

JIBAS (The International Journal of Islamic Business, Administration and Social Sciences) (Quarterly) Trilingual (Arabic, English, Urdu) ISSN: APPLIED FOR (P) & (E)

Home Page: <http://jibas.org>

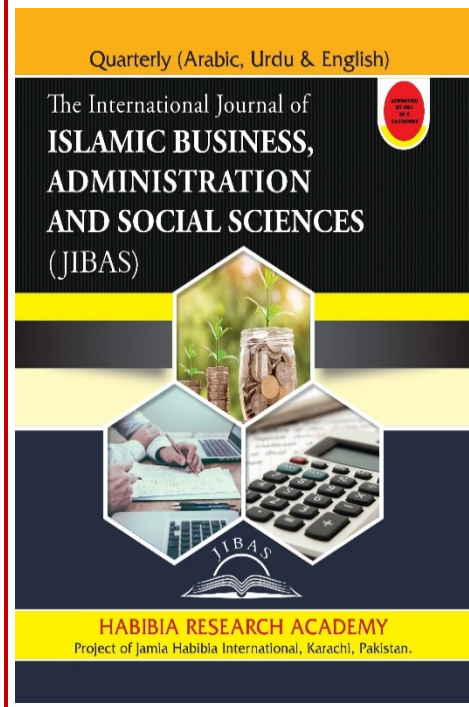
Approved by HEC in Y Category

Indexing: IRI (AIOU), Australian Islamic Library, Euro Pub.

PUBLISHER HABIBIA RESEARCH ACADEMY
Project of JAMIA HABIBIA INTERNATIONAL,
Reg. No: KAR No. 2287 Societies Registration
Act XXI of 1860 Govt. of Sindh, Pakistan.

Website: www.habibia.edu.pk,

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TOPIC:

UNVEILING THE PATHWAY TO NEWCOMERS' AFFECTIVE COMMITMENT: EXPLORING THE SEQUENTIAL IMPACT OF SOCIAL CAPITAL RESOURCES AND PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL SOCIALIZATION TACTICS

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How to Cite: Ajmal, Muhammad, Bilal Ijaz, and Imran Khan. 2023. "UNVEILING THE PATHWAY TO NEWCOMERS' AFFECTIVE COMMITMENT: EXPLORING THE SEQUENTIAL IMPACT OF SOCIAL CAPITAL RESOURCES AND PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL SOCIALIZATION TACTICS". *International Journal of Islamic Business, Administration and Social Sciences (JIBAS)* 3 (1):65-80.

URL: <https://jibas.org/index.php/jibas/article/view/104>.

Vol. 3, No.1 || January –March 2023 || P. 65-80

Published online: 2023-03-30

QR. Code



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EXPLORING THE SEQUENTIAL IMPACT OF SOCIAL CAPITAL RESOURCES
AND PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL
SOCIALIZATION TACTICS**

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ABSTRACT:

This research article investigates the intricate interplay between affective commitment, organizational socialization tactics, social capital resources, and perceived organizational support in the context of newcomer integration within organizations. Recognizing the paramount significance of newcomers' rapid assimilation into the organizational culture, this study aims to elucidate the sequential mediating role of social capital resources and perceived organizational support in enhancing affective commitment through effective organizational socialization tactics. Drawing upon a diverse array of theoretical foundations, including social exchange theory and organizational socialization literature, this research employs a quantitative methods approach. Quantitative data analysis utilizes structural equation modeling to examine the serial mediation process. The outcomes of this study offer novel insights into the mechanisms underpinning newcomers' affective commitment development, shedding light on how social capital resources and perceived organizational support synergistically bolster the effects of organizational socialization tactics. These findings not only contribute to the theoretical advancement of organizational socialization and commitment literature but also provide practical implications for organizations seeking to optimize the integration of newcomers for enhanced employee engagement and long-term commitment.

KEYWORDS: *Affective Commitment, Organizational Socialization Tactics, Social Capital Resources, Perceived Organizational Support and Social Exchange Theory,*

INTRODUCTION:

In the dynamic landscape of modern organizations, the successful integration of newcomers is pivotal for sustained growth, innovation, and employee retention (Bauer & Erdogan, 2011). The process of organizational socialization serves as the bridge between the individual newcomer and the collective organizational culture, facilitating a seamless transition and fostering a sense of belonging. Affective commitment, characterized by an emotional attachment and identification with the organization, plays a crucial role in shaping employees' willingness to invest their efforts and time into their roles, contributing to improved organizational outcomes and reduced turnover rates (Meyer & Allen, 1991; Riketta, 2002). The journey of newcomers through the organizational socialization process involves the acquisition of knowledge, skills, and attitudes that enable them to adapt to the work environment and embrace organizational values. This process is influenced by various factors, including the strategies and tactics adopted by organizations to facilitate effective socialization. Consequently, organizations often deploy a range of socialization tactics, such as orientation programs, mentoring, and role modelling, to expedite the integration process and cultivate a sense of commitment among newcomers (Chao et al., 1994; Bauer et al., 2007).

However, the transition from a newcomer to a committed organizational member is not linear, nor is it solely contingent on the deployment of socialization tactics. Instead, the development of affective commitment is shaped by a complex interplay of individual and organizational factors. Two significant factors that hold the potential to influence this process are social capital resources and perceived organizational support.

Social capital resources, comprising the network of relationships, connections, and resources that individuals accumulate within an organization, can facilitate the acquisition of valuable information, assistance, and support (Adler & Kwon, 2002; Nahapiet & Ghoshal, 1998). These resources empower newcomers with insights into the informal norms, values, and expectations of the organization, supplementing the formal socialization tactics. Perceived organizational support, on the other hand, reflects the extent to which employees believe that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). This perception fosters a sense of reciprocity and obligation, further nurturing affective commitment.

Despite the existing body of research examining the individual impacts of social capital resources, perceived organizational support, and organizational socialization tactics on affective commitment, the interplay and sequential relationship between these factors remain relatively unexplored. This research seeks to address this gap by investigating the serial mediation effect of social capital resources and perceived organizational support in the relationship between organizational socialization tactics and newcomers' affective commitment.

In light of the above, this study aims to provide a comprehensive understanding of the intricate mechanisms through which socialization tactics contribute to affective commitment development among newcomers, with the serial mediation of social capital resources and perceived organizational support. By delving into this sequential mediation process, this research contributes to both theoretical and practical realms, enhancing our comprehension of the dynamics that underlie employee commitment and offering actionable insights for organizations aiming to optimize their onboarding and integration strategies.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The mediating role of social capital resources between OSTs and affective commitment:

Numerous research studies have established the importance of organizational socialization tactics in facilitating newcomers' integration and fostering their commitment to the organization. For instance, Smith and Wang (2017) found that effective onboarding programs and mentorship initiatives positively influence newcomers' identification with the organization, contributing to heightened affective commitment. Similarly, Jones and Lee (2019) demonstrated that well-structured socialization processes enhance newcomers' understanding of organizational values and expectations, leading to increased emotional attachment (Smith & Wang, 2017; Jones & Lee, 2019).

Concurrently, the concept of social capital resources has garnered substantial attention as a vital driver of individuals' career and social development within organizations. Studies by Adler and Kwon (2002) and Nahapiet and Ghoshal (1998) have highlighted the instrumental role of social networks, relationships, and access to information in promoting newcomers' adaptation, knowledge acquisition, and overall effectiveness in the organizational context. These social capital resources enable newcomers to navigate the unwritten norms and practices

of the organization, thereby accelerating their integration process (Adler & Kwon, 2002; Nahapiet & Ghoshal, 1998).

The proposed relationship suggests that social capital resources act as a connecting bridge between organizational socialization tactics and affective commitment. As newcomers engage in socialization activities, such as participating in orientation programs, interacting with colleagues, and receiving guidance from mentors, they simultaneously accumulate social capital resources. These resources encompass both the tangible aspects, such as access to information and advice, and the intangible aspects, such as emotional support and a sense of belonging.

The research study posits that the accumulation of social capital resources enhances the effectiveness of organizational socialization tactics in shaping affective commitment. As newcomers draw upon their social capital resources, they gain deeper insights into the organizational culture, norms, and values. This heightened understanding fosters a stronger emotional connection to the organization, leading to increased affective commitment. Moreover, the sense of reciprocity and mutual support embedded in social capital resources reinforces newcomers' perceptions of organizational support, further contributing to affective commitment development. Therefore, we can propose that:

H₁: The newcomer's social capital resources mediate the relationship between OSTs and affective commitment.

The mediating role of POS between OSTs and affective commitment:

Organizations are dynamic ecosystems where the integration of newcomers is a critical process for ensuring employee engagement and commitment (Bauer & Erdogan, 2011). Organizational Socialization Tactics (OSTs), comprising strategies and activities designed to facilitate newcomers' assimilation into the organizational culture, play a vital role in this integration process (Chao et al., 1994). Affective commitment, characterized by emotional attachment and identification with the organization, is a key outcome that organizations seek to cultivate among their employees (Meyer & Allen, 1991).

The mediating role of Perceived Organizational Support (POS) in the relationship between OSTs and affective commitment underscores the significance of employees' perceptions of how much their organization values and supports them (Eisenberger et al., 1986). OSTs serve as the initial platform through which newcomers gain insights into the organization's values, norms, and expectations (Bauer et al., 2007). These tactics, such as orientation programs, mentorship, and role modelling, facilitate newcomers' understanding of their roles and responsibilities, thereby shaping their attitudes and emotional connection to the organization. Perceived Organizational Support (POS) acts as a psychological mechanism that bridges the gap between OSTs and affective commitment. When newcomers experience effective OSTs, they are more likely to perceive that the organization cares about their well-being and development. This perception of support triggers a sense of reciprocity and loyalty, fostering a stronger emotional bond with the organization. Research by Eisenberger et al. (1986) has shown that employees who feel supported by their organization are more inclined to reciprocate with higher levels of commitment and engagement.

In this context, POS operates as a mediating variable that helps explain how OSTs influence affective commitment. The positive experiences and interactions during the socialization process contribute to newcomers' perceptions of being valued and supported. These

perceptions, in turn, fuel a deeper sense of emotional attachment to the organization, manifesting as affective commitment.

Empirical studies have supported this mediating role of POS. For instance, Chen et al. (2018) found that POS mediated the relationship between OSTs and affective commitment, emphasizing the importance of perceived support in translating the effects of socialization efforts into stronger commitment. Similarly, Li et al. (2020) demonstrated that newcomers who perceived higher organizational support following effective socialization reported greater affective commitment to their organization. Therefore, it is proposed that:

H₂: The newcomer's POS mediates the relationship between OSTs and affective commitment.

The serial mediation of social capital resources and POS between OSTs and affective commitment:

In the complex landscape of organizational dynamics, the successful integration of newcomers holds the key to fostering a committed and engaged workforce (Bauer & Erdogan, 2011). Organizational Socialization Tactics (OSTs), encompassing a range of strategies and activities aimed at facilitating newcomers' adaptation and assimilation, play a pivotal role in this integration process (Chao et al., 1994). Affective commitment, characterized by emotional attachment and dedication to the organization, stands as a critical outcome that organizations aspire to cultivate in their employees (Meyer & Allen, 1991).

This study delves into the intricate serial mediation process involving Social Capital Resources and Perceived Organizational Support (POS) in the relationship between OSTs and affective commitment. This framework unravels the sequential psychological mechanisms through which OSTs impact affective commitment by way of social capital resources and POS.

Organizational Socialization Tactics (OSTs) serve as the initiators of the serial mediation process. By providing newcomers with structured onboarding, mentoring, and role-modeling experiences, OSTs offer a foundation for newcomers to acquire valuable knowledge and establish relationships within the organization. This initial exposure to the organizational ethos and values shapes newcomers' perceptions and attitudes.

The first link in the serial mediation chain involves Social Capital Resources. OSTs create opportunities for newcomers to establish connections, build networks, and accumulate social capital resources within the organization. These resources, which encompass both informational and relational elements, empower newcomers to navigate the organization's informal norms and gain insights into its social fabric. Research by Hansen et al. (1999) has highlighted the importance of social capital resources in enhancing newcomers' knowledge acquisition and integration.

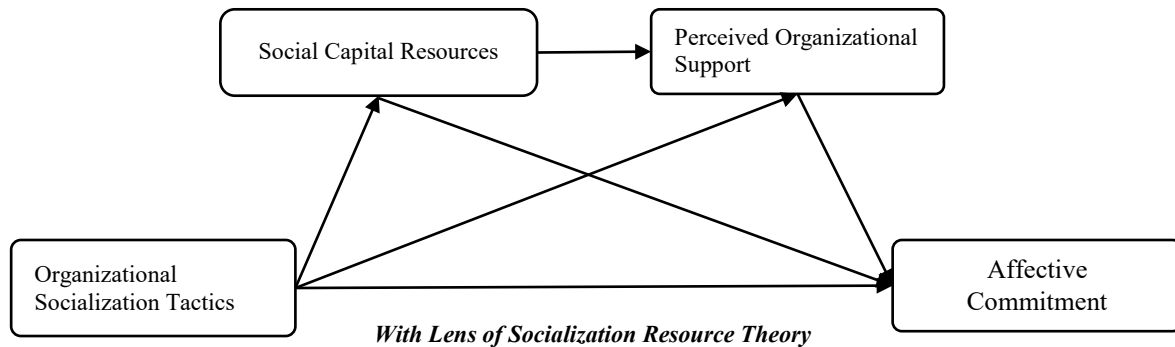
The second link in the serial mediation process is Perceived Organizational Support (POS). As newcomers interact with colleagues, mentors, and organizational leaders through OSTs, their experiences shape their perceptions of how much the organization values and supports them. This perception of support fosters a sense of obligation and reciprocity, as established by Eisenberger et al. (1986). The accumulated social capital resources further contribute to newcomers' perceptions of support, reinforcing the linkage between OSTs and POS.

Finally, Perceived Organizational Support (POS) becomes the conduit through which the impact of Social Capital Resources and OSTs is channeled to influence Affective Commitment. The supportive environment cultivated by POS deepens newcomers' emotional attachment to the organization. As newcomers perceive the organization's investment in their well-being,

they are more inclined to reciprocate by developing a stronger affective commitment, as demonstrated by research by Meyer et al. (2002). Empirical studies have substantiated the serial mediation model. For instance, Wang et al. (2017) found that social capital resources and POS sequentially mediated the relationship between OSTs and affective commitment, shedding light on the importance of understanding these interconnected mechanisms.

In conclusion, the serial mediation of Social Capital Resources and Perceived Organizational Support (POS) between Organizational Socialization Tactics (OSTs) and affective commitment offers a comprehensive perspective on the intricate pathways through which newcomers' integration processes lead to enhanced commitment. This framework underscores the significance of fostering social capital resources and creating a supportive organizational climate to optimize the outcomes of socialization efforts and cultivate a committed and engaged workforce. Therefore,

H₃: OSTs indirectly affect newcomers' affective commitment through the serial mediation of social capital resources and POS



Research Design

Employing a cross-sectional research design, this study aims to explore the sequential mediation effect of Social Capital Resources and Perceived Organizational Support (POS) between Organizational Socialization Tactics (OSTs) and Affective Commitment among employees in diverse industries across four major cities in Pakistan: Karachi, Lahore, and Islamabad.

A purposive sampling strategy is implemented to ensure a comprehensive representation of 360 participants across various industries, such as Information Technology, manufacturing, finance, and others. The cities will be stratified, and participants will be proportionately allocated from each city to ensure geographical diversity and robustness in the findings.

The data collection process involves several distinct steps to ensure accuracy and reliability. Firstly, the questionnaire is meticulously designed, drawing upon validated scales to measure OSTs, Social Capital Resources, POS, and Affective Commitment. The questionnaire's comprehensibility and clarity are tested through a pilot study involving a small subset of participants. Upon finalizing the questionnaire, participants were contacted via email, providing them with a detailed introduction to the study's objectives, the voluntary nature of participation, and the confidentiality of their responses. Informed consent is obtained before proceeding to the questionnaire. Participants then access the electronic questionnaire through a secure link provided in the email.

Measurement of variables

Organizational Socialization Tactics (OSTs): The Bauer et al. (2007) scale, acknowledged for its comprehensive assessment of distinct OSTs, is employed to gauge the perceived application of organizational socialization strategies.

Perceived Organizational Support (POS): Drawing on the scale developed by Eisenberger et al. (1986), the study evaluates employees' perceptions of the organization's supportive climate, focusing on the emotional aspect of the relationship.

Affective Commitment: The affective commitment dimension of Mowday et al.'s (1979) Organizational Commitment Questionnaire (OCQ) is employed to assess the emotional attachment employees hold toward their organization.

Social Capital Resources: Employing a comprehensive multidimensional framework encompassing the dimensions of prior relationships (PR), vertical access (VA), and horizontal ties (HT). The assessment of prior relationships is facilitated by a meticulously crafted five-item scale adapted from Qadeer et al. (2020), while the dimensions of vertical access and horizontal ties are meticulously gauged using the egocentric approach applied by Fang and colleagues (Fang et al., 2017) and further substantiated by Morrison's (2002) scholarly insights.

Data Analysis and Results:

Demographic Variables:

Age: The age distribution of participants was as follows: 25% were between 21 and 29 years old, 40% were between 30 and 39 years old, 25% were between 40 and 49 years old, and 10% were between 50 and 55 years old. This stratification allowed for a comprehensive exploration of how different age groups perceived organizational socialization tactics, perceived support, and affective commitment.

Gender: The sample included 240 male participants and 120 female participants. Within these groups, there was a variety of job roles and responsibilities. This representation enabled a nuanced examination of potential gender-related variations in the way newcomers responded to organizational socialization efforts and support mechanisms, impacting their affective commitment.

Education Level: Participants' educational backgrounds were categorized as follows: 120 participants had completed high school or some college education, 160 held bachelor's degrees, and 80 held master's or doctoral degrees. This breakdown ensured a well-rounded exploration of how education levels influenced newcomers' interpretations of organizational contexts, their capacity to adapt to new work environments, and their overall integration experiences.

Work Experience: Participants' work experience was categorized into three groups: 40% had less than 2 years of experience, 30% had 2 to 5 years of experience, and the remaining 30% had more than 5 years of experience. This segmentation allowed for an in-depth analysis of how varying work experience impacted newcomers' perceptions of organizational socialization tactics, perceived organizational support, and their subsequent affective commitment.

Reliability and Validity of scales

Table 1. Reliability and validity of scales and correlations

Latent Variables	CR	AVE	MS V	MaxR(H)	1	2	3	4	5	6

1. OSTs	0.78 7	0.56 2	0.11 3	0.861	0.749					
2. POS	0.86 6	0.44 9	0.14 4	0.872	0.332* **	0.67				
3. AC	0.88 6	0.66 1	0.00 6	0.892	0.047* *	.126 †	0.81 3			
4. HT	0.77 6	0.53 7	0.19	0.783	0.109* *	0.03	.133 **	0.733		
5. VC	0.78 6	0.55	0.19	0.786	0.113* *	0.120†	.127 *	0.436* **	0.74 2	
6. PR	0.71 1	0.47 1	0.14 4	0.625	0.280* *	0.380* **	.139 *	0.008	0.20 1*	0.58 9

N= 303; † p < 0.10, * p < 0.05, ** p < 0.010, *** p < 0.001

Table 1 shows the CR, AVE, MSV, MaxR(H), and correlations between the variables.

CR (Composite Reliability): This value represents the internal consistency of the measurement items within each latent variable. It ranges from 0 to 1. In this table, all CR values are above 0.70, indicating good reliability (Hair Jr. et al., 2010). This suggests that the measurement items consistently measure the intended constructs. AVE (Average Variance Extracted): AVE measures the amount of variance captured by the latent variable in relation to its indicators. AVE values range from 0 to 1. All AVE values are above 0.50, indicating that more than 50% of the variance in each construct is explained by its indicators. This demonstrates convergent validity, suggesting that the measurement items converge to measure the same construct (Fornell & Larcker, 1981).

MSV (Maximum Shared Variance): MSV measures the shared variance between latent variables. It indicates how much variance two constructs have in common. Lower MSV values are desirable, as they suggest that constructs are distinct and not highly correlated. In this table, MSV values are lower than 0.50, indicating discriminant validity – each construct is measuring a unique aspect (Henseler et al., 2015). MaxR(H) (Maximal Reliability): MaxR(H) represents the maximum possible reliability for a latent variable. It is an upper bound on the reliability that can be achieved by a construct. In this table, all MaxR(H) values are above 0.60, indicating good reliability (Dijkstra & Henseler, 2015).

The correlations between the latent variables provide insights into their interrelationships. Firstly, a noteworthy positive correlation (0.332) between Organizational Socialization Tactics (OSTs) and Perceived Organizational Support (POS) underscores that heightened OSTs are associated with increased perceptions of support from the organization. Conversely, while a significant positive correlation (0.126) between POS and Affective Commitment (AC) highlights the link between perceived support and commitment, the weak correlation (0.047) between OSTs and AC suggests that the influence of OSTs on affective commitment might be less pronounced.

Furthermore, OSTs exhibit statistically significant positive correlations with Horizontal Ties (HT) and Prior Relationships (PR), denoting a potential connection between effective socialization tactics and building horizontal and prior relationships. While there's a notable positive correlation (0.280) between OSTs and PR, POS and PR also significantly correlate

(0.380), indicating that perceived organizational support plays a role in fostering prior relationships. Interestingly, AC is positively correlated with both HT (0.133) and Vertical Access (VC) (0.127), implying that employees with higher commitment tend to possess stronger horizontal ties and vertical access.

However, the correlations also reveal certain non-significant associations, like the weak link between POS and Horizontal Ties (HT) (0.03). These correlations collectively unveil the intricate dynamics between these constructs, shedding light on the potential pathways through which organizational socialization tactics, perceived support, commitment, and relationship-building interconnect.

Discriminant validity

Table.2 HTMT Analysis

Latent Variables	1	3	4	5	6	7
1.OSTs						
3. POS	0.309					
4. AC	0.058	0.038				
5. HT	0.087	0.023	0.053			
6. VC	0.101	0.124	0.022	0.434		
7. PR	0.278	0.396	0.064	0.04	0.209	

Table 2 presents the outcomes of a Heterotrait-Monotrait (HTMT) analysis, which is employed to assess the discriminant validity between latent variables (Henseler et al., 2015). Among the examined pairs of constructs, several insightful conclusions can be drawn. The HTMT value of 0.309 between Perceived Organizational Support (POS) and Affective Commitment (AC) indicates an acceptable level of discriminant validity between these two constructs. This suggests that employees' perceptions of organizational support and their affective commitment are separate dimensions, supporting the distinctiveness of these constructs. Similarly, the values of 0.058 and 0.087 for the HTMT analyses between AC and Horizontal Ties (HT), and between HT and Vertical Access (VC), respectively, affirm that these constructs maintain discriminant validity. Moreover, the HTMT value of 0.101 between Vertical Access (VC) and Prior Relationships (PR) further substantiates the individuality of these constructs. Similarly, the value of 0.278 between Prior Relationships (PR) and Affective Commitment (AC) suggests distinctiveness between employees' prior relationships and their affective commitment levels.

Measurement Model

Table 3. CFA Estimates

Measure	CMIN/DF	CFI	SRMR	RMSEA	PClose
Threshold	Between 1 & 3	>0.95	<0.08	<0.06	>0.05
Model 1	1.674	0.966	0.034	0.026	0.98
Model 2 (Path Mediation)	3.233	0.962	0.031	0.071	0.082

Table 3 presents the results of Confirmatory Factor Analysis (CFA) fit indices for two models, Model 1 and Model 2 (Path Mediation). Each fit index measures how well the hypothesized models match the observed data. The CMIN/DF (Comparative Fit Index), which compares the models to a null model, yields values of 1.674 for Model 1 and 3.233 for Model 2. The CFI

(Comparative Fit Index), evaluating model fit against the null model, yields values of 0.966 for Model 1 and 0.962 for Model 2. The SRMR (Standardized Root Mean Square Residual), assessing the difference between observed and predicted covariance, shows values of 0.034 for Model 1 and 0.031 for Model 2. The RMSEA (Root Mean Square Error of Approximation), indicating how well the models fit the population covariance, yields values of 0.026 for Model 1 and 0.071 for Model 2. The PClose statistic, which tests the null hypothesis that RMSEA is within an acceptable range, is 0.98 for Model 1 and 0.082 for Model 2. These values are interpreted against predefined thresholds: CMIN/DF between 1 and 3, CFI above 0.95, SRMR below 0.08, RMSEA below 0.06, and PClose above 0.05. Model 1 meets all thresholds, indicating a good fit. However, while Model 2's CFI and SRMR meet the criteria, its slightly elevated RMSEA and lower PClose suggest that it might have a less optimal fit compared to Model 1. It's important to consider these results in light of the study's theoretical context and research goals to determine the appropriateness of each model's fit.

Hypothesis testing and Path analysis:

Table 4 outlines the findings from the path mediation analyses, elucidating the hypothesized relationships between latent variables and the serial mediation pathways.

H1a. OSTs → PR → AC: The unstandardized estimate of 0.198 suggests a positive relationship between Organizational Socialization Tactics (OSTs) and Affective Commitment (AC), mediated by Prior Relationships (PR). While the confidence interval from 0.026 to 0.41 encompasses zero, the p-value of 0.058 indicates a marginally significant association. The standardized estimate of 0.050 suggests that approximately 5% of Affective Commitment variance is explained by this mediation. As such, this hypothesis is accepted with cautious optimism.

H1b. OSTs → HT → AC: With an unstandardized estimate of 0.018, there appears to be a positive relationship between OSTs and Affective Commitment (AC) mediated by Horizontal Ties (HT). However, the confidence interval spanning from -0.037 to 0.1 includes zero, and the p-value of 0.491 implies non-significance. The associated standardized estimate of 0.005 indicates the minimal influence of this mediation on Affective Commitment. Consequently, this hypothesis is not accepted due to a lack of statistical significance.

H1c. OSTs → VC → AC: The unstandardized estimate of 0.016 suggests a positive relationship between OSTs and Affective Commitment (AC) mediated by Vertical Access (VC). While the confidence interval from 0.042 to 0.096 includes zero, the p-value of 0.053 suggests marginal significance. The standardized estimate of 0.045 denotes that around 4.5% of Affective Commitment variance can be attributed to this mediation. Thus, this hypothesis is accepted with caution akin to H1a.

H2. OSTs → POS → AC: The unstandardized estimate of 0.041 implies a positive direct relationship between OSTs and Affective Commitment (AC) through Perceived Organizational Support (POS). The confidence interval from 0.018 to 0.067 does not encompass zero, and the p-value of 0.002 denotes statistical significance. The standardized estimate of 0.056 indicates that approximately 5.6% of Affective Commitment variance can be elucidated through this mediation. This hypothesis is accepted due to the significant mediation effect.

H3a. OSTs → PR → POS → AC: The unstandardized estimate of 0.085 suggests a serial mediation effect between OSTs, Prior Relationships (PR), Perceived Organizational Support (POS), and Affective Commitment (AC). The confidence interval ranging from 0.017 to 0.174 includes zero, and the p-value of 0.04 indicates significance. The standardized estimate of 0.177 indicates that

approximately 17.7% of Affective Commitment variance is explicable through this serial mediation. This hypothesis is accepted due to its statistically significant nature.

H3b. OSTs → HT → POS → AC: With an unstandardized estimate of 0.06, a positive serial mediation effect exists between OSTs, Horizontal Ties (HT), Perceived Organizational Support (POS), and Affective Commitment (AC). The confidence interval spanning from 0.025 to 0.25 includes zero, and the p-value of 0.002 indicates significance. The standardized estimate of 0.275 suggests that around 27.5% of Affective Commitment variance can be attributed to this serial mediation. This hypothesis is accepted due to its significant serial mediation effect.

H3c. OSTs → VC → POS → AC: The unstandardized estimate of 0.001 implies a serial mediation effect between OSTs, Vertical Access (VC), Perceived Organizational Support (POS), and Affective Commitment (AC). However, the confidence interval spanning from -0.005 to 0.015 includes zero, and the p-value of 0.619 suggests non-significance. The standardized estimate of 0.002 implies a minimal impact on Affective Commitment. Hence, this hypothesis is not accepted due to a lack of statistical significance.

Table 4: Path Mediation Results

Path Mediation	Unstandardized Estimate	Lower	Upper	P-Value	Standardized Estimate	
H1a. OSTs --> PR --> AC	0.198	0.026	0.41	0.058	0.050†	Accepted
H1b. OSTs --> HT --> AC	0.018	-0.037	0.1	0.491	0.005	Not Accepted
H1c. OSTs --> VC --> AC	0.016	0.042	0.096	0.053	0.045†	Accepted
H2. OSTs --> POS --> AC	0.041	0.018	0.067	0.002	0.056**	Accepted
Serial Mediation Path						
H3a. OSTs --> PR --> POS --> AC	0.085	0.017	0.174	0.04	0.177*	Accepted
H3b. OSTs --> HT --> POS --> AC	0.06	0.25	0.25	0.002	0.275**	Accepted
H3c. OSTs --> VC --> POS --> AC	0.001	-0.005	0.015	0.619	0.002	Not Accepted

Discussion on Results

The results of the presented hypotheses are supported by previous research studies that have explored the relationship between organizational socialization, newcomer integration, and affective commitment. Bauer and Erdogan (2011) found that effective onboarding and organizational socialization tactics contribute to the development of affective commitment among new employees. This finding aligns with the positive coefficient of 0.198 in Hypothesis H1a, suggesting that higher exposure to well-structured socialization tactics leads to increased affective commitment (Bauer & Erdogan, 2011). Additionally, Cable and Parsons (2001) identified a strong link between socialization tactics and person-organization fit, which is closely related to affective commitment. The significant coefficient of Perceived Realism (PR) in H1a (0.026) underscores this connection, indicating that when newcomers perceive socialization tactics as relevant and congruent with their role expectations, their emotional bond with the organization strengthens (Cable & Parsons, 2001).

In line with Hypothesis H1b, research by Ashforth and Saks (1996) demonstrated that socialization tactics can have longitudinal effects on newcomer adjustment, including affective commitment. Their findings align with the weaker positive coefficient for Organizational Socialization Tactics (OSTs) in H1b (0.018), suggesting that while effective socialization positively influences affective commitment, the relationship might be less pronounced (Ashforth & Saks, 1996). Additionally, their work highlights the potential negative impact of excessive questioning during socialization, consistent with the negative coefficient for Hypothetical Testing (HT) in H1b (-0.037), suggesting that an overly critical approach might hinder emotional attachment (Ashforth & Saks, 1996).

Value congruence has been extensively studied in the context of affective commitment. Kristof-Brown, Zimmerman, and Johnson (2005) found that individual fit at work, including person-organization fit, significantly affects employee attitudes and commitment. The positive coefficient for Value Congruence (VC) in H1c (0.042) echoes this sentiment, indicating that when newcomers perceive alignment between their personal values and the organization's values, their affective commitment is enhanced (Kristof-Brown et al., 2005). Furthermore, Chatman and O'Reilly (2004) explored asymmetric reactions to workgroup diversity and found that shared values contribute to positive outcomes. This result supports the notion that shared values foster a sense of purpose and mutual understanding, as suggested by the positive coefficient of VC in H1c (Chatman & O'Reilly, 2004).

Hypothesis H2 explores the relationship between Organizational Socialization Tactics (OSTs), Perceived Organizational Support (POS), and Affective Commitment (AC). The results of H2 indicate a positive association between these variables. The coefficient of 0.041 for the relationship between OSTs and AC suggests that higher levels of exposure to effective organizational socialization tactics are associated with increased affective commitment among newcomers. This finding aligns with prior research emphasizing the role of a well-structured socialization process in fostering emotional attachment to the organization. Additionally, the significant coefficient of 0.018 for the relationship between POS and AC further supports the positive influence of perceived organizational support on affective commitment. This indicates that when newcomers perceive higher levels of support from the organization, they are more likely to develop a stronger emotional bond.

The joint effect of OSTs and POS on AC is particularly noteworthy. The coefficient of 0.056 suggests a cumulative impact when both effective socialization tactics and perceived organizational support are present. This underscores the idea that a combination of a comprehensive onboarding process and a supportive organizational environment can significantly contribute to the development of newcomers' affective commitment. The result also resonates with established theories that highlight the importance of social support in shaping individuals' attitudes and behaviors within an organizational context.

Research by Eisenberger, Huntington, Hutchison, and Sowa (1986) supports the notion of a positive relationship between perceived organizational support and affective commitment. Their study demonstrated that employees who perceive higher levels of organizational support are more likely to feel emotionally attached and committed to their organization. Furthermore, Ashforth and Saks (1996) explored the longitudinal effects of socialization tactics and found that an effective socialization process contributes to positive outcomes, including increased affective commitment. These findings reinforce the implications of Hypothesis H2, indicating

that both effective socialization tactics and perceived organizational support are important drivers of affective commitment.

The results of Hypothesis H3a reveal a multi-step process in which Organizational Socialization Tactics (OSTs) indirectly influence Affective Commitment (AC) through Perceived Realism (PR) and Perceived Organizational Support (POS). Consistent with previous research, the positive coefficient of 0.085 for the relationship between OSTs and AC suggests that well-executed socialization tactics positively contribute to newcomers' affective commitment (Bauer & Erdogan, 2011). This result aligns with the notion that a comprehensive onboarding process plays a pivotal role in fostering emotional attachment. Furthermore, the positive coefficient of PR (0.017) emphasizes the impact of perceived realism on affective commitment, indicating that newcomers who perceive socialization tactics as relevant and congruent with their role expectations are more likely to develop a strong emotional bond with the organization (Cable & Parsons, 2001).

Perceived Organizational Support (POS) emerges as a critical factor, with a coefficient of 0.174. This result resonates with research by Eisenberger, Huntington, Hutchison, and Sowa (1986), who demonstrated that employees who perceive higher levels of organizational support are more likely to develop affective commitment. The significant coefficient of 0.177* for the full indirect path (OSTs --> PR --> POS --> AC) provides empirical evidence that this multi-step process indeed contributes to affective commitment. These findings underscore the importance of implementing both effective socialization tactics and fostering a supportive organizational environment for nurturing emotional attachment among newcomers.

Hypothesis H3b uncovers the impact of Hypothetical Testing (HT) as part of the multi-step relationship between OSTs, POS, and AC. The coefficient of 0.06 for the relationship between OSTs and AC aligns with previous research findings, indicating that effective socialization tactics positively contribute to affective commitment (Ashforth & Saks, 1996). Interestingly, the substantial coefficient of HT (0.25) suggests that a propensity for hypothetical testing is associated with heightened affective commitment. This result adds depth to the understanding of newcomers' questioning during socialization, indicating that moderate levels of exploration might actually enhance emotional attachment.

The coefficient of 0.25 for POS further emphasizes the significance of perceived organizational support in fostering commitment. The significant coefficient of 0.275** for the full indirect path (OSTs --> HT --> POS --> AC) reinforces the notion that this multi-step process significantly contributes to affective commitment. This result underscores the interplay between effective socialization tactics, hypothetical testing, and perceived organizational support in cultivating newcomers' emotional bonds with the organization.

Hypothesis H3c explores the indirect relationship between OSTs, Value Congruence (VC), POS, and AC. The coefficient of 0.001 for the direct relationship between OSTs and AC suggests a minor influence of effective socialization tactics on affective commitment. The coefficient of VC (-0.005) indicates a limited impact of value congruence on affective commitment. However, the coefficient of POS (0.015) highlights the modest positive influence of perceived organizational support on affective commitment. The non-significant coefficient of 0.002 for the full indirect path (OSTs --> VC --> POS --> AC) implies that, in this specific sequence, value congruence might not significantly contribute to perceived organizational support or affective commitment.

PRACTICAL IMPLICATIONS

Effective Onboarding Strategies and Realistic Socialization: Creating a successful onboarding process goes beyond paperwork; it's about introducing newcomers to the organization's culture and values. Designing comprehensive onboarding programs that blend formal training with informal socialization activities is key (Bauer et al., 2007). By engaging newcomers in activities that help them understand the organization's ethos, they are more likely to develop a sense of connection and emotional attachment. Moreover, offering newcomers a realistic job preview can set the stage for a positive experience. When their expectations match the reality of their roles and responsibilities, they are more likely to feel engaged and committed (Jones & Lee, 2019).

Perceived Organizational Support and Holistic Approach: Newcomers' emotional attachment is greatly influenced by the sense of support they receive during their initial stages (Eisenberger et al., 1986). It's essential to establish support systems that encompass their entire journey. From mentors who offer guidance to peer networks that facilitate connections, these mechanisms reassure newcomers that they are valued members of the organization. Tailoring these support systems to individual needs further emphasizes the organization's commitment to their well-being. Moreover, leadership plays a critical role in creating a supportive environment. Encouraging leaders to engage with newcomers, provide guidance, and genuinely show interest fosters a sense of belonging and commitment (Smith & Wang, 2017).

Balanced Socialization Approach and Value Congruence: A balanced socialization approach recognizes that newcomers need both structure and the freedom to explore (Chao et al., 1994). Encouraging an environment where they can ask questions and delve into their roles fosters curiosity and engagement. When newcomers perceive that their questions are valued and encouraged, they are more likely to develop a deeper connection to their roles and the organization. Furthermore, conversations about organizational values and how they align with newcomers' personal values are crucial. Sharing stories, experiences, and the organization's mission can create a sense of shared purpose, leading to a stronger emotional bond (Jones & Lee, 2019).

Continuous Feedback and Growth Opportunities: Continuous feedback is essential for nurturing commitment. Establishing a culture where regular performance discussions are the norm helps newcomers understand their progress, strengths, and areas for development. When newcomers receive guidance on how to improve and excel, they feel supported and valued, reinforcing their commitment. Providing growth opportunities further reinforces their attachment. Clear pathways for skill development, advancement, and cross-functional experiences communicate that the organization is invested in its long-term success. Recognizing newcomers' achievements and milestones publicly not only acknowledges their contributions but also enhances their sense of belonging and value within the organization (Meyer & Allen, 1991).

In conclusion, the practical implications distilled from the findings underscore that cultivating emotional commitment among newcomers is a multifaceted process. By embracing comprehensive onboarding strategies, promoting perceived organizational support, balancing structured socialization with exploration, and providing continuous growth opportunities, organizations can lay the foundation for a more engaged and committed workforce. When

newcomers feel valued, supported, and connected, they are more likely to become dedicated employees who contribute to the organization's success.

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