How Do We Get New Entrants 'On Board'? Organizational Socialization, Psychological Contracts, and Realistic Job Previews

9

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Overview

Organizational socialization is a critical time when new employees 'learn the ropes' at their new organization and go from being organizational 'outsiders' to organizational 'insiders' over the course of their first year on a new job. Individual differences exist and research finds that more proactive individuals are more successful. In addition, organizations that are able to help new employees navigate this time successfully are more likely to benefit from a workforce that is more satisfied, more committed, and less likely to leave the organization. The Five C's model (which focuses on compliance, clarity, connection, confidence, and culture) (Bauer, 2011) characterizes different levels of socialization and onboarding programmes from those most basic to those that are more sophisticated. This chapter will also review the organizational socialization process in detail; including a look at what organizations and new employees can do to facilitate successful adjustment, and what short- and long-term outcomes can be expected as a result of these efforts. Finally, we review current and emerging challenges for organizational socialization, including onboarding virtual teams, mitigating stress for new employees, and considering the potentially darker sides of socialization. Further readings, a case study, and a best practice checklist are also included.

9.1 Introduction

A key function of organizations is getting new employees onboard and up to speed as quickly and efficiently as possible so they can begin contributing to the organization. This process is often called onboarding, or organizational socialization, and refers to the process by which 'an individual acquires the social knowledge and skills necessary to assume an organizational role' (Van Maanen & Schein, 1977, p. 3). Importantly, the process of organizational socialization goes beyond learning about

the technical aspects of one's new job or role (i.e., formal job or position within the organization), towards developing an understanding of the culture of the organization, the unwritten norms for how one is to behave and interact with others, and finding one's place in the social fabric of the new organization (Chao et al., 1994). Simply put, organizational socialization is about transforming from an organizational 'outsider' to an organizational 'insider' (Louis, 1980), and this transition occurs not only for young adults entering their first job, but any time there is a significant change in the context within which one is doing work; for instance, when one is promoted or changes roles, or when one transitions to bridge employment at the end of their career. During this time new employees learn about their new role, coworkers, and the organization. It is also a time when new employees form their first impressions of their new organization and decide whether or not they will be a good fit, whether the job is what they thought it would be, and whether or not they will stay in the long term with the organization. As such, the time between an employees' first day on the job through becoming a true 'organizational insider' is critical and typically lasts one year in duration (Bauer & Erdogan, 2011).

In fact, research suggests that half of all new hourly employees will leave their organization in their first year; and half of outside senior hires will fail to effectively onboard during this same time period (Bauer, 2011). This is costly for organizations and individual employees alike, as both invest significant time and energy into coming together. Research also shows that those with more positive organizational socialization experiences are more likely to be satisfied with their job, more committed to their organization, and are less likely to leave the organization (Bauer et al., 2007; Saks & Ashforth, 1997).

One of the dominant theoretical themes in organizational socialization and onboarding research is a focus on uncertainty reduction. Being new is a stressful time as noted by Berger and Calabrese decades ago (1975). New employees are facing a new work environment, including new colleagues, a new manager and new work tasks. They may wonder, 'Will I fit in with others?', 'Will I be able to learn my new job?', and 'Will my boss like me and help me?' Thus, a central goal of any organizational socialization process is providing helpful and useful resources to newcomers that reduce ambiguity and facilitate greater understanding of their roles and their new organizations.

The organizational socialization process is not a one-off event, but a process of learning and adjusting that can take up to one year after an employee starts in a new role, as depicted in Figure 9.1. However, research shows that events and experiences that occur within an employee's first 30–90 days are especially important. For example, having a new employees' desk and equipment ready on the first day, or being welcomed by one's supervisor send signals to the new employee that they are valued and their arrival is important. Beyond that, a number of other factors play a role in the effective onboarding, or socialization, of new employees.

The following sections will cover the features of a successful onboarding programme, what organizations and newcomers themselves might do to facilitate the socialization process, and the outcomes that can be expected from the socialization process. It makes sense to think of the onboarding process as a special period
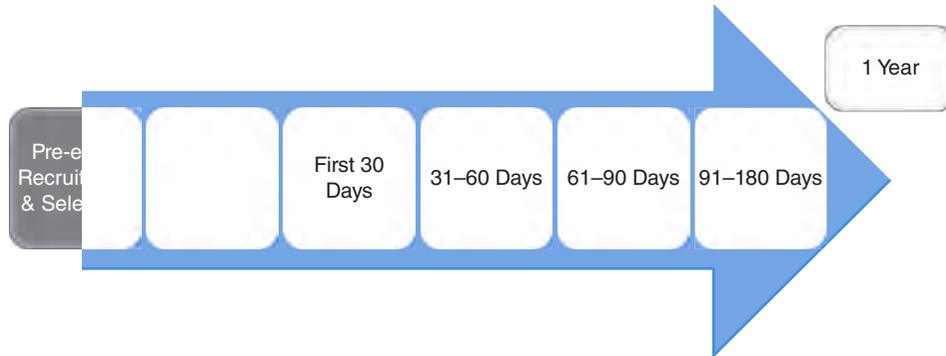
Figure 9.1: The socialization process unfolds over a newcomer's first year

Note. Darker grey boxes indicate the more intense socialization time periods such that pre-entry and the first 30 days tend to be more intense transitions than the period between 180 days to 1 year post-entry.

Source: Ellis, Bauer & Erdogan (2015).

of training. As such, factors such as what new employees need, what they know, and how they feel will also influence their learning during the socialization/ onboarding process. Finally, we discuss current and emerging issues facing organizations and researchers related to organizational socialization.

9.2 What Are the Features of a Successful Onboarding Programme?

9.2.1 The five C's model of onboarding

There are five factors which relate to onboarding, which were originally described by Bauer (2011). These include compliance, clarity, connection, confidence, and culture, the five C's.

1. *Compliance* refers to the on-the-job requirements such as tax forms, legal paperwork, and employee identification (e.g., employment paperwork, government-issued identification) which must be in place as part of the onboarding process for legal and logistical reasons, which vary across industries and countries. Organizations must engage in these activities but there is variance in how strategically they engage in them. For example, is paperwork available prior to the first day so it can be completed and turned in rather than spending time at the initial orientation going over it? Do new employees spend 2 minutes or 2 hours waiting to get their badges and work stations assigned to them? The way these things are approached send signals to the new employee about how much their organization values them and how committed they are to ensuring the new employee is successful. The more strategically organizations can focus attention early on in a newcomer's tenure, the better, as compliance must be

done but it only serves as a problem if not implemented well. In other words, newcomers expect smooth sailing, so if they experience an easy process, this only confirms their expectations. Thus, organizations should seek to remove obstacles and ease the burden on newcomers as they work through the compliance process and generally enhance how they engage in compliance but this is not the most strategic aspect of onboarding.

2. *Clarification* refers to how much information and understanding a new employee has. Organizations can influence this by providing information, assigning buddies or mentors to new employees, or having materials available so that newcomers can gather information. Similarly, newcomers can influence this by proactive behaviours such as how much information they seek and the questions they ask. For example, Morrison (1993) collected data from 240 new staff accountants and found that those who sought out more information by asking questions of their colleagues and supervisors reported greater mastery and understanding of their new role, a greater understanding of the organizational culture, and felt more socially integrated with others in their workplace. Whether acquiring information through formal socialization programmes or informally through reaching out to others, the more ability to clarify what is expected and garner a greater understanding of how things work in a new organization, the better adjusted newcomers will be and the higher their on-the-job performance.

3. *Connection* refers to how well integrated and accepted the new employee feels within their new organization. Early on, this is based on how welcomed they feel. And as time goes on, relationship building influences this as well (Ashford & Black, 1996). Organizations can affect this feeling of connection by sending signals that they value diversity and individual identity (Ashforth, 2012), assigning buddies or mentors, and creating affinity groups. For example, at Google, thousands of special interest groups (SIGs) exist. They range from formal interest groups such as Google Women Engineers and Greyglers for older employees to more informal groups bound together by a love of bowling, flea markets, or Dooglers who bring their dogs to work at Google. These groups range in size and scope and allow employees to find their own 'micro' groups in a very large organization. In addition, new employees can influence how connected they feel by how engaged they are with joining such groups or how social they are at work. One study of new healthcare employees showed that newcomers who developed a high quality relationship with their leader and had coworkers on whom they could rely for support and advice, reported better socialization, less role stress, and were less burned out compared to those who did not have the same social resources (Thomas & Lankau, 2009).

4. *Confidence* refers to how much the new employee feels they can succeed at the tasks associated with their new role. Confidence ensures that when setbacks occur or things do not go exactly as planned, newcomers will be able to bounce back and keep moving forward. The higher the degree the organization can help the newcomer understand what it is expected and enhance their role clarity and support them as they attempt to learn new things, the more confident new employees

should be. In addition, new employees come with their own unique levels of core self-esteem and self-efficacy and approaches to new and challenging assignments, which also influence how they feel in terms of confidence level. Bauer and colleagues (2007) conducted a meta-analysis of 70 socialization studies and found that newcomer self-efficacy was positively related to job performance, newcomers' intentions to remain with their organization, and was negatively related to actual turnover. Generally, the more confident the newcomers are, the more effective and positive they are in their new jobs over time.

5. *Culture* refers to the organizational culture of the organization they are joining. Much like individuals, organizations vary. A great deal of the onboarding process is communicating to new employees the organization's mission, values, and helping them understand the way things are done in the organization. This influences their outcomes and also helps them understand if they are a good fit for the organizations which is related to onboarding success. As organizations evolve, so do their cultures, so it is imperative that the stories, rituals and artifacts are updated over time as well.

9.3   The Socialization Process

9.3.1   What do organizations do to onboard new employees?

Organizations with the most successful socialization programmes are those that take into consideration new employees' experiences from the moment a vacancy is posted until they are fully integrated with the organization at the end of one year. Figure 9.2 highlights some specific strategies that organizations may use to ensure the socialization process is successful.
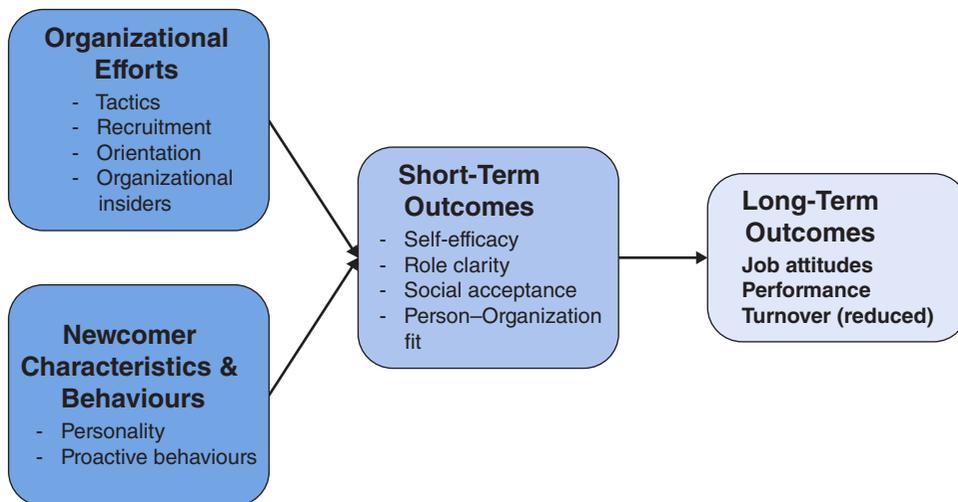
Figure 9.2:   Antecedents and outcomes of organizational socialization.
Source: Ellis, Bauer & Erdogan (2015a).

- *Recruitment*: Even before an employee joins an organization, they are forming impressions of the organization: what the organization values, whether they would be a good fit with the organization, and what it would be like to work there. Therefore, the recruitment phase during which the organization and potential new employee interact and assess one another is an important time that will shape a new employee's expectations and perceptions about the organization. While historically researchers and those in practice have thought of recruitment and onboarding separately, more and more these are being seen as aspects of the same process as the recruitment process is the organizational reality and expectation setting frame for newcomers before they enter their organizations.
- *Realistic job previews*: Realistic job previews are one specific recruitment technique that has received research attention. Realistic job previews (RJPs) provide both favourable and unfavourable information about the role, thereby adjusting a candidate's expectations of the role in line with reality (Rynes, 1991). For instance, a realistic job preview might include providing job candidates a realistic idea of what the job entails, such as the benefits of the role and what resources are going to be available, as well as the challenges or difficulties that can be expected in a given role, so they are better able to self-select into organizations to which they feel they would be successful. Research shows that when candidates are provided with RJPs, they are less likely to drop out of the recruitment process, and, once at work, they have lower turnover and higher performance (Phillips, 1998).
- *Expectations and psychological contracts*: As we previously noted, by the time a newcomer starts on their first day of work, they will have already interacted with the organization a number of times; for instance, through interviews, compensation (i.e., wage, salary, benefits) negotiations, or conversations related to the logistics of starting at the organization. Each interaction gives the newcomer small but important pieces of information that serve as the basis for the development of the psychological contract between the newcomer and the organization. Psychological contracts represent the beliefs individuals hold about what they are expected to provide to the organization (e.g., time, effort, expertise) and what they expect that they will receive in return (e.g., pay, resources, development opportunities) (Rousseau, 1989). Research shows that a perceived violation or breach of this psychological contract can result in feelings of betrayal and anger on the part of newcomers and can damage the employment relationship (Lapointe et al., 2013). On the other hand, when employees feel that their experiences and the things they receive from the organization (e.g., training, high quality relationship with their supervisor) are in line with their expectations, they are more likely to engage in the socialization process more fully and experience better outcomes such as greater role clarity and understanding of the organization's values (Bauer & Green, 1994; Delobbe, Cooper-Thomas, & De Hoe, 2015). If RJPs are in place and accurately reflect organizational realities, met expectations should be higher.

- *Orientations*: One of the most common ways that organizations attempt to help new employees understand their new organizations is the new employee orientation given early on in their tenure with the firm. New employee orientations typically refer to formal, organization-led training programmes in which new employees are given information about their new job and work environment, as well as the larger organization (Klein & Weaver, 2000). Orientations are often held the first day or first week for new employees. Research finds that new employees find orientations helpful (Louis, Posner, & Powell, 1983) but they also report that so much information at once can be challenging to digest. Thus, some organizations hold an initial orientation programme early on and have either follow-up conversations to clarify key information or another orientation session later on once the new employee has had a chance to acclimatize to their new organization. Orientation trainings should seek to focus on helping new employees understand the five C's of onboarding and they tend to vary in terms of how much they focus on each of them.
- *Organizational socialization tactics*: Organizations vary a great deal in the degree to which they have formal or more informal onboarding tactics (Saks et al., 1997; 2007). All of these things, called organizational socialization tactics, influence how adjusted new employees feel as they join their organizations. For example, does the organization hire individuals one at a time or in a large group? Do they have formal training procedures or do new employees learn on-the-job? Are mentors formally assigned to newcomers? How empowered are new employees? Research shows that socialization programmes that are more structured and formalized are related to better adjustment outcomes for newcomers (Saks et al., 2007).
- *Organizational insiders*: While much of our chapter has focused on the importance of the new employee, they are not the only ones affected by onboarding. Research shows that organizational insiders both influence and are influenced by newcomers (Allen et al., 1999; Allen, Eby, Chao, & Bauer, in press; Kammeyer-Mueller et al., 2013). Managers and peers are important in terms of influencing the five C's of onboarding. For example, they influence how much new information is given to newcomers. They influence how welcomed they feel. And they influence the organizational culture. Thus, one primary way that organizations influence the onboarding process is through organizational insiders. When thinking about onboarding programmes, this is an important factor to keep in mind. Figure 9.3 presents the manager's perspective on the onboarding process.

9.3.2   What do new employees do to 'learn the ropes'?

If you've ever started at a new job, you might recall that you yourself looked for opportunities to learn about your new organization or role, or perhaps you found a colleague or two that you could go to for questions and advice. Indeed, research supports the idea that the organizational socialization process is a dual process in

| **Onboarding New Employees** |
| **Best Practices Checklist for Fostering Connection** |
| ☐ *Make the first day special for new employees.* Meet with them, make sure someone takes them to lunch, and that the atmosphere is welcoming. This simple connection matters for success over the long run. |
| ☐ *Recognize that the manager plays a special role.* Make a special effort to connect with the new employee on their first day of the job even if it is just to say hello and welcome. |
| ☐ *Check in with new employees to make sure they have what they need on their first day* as well as a week later when new questions may have arisen. |
| ☐ Remember new employees are anxious to make a good impression. *Tell them how happy you are to have them join your team.* Doing this early on has a much bigger positive impact than waiting until later. |
| ☐ New employees need to learn specific rules and procedures. *The most effective way to do this is to get them comfortable with the other best practices below so they are receptive and able to focus on learning.* |
| ☐ *Be consistent with onboarding practices for new employees.* Some issues about your organization may be 'old news' to you, but it's all new to them. Have a written onboarding plan in place and enact it every time. |
| ☐ *Make sure your values and culture are projected in how you treat and greet new employees.* Stories tell who you are. |
| ☐ *Establish time-based milestones to check in with new employees to see how things are going.* For example, 30-, 60-, 90-, and 180-day milestones are good markers to consider. |

Figure 9.3:   Best practices during onboarding

Source: Talya N. Bauer, re:Work blog post which originally appeared on March 4, 2016 on https://rework.withgoogle.com/blog/connections-onboarding-and-the-need-to-belong/.

which both the organization and the new employee have an important role to play. Scholars have referred to this as the *interactionist perspective* and it suggests that while the organization may provide certain opportunities to help new employees adjust to their new role, it is up to the newcomers to take advantage of those opportunities, or in some cases create new opportunities for learning (Reichers, 1987). Certain individual features can make this easier for the newcomers:

- *Personality*: Not surprisingly, there are some individuals who are more likely to seek out opportunities to learn about their new organization or take advantage of chances to get to know their colleagues. For example, those high on *proactive personality,* which refers to the tendency to take action to bring about change in one's environment, are more likely to be successful in the socialization process (Seibert, Kraimer, & Crant, 2001). These individuals are not afraid to seek out information from others, they are willing to take steps to develop their own skills and relationships, and they are more motivated to learn. Those who are higher on *extraversion* and *openness to experience*

also tend to experience better adjustment to their new roles. Extraversion refers to the tendency to be social, gregarious and assertive, while openness to experience is characterized by curiousness, intelligence and willingness for adventure (Wanberg & Kammeyer-Mueller, 2000). Research supports that those high on *self-efficacy*, which refers to those who believe they are capable of being successful in their new role, also tend to have better adjustment outcomes, such as higher job satisfaction and organizational commitment, in part because they are more willing to seek out information and feedback from others (Gruman, Saks, & Zweig, 2006).

- *Proactive behaviours*: New employees' willingness to take initiative to learn about their role, their colleagues, and the larger organization is an important ingredient in successful socialization. Researchers have found that there are some specific behaviours that new employees can engage in that help them get up to speed more quickly. First, new employees can *seek out information* and *feedback* from their fellow colleagues or their supervisor (Ashford & Black, 1996). New employees who actively seek out information can better understand how their role is related to other roles in the organization, or what the expectations are for how employees interact in the organization (Bauer et al., 2007). Those who seek feedback can achieve more clarity with regard to their role and understand whether they need to make adjustments in their work. In both cases, one added benefit is that through asking for information and feedback, new employees are interacting with others in the organization to a greater extent and this provides opportunities to get to know others and begin to develop meaningful relationships with them. Indeed, other forms of newcomer proactive behaviour are focused specifically on *building relationships, networking,* and *socializing* with other insiders in the organization and have been found to predict higher job satisfaction among newcomers (Cooper-Thomas et al., 2014; Wanberg & Kammeyer-Mueller, 2000).

9.3.3   Outcomes of adjustment

The final components of the socialization process are the adjustment outcomes. By examining certain outcomes we can understand how successful the socialization process has been.

- *Short-term outcomes*: Short-term outcomes can occur early on in the socialization process and can be thought of as indicators of successful adjustment. Research conducted by Bauer and colleagues (2007) reviewed 70 studies on organizational socialization and found support for three key short-term outcomes. The first is *role clarity* which refers to knowing what is expected of you in your role; the second is self-*efficacy* or being confident in yourself that you can perform your job successfully; and, the third is *social acceptance* or feeling like you belong and have friends at your organization. Other research has also identified *perceived fit*, or believing that your values and goals

are a match to those of the organization, and *knowledge of organizational culture,* meaning an understanding of the organization's norms and way of doing things, as additional short-term outcomes of the socialization process (Cooper-Thomas, Van Vianen, & Anderson, 2004; Chao et al., 1994, respectively). These outcomes map onto the five C's of onboarding discussed earlier.

- *Long-term outcomes*: Long-term outcomes of the socialization process include better job attitudes and more effective newcomer behaviours. For instance, effective socialization programmes are related to increased *job satisfaction*, *organizational commitment*, *organizational identification* and reduced *intentions to leave the organization* (Ashforth & Saks, 1996; Bauer et al., 2007; Saks et al., 2007). At the same time, employees who are well adjusted to their new roles and organizations are more likely to show higher levels of job performance both in the form of completing assigned work tasks as well as helping fellow coworkers and colleagues (Bauer et al., 2007). Finally, research supports that those who report more positive socialization experiences are less likely to turnover or exit the organization (Griffin & Clarke, 2011).

9.4   Current Issues in Organizational Socialization

Although we have learned a great deal about the factors that make for a successful onboarding programme, the workforce and work environments continue to change, which introduces new challenges and requires new thinking about how to best manage this critical time for new employees. The following reviews three current issues in organizational socialization: (1) virtual onboarding, (2) mitigating stress for newcomers, and (3) the potential dark sides of socialization.

9.4.1   Virtual onboarding

Increasingly, organizations are adopting virtual working arrangements that are made possible by better technology. While these arrangements can provide greater access to talent across the globe, and important flexibility to workers managing multiple home and work demands, one challenge that virtual arrangements present is the ability to effectively onboard new employees. Specifically, how do technology-mediated communication channels like email, videoconferencing, and instant messaging change the way orientations can be delivered or how willing new employees are to reach out to colleagues for information? How can organizations ensure that both new employees and current organizational insiders are aware of each other and have opportunities to help each other? Wesson and Gogus (2005) found that online orientation was related to lower connection-type outcomes while it was not related to the more information-based content offered in the orientation. Thus, we know that orientations conducted online can help with clarity and perhaps confidence but are not as effective for connection in terms of

these early indications. However, as technology becomes more enhanced, perhaps this will evolve as well.

9.4.2 Mitigating stress for newcomers

Entering a new organization is characterized by a high degree of uncertainty which can be experienced as stressful for new employees (Berger & Calabrese, 1975; Ellis et al., 2015b). In addition to feeling uncertain about one's role and what is to be expected, newcomers face many other challenges, such as having to learn new tasks, systems and processes; having to make new friends and learn new social norms (Nelson, 1987). Newcomers may be met with open arms by organizational insiders, or they may be viewed with scepticism or as a threat. One recent study found that conflict between newcomers and organizational insiders was common (Nifadker & Bauer, 2016). They found that this conflict caused newcomers to feel anxious around their coworkers and made them less likely to seek out information from them. Factors like these make navigating this time period fraught with potential for stress and burnout. How can organizations support new employees and ensure they have the resources they need to rise to the occasion? How can an understanding of demands and resources in the environment help organizations to better design onboarding programmes? Box 9.1 shows how L'Oréal, a global beauty company, integrates newcomers into its organization.

Box 9.1: Case study: L'Oréal Paris' Fit programme helps ensure onboarding success

As we have noted in this chapter, the formality and comprehensiveness of onboarding programmes vary widely across organizations, and those considered 'best in class' for onboarding have more formal onboarding programmes. For example, L'Oréal Paris has a highly structured approach to their onboarding process starting with a first-day welcome. Global beauty company L'Oréal says, 'Our aim is to develop successful, committed and mutually beneficial relationships with each of our employees.' The company supports onboarding with a two-year, six-part integration programme called 'L'Oréal Fit'. The programme includes:

- Training and roundtable discussions.
- Meetings with key insiders.
- On-the-job learning supported by line management.
- Individual mentoring and HR support.
- Field and product experiences such as site visits and shadowing programmes.

By taking a structured approach to new employee onboarding, they have taken positive steps towards preventing employees from feeling lonely in their first weeks, they help to get them connected to organizational insiders early on, and they send out the signal that the company cares about and values all its employees.

Source: Bauer (2011).

9.4.3   The dark side of socialization

Effective socialization is generally considered a positive goal for newcomers and organizations, however, there may be times when socialization can backfire. For instance, a toxic organizational culture that impedes individual creativity or where employees are hostile towards one another may create situations where socialization is unwanted. Rather, organizations may hope that by bringing in new employees, they will change the organizational culture. You might also imagine an organization in which certain unethical or counterproductive behaviours are the norm. New employees who want to 'get along' and feel accepted by their colleagues might feel pressure to conform to these sorts of behaviours against the will of the organization (Liu et al., 2015). A study conducted by Kammeyer-Mueller, Simon, and Rich (2012) showed that among new attorneys, when the organizational socialization system encouraged newcomers to adopt the norms and ethical standards of the organization over their own belief system, they felt more ethical conflict, and reported being more emotionally exhausted. Really socialization can fail by either two of the extremes of over-conformity or nonconformity, as Schein (1988) notes. How can organizations guard against potential negative outcomes of socialization? Research shows that when newcomers feel valued and able to bring their authentic selves to work, their socialization is more effective. When there is alignment between newcomers' true identity and the person they are at work, they can focus their resources and effort on learning about their role and their new work environment, rather than dealing with the stress that could occur when newcomers feel they cannot be who they really are (Cable, Gino, & Staats, 2013; Kammeyer-Mueller, Simon, & Rich, 2012).

Summary

The period of time when a newcomer first joins an organization is a critical time. This is the time when newcomers go from being organization 'outsiders' to organizational 'insiders' and is commonly referred to as organizational socialization, or onboarding. This chapter explains how organizations should operate to get new entrants on board. Designing effective onboarding programmes requires consideration of the five C's of effective onboarding (compliance, clarity, confidence, connection, and culture). Our detailed review of the socialization process showed that organizations can focus on recruitment, new employee orientations, structured organizational tactics, and organizational insiders to improve the chances that new employees will be successful. At the same time, new employees can be proactive through seeking out information and feedback and making efforts to build relationships with their colleagues and supervisor. Research shows that successful adjustment to a new organization is seen in short-term outcomes such as a sense of self-efficacy or mastery of work tasks, clarity with regard to one's role, a feeling of being accepted by one's peers and knowledge about the organizational culture. Together these factors have been associated with a number of long-term outcomes, including better performance, more positive job attitudes, and reduced likelihood of turnover. Finally, this chapter considered important special topics and current challenges related to organizational socialization including virtual onboarding, reducing stress for new employees, and the potential dark side of socialization.

Discussion Points

1 As an organization, how could you know whether employees were being successfully onboarded?
2 In your next job or role, what could you do to help facilitate your own adjustment?

Suggested Further Reading

Bauer, T. N. (2011). Onboarding new employees: Maximizing success. *SHRM Foundation's Effective Practice Guidelines Series*. Alexandria, VA: SHRM. Retrieved from https://www.shrm.org/about/foundation/products/Documents/Onboarding%20EPG-%20FINAL.pdf. This is a White Paper which reviews key research on organizational socialization and translates it for practitioner use. It includes several case studies.

Bauer, T. N., Bodner, T., Erdogan, B., Truxillo, D., & Tucker, J. S. (2007). Newcomer adjustment during organizational socialization: A meta-analytic review of antecedents, outcomes, and methods. *Journal of Applied Psychology, 92,* 707–721. This is a meta-analysis of organizational socialization research and includes a test of a summary model of the findings of 70 studies on the topic.

re:Work @ Google: https://rework.withgoogle.com/The Google rework website includes information to help inform research and practice. They did a specific focus on onboarding which can be found at this url.

Wanberg, C. (2012). *The Oxford handbook of organizational socialization*. Oxford: Oxford University Press. This book includes chapters on key aspects of onboarding and is a good comprehensive review of the literature.

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