

## Tilburg University

Digitize me – implications of new employees' strategic value for their virtual organizational socialization

Batistič, Sasa; Cooper Thomas, H.D.; Kenda, Renata

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**19<sup>th</sup> Eawop Congress**

29<sup>th</sup> May – 1<sup>st</sup> June 2019

**Turin, ITALY**

**Working for the  
greater good**

Inspiring people, designing jobs and leading  
organizations for a more inclusive society

**Abstract Book**

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<sup>1</sup> University of Auckland, NZ; <sup>2</sup> Auckland University of Technology, NZ;

**Purpose:** New Zealand has demonstrated an ongoing commitment to assisting refugees since the Second World War. Employment is a critical factor enabling successful integration into a new society, yet resettled refugees experience more difficulty securing employment than other migrant groups. This study explored the experiences of resettled refugees in New Zealand to identify ways to facilitate their adjustment to work.

**Design/Method:** Semi-structured, in-depth interviews were conducted with 16 refugee-background adults, 11 men and 5 women, from a range of African, Middle Eastern and Asian countries. An inductive thematic analysis was performed on the qualitative data.

**Results:** Six main themes were established: Navigating a new landscape; the importance of work; pathways to suitable employment; (re)settling for unemployment and underemployment; newcomer experiences in work; and issues of social policy. Particular attention is paid to newcomer adjustment experiences and how these can provide insight into making workplaces more inclusive.

**Limitations:** New Zealand is recognised as one of the most accepting countries for refugees in the world, therefore the experiences of resettled refugees in New Zealand may be more positive than those in other countries.

**Practical Implications:** The outcomes of this research provide guidance for both social policy and employer strategies to maximise resettled refugee work adjustment.

**Originality:** Limited research has examined resettled refugee adjustment to work. Given the increasing refugee population, it is important to understand resettled refugee perspectives, as such learning can have wide-ranging benefits for such employees, employers, and society at large.

**Digitize me – implications of new employees’ strategic value for their virtual organizational socialisation**

*Sasa Batistic<sup>1</sup>, Helena D. Cooper-Thomas<sup>2</sup>, Renata Kenda<sup>1</sup>*

<sup>1</sup> Tilburg University, NL; <sup>2</sup> Auckland University of Technology, NZ

**Purpose.** Virtual work is increasingly pervasive, yet little is known about how newcomers can be socialized effectively into virtual environments in ways that prevent undesired outcomes for the organization and individuals, such as stress or turnover intentions. To explore this issue, we tap into three domains of literature – human resources (HR), organizational

socialisation, and virtuality, in order to provide three key typologies how newcomers can be socialized in a virtual environment.

**New Perspectives/Contributions.** Drawing on these typologies we provide three contributions. First, we propose an integrative framework linking HR and information communication technology (ICT) to inform the socialisation process and its three major aspects – socialisation tactics, socialisation agents, and newcomer proactive behaviour. Second, we extend the notion that newcomers vary in both their own expectations and needs, and relatedly, their strategic value for the organization. This yields different combinations of virtuality and socialisation type. Last, we focus on the dynamics of socialisation as a process and introduce the idea of intensity.

**Research/Practical Implications.** Our theoretical framework provides testable propositions for future research, as well as practical suggestions on what organizations could do to socialize newcomers with varying degrees of virtual work.

**Originality/Value.** In merging three theoretical lenses we provide an integrative approach indicating how virtual newcomers might be socialized more effectively. Moreover, as virtual work becomes a more pervasive phenomenon across all workplaces, it is vital to consider how such workers can be effectively socialized.

### **Motivating Volunteers: Getting It Right From The Start**

*Jane X.Y. Chong<sup>1</sup>, Marylène Gagné<sup>2</sup>, Patrick D. Dunlop<sup>2</sup>, & Djurre Holtrop<sup>1</sup>*

<sup>1</sup> *School of Psychological Science, University of Western Australia*

<sup>2</sup> *The Future of Work Institute, Curtin University, Australia*

**Purpose:** Retention of volunteers is a pressing issue for many non-profit organisations, yet little is known about the causes of volunteer turnover. Drawing from extant research involving paid employees, which suggests that effective socialisation shapes newcomers' adjustments and long-term commitment, this study aims to distinguish the effects of different newcomer experiences on volunteer retention. Using Self-Determination Theory (SDT), we investigate the effects of different newcomer socialisation tactics on volunteers' retention outcomes through their impact on newcomers' autonomous and controlled motivations (Figure 1).

**Design:** Partnering with Scouts Australia and using a rolling-recruited sample of adult volunteers, a three-wave longitudinal data collection is underway. Volunteers are surveyed at the 3-, 6-, and 12-month mark of their volunteer journey.

**Results:** Preliminary results from the first wave suggest different socialisation tactics do indeed affect volunteers' autonomous and controlled motivations, and subsequently their intentions to remain at Scouts. Results from the second wave will also be presented at the symposium.