they

have mastered socialization content and it can be assessed against measures that are related to the organization, the job, and their workgroup (Chao et al., 1994).

The dimension or measure of organizational assimilation applied in this study is based on models of past research. In this study, employees' assimilation or organizational assimilation (dependent variable) dimensions are adopted from the model made by Gailliard et al. (2010) which revalidates the Organizational Assimilation Index (OAI) created by Myers and Oetzel (2003). Both studies had a similar purpose which is to investigate the ways assimilation happens and to provide proper measures of organizational assimilation. Through a qualitative study, Myers and Oetzel (2003) revealed six dimensions in defining the dimensions of organizational assimilation, which are familiarity with others, acculturation, recognition, involvement, job competency, and role negotiation.

The complete definitions of all the six dimensions formulated by Myers and Oetzel (2003) can be found in both the original study and in the revised study made by Gailliard et al. (2010). Familiarity with others includes making friends, getting to know co-workers, fondness, and feeling and communicating general friendliness (Gailliard et al., 2010). Myers and Oetzel (2003) defined acculturation as learning and accepting the culture. Recognition means being recognized as valuable and feeling one's work is important to the organization (Gailliard et al., 2010). According to the participants of Myers and Oetzel's (2003) study, being recognized as worthy by superiors or other members of the organization and feeling that their work is valuable to the organization made them feel accepted into the organization. Gailliard et al. (2010) mentioned that involvement is evidenced in seeking ways to contribute to the organization, such as taking on added responsibility for the sake of the organization. Myers and Oetzel (2003) illustrated that when members are involved with the organization, they seek ways to contribute to the organization, often by volunteering to perform extra work or take on added responsibility for the sake of the organization and its members. Next, job competency implicates understanding how to do one's job and perform it well (Gailliard et al. 2010). Lastly, compromising between one's expectations and those of the organization is the meaning of role negotiation (Gailliard et al. 2010).

A more recent study conducted by Gailliard et al. (2010) provides an updated and more accurate version of such research. Gailliard et al. (2010) have further improved the theory created by Myers and Oetzel (2003) by deleting some of the items out of the questionnaire constructed by Myers and Oetzel and also added the seventh-dimension organizational assimilation into the measurement. Therefore, the seven dimensions suggested by Gailliard et al. (2010) are Familiarity with Co-workers (new), Familiarity with Supervisors (formerly Familiarity with Others), Acculturation, Recognition, Involvement, Job Competency, and Role Negotiation. Gailliard et al. (2010) mentioned that Myers and Oetzel (2003) have provided the most complete investigation in the communication discipline of the multidimensional perspective and members' assimilation but it could be improved by clarifying the processes within these dimensions. For example, the familiarity dimension explained by Myers and Oetzel (2003) mainly gives attention to a member's interactions with supervisors, while ignoring the process of becoming familiar with co-workers and other colleagues (Gailliard et al., 2010). Furthermore, Gailliard et al. (2010) added that the measure assesses the positive aspects of assimilation without much attention to negative experiences that would be telling of one's ability to integrate into an organization.

The term socialization tactics, on the other hand, were found to be popularly defined by its dimensions. This study proposes two socialization tactics as Bauer et al. (2007) specified that there are two key socialization factors in their meta-analytic model which are known as organizational tactics and newcomer proactivity (Saks et al., 2007; Simosa, 2010; Fang et al., 2011; Perrot et al.,



2014; Benzinger, 2016). These researchers' approach is based on Jones (1986) which has categorized the six-dimension model created by Van Maanen and Schein (1979) into two summarized theories known as individualized and institutionalized approaches.

Van Maanen and Schein (1979) are the pioneer and most widely known for the approach in understanding organizational socialization. The model developed by them shows that there are a variety of tactics used by organizations in socializing newcomers that are classified into six dimensions. Van Maanen and Schein suggested that the organizational socialization process is a combination of both formalized socialization activities and informal behaviours of organizational members. Their theory proposed a taxonomy consisting of six bipolar tactics that organizations use for socializing newcomers. Nonetheless, even one of the most recent socialization study found today like Benzinger (2016) also mentioned Van Maanen and Schein's (1979) six socialization tactics which are: formal versus informal (implementation of specified socialization programs or socializing exclusively 'on the job'); collective versus individual (socializing newcomers in groups or individually); sequential versus random (whether or not newcomers are informed precisely about the arrangement of the planned socialization); fixed versus variable (whether or not new hires are told exactly about a fixed timetable for the completion of various socialization stages); serial versus disjunctive (whether or not newcomers have access to previous job incumbents as role models); investiture versus divestiture (whether or not the organization confirms the entering identity of the recruit). However, these factors developed by Van Maanen and Schein (1979) are viewed as broad characteristics of the actual approaches and actions taken by organizations to aid new hires' assimilation (Ardts et al., 2001; Bauer et al., 2007).

Jones (1986) built on Van Maanen (1979) theoretical model of organizational socialization and designed a scale for every one of the six tactics and developed the first empirical study on the relationship between socialization tactics and newcomers' adjustment. Based on the results, Jones (1986) classified the six socialization tactics into two: institutionalized (formal, fixed, collective, investiture, sequential, and serial) and/or individualized tactics (informal, variable, individual, divestiture, random, and disjunctive). Jones (1986) also mentioned that institutionalized tactics can reduce newcomers' uncertainty during early entry into an organization and he also mentioned that organizations can reinforce and keep the organizational status quo. However, institutionalized tactics force newcomers to become a passive member of the organizational socialization process (Benzinger, 2016).

Institutionalized socialization approach, also known as organizational socialization tactics in certain studies refers to the structured and formal socialization procedure used by organizations whereas individualized socialization approaches or individual's proactive effort refers to the newcomers' responsibility of their socialization as they undergo unstructured and informal socialization experiences (Jones, 1986). Individualized tactics are informal, individual, random, variable, disjunctive, and divestiture tactics (Jones, 1986). These tactics represent a more 'laissez-faire' acculturation of newcomers and initiate role innovation (Jones, 1986). However, these tactics can correlate with work behaviours and attitudes (Bauer et al., 2007; Saks and Gruman, 2011; Saks et al., 2007). Van Maanen & Schein (1979) proposed that as newcomers attempt to lessen stress and uncertainty, they tend to conform to the organization's expectations instead of saying or do something to disturb an existing situation and upset people. Many studies showed that institutional approaches are positively associated with role clarity (Bauer et al., 2007; Saks et al., 2007).

Furthermore, several Meta-analyses conducted by researchers showed that organization socialization tactics are prone to result in better role clarity and increase positive job attitudes (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007; Saks et al., 2007). Meanwhile, intentions

regarding the treatment of newcomers holding different work contracts are more apparent (Benzinger, 2016). This type of socialization tactic involves a specific time, scheduled learning events, and cohort approaches which results in greater learning ability and role clarity hence reduces the newcomers' uncertainty (Perrot et al. 2014). At the same time, it has been thought that institutionalized approaches discourage innovative role orientation as newcomers need to follow the custodial role orientation where they fulfil only the tasks explicitly given to them by the organization (Saks et al., 2007; Perrot et al., 2014).

During the existence of a structured and standardized set of experiences, newcomers learn faster, and the organization expects a predictable, routine set of actions and responses from the new hires (Saks et al., 2007). Therefore, institutionalized approaches lead to a passive orientation on behalf of the newcomers, which is also mentioned as a custodial orientation in the literature, while individualized approaches are corresponding with an attempt of new hires to adopt a more change-oriented technique to their role (Ashforth & Saks, 1996). When new hires engage in role innovation, they tend to modify their roles to fit organizational realities (Perrot et al. 2014). Therefore, it is argued that exploring factors within the control of the organization helps identify ways in which organizations can create environments that maximize the possibility of successful newcomer adjustment (Perrot et al., 2014).

Through literature reviews, the socialization tactics were reviewed and decided to be adapted in this research. This paper distinguished socialization tactics into two elements; Institutionalized tactics and Individualized tactics. Moreover, the main concern of the study (employees' assimilation) was found to have its dimensions to measure the extent of the term. Those dimensions of employees' assimilation are the familiarity with co-workers, familiarity with supervisor, acculturation, recognition, involvement, job competency, and role negotiation as shown in Figure 1 below:

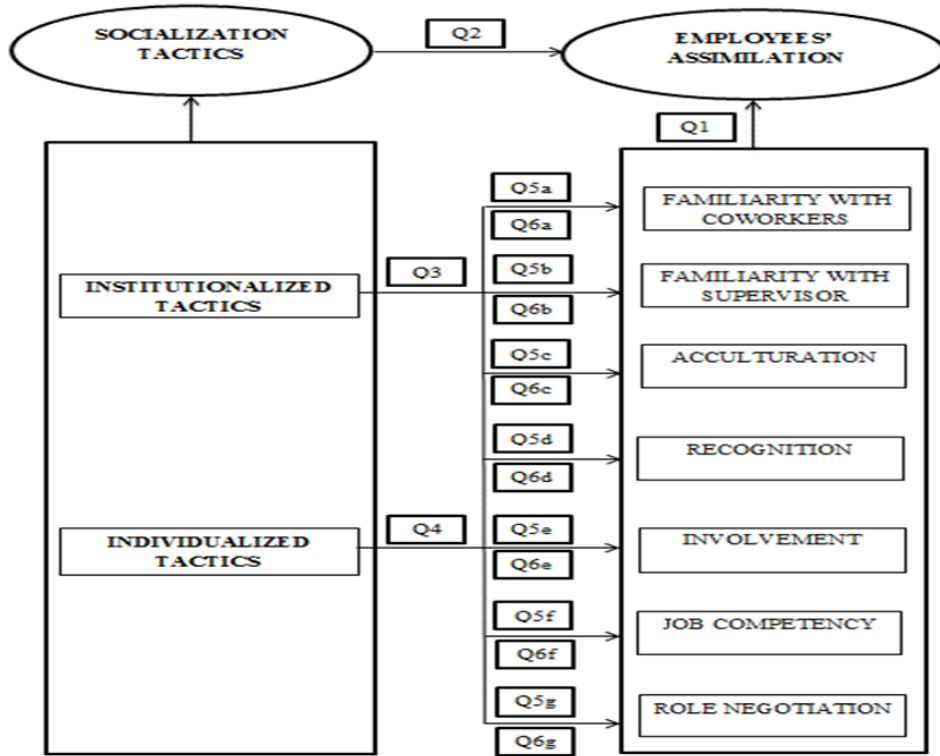


Figure 1: Framework of Socialization Tactics and Employee's Assimilation

Based on the research questions constructed, there are five hypotheses identified in this study. The first research question is to identify the extent of employees' assimilation effectiveness in MNC organization. Theoretically, socialization tactics influence the success of employees' assimilation process. Therefore, it is hypothesized that there is a high level of employees' assimilation effectiveness in MNC organization (H1). The second research question is to find out whether there is a relationship between socialization tactics and employees' assimilation. Based on literature reviews done on the topic, most researchers agreed that there is a significant relationship between socialization tactics and employees' assimilation. Therefore, it is hypothesized that there is a significant relationship between socialization tactics and employees' assimilation (H2). The third research question is to determine the influence of institutionalized tactics on employees' assimilation. Past researchers repeatedly mentioned that institutionalized tactics are a more effective and influential factor for employees' assimilation. Therefore, it is hypothesized that the high influence of institutionalized tactics will lead to more effective employees' assimilation process in MNC organization (H3). The fourth research question is to determine the influence of individualized tactics on employees' assimilation. Some past researchers mentioned that individualized tactics are a more effective and influential factor for employees' assimilation. Therefore, it is hypothesized that Individualized tactics has a positive influence on employees' assimilation (H4). Lastly, the fifth research question is to determine the relationship between institutionalized tactics, individualized tactics and its relationship with the dimensions of employees' assimilation (familiarity with co-workers, familiarity with supervisor, acculturation, recognition, involvement, job competency, and role negotiation). Therefore, it is hypothesized that institutionalized tactics and individualized tactics can positively influence each dimension of employees' assimilation (H5).

### 3. Estimation Method

This study is a quantitative research. It was designed to investigate whether socialization tactics namely institutionalized and individualized tactics influence organizational assimilation among employees in MNC organizations. The sampling method for the study is simple random sampling and information regarding the research questions was gathered using questionnaires. Firstly, the researcher contacted the human resource department to ask for cooperation to participate in the study. A letter of asking for cooperation in the study was sent to the human resource department for approval. Then, the questionnaires were sent to the human resource department to be reviewed and distributed to all departments of the company. Later, the questionnaires were collected and returned. The questionnaires consist of four sections namely Section A, Section B, Section C, and Section D. Section A is for the demographic characteristic of the respondents. Section B consists of questions testing the dimensions of employees' assimilation (dependent variable). Close-ended questions are used for section A, while 5 points Likert scale is applied for questions in Section B, Section C, and Section D. The questions from Section B, C, and D which test on the variables of this study were adapted. Questions in Section B were a combination of the studies by Gailliard, Myers & Seibold (2010) and Myers and Oetzel (2003), in which both used the same research objectives. On the other hand, questions in Section C and Section D were adapted from Jones (1986). The questions for Section C and Section D were partially adapted from Jones (1986) and partially self-made questions. Table 1 illustrates the summary of the questionnaire.

Table 1: Instrument and Representation of questionnaire

Category	Instrument	Measurement	Coding	Item
Section A Demographic				6 items
Section B Dependent variable	Adapted from Gailliard, Myers & Seibold, 2010), and Myers and Oetzel (2003)	5 Point Likert Scales 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5=Strongly agree	Section B (1): FC 1-5 Section B (2): FS1-FS5 Section B (3): A 1-5 Section B (4): R 1-5 Section B (5): I 1-5 Section B (6): J 1-5 Section B (7): RN 1-5	35 items
Section C Independent variable (Institutionalized tactics)	Adapted from Jones (1986)	5 Point Likert Scales 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree	INS 1-20	20 items
Section D	Adapted from	5 Point Likert Scales	INDI 1-18	

Independent Variable (Individualized tactics)	Jones (1986)	1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree	18 items
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To further understand the variables used in the study, the meaning and items created to test them have been tabulated accordingly.

Table 2: Definition and Items Representing the Dimension of the Dependent Variables

Variable/ dimensions	Definition	Items
Familiarity Coworkers	with The measure of communication, interaction and relationship of new employees with other members of the organization. That includes making friends, getting to know coworkers, fondness and feeling and communicating general friendliness.	FC1. I consider my coworkers as friends. FC2. I feel comfortable talking to my coworkers. FC3. I feel like I know my coworkers pretty well. FC4. I spend time away from work with some of my coworkers. FC5. I have shared my problems at work with some of my coworkers.
Familiarity Supervisor	with The measure of the level of communication, interaction and relationship of new employees with their supervisor or superior.	FS1. I must work up the courage to talk to my supervisor about a problem. FS2. I can tell when my supervisor would prefer not to talk. FS3. My supervisor and I talk together often. FS4. My supervisor sometimes discusses problems with me. FS5. I feel like I know my supervisor pretty well.
Acculturation	The level which new employees learn and accept the culture and norms of the organization.	A1. I understand the standards of the company. A2. I think I have a good idea about how this organization operates. A3. I feel very comfortable in my work environment. A4. I know the values of my organization. A5. I usually feel stressed at the end of my shift.
Recognition	The level of employees' experience of how they	R1. My supervisor recognizes when I do a

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	are being recognized as valuable and feeling of whether their work is important to the organization.	good job. R2. My boss listens to my ideas. R3. I think my supervisor values my opinions. R4. I think my superior recognizes my value to the organization. R5. My supervisor has told me that he/she trusts my judgment.
Involvement	The contribution of employees to the organization such as taking on added responsibilities for the sake of the organization.	11. I talk to my coworkers about how much I like it here. 12. I volunteer for duties that benefit the organization. 13. I talk about how much I enjoy my work. 14. I often start work early or leave work late if they need me. 15. I am happy to do the work I do for the organization.
Job competency	Implicates understanding how employees do their job and how well they are performing it.	J1. I know how to work to accomplish all my duties. J2. I have figured out efficient ways to do my work. J3. I often show others how to perform our work. J4. In my opinion, I am an expert at what I do. J5. I can do others' jobs, if I am needed.
Role negotiation	The level of compromising between employees' own expectations and those of the organization.	RN1. I have offered suggestions for how to improve productivity. RN2. I do my job a bit differently than the predecessor did. RN3. I question why we do things the way we do at this organization. RN4. Adapting to the organization's ways has helped me in my work. RN5. I have changed some aspect of my position.

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Meanwhile, Section C is regarding the first socialization tactic which is the institutionalized tactics. Table 3 below presents the definition and the items used in the questionnaire to test the institutionalized tactics.

Table 3: Definition and Items Representing the Dimension of the Institutionalized tactics

<b>Variable/ Dimensions</b>	<b>Definition</b>	<b>Items</b>
Institutionalized tactics	Institutionalized tactics are assimilation techniques with a specific structured procedure or schedule according to a particular arrangement created for employees' assimilation experience.	<p>INS_1. In my opinion, the company has given me a set of specific training processes designed to give a complete knowledge of job related skills.</p> <p>INS_2. I have been formally introduced to others at my work place.</p> <p>INS_3. In my opinion, my training in this firm has mostly been on-the-job.</p> <p>INS_4. Upon entrance into the organization, I have been extensively involved with other new recruits in common, job-related training activities.</p> <p>INS_5. At the beginning of my entry into the organization, other newcomers have been of much help for me to understand my job requirements.</p> <p>INS_6. In my opinion, this company puts all newcomers through the same set of learning experiences.</p> <p>INS_7. In my opinion, there is a sense of "being in the same boat" amongst newcomers in this organization.</p> <p>INS_8. In my opinion, the company made me feel that my skills and abilities are very important in this organization.</p> <p>INS_9. Almost all of my colleagues have been supportive of me personally.</p> <p>INS_10. My colleagues have gone out of their way to help me adjust to</p>

- this organization.
- INS\_11. In my opinion, there is a clear pattern in the way one role leads to another or one job assignment leads to another in this organization.
- INS\_12. In my opinion, each stage of the training process has, and will, expand and build upon the job knowledge gained during the previous stages of the process.
- INS\_13. In my opinion, the movement from role to role and function to function to build up experience and a track record is very apparent in this organization.
- INS\_14. In my opinion, the steps in the career ladder are clearly specified in this organization.
- INS\_15. In my view, experienced work mates view advising or training newcomers as an important part of their job.
- INS\_16. I am gaining a clear understanding of my role in this firm from observing my senior work mates.
- INS\_17. My knowledge about my role in the firm gets clearer as i witness a series of events at my workplace.
- INS\_18. I have a good knowledge of the time it will take me to go through the various stages of the training process in this organization.
- INS\_19. The way in which my progress through this organization will follow a fixed timetable of events has been clearly communicated to me.
- INS\_20. In my opinion, my job adjustment activities have been fixed and clearly communicated to me to follow.
- 

Lastly, Section D is regarding the second socialization tactic (independent variable) which is individualized tactics. Table 4 presents the definition and the items used in the questionnaire representing individualized tactics.

Table 4: Definition and Items Representing the Dimension of the Individualized tactics



Variable dimensions	/ Definition	Items
Individualized tactics	Informal socialization approaches towards employees' assimilation into an organization which is more random and unstructured. It can be initiated by both the members of the organization or the newcomer himself.	INDI_1. I did not perform any of my normal job responsibilities until i was completely familiar with work procedures and work methods. INDI_2. Most of the knowledge i have about my job has been obtained informally on a trial and error basis. INDI_3. During my entry into the company, I am aware that i am seen as "learning the ropes" in this firm. INDI_4. During my early days in the organization, most of my training has been carried out separately from other newcomers. INDI_5. I was the only new hired employee when i first entered this firm. INDI_6. I adjust to the work environment on my own at my own pace when i first came into the firm. INDI_7. I had to change my attitudes and values to be accepted in this organization. INDI_8. I feel that experienced organizational members have held me at a distance until I conform to their expectations. INDI_9. I had changed some aspects of myself to fit in with other members of this organization. INDI_10. This organization does not put newcomers through an identifiable sequence of learning experiences. INDI_11. I often undergo training courses in a sudden without early notice. INDI_12. I am always at a point where I have to make ad hoc decisions. INDI_13. I have received little guidance from experienced work mates as to how i should perform my job. INDI_14. I have no access to people who have previously performed my type of work in this firm. INDI_15. I have been generally left alone to discover what my role should be in this firm. INDI_16. I can predict my future career path in this organization by observing other people's experiences.

INDI\_17. I have little idea when to expect a new job assignment or training exercise in this organization.

INDI\_18. Most of my knowledge of what may happen to me in the future comes informally, through the grapevine, rather than through regular organizational channels.

### 3.1 Reliability

Next, a pilot study of 30 respondents was conducted in an MNC organization. The results for the reliability test of the pilot study are as shown in Table 4.0 below.

Table 5: The result of reliability for pilot study

Items	Number of Items	Cronbach's Alpha	Cronbach's Alpha if items deleted
<b><u>Dependent variable (DV)</u></b>			
Familiarity with Coworkers	5	0.717	0.721 (FC4)
Familiarity with Supervisor	5	0.317	0.559 (FS1)
Acculturation	5	0.477	0.870 (A5)
Recognition	5	0.838	0.843 (R1)
Involvement	5	0.807	0.810 (I5)
Job Competency	5	0.690	0.717 (J5)
Role Negotiation	5	0.825	0.819 (RN5)
<b><u>Independent variable (IV)</u></b>			
Institutionalized tactics	20	0.864	0.869 (INS_4)
Individualized Tactics	18	0.887	0.888 (INDI_3)

As shown in Table 5, a dimension of employees' assimilation (DV) which is the familiarity with the supervisor is not having a stable Cronbach's Alpha value of 0.317. Even the items in that section were deleted, the value still could not reach the value of 0.60. Therefore, the dimension was erased, and alterations were made in the questionnaires for the actual data collection and hypothesis 5b and hypothesis 6b were immediately removed from the study and replaced by the proceeding hypothesis. Familiarity with the supervisor was also removed from research question 5b and research question 6b and replaced by the proceeding research question. Furthermore, the Cronbach's Alpha value for acculturation was also unable to reach the value of 0.60 at first. Fortunately, the SPSS results stated that if item A5 was deleted, the Cronbach's Alpha value for that particular dimension would rise and become 0.870. Therefore, item A5 was also removed from the questionnaire to increase the Cronbach's Alpha value and ensure the reliability of the actual data collection.

The reliability test results for the pilot study had triggered some changes in the conceptual framework of the study where one dimension of the dependent variable which is the familiarity with the supervisor had been removed. Therefore, this instantly changed the questionnaire as well. The new conceptual framework is as shown in Figure 2.0 below.

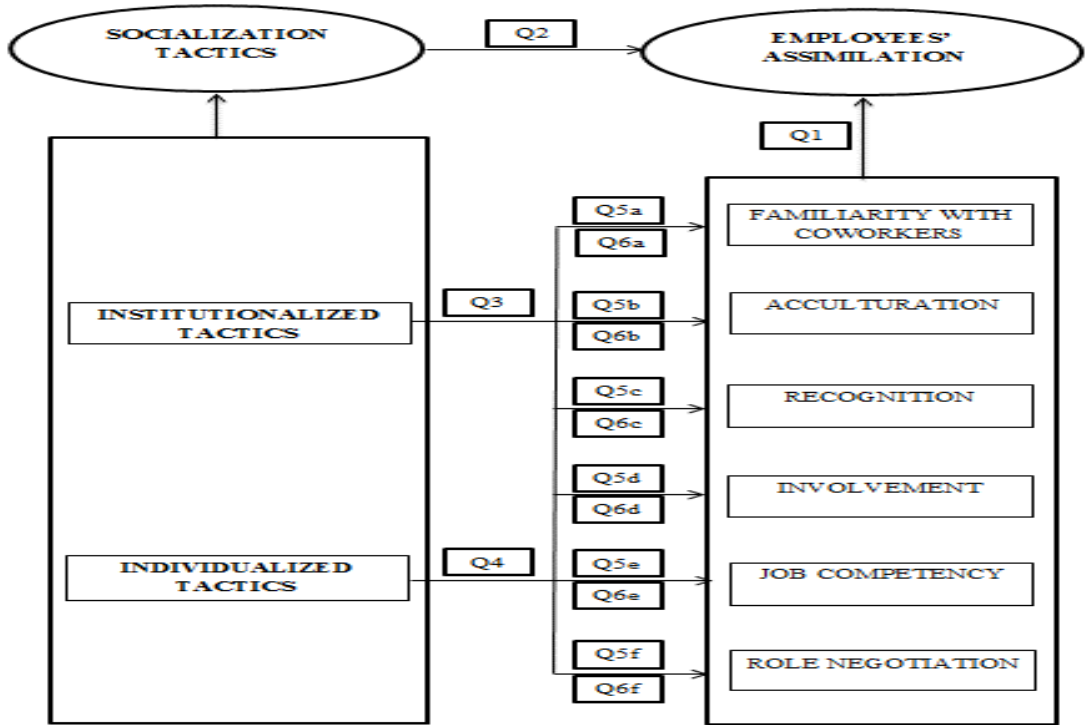


Figure 2: Revised Framework of Socialization Tactics and Employee's Assimilation

The pilot study mentioned earlier does not only lead to a new conceptual framework but also made some alterations to the questionnaires for the actual data collection. As one variable was removed, one part in section B (refer to appendix), which consists of five questions was also removed from the questionnaire. Furthermore, the reliability test on the pilot study leads to little change for the questions regarding acculturation which is another dimension of the dependent variable. Question coded as A5 was removed from the questionnaire to increase the value of the reliability from 0.477 to 0.870. Hence the total number of questions regarding acculturation is four questions and the finalized number of questions in Section B (dependent variable) is 29 questions in total. The reconstructed representation of the questionnaire is as described in Table 5.0 below.

Table 6: Instrument and Representation of questionnaire

Category	Instrument	Measurement	Coding	Item
Section A				6
Demographic				items

Adapted from

Section B Dependent variable	Gaillard, Myers & Seibold, 2010), and Myers and Oetzel (2003)	5 Point Likert Scales 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree	Section B (1): FC 1-5 Section B (2): A 1-4 Section B (3): R 1-5 Section B (4): I 1-5 Section B (5): J 1-5 Section B (6): RN 1-5	29 items
Section C Independent variable (Institutionalized tactics)	Adapted from Jones (1986)	5 Point Likert Scales 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree	INS 1-20	20 items
Section D Independent Variable (Individualized tactics)	Adapted from Jones (1986)	5 Point Likert Scales 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly agree	INDI 1-18	18 items

#### 4. Results and Discussion

Since the data are found normal, the researcher used a parametric test in answering the research question. Below are the results of the study.

##### What is the extent of effectiveness of employees' assimilation in MNC organizations?

Analysis of the data shows that there is 7.8 percent (%) or 31 employees out of 396 employees that work in the MNC organization had a moderate assimilation experience in the MNC organization that they work for. Such a low percentage indicates that there are not many respondents that lie within the moderate level category. Therefore, it can be said that there are only a few employees that are moderately assimilated into the MNC organization since the percentage for a moderate level of employees' assimilation effectiveness is low. The other 92.2 percent (%) which is 365 employees shows that they are highly assimilated with the MNC organization where they work. Hence, it can be concluded that the level of effectiveness of employees' assimilation in MNC organizations is respectively high among most employees in such an organization.

An MNC organization tends to be more organized in managing their workers as they already have a proper planning and standard operation procedure commanded by the parent company. Therefore, the resulted high level of employees' assimilation effectiveness in MNC organizations can be influenced by that matter. According to Fang et al., (2011), the effectiveness of socialization tactics (both institutionalized and individualized) depends on the structure and specification of methods used for employees' socialization which the organization has set upon its establishment.

##### What is the relationship between socialization tactics and employees' assimilation?

Correlation analysis was applied and the results from the analysis can show whether there is a significant relationship between the socialization tactics and employees' assimilation. The data analysis indicates that there is a significant relationship between socialization tactics and employees' assimilation. The dependent and independent variable has positive correlation (significant value = 0.004,  $p < 0.05$ ). However, the relationship between socialization tactics and employees' assimilation is very poor as the coefficient of the correlation value is only at 0.134. Furthermore, a more recent study by Benzinger (2016) also stated both socialization tactics; organizational effort, and individualized effort are found to be vital for the assimilation of employees in an organization. Hence, there is a significant relationship between socialization tactics and employees' assimilation.

#### What is the influence of institutionalized tactics on employees' assimilation?

The data analysis explains that institutionalized tactics have a positive and significant relationship (significant value = 0.00,  $p < 0.05$ ). The model also proved that institutionalized tactics can be used to predict employees' assimilation. Furthermore, the result shows that 23.8 percent (%) of the variation of employees' assimilation can be explained by institutionalized tactics. Therefore, it can be determined that institutionalized tactics can positively influence employees' assimilation in MNC organizations. This proposition is aligned with what Jones was trying to find out about in 1986. The purpose of a study by Jones (1986) was to determine how the information provided by the organization through their socialization practices influence employees' assimilation. Similar to the findings of this study, Jones (1986) also found a significant relationship between institutionalized tactics and employees' assimilation. Moreover, Taormina (1994) also conducted a study that tests the influence of organizational assimilation through training which is an institutionalized tactic. Taormina (1994) specifically mentioned that such an approach could reveal the employees' feelings about the adequacy of orientation efforts planned by the organization. Van Maanen and Schein (1979) mentioned that reducing uncertainty is the major goal of newcomers to organizations and the methods of socialization used by organizations can influence the way newcomers respond to the organizations. Hence, Institutionalized tactics have a positive influence on employees' assimilation

#### What is the influence of individualized tactics on employees' assimilation?

The data analysis explains that the regression model is significant (significant value = 0.02,  $p < 0.05$ ). Moreover, the value of R square is 0.023 which indicates that only 2.3 percent (%) of the variation of employees' assimilation is explained by individualized tactics. Therefore, it can be concluded that individualized tactics can positively influence employees' assimilation in MNC organizations.

Despite that the finding shows that there is only 2.3 percent (%) influence of individualized tactics towards employees' assimilation, Fang et al., (2011) mentioned in their research study that there are several network scholars who proposed individualized tactics as an active role in developing and constructing their social networks and assimilation in an organization. Besides, that could also be the reason for the result to indicate a strong significance between the two. Hence, individualized tactics have a positive influence on employees' assimilation.

#### What is the relationship between institutionalized tactics and the dimension of employees' assimilation (familiarity with co-workers, acculturation, recognition, involvement, job competency, and role negotiation)?

All of the regression model on the relationship of institutionalized tactics towards all the dimensions of the dependent variable (employees' assimilation) which are namely familiarity with co-worker, acculturation, recognition, involvement, job competency, and role negotiation were

found significant (significant value = 0.00,  $p < 0.05$ ). From the results obtained through regression analysis, it is found that institutionalized tactics have a significant and positive relationship with all the dimensions of employees' assimilation (familiarity with co-workers, acculturation, recognition, involvement, job competency, and role negotiation).. Institutionalized tactics play a significant role in Employees' assimilation.

The result explains that there is a significant influence found between institutionalized tactics and one of the dimensions of employees' assimilation namely familiarity with coworkers. The result shows that the regression model is significant as the significant value is 0.00, which is less than 0.05. The result also found that the value of  $\beta$  is 0.268 and the R square is 0.072 which indicates that 7.2 percent (%) of the variation of employees' familiarity with coworkers is explained by institutionalized tactics. Therefore, it can be concluded that institutionalized tactics can positively influence employees' assimilation in terms of employees' familiarity with workers. Hence, Institutionalized tactics positively influence familiarity with coworkers.

Jones (1986) stated that "by giving or withholding information or by providing information in particular ways, organizational incumbents can encourage newcomers to interpret and respond to situations predictably". This can be achieved as the organization encourages incumbents to highly participate in the newcomer's assimilation process. Fang et al., (2011) mentioned that organizations that practice creating opportunities or situations for individuals to develop communication relationships with other members of the organization will facilitate employees' assimilation process.

The result also presents that there is a significant influence found between institutionalized tactics and employees' assimilation in terms of employees' acculturation. The significant value is 0.00, which is less than 0.05). The result also found that the  $\beta$  value is 0.268 and R square value is 0.072 or 7.2 percent (%) which indicates the variation of employees' acculturation can be explained by institutionalized tactics. Thus it can be concluded that institutionalized tactics have a positive influence on employees' acculturation in MNC organizations.

From this study, it is found that there is a positive influence between employees' assimilation in terms of acculturation and institutionalized tactics. On the contrary, Jones (1986) mentioned that institutionalized tactics can be a discouragement for "newcomers from performing their roles in ways that are contrary to those customary in an organization". Hence, institutionalized tactics positively influence acculturation.

The result explains that there is a significant influence found between institutionalized tactics and employees' assimilation in terms of employees' recognition. The significant value is 0.00, which is less than 0.05. The result also found that the  $\beta$  value is 0.374 and R square value is 0.140 or 14 percent (%) which indicates the variation of employees' recognition can be explained by institutionalized tactics. Thus it can be concluded that institutionalized tactics have a positive influence on employees' recognition in MNC organizations.

In accord with the findings of the study, Van Maanen and Schein (1979) almost exclusively mentioned that institutionalized tactic is solely responsible for employees' recognition. This is without a doubt that the organization is entitled to how employees feel about the recognition they receive at the workplace. Hence, institutionalized tactics positively influence recognition.

The result shows that there is a significant influence found between institutionalized tactics and employees' assimilation in terms of employees' involvement. The significant value is 0.00, which is less than 0.05. The result also found that the  $\beta$  value is 0.374 and R square value is 0.200 or 20

percent (%) which indicates the variation of employees' involvement can be explained by institutionalized tactics. Thus it can be concluded that institutionalized tactics have a positive influence on employees' involvement in MNC organizations. Institutionalized tactics positively influence involvement

The result explains that there is a significant influence found between institutionalized tactics employees' assimilation in terms of employees' job competency. The significant value is 0.00, which is less than 0.05. The result also found that the  $\beta$  value is 0.181 and R square value is 0.033 or 3.3 percent (%) which indicates the variation of employees' job competency can be explained by institutionalized tactics. Thus it can be concluded that institutionalized tactics have a positive influence on employees' job competency in MNC organizations.

Ashforth et al., (2007) conducted a study that has related newcomers' learning (which led to performance) to job competency. In that research study, institutionalized tactics were reported to have a positive relationship with employees' learning and hence resulted in employees' job competency. Through the findings of their study, it is found that "learning fully mediated the relationship between institutionalized tactics and job competency. In a recent study, Benzinger (2016) stated that "formal practices (institutionalized tactics) encompass onsite orientation programs, cultural workshops, training, and practices providing social interactions with supervisors as well as mentors, buddies and other new hires". Those tactics are designed to help newcomers cope with major entry stressors and to secure job-related skills and knowledge. Hence, Institutionalized tactics positively influence job competency.

The result explains that there is a significant influence found between institutionalized tactics and employees' assimilation in terms of employees' role negotiation. The significant value is 0.00, which is less than 0.05. The result also found that the  $\beta$  value is 0.290 and the R square value is 0.084 or 8.4 percent (%) which indicates the variation of employees' role negotiation can be explained by institutionalized tactics. Thus it can be concluded that institutionalized tactics have a positive influence on employees' role negotiation in MNC organizations.

Taormina (1997) supports the findings as she mentioned that employees' assimilation in terms of role negotiation is also found to be affected by institutionalized tactics. As a newcomer, one seeks role negotiation upon entrance into the organization and is desperate to see how far can his/her role be negotiated. The organization plays an important role here as the newcomer may not be able to adjust if the organizations are too rigid about it. Hence, Institutionalized tactics positively influence role negotiation.

What is the relationship between individualized tactics and the dimension of employees' assimilation (familiarity with coworkers, familiarity with supervisor, acculturation, recognition, involvement, job competency, and role negotiation)?

The results of the regression analysis between individualized tactics and the dimensions of employees' assimilation are as described below. The result explains that there is a significant influence found between individualized tactics and one of the dimensions of employees' assimilation namely familiarity with co-workers. The result shows that the regression model is significant as the significant value is 0.00, which is less than 0.05. The result also found that the value of  $\beta$  is -0.285 and the R square value is 0.081 which indicates that 8.1 percent (%) of the variation of employees' familiarity with co-workers is explained by individualized tactics. Therefore, it can be concluded that individualized tactics can positively influence employees' assimilation in terms of employees' familiarity with workers.

This finding is aligned with a statement made by Fang et al., (2011) which stated that individualized tactics are positively related to employees' network range (departmental

affiliation) and newcomers with proactive relationship building and communication socialize more effectively. Benzinger (2016) also mentioned that "informal interactions with organizational insiders such as co-workers, supervisors, and mentors, may represent the most important factor for socialization success". Therefore, Individualized tactics positively influence familiarity with co-workers.

The result explains that there is a significant influence found between individualized tactics and employees' assimilation in terms of employees' acculturation. The significant value is 0.00, which is less than 0.05. The result also found that the  $\beta$  value is -0.285 and R square value is 0.081 or 8.1 percent (%) which indicates the variation of employees' acculturation can be explained by individualized tactics. Thus, it can be concluded that individualized tactics have a positive influence on employees' acculturation in MNC organizations.

Acculturation, or learning and accepting the culture, is the second dimension of organizational assimilation. Interviewees of the study held by Myers and Oetzel (2003) described aspects of learning the norms of the organization and "how things get done" within their respective organizations as one of their own efforts to socialize in the organization. Therefore, individualized tactics are significant for employees' assimilation. Other than that, Benzinger (2016) also mentioned that individualized tactics represent the acculturation of newcomers. Therefore, individualized tactics positively influence acculturation.

The result explains that there is no significant influence found between individualized tactics and employees' assimilation in terms of recognition. The result found that the value of  $\beta$  is 0.003 with a significant value of 0.945. Furthermore, the R square value is 0.000. Thus, it can be concluded that recognition has no influence on employees' assimilation in MNC organizations.

According to the participants of Myers and Oetzel (2003), "being recognized as valuable, either by superiors or co-workers, and feeling that their work was important to the organization was a significant part of feeling accepted into the organization". Through this statement, it can be said that recognition and individualized tactics have no significant as recognition are purely organizational efforts. This concept supports the findings of the study. Therefore, Individualized tactics negatively influence recognition.

The result explains that there is no significant influence found between individualized tactics and employees' assimilation in terms of employees' involvement. The significant value is 0.010, which has exceeded the significant value of 0.05. The result also found that the  $\beta$  value is -0.129. However, R square value is 0.017 or 1.7 percent (%) which indicates the variation of employees' involvement absolutely can limitedly be explained by individualized tactics. Thus, it can be concluded that individualized tactics do not have a positive influence on employees' involvement in MNC organizations.

Some participants of Myers and Oetzel (2003) suggested that they can tell when someone has not assimilated into the organization because of the employee's level of involvement with the organization. It shows when members are involved with the organization, they seek ways to contribute to the organization, often by volunteering to perform extra work or take on added responsibility for the sake of the organization and its members. These events indicate that individualized efforts do relate to employees' assimilation in terms of involvement. Therefore, Individualized tactics do not influence involvement.

The result explains that there is no significant influence found between individualized tactics and employees' assimilation in terms of employees' job competency. The significant value is 0.893, which is more than the significant value of 0.05. The result also found that the  $\beta$  value is -0.007 and



R square value is 0.00 or 0 percent (%) which indicates the variation of employees' job competency cannot be explained by individualized tactics. Thus, it can be concluded that individualized tactics have a positive influence on employees' job competency in MNC organizations.

According to Benzinger (2016), formal activities such as workshops and training are more influential in terms of employees' job competency. This may be the reason why the findings of this study show that individualized tactics are not significant with employees' job competency. Therefore, Individualized tactics do not influence job competency.

The result of the study explains that there is a significant influence found between individualized tactics and employees' assimilation in terms of employees' role negotiation. The significant value is 0.00, which is less than 0.05. The result also found that the  $\beta$  value is 0.175 and R square value is 0.031 or 3.1 percent (%) which indicates the variation of employees' role negotiation can be explained by institutionalized tactics. Thus, it can be concluded that institutionalized tactics have a positive influence on employees' role negotiation in MNC organizations. Therefore, Individualized tactics positively influence role negotiation.

## 5. Conclusion

Table 7 illustrates all hypotheses summary in this study. From the table, it can be concluded that commitment by senior staff variables has the highest influence on perceived organizational justice compared to other observed independent variables ( $\beta = 0.204$ ,  $p < 0.05$ ). Hence, the commitment by senior staff is the variable that explained more on the perceived organizational justice variable.

Role negotiation involves newcomers' compromising between their expectations and expectations of the company. Myers and Oetzel (2003) suggested that role negotiation is more compromised on the part of the newcomer. It means that when newcomers adapt, they adjust to the organization's standards and environment. However, as a newcomer, one seeks role negotiation upon entrance into the organization and is desperate to see how far his/her role can be negotiated. Individualized tactics play an important role at the moment to ensure that one gets a good deal out of the employment.

Table 7: Hypotheses Testing

Hypothesis	Remarks
H1: There is a high level of employees' assimilation effectiveness in MNC organization.	Accepted
H2: There is a significant relationship between socialization tactics and employees' assimilation.	Accepted
H3: Institutionalized tactics has a positive influence on employees' assimilation	Accepted
H4: Individualized tactics has a positive influence on employees' assimilation.	Accepted
H5a: Institutionalized tactics positively influence familiarity with coworkers.	Accepted
H5b: Institutionalized tactics positively influence acculturation.	Accepted
H5c: Institutionalized tactics positively influence recognition.	Accepted
H5d: Institutionalized tactics positively influence involvement.	Accepted
H5e: Institutionalized tactics positively influence job competency.	Accepted
H5f: Institutionalized tactics positively influence role negotiation.	Accepted
H6a: Individualized tactics positively influence familiarity with coworkers.	Accepted

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H6b: Individualized tactics positively influence acculturation.	Accepted
H6c: Individualized tactics positively influence recognition.	Rejected
H6d: Individualized tactics positively influence involvement.	Accepted
H6e: Individualized tactics positively influence job competency.	Rejected
H6f: Individualized tactics positively influence role negotiation.	Accepted

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From the analysis, it is concluded that institutionalized tactics have a significant relationship with all the dimensions of employees' assimilation. Meanwhile, the relationship between individualized tactics and employees' assimilation is only significant in terms of employees' familiarity with coworkers, acculturation, and role negotiation. In this study, it has been proven that employees' assimilation in terms of recognition, involvement, and job competency is not affected by individualized tactics in MNC organizations.

It is highly suggested that MNC organizations need to plan and properly structure their method in assimilating an employee. This is because the findings of this study show that institutionalized tactics had a greater role in the employee assimilation process as compared to individualized tactics. It would be recommended if the MNC organization takes advantage of the institutionalized tactics to make some effort to increase employees' assimilation effectiveness. Organizations have the power to take charge of the assimilation process and experience that an employee goes through. Therefore, the researcher suggests that the organization can enhance institutionalized tactics by doing proper planning on the organization or content and context that are essential for an employee to undergo a good assimilation process. For example, whether to conduct a collective or individual orientation program or, whether to use a more formal approach or to keep things formally and many more. Human resource personnel should take proactive actions in this matter as it would be the responsibility of the human resource personnel to plan those approaches.

However, as the results show that the influence of individualized tactics is still very low, the researcher suggests that organizations design a proper plan for newcomer's prospects so that employee's view of the job's rewards is attractive. Rewards offered by an organization are not only desired by employees but also compose a system that employees must accept to adjust to the organization. This not only can avoid employees from feeling they are in a 'dead-end job' but could also make them feel more appreciated and motivated to assimilate themselves (individualized tactics) into the organization as their needs, hopes, and ambitions are fulfilled by the organization.

Next, it would be recommended for the organization to check the background of candidates entering the company. This could prevent from hiring the wrong person in the first place. Human resource personnel should try to find out candidates' behavior, attitudes, knowledge, skills, and ability and match them with the job or position that is vacant, organizational culture, norms, and environment. If there is a clash, there might be a possibility that the person cannot assimilate into the organization in the future.

Lastly, to improve employees' assimilation process, it is recommended that employees are being heard by the management. Some employees might not be able to assimilate in an organization because they feel that they are not being heard or appreciated. Some issues may arise through the others such as a problem with coworkers and supervisor. In some cases, newcomers are somehow treated wrongly or neglected by current members of the organization. Some cases are

even worse when some newcomers are bullied by other members of the organization which leads them to leave the company or get involved in disciplinary actions. Hence, it is suggested for organizations to conduct follow-up with newcomers just to get feedback on their early journey with the organization.

For future research, it is suggested to expand the scope of the study to different types of organizations such as the local business organizations or even the public sector organizations. As mentioned earlier this study was conducted in an MNC organization. The setting of an MNC organization may differ from other types of organizational settings and environments. Therefore, if the study is tested in different organizational settings, the results and findings may differ, and the variety of findings can help towards having a vast understanding of employees' assimilation following different types of organizational settings.

Next, it is suggested that future researchers to try other framework model than the one adopted in this study. The next research should expand the search for other factors and variables that might affect employees' assimilation other than socialization tactics which were done by scholars such as Taormina (1994), Kammeyer-Mueller, and Wanberg (2003), Saks and Gruman (2014). This is important to expand the knowledge on the topic as the literature on finding the factors of employees' assimilation is still insufficient.

The research was conducted in two MNC organizations. Hence, the findings of the research are limited and may not be able to represent employees of all MNC organizations in Malaysia. Furthermore, due to the selected sample, sampling bias may have occurred as respondents are most likely to provide their judgment and opinion based on the situation related to them only. Thus, the findings may not be generalized and may not represent the judgment and situation of the whole population, which are MNC organizations in Malaysia. The findings may differ if the exact study is being conducted in other MNC organizations in Malaysia.

The topic on factors that influence assimilation is still being debated to date. Therefore, this makes the findings of the study to still be debatable and inconclusive. Also, the variables used in this study are gained from literature reviews by researchers outside of Malaysia. Hence those concepts and variables may or may not be suitable to be applied for such research in Malaysia.

Lastly, the instrument and measurement are limited. Data collection is done using one type of instrument which is a survey questionnaire and does not involve any qualitative measurement. Other than that, the study is not longitudinal, and it is acknowledged that organizational assimilation is a process where there are levels that might fluctuate or rise. The data collection of this study is only one shot without any follow ups from time to time. In measuring employees' assimilation, a fuller and more potentially accurate view of the respondents' levels of assimilation involves much more procedures and measures of related construct levels over time (Gailliard, Myers & Seibold, 2010).

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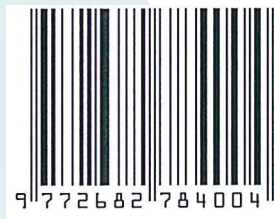
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