

After serving for a period of time in a particular organizational context, most employees begin to develop a better appreciation for the objectives and requirements of their employer. In more bureaucratized contexts, especially, employees tend to internalize the values of the employing organization so that these become the personal values of the employees themselves. This is known among social scientists as the process of organizational socialization. However, it is a mechanism of adaptation that is not often recognized, and even less often skillfully used, by management.

Our studies indicate that in the process of socialization, an interesting thing happens. Initially, many scientists, like other employees, are inclined to be strongly attached to what they see as the objectives and values of the organization they are joining. After they get inside, however, comes a period of disillusionment. The initial "honeymoon" is over, so to speak, and they find out that problems exist "backstage."¹⁵ Few organizations look as good to insiders as they do to those on the outside. So for a period of perhaps from 1 to about 5 years after initial employment, the level of general job satisfaction and identification with the organization is likely to be lowest among scientists, as among other kinds of employees. (We know, for example, that this is the time when turnover is likely to be especially high among personnel in the military service, as also among industrial workers.) Then after a few years, an employee learns "the ropes;" he learns how to live in the organization and how to find expression for his own interests within it. His first significant decision was to join the organization; if he now makes the second significant decision and decides to stay in the organization, his job satisfaction and personal identification with the organization is likely to increase again.

Therefore, we can generalize and say that for scientists as for other employees, the pattern of socialization into an organization tends to be curvilinear rather than rectilinear; organizational identification tends to be high at first, goes through a low period for a while, and then gradually increases again after the second decision to stay with the organization. After this second decision, the employee really becomes an "organizational man" in the sense that William H. Whyte has used the term.¹⁶

Insofar as this analysis of the pattern of socialization is accurate, it raises a number of questions that have not been faced very squarely by management in organizations employing scientists to date. Does management really want scientists to remain long
