# The transition to a management function: Experiences of socialization and occupational stress in new position

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The transition to a new management role often leads to feelings of insecurity and occupational stress (Uen, Wu & Huang, 2009), which can be minimized by the organizational socialization processes adopted (Chiavenato, 2004). We have developed an investigation with the main objective to describe the organizational socialization process and the occupational stress experience of individuals who moved recently to a management function in a specific organization. In a more specific way, we intend to answer to the main following research questions: How are characterized the organizational socialization process of the transition to a management role, in the organization under study? What are the events that induce job stress of individuals who have recently taken a management function in the same organization?

We have developed a qualitative study, using the method of multiple cases study (Yin, 2009) and the chosen technique of data collection was the interview in the semi-structured form in which is used the critical incident technique (Flanagan, 1954).

The results show that there is no socialization tactics implemented by this organization and in the description that the participants make of their experience of socialization they highlight especially the importance of interpersonal relationships. Participants related the difficulty that involves managing a team of employees of different ages and the less positive reaction of the team about the transition to a management role of an employee. Participants also emphasized the importance of developing new competencies, such as technical competencies and management skills that allow them to adequately perform their new role. With regard to the occupational stress, the main sources of stress identified by these individuals are related to the accomplishment of new tasks and deadlines. At an organizational level, the participants highlight consequences related to the organization and quality of work and at an individual level, they highlight learning, motivation but also headaches and fatigue.

We propose for future research, the study of socialization experiences in other organizations and the development of knowledge about occupational stress associated with specific situations of work role transitions.

References:

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