Relationship of Organization Socialization with Organizational Commitment and Turnover Intention: Moderating role of Perceived Organizational Support

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Abstract

The present study aims to investigate impact of organizational socialization on organizational commitment and turnover intention with moderating role of perceived organizational support. A field survey approach was used by selecting 310 employees from telecom sector, Pakistan. Questionnaire was used as data instrument. The results confirm that organizational socialization enhances organizational commitment of employees, thus reducing cost of losing employees. Therefore, socialization program must be designed so which fulfills the expectation of employees.

Key Words: Organizational Socialization, Organizational Commitment, Turnover Intention, Perceived Organizational Support.

Introduction

Employees’ retention is one of the main concerns in the work settings and researchers have paid great attention to resolve this problem by exploring different factors on employees’ turnover intention as well as their commitment to organization. For example, among these researchers the Wanous (1980) investigated organizational entry process, steers (1977) investigated organizational commitment process, Mowdaye et al. (1982) explored withdrawal process etc.

The stream of this research points out the direction of these relationships is such that organizational entry leads to socialization leads to commitment or turnover intention. The alignment of employees’ skills and interest with work setting in organization is of particular interest for researchers. Feldman (1981) argued that in process of socialization the employees settle and defines his position and relationships with others. This results in increased commitment to the organization (Mowday et al., 1982). In previous studies commitment is
being tried to be understood through alternative dimensions and its role in both theory and practice. Although, numerous researchers have tried to provide rich insight to commitment and turnover literature however, there is still a need to explore more determinants of commitment as well as turnover intention (Cohen, 2003). One of such determinants is organizational socialization which is mostly ignored in context of commitment and turnover. Along with it research focused all of these constructs isolate and didn’t take all of them in one context. This lack of studies about commitment and turnover along with socialization is one of the major gaps in literature.

As socialization is the process which can influence commitment levels of employees (Saks et al., 2007), therefore, it is reasonable to explore the relationship between socialization, commitments and turnover intention. Therefore, present study has taken an attempt to address this issue by fulfilling literature gap. It aims to investigate impact of organizational socialization on organizational commitment and turnover intention with moderating role of perceived organizational support. The objectives of the study are

- To find out the relationship between employees socialization, commitment and turnover.
- To find the interactional effect of perceived organizational support upon this relationship.

The study will provide more general aspect of socialization and it will offer useful implications for organizations, managers, human resource management staff and academia.

**Literature Review**

Socialization can be defined as “socialization is the activity that confronts and lends structure to the entry of non-members into an already existing world or a sector of that world” (Wentworth, 1980). It exerts a surprising impact on employees’ performance and organizational stability. This process of organizational socialization is a performance...
management concern, and several researches have confirmed its strong association with organizational commitment and job satisfaction which are related with turnover intention (Fisher, 1986). Socialization resources theory argued that organizations should

Design effective orientation training programs that guide new employees about each aspect of stressful situations of organization as well as strategies to cope with them. Ashforth, et al. (2007), pointed out that socialization is significant because it presents new employees about realistic scenario of importance of organization as well all of its potential for new employees. The primary purpose of socialization is to provide employees with accurate information in the form of a realistic job preview before entering organizational.

Effective socialization can have long lasting productive effects on employees by increasing person-organization fit and person-job fit as well as organizational commitment. Socialization can offer its benefits by reducing uncertainty. Uncertainty reduction theory states that, “newcomers desire to increase the predictability of interactions between themselves and others within the new organization” (Bauer et al., 2007, p. 708). Uncertainty reduction theory is the foundation for research on newcomer employees information seeking and proactivity (Miller & Jablin, 1991).

Organizational Commitment

Previous studies have shown that newcomers employees who are more socialized have high level of commitment than their less-socialized colleagues. As socialization provides employees with clear set information, which in turns helps them to cope with stress and others matters of job, thus, increasing their affection with the organization (Allen and Meyer, 1990). There is a research view which argues that different organizational socialization techniques have different effects on various forms of commitment (Cohen, 2003). In fact organizational socialization is the way to assist employees in keeping fit for effective work (Mowday et al., 1982) thus significantly effecting their level of commitment. Buchanan
(1974) also noted that new employees are basically worried about getting established and accepted by the organization. In this way they make deliberate efforts to prove themselves by showing that they have the ability to adjust to the demands of the new environment. Thus it is hypothesized that

**H1. Organization socialization has positive relationship with organizational commitment.**

**Turn over Intention**

Organizational turnover has shown highest rates among new employees (Griffeth & Hom, 2001). One of the major factors effecting turnover intention of new employees is poor socialization (Fisher, 1986). A large body of research shows that socialization strategies are related to turnover and it effects turnover in three ways: by influencing job satisfaction, organizational commitment, and met expectations (e.g., Cable & Judge, 1996; Saks & Ashforth, 1997); by influencing perceptions of person-organization (P-O) fit and values congruence (e.g., Cable & Parsons, 2001; Cooper-Thomas et al., 2004) and by influencing newcomers’ adjustment to their new jobs and environments (Cooper-Thomas & Anderson, 2002; Kammeyer-Mueller & Wanberg, 2003). When new employees enter organizations, the disconfirmation of their unrealistic expectations results in their dissatisfaction with job and thus increase chances of turnover (Wanous, et al. 1992). However, successful socialization designed by organization may result in successful adjustment in form of organizational commitment, job satisfaction, social integration, role clarity, and fit and low turnover intention (e.g., Bauer & Green, 1998; Wanberg & Kammeyer-Mueller, 2000). Thus, it is hypothesized that

**H2. Organization socialization has negative relationship with turnover intention.**
Perceived Organizational Support:

Perceived organizational support is employees’ “perception of being valued and cared about by the organization” (Eisenberger, et al. 1990). Employees’ perceived organizational support makes employees feel obliged to be committed to the organization (Eisenberger et al., 1990). They also found positive relationships between perceived organizational support and performance. Waung (1995) confirmed that the new employees’ positive perception about organizational support results in high organization commitment, which in turn produces lower intention to quit.

According to Tourangeau and Cranley (2006), perceived support is an important factor that indirectly affects the intention to remain employed. Waung (1995) also found, perceived organizational support as a mediator of the effect of a coping orientation on organizational commitment and intent to quit. Thus it is hypothesized that

**H3. Relationship between Organization Socialization and Organization commitment is moderated by perceived organization support.**

**H4. Relationship between Organization Socialization and Turnover intention is moderated by perceived organization support.**
Method

Data Collection and Sample: The data collection was done through onsite administration of a survey to employees who were working in the telecom sector of Pakistan. The participants were randomly sampled across departments and ranks. The reason of simple random sampling technique for data collection was that it was difficult to select the data from only a one specified sector; people are no more research oriented. Thus, the design of study is cross sectional. These individuals were sent covering letters in which it was mentioned the purpose and scope of the study and it was assured that their responses would be retained completely confidential. Total 400 questionnaires were distributed. Out of 400, only 300 usable responses were received. Thus, total response rate was 75%.

Measures: In Pakistan, English is the official language of correspondence in all offices as well as medium of instruction in educational institutions. Therefore, in the questionnaires all the questions were written in English language. Usually, researchers used questionnaires in English in Pakistan (Raja and Johns, 2010). Self-report questionnaires were used for all the
measures. All variables were rated on 5 point likert scale ranging from 1 depicted “strongly disagree”, 5 “strongly agree”.

Results

The demographic profile of 300 respondents in table 1 shows that majority (79%) respondents were males, while 21% were females. The statistics of experience years of employees show that 40% respondents had 1-6 years experience, while 33% and 27% were having less than 1 and more than 6 years of experience respectively. The maximum age of respondents was above 30 years, 25.3% were of age range 25-30 years and only 19% were below 25 years. In table 1 demographic information of respondents is given

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>237</td>
<td>79</td>
</tr>
<tr>
<td>Female</td>
<td>63</td>
<td>21</td>
</tr>
<tr>
<td><strong>Job Duration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>99</td>
<td>33</td>
</tr>
<tr>
<td>1-6 years</td>
<td>120</td>
<td>40</td>
</tr>
<tr>
<td>More than 6 Years</td>
<td>81</td>
<td>27</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt;25 years</td>
<td>58</td>
<td>19</td>
</tr>
<tr>
<td>25-30 years</td>
<td>76</td>
<td>25.3</td>
</tr>
<tr>
<td>&lt;30 years</td>
<td>166</td>
<td>55.3</td>
</tr>
</tbody>
</table>
Reliability analysis of factors: Reliability analysis is the measure taken to ensure that the scale is consistently measuring the constructs used in questionnaire. It is used to measure the internal consistency of items. The most common measure of scale reliability is Cronbach’s alpha, which is used in this research. The value of Cronbach’s alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach’s alpha coefficient near to 1.0 shows the greater internal consistency of the items in the scale. The table 2 shows the constructs, number of their items and values of reliability analysis. The values in table indicate that all of the factors have the individual value of Cronbach alpha above 0.7, which is deemed significant. The highest value of alpha was of the factor Turn over Intention i.e., 0.90 and the lowest value was of the factor Organizational Socialization, which was 0.74.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Number of Items</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Socialization</td>
<td>20</td>
<td>0.74</td>
</tr>
<tr>
<td>Organizational Support</td>
<td>24</td>
<td>0.89</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>3</td>
<td>0.92</td>
</tr>
<tr>
<td>Turn over Intention</td>
<td>3</td>
<td>0.90</td>
</tr>
</tbody>
</table>

In order to evaluate the direct relationship between independent and dependent variable simple regression analysis was carried out. The output values are given in table 3. The values of beta of theoretical relationship of socialization and commitment is positive (0.78**) which shows that a change of one standard deviation in the socialization will result in a change of 0.78 standard deviations in the commitment. Thus H1 is supported. On contrary the beta values of variable socialization and turnover intention is negative (_0.30*), showing one standard deviation increase in socialization will cause _0.30* standard deviation decrease in
turnover intention. Thus H2 is supported. The significant values of F and $R^2$ show that Organizational Socialization, Organizational Commitment and Turn over Intention do a good job explaining the relationships. All the values confirm the significant good fit of model.

Table 3: Regression Analysis

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent variables</th>
<th>Beta</th>
<th>$R^2$</th>
<th>F</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socialization</td>
<td>Commitment</td>
<td>0.78**</td>
<td>0.32**</td>
<td>250.15</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Turnover intention</td>
<td>-0.30*</td>
<td>0.47*</td>
<td>315.50</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Moderating effect of Perceived organizational Support

In order to test the hypotheses regarding the moderating effect of perceived organizational support on the relationships between organizational socialization and the dimensions of organizational commitment and turnover intention, a two-step hierarchical multiple regression was used. In the first step, the dependent variable is regressed on both the independent and moderating variables. In the second step, an interaction term, created by the multiplication of the scores obtained from the two variables entered in the first step, is added to the regression model. The moderating effect is supported when the regression coefficient associated with the interaction term is significant ($p <0.05$). The results of the hierarchical multiple regressions shown in Table shows that POS moderates the relationship between organizational socialization and organizational commitment at ($\beta 0.15^*, ~*~ p <0.01$) which supports H3. However, POS does not significantly ($\beta -0.15^{**}$) moderate the effect of organizational socialization on turn over intention. Thus H4 is not supported.
Table 4: Moderating effect of Perceived organizational Support

<table>
<thead>
<tr>
<th>Model</th>
<th>B</th>
<th>SE B</th>
<th>β</th>
<th>Δ R²</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dependent variable: affective commitment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Step 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>O-Socialization</td>
<td>0.42</td>
<td>0.03</td>
<td>0.51</td>
<td></td>
</tr>
<tr>
<td>POS</td>
<td>-0.12</td>
<td>0.06</td>
<td>0.23</td>
<td></td>
</tr>
<tr>
<td><strong>Step 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OS X POS</td>
<td>0.17</td>
<td>0.03</td>
<td>0.15*</td>
<td>0.24**</td>
</tr>
<tr>
<td><strong>Dependent variable Turnover intention</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Step 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>O-Socialization</td>
<td>-0.04</td>
<td>0.05</td>
<td>-0.02</td>
<td></td>
</tr>
<tr>
<td>POS</td>
<td>0.30</td>
<td>0.12</td>
<td>0.34**</td>
<td></td>
</tr>
<tr>
<td><strong>Step 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OS X POS</td>
<td>-0.05</td>
<td>0.03</td>
<td>-0.15**</td>
<td>0.45**</td>
</tr>
</tbody>
</table>

Note: β Standardized regression coefficient; * p <0.01; ** p < 0.05; n =300 participants

Discussion and Conclusion

The objective of this study was to investigate the impact of organizational Socialization on Organizational commitment and turn over intention with moderating effect of perceived organizational support. The statistical results confirm that organization socialization has positive relationship with organizational commitment and with turnover intention. Similarly it is also confirmed that relationship between organizational socialization and organizational commitment is moderated by perceived organizational support but on contrary the relationship between organizational socialization and turnover intention didn’t prove to be moderated by perceived organizational support. The negative impact of organizational socialization on turnover intention is important because it is the perspective of management control. Thus, it shows that if management supports organizational socialization it can reduce turnover intentions of employees thus, reducing cost for turnover. In this way these findings guide managers to effectively design socialization programs to retain employees. Similarly organizational commitment is crucial for organizations because it is seen to boost organizational performance. The results confirm that organizational socialization enhances
organizational commitment of employees, thus reducing cost of losing employees. The effect of organizational socialization on commitment is mediated by perceived organizational support. It means that if employees perceived organizational support it will increase their commitment. Therefore, socialization program must be designed so which fulfills the expectation of employees. Thus, employees’ commitment, low turnover and positive organizational support can have great optimistic effect on organizational productivity. It can be concluded that organizational socialization, low turnover intentions, employees commitment through perceived organizational support provides enough potential of organizational productivity. Therefore, it is recommended to provide adequate support through HRM practices, and create supportive environment for making employees happy and better.
References


Cohen, A. (2003), Multiple Commitments in the Workplace: an Integrative Approach, Lawrence Erlbaum Associates, Mahwah, NJ.


Annexure
The Organizational Socialization Inventory (OSI). (Taormina, R.J, 1994)
Key for rating the questionnaire:

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree.


Affective Commitment Scale items
1. I would be very happy to spend the rest of my career with this organization
2. I enjoy discussing my organization with people outside it
3. I really feel as if this organization's problems are my own
4. I think that I could easily become as attached to another organization as I am to this one (R)
5. I do not feel like 'part of the family' at my organization (R)
6. I do not feel 'emotionally attached' to this organization (R)
7. This organization has a great deal of personal meaning for me
8. I do not feel a strong sense of belonging to my Organization (R)

Continuance Commitment Scale items
1. I am not afraid of what might happen if I quit my job without having another one lined up (R)
2. It would be very hard for me to leave my organization right now, even if I wanted to
3. Too much in my life would be disrupted if I decided I wanted to leave my organization now
4. It wouldn't be too costly for me to leave my organization now (R)
5. Right now, staying with my organization is a matter of necessity as much as desire.
6. I feel that I have too few options to consider leaving this organization.
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here

Normative Commitment Scale items
1. I think that people these days move from company to company too often.
2. I do not believe that a person must always be loyal to his or her organization (R)
3. Jumping from organization to organization does not seem at all unethical to me (R)
4. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain
5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization
6. I was taught to believe in the value of remaining loyal to one organization
7. Things were better in the days when people stayed with one organization for most of their careers
8. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore (R)
Perceived Organizational Support Items (Eisenberger et al, 1986)
1. This organization is willing to help me when I need a special favor
2. The organization values my contribution to its well-being
3. The organization cares about my opinions

Turnover Intention (Cummann et al, 1979).
1. I probably look for a new job in the next year.
2. I will likely actively look for a new job in the next year.
3. I often think about quitting