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# **The effect of socialization on employees efficiency: moderating role of perceived organizational support**

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A research report on

# THE EFFECT OF SOCIALIZATION ON EMPLOYEES EFFICIENCY: MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

Prepared by this month of May 2012

*A research report based on  
A research report based on  
survey from consumers  
concerning their perception in  
competitive advertisement*

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## ABSTRACT

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**T**he present study aims to investigate the effect of socialization on employee's efficiency with moderating role of perceived organizational support. A field survey approach was used by selecting 30 employees from telecom sector. Pakistan study area was district Hyderabad. Multistage simple random sampling technique used to select employees. Structured questionnaire was used as data instrument. The result confirm that organizational socialization enhance organization commitment of employees, thus reducing cost of losing employees therefore, socialization program must be designed so which fulfills the expectation of employees. On the basis of result it is recommended that government, and non-government organization must enhance friendly environment in their organization to meet the market competition and more output with less input.

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# INTRODUCTION TO STUDY

# INTRODUCTION

## BACK GROUND OF STUDY

Employee's keep is one of the main concerns in the work setting and researchers have professional great care to determination this problem by travelling different factors on employee's` turnover intention as well as their commitment to organization. For example, among these researchers the wanous 1980 investigated organization entry process, steers 1977 investigated organization commitment process, mowdaye et al. 1982 explored with drawl 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 researches. 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 gasps 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 turnoer intention.

Therefore, present study has taken an attempt to address this issue by fulfilling literature gap. It aims to investigate the effect of socialization on employee's efficiency with moderating role of perceived organization support.

### **STATEMENT OF THE PROBLEM**

Owing to unfriendly environment the employees feels uncomforted while working in an organization giving less output efficiency and remain unsocial and conscious at every pace which might led to failure of market competition and degradation in negative slope.

Therefore, present study has taken an attempt to address this issue by fulfilling literature gap. It aims to identify the negative factors involved in employee's socialization with input from the source of employees directly.

### **OBJECTIVE OF THE STUDY**

The objectives of the study are:

- To find out the relationship between employees socialization, commitment and turn over.
- To find the interaction effect of perceived organization support upon this relationship.

The study will provide more general aspect of socialization and it will offer useful implication for organization, mangers, human resource management staff and academia.

### **HYPOTHESES OF THE STUDY**

1. Organization socialization has positive relationship with organizational commitment.

2. Organization socialization has negative relationship with turnover intention.
3. Relationship between Organization Socialization and Organization commitment is moderated by perceived organization support.
4. Relationship between Organization Socialization and Turnover intention is moderated by perceived organization support.



# SECTION – II REVIEW & PROCEDURAL ASPECTS

# REVIEW OF LITERATURE

## 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 organization stability. This process of organization socialization is a performance management concern, and several researches have confirmed its strong association with organization commitment and job satisfaction which are related with turnover intention (fisher, 1986). Socialization resources theory argued that organization should design effective orientation training programs that guide new employees about each aspect of stress full situations of organization as well as strategies to cope with them. Ash forth, 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.

# RESEARCH METHODOLOGY

## UNIVERSE OF THE STUDY

Telecom sector in Sindh was the universe to conduct study.

## POPULATION

Telecom sector agency in Hyderabad was the population of the study.

## SAMPLING

Sample of the study was done by simple random sampling technique.

## DATA COLLECTION

To collect both primary and secondary both tools were used. Primary data was collected through well-structured questionnaire. It was done through onsite administering of survey to employees who were working in telecom sector of Pakistan in Hyderabad. Through well-structured question and secondary data was collected through publication of the concerned department. 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 40 questionnaires were distributed. Out of 40, only 30 usable responses were received. Thus, total response rate was 75%.

## MEASURES SCALE

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”.

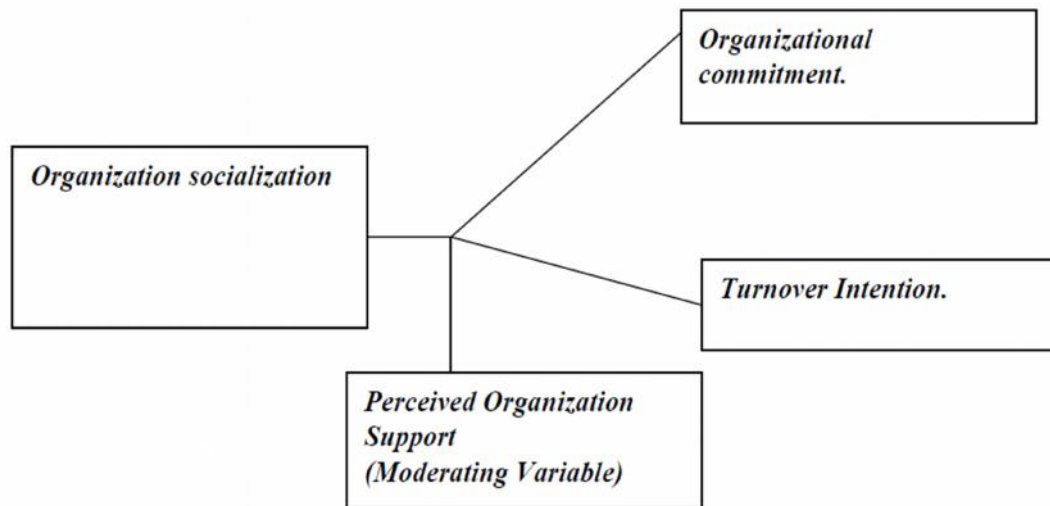


Fig 1: Proposed Research Model

# SECTION – III

## RESULTS

# RESULTS

## CHARACTERISTICS OF SAMPLE

The demographic profile of 30 respondents in table 1 shows that majority (77%) respondents were males, while 23% 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, 27% were of age range 25-30 years and only 20% were below 25 years. In table 1, demographic information of respondents is given

Table 1: Characteristics of Sample

| CATEGORY            | FREQUENCY | PERCENTAGE |
|---------------------|-----------|------------|
| Male                | 24        | 78         |
| Female              | 06        | 22         |
| <b>Job Duration</b> |           |            |
| Less than 1 year    | 8         | 27         |
| 1-6 years           | 12        | 40         |
| More than 6 years   | 10        | 33         |
| <b>Age</b>          |           |            |
| >25 years           | 6         | 20         |
| 25-30 years         | 8         | 27         |
| <30years            | 16        | 53         |

## 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 2: Reliability of construct measures**

| Construct                    | Number of Items | Composite Reliability |
|------------------------------|-----------------|-----------------------|
| Organizational Socialization | 20              | 0.74                  |
| Organizational Support       | 24              | 0.89                  |
| Organizational Commitment    | 3               | 0.92                  |
| Turn over Intention          | 3               | 0.90                  |

## RELATIONSHIP BETWEEN INDEPENDENT AND DEPENDENT VARIABLE

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

**Table 3: Regression Analysis**

| Independent Variable | Dependent variables       | Beta   | R <sup>2</sup> | F      | sig   |
|----------------------|---------------------------|--------|----------------|--------|-------|
| <i>Socialization</i> |                           |        |                |        |       |
|                      | <i>Commitment</i>         | 0.78** | 0.32**         | 250.15 | 0.000 |
|                      | <i>Turnover intention</i> | _0.30* | 0.47*          | 315.50 | 0.001 |



# TESTING OF HYPOTHESIS

## **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.**

### **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. **1.4.3**

**Table 4: Moderating effect of Perceived organizational Support**

| Model   | B     | SE B | $\beta$ | $\Delta R^2$ |
|---|-------|------|---------|--------------|
| <b>Dependent variable: affective commitment</b>   |       |      |         |              |
| <i>Step 1</i>   |       |      |         |              |
| <b>O-Socialization</b>  | 0.42  | 0.03 | 0.51    |              |
| <b>POS</b>  | -0.12 | 0.06 | 0.23    |              |
| <i>Step 2</i>   |       |      |         |              |
| <b>OS X POS</b>   | 0.17  | 0.03 | 0.15*   | 0.24**       |
| <i>Dependent variable Turnover intention</i>  |       |      |         |              |
| <i>Step 1</i>   |       |      |         |              |
| <b>O-Socialization</b>  | 0.04  | 0.05 | -0.02   |              |
| <b>POS</b>  | 0.30  | 0.12 | 0.34**  |              |
| <i>Step 2</i>   |       |      |         |              |
| <b>OS X POS</b>   | -0.05 | 0.03 | -0.15** | 0.45**       |
| <b>Note: <math>\beta</math> Standardized regression coefficient; * <math>p &lt; 0.01</math>; ** <math>p &lt; 0.05</math>; n =300 participants</b> |       |      |         |              |

# CONCLUSION WITH DISCUSSION

The objective of this study was to investigate the effect of socialization on employee's efficiency 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.

# EXECUTIVE SUMMARY

The purposes of present study was to examine the effect of socialization on employee's efficiency with moderating role of perceived organizational support. Which is necessary for grooming of any organization. Friendly environment put very positive impacts on reputation of any organization. To find out results a field survey approach was used by selecting 30 employees from telecom sector. Pakistan study area was district Hyderabad. Multistage simple random sampling technique used to select employees. Structured questionnaire was used as data instrument. The result confirm that organizational socialization enhance organization commitment of employees, thus reducing cost of losing employees therefore, socialization program must be designed so which fulfills the expectation of employees. On the basis of result it is recommended that government, and non-government organization must enhance friendly environment in their organization to meet the market competition and more output with less input.

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