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The Impact of Organizational Socialization and Career Development on Intention to Change Work in Public Companies in Pakistan

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Abstract

Research aims: This study aims to discuss the impact of socialization about organizational goals and career development on intention to change jobs with coaching and career development as a moderating role.

Design/Methodology/Approach: This research data were obtained from public companies involved in providing products and services to their customers. There were 400 respondents selected to be given a questionnaire that included closed questions, and 378 questionnaires were selected for further analysis. The sampling technique used was purposive sampling. Both differentiation and regression studies were employed in evaluating the relationship between the independent and dependent variables by SPSS software.

Research findings: The results of this study revealed that there was a positive relationship between organizational socialization and career development. Besides, it was also found that there was a negative relationship between the purpose of structural socialization and the intention of changing jobs.

Theoretical contribution/Originality: The moderating role of coaching and employee progress strengthens the relationship between organizational socialization and career development. This study uncovered that the organizational socialization component was closely related and consistently increased employee loyalty.

Practitioner/Policy implication: The results of this study are good news for managers because the board of directors has a very significant role in socializing the organization.

Research limitation/Implication: The scope of this research itself is relative and insignificant due to the limited number of samples. Thus, expanding the sample size and adding a wider area will be able to strengthen the results of this study. New research should be designed to investigate various career development programs that can increase employee loyalty so that it is not easy to change jobs. Organizational managers are also encouraged to innovate in creating and supporting employee career development, especially for novice employees, by providing various experiences to facilitate their career development.

Keywords: Organizational Socialization; Career Development; Intention to Change Work

Introduction

The purpose of changing jobs is to become a behavior for someone to stop working at a company. For many business firms, the main and critical issue is employee turnover, and it is also the focal point of much scholastic intrigue. Employee turnover is an important subject for both analysts and scholars in the organizational performance field (Memon et al., 2017).

Various company leaders, academic researchers, and human resources experts are also trying to find out what causes workplace changes (Lin et al., 2017). In addition, changes continue to reduce prices as Allen et al. (2010) explain that turnover costs (i.e., reserve costs) range from 90 percent to 200 percent of workers' current salaries. Moreover, several activities such as organizational outreach activities, career development programs, and training have contributed to improving company performance. Employers consistently strive to increase potential employees to increase high engagement in the organization.

Starting a new career is a cycle that requires transitioning, understanding, and overcoming confusion in carrying out roles in the company. Here, organizational socialization is a mechanism for novice employees to switch to understand their new position to be more active and successful in improving company performance (Gruman et al., 2006; Bauer et al., 2007). Based on the research, 23-25% of employees left their first year. Employees who participated in social interaction services in a company were more than 50%, and they would get a work contract extension of up to three years. However, only 34% of employees had good productivity, and their productivity was only in the first 8 to 12 months. Therefore, it is important to be analyzed so that companies can recognize the potential in promoting employees; therefore, it can optimize their productivity through good selection activities and planned training processes. This organizational socialization process can also be a concern to increase employee loyalty to reduce job change intentions.

The biggest role of socialization is to provide workers with unified information about a deep understanding of the organization. Song & Chathoth (2010) stated that social independence has a major impact on job satisfaction and employees' desire to return to their careers in new companies. Other opinions argued that effective socialization about organizational goals helps increase self-efficacy to feel more comfortable with their work. Effective socialization can have a long-lasting beneficial effect on workers in improving their performance according to their abilities. Socialization can also provide benefits by reducing workers' vulnerability to change jobs. The more established organizations are the key to their prosperity and promoting good employer-employee relations as a profitable activity. In addition, organizational socialization can be described as the company's efforts to make the employees understand the goals that must be achieved and the company's goals in the future. Based on the research of Niguse & Getachew (2019), salary is part of the reward system given to employees who play an important role in increasing employee creativity. Employee creativity for achieving organizational goals is vital for management to utilize extrinsic and intrinsic reward systems for their

employees effectively. Salary is also a fixed payment that will be received periodically, in this case, once a month. The salary received by employees is closely related to the skills possessed by workers and their contribution to company profits. The more important the skills possessed by employees and their contributions to the company, the larger salary will be got. If the salary received by the employee is not satisfactory, the employee will tend to choose to change jobs. Therefore, the company must be able to set a good employee salary so that employees can survive in the company.

Moreover, every company wants its employees to stay in the company and devote themselves to its progress. Employees who want to grow with the company will always feel motivated and enthusiastic in carrying out their work. In addition, these employees will also always think of strategies so that the company can continue growing. The company must have a mechanism to encourage and regulate workers' career development to feel at home for a career in the company. In this case, organizational socialization is an essential action aimed at workers and company leaders so that employees can understand the company's goals and take the right position in providing benefits to the company. Otherwise, a lack of socialization about the goals and rules within the company will tend to have large negative consequences so that employee motivation to work becomes less optimal. The company's ability to place employees in the right positions will also increase employee loyalty to work in the company optimally. Employee loyalty will then influence management in providing salaries and rewards (Niguse & Getachew, 2019). Based on the results of Aliyati et al. (2020) regarding the existence of supervision, motivation and commitment for each employee would affect their performance. Hence, if an employee commits to working but cannot adjust to the tasks that must be completed, it shows that the employee perceives the task as a pressure that threatens him, and it can cause stress for the employee concerned so that he feels uncomfortable to work.

Therefore, this study aims to determine how organizational socialization affects job change intentions with a mediating role of the function in career development and the function of coaching and developing workers. The second purpose is to envelop a conceptual framework and hypotheses in developing human resources to improve company performance. The third is to select the best method, in which the method used will be tested and analyzed comprehensively to obtain conclusions. Here, career development and coaching employee are important keys to ensure organizational socialization sustainability.

Literature Review and Hypotheses Development

Commitment to job satisfaction and job performance aims to broaden knowledge about the scope of introduction of a different organization. Meanwhile, organizational socialization is essential for both employees and employers to grasp to help the employee transfer process go more smoothly (Özdemir & Ergun, 2015) and generates dedicated employees congruent to the company's values (Coldwell et al., 2019). The process of organizational socialization has recently been the topic of substantial research because of

its effect on employee satisfaction, performance, and turnover (Jannesari & Sullivan, 2021). The results of Akhtar et al. (2015) research illustrated a significant relationship between organizational commitment, job satisfaction, and job performance. It is concluded that organizational commitment positively impacts job satisfaction and employee performance. In the socialization process, the leader will provide knowledge that employees can use in developing themselves and helping themselves in doing their work. Employees who get socialization will have more knowledge about their organization than employees who get less socialization. It is because in conducting socialization, leaders will provide structured information, which can help them overcome anxiety, confusion, and concerns about their role in the organization, thus encouraging the affective level of employees. The research found that the better the organization socializes, the more employees believe they have an important, meaningful, and valuable role. Thus, by making employees feel valued by the organization, employee commitment to the organization will appear. In the socialization process, employees learn about norms, values, language, politics, goals, and various things.

One way that an organization or government agency can care for and maintain its human resources is to look at the career development given to employees. A study has shown that employee involvement in the decision-making process in effective career development can help in building trust between both parties to achieve the desired organizational results (Khan et al., 2015). Career development design is also quite important to stimulate employees, increasingly performing and ultimately improving employee performance. Besides, the career development process has a positive and significant impact on employee performance (Gyansah & Guantai, 2018). Career development here is the activity of employees in planning their future careers in the organization to develop themselves to the maximum. Through career development, employees will be assisted in setting realistic goals and abilities required for a position. Moreover, a person's career is very personal and very important in life. Thus, the basic attitude of the organization must allow everyone to make decisions in developing the desired career. In this case, the role of the personnel manager is to assist in this decision-making process by providing as much information as possible about the desired career opportunities in the future.

In every organization, employees are a very valuable asset and are often a key factor in the organization's success. Thus, every organization should invest adequate time and resources to improve their quality and performance through employee coaching and development (Gyansah & Guantai, 2018). Career guidance and development is the responsibility of the leadership and top-level management. It is because, according to Febrianti et al. (2020), there is an influence of career development and motivation on employee performance. In addition, organizations and employees must not allow the process of coaching and career development to be coincidental to survive in the world of work. Both parties must do what is required to ensure a successful work climate that will result in maximum productivity (Gyansah & Guantai, 2018). In this regard, coaching is important to improve performance. Through coaching, there will be two-way communication between managers and employees so that managers can identify what needs to be improved and how to improve. In line with that, it is stated that coaching talks

about a person's beliefs and behaviors that hinder performance. Through this coaching, managers can see a person's level of confidence in work and what behaviors can hinder performance so that they can provide a way out.

Turnover is the cessation of an employee from work voluntarily or moving from work to another workplace (Dessler, 2016). Turnover is how employees leave the organization and must be replaced. The research results (Abdurrahim et al., 2017) showed a significant relationship between job satisfaction and organizational commitment, which significantly correlated with turnover intentions. The tendency of turnover intention is the desire to move, not yet at the realization stage, namely moving from one workplace to another. Also, Lum et al. (1998) defined turnover intention as the desire of individuals to leave the organization based on dissatisfaction by finding other jobs outside the company. Aspects that affect the intention to switch jobs start with job dissatisfaction felt by employees, and then employees start thinking about leaving their current workplace. The employee intends to leave to have a better job and will end with the employee's decision to stay or leave his job.

In a socialization process, leadership directly transfers knowledge that employees can use to develop themselves and assist themselves in doing their work. As a result of organizational socialization, employees will increasingly believe that they have an important, meaningful, and valuable role in the organization or company. Career development design is also important enough to stimulate employees to perform and improve employee performance increasingly. The career development process has a positive and significant impact on employee performance (Gyansah & Guantai, 2018). Thus, the career development process will also follow when socializing the organization well. Successful organizational socialization can be aided by proactively guiding employee career development (Jiang et al., 2021).

H₁: There is a relationship between organizational socialization and the development career.

Through career development, employees are assisted in determining logical and realistic goals and in accordance with the abilities needed for a position. Employee involvement in the effective career development process helps build trust between both parties to achieve the desired organizational outcomes (Khan et al., 2015). Meanwhile, turnover is how employees leave the organization and must be replaced. When the company supports employee career development, turnover will be reduced. According to a high-commitment human resource strategy, one technique to reduce voluntary turnover is to develop employee careers (Kasdorf & Kayaalp, 2021). Thus, there is a negative relationship between career development and turnover intention. In other words, good organizational socialization negatively affects employee turnover intentions. There will be no tendency for employees to stop working in a company if the socialization of the organization has been implemented properly. Formal organizational socialization programs may be one strategy to support career progression and lower newcomer turnover intentions (He et al., 2020).

H₂: There is a relationship between career development and turnover intention.

H₃: There is a relationship between organizational socialization and turnover intention.

Coaching and career development become the responsibility of the leadership and the top management. It is because, according to the study results by Febrianti et al. (2020), there is an influence of career development and motivation on employee performance. Here, coaching is important for improving performance. Coaching is also critical to developing employee capabilities and the long-term utilization of those competencies in the service of businesses in any organizational socialization (Al Hilali et al., 2020). Moreover, employee training and development is routinely an effective organizational socialization activity. Organizational socialization and career development relationships are strengthened by employee training and development. Thus, the employee's intention to switch jobs will be reduced because turnover intentions begin with job dissatisfaction felt by employees.

H₄: Employee coaching and development strengthens the relationship between socialization organization and career development.

The following conceptual model was created to be evaluated based on the literature review:

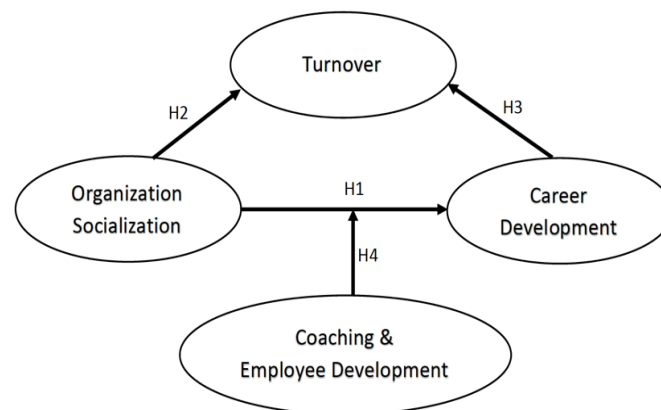


Figure 1 Conceptual Model

Research Methods

The population of this study was obtained from employees who worked for public companies in Pakistan, especially companies providing products and services to customers as many as 400 people. The sampling technique used was purposive sampling. Purposive sampling, according to Sugiyono, is a technique of determining samples with certain considerations (Sugiyono, 2012). The criteria used in the study were based on gender (male and female), education level, and productive age criteria (between 18 and

55 years). A total of 400 respondents were selected for questionnaires. The validity and reliability test results obtained 378 questionnaires for further analysis. Concerning this, it is critical to ensure the reliability and validity of questionnaires to ensure that any observed changes are not due to measurement difficulties. Excellent internal consistency indicates that the items assess a single property they aim to measure (Ewing et al., 2017). Then, differentiation and regression were used to analyze the relationship between independent and dependent variables by SPSS software. Our findings demonstrate that the coefficient of determination (R squared) is a common metric for evaluating regression analyses in every scientific domain (Chicco et al., 2021). Moderation analysis applied Structural Equation Modeling (SEM) to each group independently, and the path coefficients were compared using the t-test to see if there was a significant difference between them (Natarajan et al., 2018).

Results and Discussion

The demographic analysis results are shown in the table. In the gender table, the response of men (61.6%) was relatively greater than that of women (38.4%). Then, by education group, the results are as follows: Metric (0.5%), intermediate (4.8%), below graduate (48.4%), graduate (38.4%), MPhil (9.3%). In our study, the largest age group was 36-45 (47.4%), and the rest were 18-25 (5.6%), 26-35 (33.1%), 46-55 (14.5%). The study sample showed that gender was the same ratio but varied according to age and education

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.779
Bartlett's Test of Sphericity	Approx. Chi-Square		1892.753
	Df		120
	Sig.		.000

Structure Matrix

	Component			
	1	2	3	4
TI2	.820			
TI4	.797			
TI3	.784			
TI1	.768			.401
CD1		.820		
CD3		.799		
CD6		.702		
CD5		.670		
ECd11			.731	
ECd7			.722	
ECd4			.681	
ECd2			.624	
Org.Soc.				.846
Org.Soc.				.845
Org.Soc.				.782
Org.Soc.				.757

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.

Three tables illustrate that the sample size was the opposite because the KMO value was more than 0.7, which is the standard Kaiser-Meyer-Olkin (KMO) value, and in our analysis, the KMO value was 0.779. Besides, the significance value should be less than 0.5, and in our analysis, the significance value was 0.000. The Th Pattern Matrix illustrates that the following questions were reliable, and these questions were successfully perceived by our respondents, shown in Table no 2, and the questions that our respondents did not perceive were removed from the date. The reason was to make the analysis results appropriate.

Reliability Analysis

The results of the reliability test calculation are as follows:

Reliability Statistics

Cronbach's Alpha	N of Items
.702	16

The standard or reliable value of Cronbach's alpha is 0.7 or higher, and if the calculated alpha value is superior to 0.7, it clearly indicates credit questions, high questionnaires are reliable, and the results are completely satisfactory.

Regression Analysis

The results of the regression analysis are as follows:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.450 ^a	.202	.200	.59065	1.514

a. Predictors: (Constant), Orgsocialisam

b. Dependent Variable: turnover intention

The adjusted R squared value illustrates that the dependent variable was 20% influenced by the independent value.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	33.237	1	33.237	95.270	.000 ^b
Residual	131.176	376	.349		
Total	164.413	377			

a. Dependent Variable: turnover intention

b. Predictors: (Constant), Orgsocialisam

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.157	.103		11.242	.000		
Orgsocialisam	.448	.046	.450	9.761	.000	1.000	1.000

a. Dependent variable: turnover intention

Moderation Analysis

The results of the moderation analysis are as follows:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.089 ^a	.008	.005	.47572
2	.090 ^b	.008	.003	.47628
3	.174 ^c	.030	.022	.47159

a. Predictors: (Constant), Orgsocialisam
 b. Predictors: (Constant), Orgsocialisam, employee coaching and dvlop
 c. Predictors: (Constant), Orgsocialisam, Employee coaching and dvlop, Interaction term

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.788	.083		21.574	.000
Orgsocialisam	.064	.037	.089	1.725	.085
2 (Constant)	1.836	.163		11.245	.000
Orgsocialisam	.059	.039	.083	1.520	.129
Employee coaching and dvlop	-.022	.066	-.018	-.336	.737
3 (Constant)	1.712	.167		10.248	.000
Orgsocialisam	.046	.039	.064	1.176	.240
Employee coaching and dvlop	-.019	.065	-.015	-.286	.775
Interaction term	.066	.023	.150	2.914	.004

a. Dependent Variable: career development

The hypothesis testing revealed that the relationship p-value was 0.00, slightly less than 0.05. It means that growth in one unit of relationship-term results increases the career development production of the dependent variable by 0.150 points. The beta coefficient of organizational socialization was 0.089, significant at 0.00 points. It indicates that in one factor of organizational socialization, the independent variable corresponds to an increase of 0.089 in the dependent variable. Because there is an increase in the beta coefficient from 0.089 before moderation and 0.066 after moderation, we can confidently state that moderating role of employee coaching and development strengthened the positive relationship between organizational socialization and career development. In addition, the R-square value increased from 0.089 to 0.174, indicating that since employee coaching and development were implemented, there was an increase in the model's

explanatory capacity. Also, we can conclude that coaching and development for workers enhanced the relationship between organizational socialization and career development. The relationship between the independent and dependent variables is shown in Figure 2.

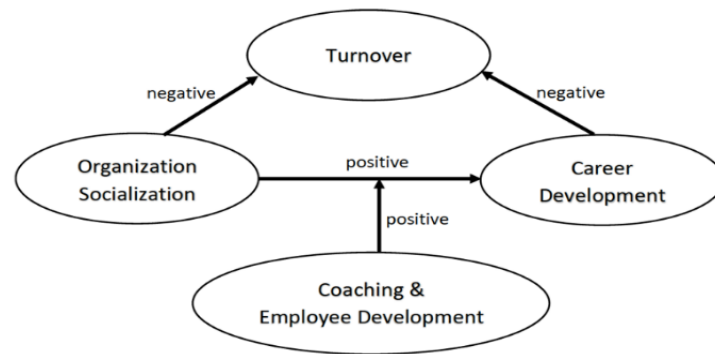


Figure 2 The results of the relationship between the independent and dependent variables

The findings suggest that the socialization component of organizations was strongly linked and consistent in increasing worker loyalty. It is a positive finding for managers that leaders play a role in socializing the organization. Thus, the training program will be strategically designed to include the expertise required by the manager. The finding also has implications for organizational socialization activities, career development, employee training and development, increasing the company's turnover, reducing the cost of updating, and avoiding turnover intentions so that employees have a level of organizational responsibility. In addition, organizational managers are encouraged to innovate in creating and supporting employee career development, especially for budding employees, by providing various experiences to facilitate their career development.

Research Limitations and Recommendation for Future Research

The scope of the study itself was relatively insignificant due to the limited sample number of 378 respondents, taken with purposive sampling techniques. Extending the sample size and adding a wider area will be able to strengthen the results of this study. New research should investigate career development programs that can increase worker loyalty, so it is not easy to switch jobs. Besides, company managers are always encouraged to innovate in creating and supporting employee career development, especially for budding employees, through the provision of various experiences to facilitate their career development.

Conclusion

This study analyzes the impact of organizational socialization and career development on employee turnover intentions with the moderating role of employee coaching and development. The research sample was 378 employees at public companies providing

products and services. Employees completed questionnaires to improve employee performance. This study clearly examines the hypothesis, stating organizational socialization and career development on intention to change jobs moderated by employee coaching and employee development. The empirical findings showed a negative relationship between organizational socialization goals and turnover intentions. Meanwhile, there was a positive relationship between organizational socialization and career development. Moreover, the moderate role of employee coaching and development strengthened the relationship between organizational socialization and career development.

Another conclusion from this study is that most employees want to stay at the workplace when given clear organizational socialization and career development. As a result, employees with low levels of organizational responsibility or low levels of career development expectations will choose not to leave the organization. If managers establish employee training and development programs to improve their skills and abilities, it can reduce turnover. Thus, organizational socialization plays a very important role in influencing turnover intention. Therefore, organizational outreach is essential for private and governmental organizations in Pakistan. Also, human resources in the company play a proactive role in developing and enforcing strategies and procedures to reduce redundancy expectations and promote professional growth and training and career development programs.

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