



## ORGANIZATIONAL SOCIALIZATION INFLUENCE AND EMPLOYEES' COMMITMENT; A SCIENTOMETRIC ANALYSIS

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DOI: <https://doi.org/10.5281/zenodo.14719365>

### Abstract

*This study explores the relationship between organizational socialization and employee commitment, examining how socialization processes, interpersonal relationships, and the communication of organizational values impact employees' psychological attachment to their organizations. The research emphasizes the role of social interactions with colleagues and supervisors, as well as the communication of organizational norms and values, in shaping employee loyalty and long-term engagement. Drawing on Socialization Theory, the study highlights the significance of early socialization experiences and ongoing integration into organizational culture in fostering employee commitment. The findings suggest that organizations should prioritize comprehensive socialization programs that align employees with organizational values, encourage social interactions, and ensure clear communication of goals and expectations. By doing so, organizations can enhance employee commitment, reduce turnover, and improve overall performance. This study contributes to the understanding of organizational socialization as a critical factor in employee commitment and offers practical recommendations for organizations aiming to foster stronger employee engagement and retention.*

**Keywords:** Employees Commitment, social interactions, Organizational Socialization, organizational values

### 1.0 Introduction

Employee commitment is a key determinant of individual and organizational performance. Commitment can be defined as the psychological attachment that employees feel toward their organization, influencing their job satisfaction, retention, and overall work behaviour (Meyer & Allen, 2023). High employee commitment is often associated with improved productivity, lower turnover rates, and greater organizational loyalty. Understanding the factors that influence employee commitment is crucial for developing strategies that enhance employee engagement and organizational effectiveness (Meyer et al., 2024).

One of the most significant factors contributing to employee commitment is organizational socialisation, the process by which new employees acquire the knowledge, skills, and behaviours necessary to integrate into the organizational culture. Organisational socialisation facilitates the alignment between individual and organisational goals, shaping how employees perceive their roles and the organization. Socialisation is a dynamic process that continues throughout an employee's tenure within an



organization, with early socialization experiences often having the most profound effects on commitment levels (Bauer et al., 2023). A strong sense of organizational fit fostered during the socialization phase leads to increased commitment, as employees feel more aligned with the organisation's values, goals, and work culture (Van Maanen & Schein, 2023).

Social interactions with colleagues and supervisors are pivotal in shaping employee commitment. These interpersonal relationships provide employees with opportunities for social integration and emotional support, which are key elements in fostering a sense of belonging and organisational attachment (Zhao et al., 2023). Positive social interactions, characterised by trust, support, and shared goals, help employees feel valued and connected to the organisation, thereby enhancing their emotional commitment (Kaur et al., 2023). Moreover, relationships with supervisors are particularly influential in shaping organisational commitment, as supervisors serve as role models and provide guidance that directly impacts the employee's work satisfaction and perceived career development (Guerreiro *et al.*, 2023).

Organisational socialisation practices that emphasise social interactions and the communication of values are powerful tools in fostering employee commitment. When employees feel socially integrated into the organisation and aligned with its values, their commitment to the organisation is enhanced, leading to improved performance, reduced turnover, and higher overall satisfaction. Given the growing emphasis on creating positive work environments that prioritise employee engagement and retention, understanding the role of organisational socialisation in shaping commitment is critical for both researchers and practitioners aiming to optimise organisational outcomes (Siregar *et al.*, 2023).

### 1.1 Statement of the Problem

Employee commitment is a key determinant of organizational success, affecting productivity, job satisfaction, and retention. Despite its significance, many organizations still face challenges in fostering strong employee commitment, especially in the context of organizational socialization. Organizational socialization is the process through which new employees acquire the skills, knowledge, and behaviors needed to integrate into the company and has been identified as a crucial factor in building commitment. However, many employees fail to exhibit high levels of commitment, even after undergoing socialization processes, suggesting that existing practices may not be sufficient to promote long-term attachment and engagement.

Meyer and Allen (2023) and Siregar *et al.* (2023) have explored the relationship between organizational commitment and employee outcomes, suggesting that effective socialization practices are important for enhancing commitment. However, their research predominantly focuses on isolated aspects of socialization or general organizational culture, without providing a detailed examination of how specific components, such as interpersonal relationships or organizational value communication, influence commitment.

Bauer et al. (2023) examined the role of organizational fit in the early stages of socialization, highlighting its importance for employee attachment. While insightful, their work does not delve deeply into the continued influence of social interactions with supervisors and peers on long-term commitment. Similarly, Kaur et al. (2023) explored social support in organizational settings but failed to connect these interactions directly with the broader organizational values that shape employee commitment.



Furthermore, Yu et al. (2023) discussed the role of communication in shaping organizational culture but did not provide empirical evidence on how this communication directly impacts employee commitment in diverse organizational contexts. To the best of the researcher's knowledge there is no study that links all elements of organizational socialization social interactions, communication of values, and organizational culture to employee commitment across various stages of employment. This study seeks to fill this gap by answering the following questions.

1. How does organizational socialization influence employee commitment?
2. What is the role of social interactions with colleagues and supervisors in shaping employee commitment?
3. How does the communication of organizational values and norms affect employee commitment?

## 1.2 Objective of the Study

The main objective of this study is to assess the influence of organizational socialization on employee commitment; specifically, the study aims to;

1. examine the nature of relationship between organizational socialization and employee commitment.
2. assess the influence of social interactions with colleagues and supervisors on employee commitment.
3. evaluate the role of communication of organizational values and norms in shaping employee commitment.

## 2. Methodology

This study adopted qualitative research designed, with reliance on secondary data. The data used for the research were obtained from juried journals deposited in sciencedirect, ProQuest and google scholar using the keywords of the study to extract and mined the essential articles used for the study (Abomeh, 2012; Omoankhanlen, *et al*, 2018; Osunbor, & Ofobruku, 2023). The crucial asset of this research investigation is its data triangulation from the aforesaid reliable academic platforms, when a research investigation employed the same method for data collection from different platforms, over different time, could be labelled data triangulation as (Yuan, 2022; Abomeh, & Agbonifo, 2021). Several pertinent juried research studies were netted through forward and backward citations search of the identified research articles.

## 3.0 Literature Review

This section analysed the related literature of the study, it starts by interrogating conceptually the dependent and independent variables, it further reviewed relevant theories and related empirical studies.

### 3.1 Employee Commitment

Employee commitment refers to the psychological attachment and loyalty that individuals feel toward their organization, which significantly influences their work attitudes and behaviours. Highly committed



employees are more likely to exhibit higher levels of job satisfaction, engage in organizational citizenship behaviors, and remain with the organization over the long term (Meyer *et al.*, 2024). There are different dimensions of employee commitment, including affective, normative, and continuance commitment, each influencing various aspects of an employee's relationship with the organization (Meyer & Allen, 2023).

Affective commitment, characterised by an emotional attachment to the organisation, is typically the strongest form of commitment and is associated with higher productivity and reduced turnover intentions (Allen & Meyer, 2023). Normative commitment, on the other hand, reflects a sense of obligation to stay with the organization, often shaped by organizational norms and socialization processes (Kaur *et al.*, 2023).

Finally, continuance commitment, which is driven by the perceived costs of leaving the organization, is generally seen as less desirable, as it may not foster high levels of engagement or performance (Meyer *et al.*, 2024). Understanding employee commitment is crucial for organizations seeking to optimize workforce performance, reduce turnover, and enhance overall organizational effectiveness (Siregar *et al.*, 2023).

### **3.2 Organizational Socialization**

Organizational socialization refers to the process by which new employees acquire the knowledge, skills, behaviours, and values necessary to integrate into an organization's culture. It plays a critical role in shaping employees' understanding of their roles, responsibilities, and organizational expectations. Through socialization, employees learn not only the formal aspects of their job but also the informal norms, values, and social dynamics that influence behavior within the organization (Bauer *et al.*, 2023).

The socialization process is typically divided into stages, beginning with the pre-employment phase, where expectations are formed, followed by the initial entry phase, where employees begin to interact with colleagues and supervisors, and continuing throughout their tenure as they adapt to organizational changes (Van Maanen & Schein, 2023).

Effective socialization contributes to increased job satisfaction, commitment, and performance by fostering a strong sense of organizational fit and alignment with company values (Koh *et al.*, 2024). However, when the socialization process is poorly managed or fails to align employees with the organizational culture, it can lead to dissatisfaction, disengagement, and higher turnover rates (Zhao *et al.*, 2023). Thus, organizational socialization is a key determinant of both individual and organizational success, influencing how employees perceive their roles and their long-term commitment to the organization (Meyer *et al.*, 2024).

#### **3.2.1 Social Interactions with Colleagues and Supervisors**

Social interactions with colleagues and supervisors are fundamental elements of the organizational socialization process, significantly influencing employee attitudes and behaviours. These interactions foster a sense of belonging and social integration, which is crucial for developing emotional commitment to the organization. Positive social exchanges with colleagues and supervisors provide emotional support, promote trust, and create a shared understanding of organizational values and norms (Zhao *et al.*, 2023). Employees who engage in meaningful relationships within the workplace are more likely to feel valued and connected to the organization, which enhances job satisfaction and reduces



turnover intentions (Kaur et al., 2023).

Supervisor interactions are influential in shaping employees' perceptions of the organization, as supervisors often serve as role models, providing guidance, feedback, and career development opportunities (Guerreiro *et al.*, 2023). The quality of these social interactions can impact not only the social integration of new employees but also their long-term commitment to the organization. Strong, supportive relationships at work can lead to greater organizational commitment, as employees feel more confident in their roles and more aligned with the organizational culture (Meyer *et al.*, 2024). Conversely, negative or insufficient social interactions may hinder effective integration, leading to disengagement and decreased commitment (Kaur *et al.*, 2023). Therefore, fostering positive social interactions is a critical component of the organizational socialization process that directly impacts employee commitment.

### **3.2.2 Communication of organizational values and norms**

The communication of organizational values and norms is a vital aspect of the organizational socialization process, as it helps employees understand the culture, expectations, and goals of the organization. Clear and consistent communication of values fosters alignment between the individual's personal values and those of the organization, which is critical for building a sense of purpose and belonging (Koh et al., 2024). When employees are effectively informed about the organization's mission, vision, and ethical standards, they are more likely to internalize these values, which can strengthen their emotional attachment to the company (Yu *et al.*, 2023). Organizational values guide employees in making decisions, navigating social dynamics, and understanding what behaviors are encouraged or discouraged within the workplace (Meyer et al., 2024).

This communication is particularly important during the onboarding phase but continues to play a role throughout an employee's tenure, as organizations evolve and values are reinforced through ongoing messages from leadership, training programs, and social interactions (Ahmed et al., 2023). Employees who resonate with the communicated values are more likely to demonstrate higher levels of commitment, as they perceive a greater alignment between their own beliefs and the organizational culture (Kaur *et al.*, 2023). In contrast, poor or inconsistent communication of organizational values can create confusion, misalignment, and dissatisfaction, ultimately leading to disengagement and lower organizational commitment (Siregar *et al.*, 2023). Thus, the effective communication of organizational values and norms is crucial for enhancing employee commitment and fostering a cohesive, high-performing work environment.

### **3.3 Theoretical Framework**

Socialization Theory, developed by John Van Maanen and Edgar Schein in 1979, focuses on how new employees acquire the knowledge, skills, and behaviors necessary to fit into an organization. The theory identifies key stages of the socialization process: anticipatory socialization (pre-employment), encounter (initial organizational experience), and change and acquisition (adapting to organizational norms and values). Successful socialization leads to better job performance, satisfaction, and increased commitment as employees align with the organization's culture and values.





This theory is highly relevant to this study as it explains how organizational socialization through social interactions and the communication of values influences employee commitment. The theory emphasizes the importance of employees integrating into the organizational culture, which directly ties to the study's focus on how relationships with colleagues and supervisors, along with communication of organizational values, foster a sense of belonging and commitment. Socialization Theory is perfect for this study because it provides a clear framework for understanding how socialization processes shape employee commitment. The study aligns with the theory by focusing on the role of social interactions and organizational values in enhancing employee attachment to the organization. The theory explains how these elements contribute to commitment, making it a fitting theoretical base for exploring the relationship between organizational socialization and employee commitment.

### 3.4 Empirical Review

Li and Zheng (2023) conducted a study titled *The Role of Organizational Socialization in Enhancing Employee Commitment* with the objective of examining how organizational socialization impacts employee commitment, particularly focusing on the alignment of employees with the organization's values. The study employed a quantitative methodology, using a survey to gather data from a sample of 500 participants. The study was conducted in China and sought to understand the relationship between organizational socialization practices and the commitment levels of employees.

The findings of the study revealed that organizational socialization significantly enhances employee commitment, particularly when employees perceive a strong alignment between their personal values and the values of the organization. This alignment fosters a deeper emotional connection to the organization, which in turn increases employee loyalty and commitment. The study emphasized that when socialization processes are effective in communicating organizational values, employees are more likely to feel integrated and committed to their workplace. However, a notable gap identified by the authors was the limited generalizability of the results to other cultural contexts. The study primarily focused on the Chinese cultural setting, and the authors acknowledged that organizational socialization practices and their effects on employee commitment may vary across different cultural and organizational environments. This gap highlights the need for further research in diverse cultural settings to confirm the universality of the findings.

Sahoo and Das (2022) explored the relationship between employee commitment and organizational socialization by conducting a mixed-methods study. Their research involved a sample size of 250 employees from various organizations in India. The study aimed to examine how socialization strategies and social interactions between colleagues and supervisors influence employee commitment. The findings revealed that strong socialization strategies significantly enhance employee commitment, with social interactions playing a pivotal role in fostering a sense of belonging and emotional attachment to the organization. The study emphasized that the quality of relationships during socialization phases was key to achieving higher employee engagement and commitment. However, the authors noted a gap in understanding how digital tools and technology-mediated communication play a role in modern socialization processes. Further research was recommended to explore the impact of digital platforms in facilitating employee commitment during organizational socialization.



Carmeli *et al.* (2021) conducted a longitudinal study with a sample size of 300 employees in Israel to investigate how organizational socialization processes impact long-term employee commitment. The study sought to understand how the communication of organizational values and norms during socialization affects employees' sustained commitment over time. The findings revealed that employees who were effectively socialized in the organization, particularly through clear communication of values and mission, exhibited stronger long-term commitment. This study highlighted the importance of early socialization phases in shaping an employee's long-term loyalty to the organization. However, the authors pointed out a gap in cross-industry comparison, as the study did not address the potential variations in socialization practices across different sectors. They suggested that future studies should explore how industry-specific factors might influence the effectiveness of socialization processes on employee commitment.

Zhang and Hu (2021) investigated the impact of organizational socialization on employee commitment in high-performance workplaces, focusing on 400 employees in China. Using a quantitative survey, they examined the relationship between socialization and commitment in work environments that prioritize high performance. The study found that organizations that emphasized socialization practices, such as providing support, mentoring, and aligning values, fostered higher levels of employee commitment. This research suggested that socialization helps employees feel more connected to their organizations, which is particularly important in high-performance contexts. However, the study did not explore the mediating role of leadership in this relationship, which was seen as a critical factor in shaping employee outcomes. The authors suggested that future research should examine how leadership styles influence the effectiveness of organizational socialization in driving employee commitment.

Kaufman and Buchanan (2020) conducted a survey-based study with 300 participants from the USA to explore how organizational socialization influences employee commitment. The study focused on the role of communication of organizational values and norms, as well as social interactions between colleagues and supervisors. The findings confirmed that clear communication of organizational values significantly enhanced employee commitment, and strong interpersonal relationships—particularly with supervisors—played a key role in fostering engagement. The study suggested that effective socialization practices build trust and loyalty, which in turn increase employee retention and performance. However, Kaufman and Buchanan highlighted the lack of focus on diversity factors in socialization processes, which could vary across demographic groups. The authors called for more research into how diversity influences the socialization process and employee commitment in organizations.

Gupta and Kumar (2019) explored the correlation between organizational socialization and employee commitment in India through a survey-based study of 200 employees. The objective was to examine how organizational socialization influences employee engagement and overall commitment. The study found a positive correlation, revealing that employees who were effectively socialized into the organization reported higher levels of engagement and commitment. Socialization practices that emphasized value alignment and interpersonal relationships were found to enhance employees' sense of belonging and organizational loyalty. However, the study was limited by its focus on specific organizational types, which may not be representative of all industries. Gupta and Kumar recommended that future research expand to include a wider variety of organizational structures to gain a broader understanding of how organizational socialization influences commitment across different contexts.



Ng and Feldman (2019) conducted a meta-analysis to examine the influence of organizational socialization on employee commitment across various industries and regions. The analysis included a comprehensive review of multiple studies globally. The study concluded that organizational socialization programs contribute significantly to employee commitment, with a strong positive effect on job satisfaction, retention, and overall organizational loyalty. While the meta-analysis provided valuable insights into the general relationship between socialization and commitment, it lacked primary data analysis from specific industries. Ng and Feldman highlighted the need for more focused, industry-specific research to understand the nuances of how organizational socialization influences commitment in various sectors.

Chung and Lee (2018) conducted a qualitative case study with 100 employees in South Korea, focusing on the public sector to explore the role of socialization in enhancing organizational commitment. The study found that socialization processes, including training programs and mentor relationships, were crucial for building employee commitment, particularly in the public sector. The research revealed that employees who felt integrated into the organization's culture and values through effective socialization were more committed to their work and the organization. However, the authors acknowledged that their findings were limited by the focus on a single sector, which may not be applicable to other sectors such as private industry. They suggested that future studies could explore the role of socialization in fostering commitment in various sectors to make the findings more generalizable.

Dastmalchian and Dastmalchian (2018) conducted a quantitative survey with 250 employees in Iran to examine the impact of organizational socialization on employee commitment. The study found a positive correlation between socialization efforts and increased employee commitment, with employees who experienced supportive socialization practices showing higher levels of organizational attachment and job satisfaction. However, the study did not delve into the impact of different organizational structures on the effectiveness of socialization processes. The authors noted that further research should focus on exploring how socialization practices differ in various organizational types, such as startups versus established corporations, and how this affects employee commitment.

Sharma and Singh (2017) conducted a literature review that examined the impact of organizational socialization on employee commitment across different sectors. The review highlighted the importance of socialization in fostering employee commitment and enhancing organizational loyalty. The authors synthesized findings from multiple studies and emphasized that effective socialization leads to higher employee engagement, satisfaction, and performance. However, the review lacked empirical data or case studies to validate the claims, making it difficult to draw concrete conclusions. Sharma and Singh called for future studies that include empirical data to better support the theoretical understanding of the relationship between socialization and commitment.

Gong and Zhao (2016) conducted a survey with 350 employees in China to explore how organizational socialization influences employee commitment. The study found that the communication of organizational values and norms played a critical role in enhancing employee commitment. Employees who were well-socialized into the organization's values showed stronger emotional attachment and higher levels of commitment. However, the study had incomplete data on varying socialization methods, such as mentorship or peer support, and their relative effectiveness. Gong and Zhao recommended that





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future studies explore how different socialization methods contribute to enhancing employee commitment in a more comprehensive way.

Alniaçık et al. (2015) conducted a survey-based research study with 150 employees in Turkey to assess the influence of organizational socialization on employee commitment. The study found that socialization tactics, including training, mentoring, and orientation programs, had a moderate influence on employee commitment. The study emphasized the importance of integrating employees into the organizational culture through these socialization practices. However, the authors acknowledged that the study did not assess the role of external work conditions, such as work-life balance or job autonomy, in shaping employee commitment. Further research was recommended to consider the influence of these external factors on socialization outcomes.

Eisenberger et al. (2014) conducted an experimental design with 200 participants in the USA to explore the relationship between socialization, employee commitment, and performance. The study revealed that employees who experienced positive socialization were more committed to their organizations and performed better. Socialization practices, such as clear communication of organizational norms and values, were found to enhance employees' commitment and work performance. However, the study did not account for the impact of different industries, making it difficult to generalize the findings to various organizational contexts. The authors suggested that future studies should explore how socialization processes vary across different industries and their effects on employee outcomes.

Bauer et al. (2013) conducted a quantitative study with 500 employees in the USA to explore how organizational socialization affects employee commitment and to identify potential moderating factors. The study found that socialization efforts, particularly those involving supervisor support, were strongly linked to higher employee commitment. However, the authors pointed out that the study lacked insight into the long-term impact of socialization on employee commitment and recommended future research to examine how the effects of socialization evolve over time.

Feldman (2012) conducted a survey-based study with 350 employees in the USA to examine the impact of organizational socialization on employee commitment, particularly among new hires. The study found that strong socialization processes were directly linked to higher levels of commitment among new employees, especially in terms of their organizational attachment and engagement. However, the study was limited to early-career employees and did not explore the impact of socialization on mid-career employees. Feldman suggested that further research should examine the role of socialization in fostering commitment among employees at different career stages.

**Table 1: Summary of Empirical Review**

S/N	Author Name and Date	Title	Methodology	Sample Size	Location	Findings	Gaps
1.	Li & Zheng, 2023	The Role of Organizational Socialization in Enhancing Employee Commitment	Quantitative (survey)	500	China	Organizational socialization was found to significantly enhance employee commitment, particularly when	Limited generalizability to other cultural contexts.



						employees felt aligned with organizational values.	
2.	<b>Sahoo &amp; Das, 2022</b>	Employee Commitment and Organizational Socialization: Exploring New Dimensions	Mixed methods	250	India	Strong socialization strategies fostered higher employee commitment, with social interactions playing a key role.	Further study on the role of digital tools in socialization.
3.	<b>Carmeli et al., 2021</b>	Socialization Processes and Employee Commitment: An Empirical Study	Longitudinal study	300	Israel	Results suggested that organizational values communicated during socialization enhanced employees' long-term commitment.	Need for cross-industry comparison.
4.	<b>Zhang &amp; Hu, 2021</b>	Socialization and Its Impact on Employee Commitment in High-Performance Workplaces	Quantitative (survey)	400	China	High-performance workplaces that emphasized socialization led to higher levels of employee commitment.	Lacks insight into the mediating role of leadership.
5.	<b>Kaufman &amp; Buchanan, 2020</b>	Organizational Socialization and Its Influence on Employee Commitment	Survey & interviews	300	USA	Communication of values and norms directly influenced employee commitment, with strong interaction between colleagues and supervisors.	Need for more focus on diversity factors in socialization.
6.	<b>Gupta &amp; Kumar, 2019</b>	Examining the Relationship Between Organizational Socialization and Employee Commitment	Survey-based study	200	India	Organizational socialization positively correlated with higher employee engagement and organizational commitment.	Limited scope in terms of organizational types.
7.	<b>Ng &amp; Feldman,</b>	The Influence of	Meta-analysis	N/A	Global	Found strong evidence that	Lacks primary data analysis



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	<b>2019</b>	Organizational Socialization on Commitment: A Meta-Analysis				organizational socialization programs contribute significantly to employee commitment.	from specific industries.
8.	<b>Chung &amp; Lee, 2018</b>	Socialization and Organizational Commitment in the Public Sector	Qualitative case study	100	South Korea	Socialization processes were crucial in building organizational commitment, especially in the public sector.	Focused only on one sector, limiting broader applicability.
9.	<b>Dastmalchian &amp; Dastmalchian, 2018</b>	The Impact of Organizational Socialization on Employees' Commitment	Quantitative survey	250	Iran	Positive correlation found between socialization programs and increased employee commitment.	Study lacks a deeper analysis of different organizational structures.
10.	<b>Sharma &amp; Singh, 2017</b>	Organizational Socialization and Employee Commitment: A Review of Literature	Literature review	N/A	N/A	Highlighted the importance of socialization in boosting employee commitment across sectors.	Missing empirical data or case studies to validate claims.
11.	<b>Gong &amp; Zhao, 2016</b>	Influence of Organizational Socialization on Employee Commitment	Survey	350	China	Communication of organizational values and norms was a critical factor in enhancing employee commitment.	Incomplete data on varying socialization methods.
12.	<b>Alniaçık et al., 2015</b>	Organizational Socialization and Employee Commitment: Evidence from Turkey	Survey research	150	Turkey	Socialization tactics were found to have a moderate influence on employee commitment.	Did not assess the role of external work conditions.
13.	<b>Eisenberger et al., 2014</b>	Socialization, Commitment, and Performance	Experimental design	200	USA	Results indicated that employees who experienced positive socialization were more committed and performed better.	Did not account for different industries.
14.	<b>Bauer et al., 2013</b>	Organizational Socialization	Quantitative study	500	USA	Socialization efforts were strongly linked	Lacks insight into the long-



		and Commitment: Exploring the Moderators				to higher commitment, especially when supervisors were involved.	term impact on commitment.
15.	<b>Feldman, 2012</b>	The Impact of Organizational Socialization on Employee Commitment	Survey- based research	350	USA	Strong relationships were found between socialization and employee commitment, particularly among new hires.	Limited to early-career employees, requiring more exploration in mid-career employees.

**Source:** Authors Computation, 2024.

#### 4.0 Discussion findings

This study aimed to explore the impact of organizational socialization on employee commitment, focusing on how social interactions and the communication of organizational values influence employee attachment. The findings aligned with previous research suggest that effective organizational socialization practices significantly enhance employee commitment. For instance, Li and Zheng (2023) found that aligning personal and organizational values during socialization fosters greater employee commitment, a finding that resonates with this study's conclusion that value alignment strengthens employee attachment. However, while their research was culturally specific to China, the current study aims to provide broader insights applicable across different organizational contexts.

Similarly, Sahoo and Das (2022) highlighted the importance of social interactions, particularly those with peers and supervisors in promoting employee commitment. This study concurs, noting that interpersonal relationships during socialization are key to building commitment. However, Sahoo and Das also pointed out the under-explored role of digital tools in modern socialization, an area not addressed in the present study.

The research by Carmeli et al. (2021) found that clear communication of organizational values during socialization enhances long-term commitment, a finding echoed in this study. Both studies emphasize that communicating values and norms is essential for fostering loyalty, with the current research extending this idea by showing how early socialization experiences influence sustained commitment. Similarly, Zhang and Hu (2021) emphasized the importance of socialization in aligning employees with organizational values, particularly in high-performance workplaces. The present study agrees, suggesting that effective socialization practices are crucial across various work environments.

Kaufman and Buchanan (2020) further reinforced the importance of both interpersonal relationships and the communication of organizational values in fostering commitment, particularly through interactions with supervisors. This aligns with the present study's findings, which underscore the significance of these relationships. Gupta and Kumar (2019) also found that organizational socialization positively impacts engagement and commitment, a conclusion consistent with the present study, although their focus was on specific organizational types, while this study sought to provide more generalizable insights.





Ng and Feldman's (2019) meta-analysis confirmed the positive effect of socialization on employee commitment across diverse global contexts. Their findings support the current study but also call for further research specific to different industries—an area that the present study did not address in detail. Finally, Chung and Lee (2018) emphasized the critical role of socialization in public sector organizations, a point which the current study supports, although it extends the analysis to include a wider range of sectors and highlights the importance of value alignment.

#### 4.1 Conclusion

This study has provided valuable insights into the relationship between organizational socialization and employee commitment. The research confirms that organizational socialization significantly influences employee commitment through the alignment of values, development of interpersonal relationships, and clear communication of organizational norms. The findings reinforce the importance of effective socialization practices in fostering long-term commitment, as well as the need for organizations to integrate socialization strategies into their broader human resource practices to enhance employee engagement and loyalty. The conclusions drawn from this research echo existing literature, with strong support for the role of socialization in shaping employee behavior, particularly in terms of loyalty and retention.

#### 4.2 Recommendations

The following were recommended.

1. Organizations should develop and implement comprehensive socialization programs that emphasize value alignment and clear communication of organizational goals. By focusing on both formal and informal socialization processes, organizations can foster a stronger sense of belonging and attachment among employees, ultimately enhancing long-term commitment.
2. Companies should encourage and facilitate social interactions among new employees and their peers, supervisors, and teams. Structured mentorship programs, team-building activities, and regular check-ins with supervisors can help build meaningful relationships that contribute to a greater sense of loyalty and commitment.
3. Regular and transparent communication of organizational values and goals should be a priority. Leaders and managers must articulate these values consistently through multiple channels, including team meetings, internal newsletters, and performance reviews, to reinforce their importance in shaping employee behavior and commitment.

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