



# The Effect of Organizational Socialization on Career Development, Emotional Commitment, and Turnover Intention in Healthcare Workers\*

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## Abstract

The socialization of healthcare workers in the workplace plays a crucial role in shaping career paths and supporting professional development. This process enhances employees' job commitment, strengthens organizational and emotional attachment, and positively influences both individual and institutional performance. Healthy workplace relationships enable healthcare professionals to perform their duties more effectively, whereas turnover intention may undermine this process. This study aimed to examine the effect of organizational socialization on career development, emotional commitment, and turnover intention among healthcare workers. Data were collected via a structured questionnaire from 515 healthcare professionals employed in three private hospitals in Istanbul, and analyses were performed using SPSS 26.0 with a 95% confidence interval. Descriptive statistics summarized socio-demographic characteristics, correlation analysis assessed relationships among variables, and regression analysis determined the predictive effects of organizational socialization. The results indicated that organizational socialization was positively associated with career development and emotional commitment, but negatively associated with turnover intention. Regression analysis confirmed that organizational socialization significantly increased career development and emotional commitment while reducing turnover intention.

## Keywords

*Organizational Socialization, Career Development, Emotional Commitment, Turnover Intention*

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## **Sağlık Çalışanlarında Örgütsel Sosyalleşmenin Kariyer Gelişimi, Duygusal Bağlılık ve İşten Ayrılma Niyetine Etkisi**

### **Öz**

Sağlık çalışanlarının iş ortamında sosyalleşmesi, kariyer yollarını şekillendirmede ve mesleki gelişimlerini desteklemede kritik bir rol oynamaktadır. Bu süreç çalışanların işlerine olan bağlılıklarını artırırken, aynı zamanda örgütsel ve duygusal bağlılığı da güçlendirmekte; dolayısıyla bireysel ve örgütsel performansı olumlu yönde etkileyebilmektedir. Sağlık çalışanlarının iş ortamında kurdukları sağlıklı sosyal ilişkiler, işlerini daha verimli ve etkili bir şekilde yapmalarına yardımcı olabilmektedir. Çalışanların işten ayrılma niyetinde olmaları ise süreci olumsuz etkileyebilmektedir. Bu çalışma, sağlık çalışanlarında örgütsel sosyalleşmenin kariyer gelişimi, duygusal bağlılık ve işten ayrılma niyetine etkisini belirlemek amacıyla gerçekleştirilmiştir. Çalışma kapsamında veriler, İstanbul'daki üç özel hastanede görev yapan toplam 515 sağlık çalışanından anket formu aracılığıyla toplanmış olup, verilerin analizi SPSS 26.0 paket programında %95 güven aralığında gerçekleştirilmiştir. Katılımcıların sosyo-demografik özellikleri tanımlayıcı istatistikler ile analiz edilmiş olup, değişkenler arası ilişki korelasyon analizi ve örgütsel sosyalleşmenin diğer değişkenlere olan etkisi ise regresyon analizi ile belirlenmiştir. Çalışma bulgularına göre, korelasyon analizi sonucunda örgütsel sosyalleşme ile kariyer gelişimi ve duygusal bağlılık arasında pozitif yönlü ilişki bulunurken, işten ayrılma niyeti arasında negatif yönlü ilişki tespit edilmiştir. Regresyon analizi sonucunda ise, örgütsel sosyalleşme, çalışanların kariyer gelişimini ve duygusal bağlılık düzeylerini artırırken, işten ayrılma niyetini ise anlamlı bir şekilde azalttığı görülmüştür.

### **Anahtar Kelimeler**

*Örgütsel Sosyalleşme, Kariyer Gelişimi, Duygusal Bağlılık, İşten Ayrılma Niyeti*

## Giriş

In the protection, development, and maintenance of health, it is necessary to ensure the career development of health workers, their commitment to the organization, and reduce their intention to leave the job. In this context, the effect of organizational socialization is important. In today's healthcare organizations, it is desirable to have employees who work proactively, possess strong communication skills, believe in and adhere to organizational values, have a strong sense of belonging, align their own values with organizational values, and continuously improve themselves. It is essential to have employees with these qualities in the organization and to ensure their continuity within the organization. In this way, employees and organizations can achieve the strategic goals of the organization, and competitive advantage and sustainability can be ensured by demonstrating high performance with a holistic approach.

Organizational socialization is crucial for employees who start a new job in an organization or move to a different job within the same organization. Organizational socialization is the process of employees learning the attitudes, values, and behaviors expected of them in their new work environment (Feldman & Arnold, 1985; Leidner, Gonzalez & Koch, 2020). During this process, recruits learn job descriptions and social activities required within the organization to resolve role ambiguity and integrate into the organization (Kowtha, 2018). The socialization process can occur formally through institutionalized socialization and training programs or informally through interactions between employees and observations (Leidner, Gonzalez & Koch, 2020). The main goal is for employees to become effective members of the organization (Feldman & Arnold, 1985). Successful socialization of newcomers means that they better understand processes, show higher productivity, and reduce recruitment and training costs. Most of them receive professional socialization through training and work-related experience. Thus, in the socialization

process, which includes harmonious work in the organizational environment, employees' commitment to work, achievement, and job satisfaction increase, leading to higher performance (Leidner, Gonzalez & Koch, 2020). The socialization process is associated with various key organizational outcomes such as performance and productivity, as well as individual outcomes like organizational commitment, job satisfaction, role clarity, and stress (Moysen et al., 2018). Therefore, organizational socialization involves both learning and change (Feldman & Arnold, 1985). Employees' integration into the organization, career initiation, and career progression depend on the socialization program implemented by the organization and the success of the staff in this program. Taormina (1994) examines the content of organizational socialization in four main dimensions: nurturing, understanding of the organization, coworker support, and future expectations. According to Taormina (1994), these dimensions can be described as follows. Nurturing refers to the process within organizations of transferring the necessary knowledge and skills to newcomers so they can effectively fulfill their organizational roles (Taormina, 1994; Taormina 1997). The understanding of the organization represents a newcomer's effort to process the knowledge and experiences gained during the nurturing phase, aiming to develop a deeper comprehension of organizational roles and functions (Bandura, 1979; Feldman, 1981). Louis (1980) describes this effort to interpret the organizational environment as "sense-making." Coworker support highlights the essential role that other members of the organization play as socialization agents during the newcomer's integration process (Louis, 1980; Reichers, 1987). Finally, future expectations reflect the newcomer's career aspirations and outlook within the organization as shaped by their socialization experiences (Buchanan, 1974; Taormina, 1994; Taormina 1997).

The process of creating reliable human resources and recruitment within an organization, selecting, classifying, and placing employees according to their skills and expertise begins with career development (Niati, Siregar & Prayoga, 2021). Career development can be defined as a continuous process that employees pursue through personalized career planning and individual efforts to achieve organizational goals (Priyono & Sunda Ariana, 2017). Career planning requires the harmonization of individual career goals and organizational opportunities. It is the process of determining individual career goals and the means to achieve these goals (Hitt, Middlemist & Mathis, 1986). In this context, career development is important. It is the process of increasing individual employability to achieve the desired career goal (Adnyani & Dewi, 2019). Career development should be seen not only as providing opportunities for employees to achieve higher career paths but also as gaining more responsibility and appreciation for the efforts made by employees (Afiyati, 2019). On one hand, career development provides motivation by enabling employees to plan their own future and career; on the other hand, it offers benefits to the

organization, such as increasing employee satisfaction and commitment, as well as enriching their skills (Super & Minor, 1987). Organizations organize career development programs to respond to social demands as well as specific goals and requirements. These programs play an important role in the development of employees.

In the 21st century, motivating and retaining employees has become increasingly complex for managers, especially human resource managers (Idris, 2014). The globalization of the workforce through advances in computer technology and telecommunications creates more challenges for managers in attracting talent. This makes it increasingly difficult to provide an environment where employees can contribute to the organization as long-term assets (Singh & Gupta, 2015). This situation makes organizational commitment the focus of managers in general. Organizational commitment is used as a key determinant of employee retention (Idris, 2014). Employees with high organizational commitment are more diligent in performing their jobs, stay in the organization longer, and have better relations with the organization (Saylan & Cerev, 2019). For these reasons, organizations aim to increase the organizational commitment of employees. Organizational commitment was explained by Meyer and Allen (1991) with an approach consisting of three factors: affective commitment, continuance commitment, and normative commitment. This approach has been widely accepted in the literature (Meyer & Allen, 1991; Meyer, Allen & Smith, 1993). Affective commitment represents the emotional attachment of the employee to the organization. Continuance commitment means that the employee believes that leaving the organization will be costly and acts accordingly. Normative commitment means that the employee feels a sense of obligation to stay with the organization. Individuals with strong normative commitment are generally committed to the organization due to obligatory reasons. In this study, the affective commitment factor was taken as a basis, and its relationship with other variables was analyzed. Employees with affective commitment identify themselves with the organization and can establish a strong bond with it. It can be said that the level of belonging and participation of employees with affective commitment to the organization is quite high (Elban & Keleş 2020). Affective commitment is the most desired type of commitment to be developed within the organization (Ahad et al., 2021). Employees who are emotionally committed to the organization have developed a positive attitude towards the organization and are integrated with it.

Another important concept for the organization is the turnover intention of employees. Turnover intention refers to an employee's intention to quit their job and seek another job outside the organization (Jaharuddin & Zainol, 2019). There may be various reasons for employees' turnover intention, such as dissatisfaction and workplace bullying (mobbing). Being the target of uncivil behaviors in the workplace has been found to be directly related to

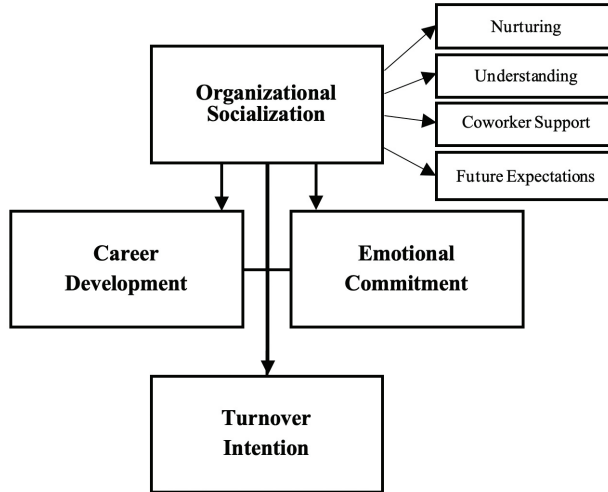
turnover intention. Additionally, job satisfaction decreases in employees who face mobbing in the workplace, which may result in a high turnover intention (Saeidipour, Akbari & Alizadeh, 2021). Such negative situations in the workplace can lead to severe psychological pressure for employees and create high turnover intention (Zulfiqar et al., 2020). When employees fully intend to quit, the costs associated with recruiting, training, developing, maintaining, and retaining employees in an organization start to increase. In addition, employees who have a turnover intention often develop this idea due to dissatisfaction within the organization. An employee with a turnover intention usually demonstrates this intention or shows lower productivity within the organization (Ahuja, 2016; Namin, Øgaard & Røislien, 2021). In the literature, studies have been conducted using various variables related to organizational socialization, career development, organizational commitment, and turnover intention from different perspectives. These studies have found that organizational socialization increases career success (Wei & Taormina, 2014), positively affects emotional commitment and learning (Filstad, 2011), is related to organizational commitment (Afsanepurak et al., 2012) and that organizational socialization training programs are effective in increasing organizational commitment and reducing turnover intention (Choi, 2014). However, there is no study in which all these variables are evaluated together. Therefore, this study is the first to examine the relationship and interaction between these four variables.

The aim of the study is to determine the effect of organizational socialization on career development, emotional commitment, and turnover intention among healthcare workers (doctors, nurses, health technicians, administrative healthcare workers) working in private hospitals.

## **Methods**

### **Study Design and Sample**

This study focuses on the components of organizational socialization, career development, emotional commitment, and turnover intention of healthcare workers. The study population consists of 2435 healthcare professionals working in three private hospitals in Istanbul. Data were collected through a questionnaire during a cross-sectional study conducted in three private hospitals in Istanbul between 30.12.2020-30.03.2021. A total of 600 healthcare workers, who were selected by the convenience sampling method and participated voluntarily, were asked to fill in the questionnaire form. Of the completed questionnaire forms, 525 were returned. However, in 10 of the questionnaire forms, questions other than socio-demographic characteristics were not answered and were considered invalid. The 515 valid questionnaire forms were included in the evaluation, and analyses were conducted. The sample represents approximately 21% of the population.

**Figure 1.** Research Model

### Data Collection Tools

The data were collected using a questionnaire form consisting of 40 questions to determine the organizational socialization scale, career development scale, emotional commitment scale, turnover intention scale, and socio-demographic characteristics of the employees. A five-point Likert-type scale was used for the scale statements. The organizational socialization scale was developed by Taormina (1994) and updated by Taormina (2004). This scale was translated into Turkish and adapted by Balcı et al. (2012). In this study, the 'Organizational Socialization Scale,' which was designed using both the original and the adapted scale, was utilized. The translation of the scale into Turkish was checked by at least three experts fluent in English, and the final valid form was established. The scale consists of four factors: nurturing, understanding of the organization, coworker support, and future expectations. The factor loadings of the items in the scale vary between 0.39 and 0.98. According to the factors, Cronbach's Alpha ( $\alpha$ ) values were determined as 0.92 for 'nurturing,' 0.79 for 'understanding of the organization,' 0.96 for 'coworker support,' and 0.91 for 'future expectations.' The overall Cronbach's  $\alpha$  value of the scale is 0.77. In this study, it was found that the scale consisted of 4 factors with 5 items each and had a total explained variance of 69.204. Scale factors and Cronbach's  $\alpha$  values are as follows: Factor 1. Nurturing (0.89), Factor 2. Understanding of the organization (0.84), Factor 3. Coworker support (0.88), Factor 4. Future expectations (0.88). The Cronbach's  $\alpha$  value of the general scale consisting of 20 items in total is 0.93. The career development scale consists of 9 items. The first six items in the scale were developed by Simpson (2014), and the last three items were added by Demirer and Kaya (2020), with the validity and reliability study of the

entire scale, including adaptation to Turkish, being conducted. According to the items in the original scale, the Cronbach's  $\alpha$  value was found to be 0.86. In this study, the Cronbach's  $\alpha$  value of the scale is 0.90. The organizational commitment scale was developed by Meyer and Allen (1991) and is stated to consist of three factors: affective commitment, continuance commitment, and normative commitment. This scale was adapted to Turkish by Dağlı, Elçiçek and Han (2018) by performing validity and reliability analyses. Cronbach's  $\alpha$  values were found to be 0.80 for the affective commitment factor, 0.73 for the continuance commitment factor, 0.80 for the normative commitment factor, and 0.88 for the overall scale. In this study, the affective commitment factor of the organizational commitment scale was used. This factor consists of 6 items and the Cronbach's  $\alpha$  value was found to be 0.83. The turnover intention scale consists of 5 items. The first three items of the scale were developed by Landau and Hammer (1986), and the last two items were developed by Jackofsky and Slocum (1988). The Cronbach's  $\alpha$  value of the scale, adapted into Turkish by Küçükusta (2007:147), was reported as 0.691, and was found to be 0.87 in the present study. The statements in the turnover intention scale are measured with reverse statements (R). Therefore, these statements were recoded during the analyses. Regarding turnover intention, the participants generally indicated that they did not intend to quit their jobs. As explained above, it is evident that all of the scales used in the study are quite reliable.

### Statistical Analysis

Statistical analysis of the data was performed with 95% confidence using IBM SPSS Statistics Version 26. The following hypotheses were developed for the study and tested:

Hypothesis 1 ( $H_1$ ): There is a significant relationship between organizational socialization and career development.

Hypothesis 2 ( $H_2$ ): There is a significant relationship between organizational socialization and emotional commitment.

Hypothesis 3 ( $H_3$ ): There is a significant relationship between organizational socialization and turnover intention.

Hypothesis 4 ( $H_4$ ): There is a significant relationship between career development and emotional commitment.

Hypothesis 5 ( $H_5$ ): There is a significant relationship between career development and turnover intention.

Hypothesis 6 ( $H_6$ ): There is a significant relationship between emotional commitment and turnover intention.

Hypothesis 7 ( $H_7$ ): Organizational socialization of healthcare workers affects their career development.



Hypothesis 8 (H<sub>8</sub>): Organizational socialization of healthcare workers affects their emotional commitment.

Hypothesis 9 (H<sub>9</sub>): Organizational socialization of healthcare workers affects their turnover intention.

## Ethical Issues

Ethics committee approval dated 14.08.2020 was obtained from Istanbul Medeniyet University Social and Human Sciences Research and Publication Ethics Committee for the study. All participants voluntarily consented to participate in the study, and all procedures were conducted in accordance with the principles of the Declaration of Helsinki.

## Limitations of the Research

During the study period, research permissions were restricted in public hospitals due to the Covid-19 outbreak in Türkiye. Therefore, healthcare professionals working in public hospitals could not be included in the sample. This study was limited to data collected from healthcare professionals working in only three private hospitals in Istanbul. The sample size is relatively small, and the findings are only partially generalizable.

## Results

### Socio-Demographic Characteristics

It was determined that 78.1% of the participants were female, 85.6% were 35 years of age or younger, 51.4% had a bachelor's degree or higher, and 52.5% were doctors and nurses. Additionally, 80.8% had worked in the institution for less than 5 years, and 61.7% had less than 5 years of professional experience. It was observed that 40.6% of the participants stated that the written career planning and development (CPD) process was not defined in the institution, 53% did not receive CPD training, and 64.9% did not receive socialization training. Furthermore, 7.8% of the participants were managers, while 92.2% were employees (Table 1).

**Table 1.** Socio-Demographic Characteristics

Socio-Demographic Characteristics	Subgroups	Frequency (%)
Gender	Female	402 (78.1)
	Male	113 (21.9)
Marital Status	Married	138 (26.8)
	Single	377 (73.2)
Age	Under 25	249 (48.3)
	25-35 years	192 (37.3)
	Over 36 years	74 (14.4)

Education	High school or equivalent	87 (16.9)
	Associate degree	163 (31.7)
	Bachelor's degree	148 (28.7)
	Master's degree or higher	97 (22.7)
Profession	Doctor	90 (17.5)
	Nurse	180 (35.0)
	Health technician	91 (17.6)
	Administrative health worker	154 (29.9)
Length of service in the institution	Under 5 years	416 (80.8)
	5-10 years	73 (14.2)
	Over 11 years	26 (5.0)
Total professional experience	Under 5 years	318 (61.7)
	5-10 years	123 (23.9)
	Over 11 years	74 (14.4)
Is there a defined career planning and development process in the institution?	Yes	159 (30.9)
	No	209 (40.6)
	Partially	147 (28.5)
Have you received socialization training?	Yes	119 (23.1)
	No	334 (64.9)
	Partially	62 (12.0)
Have you received career planning and development training?	Yes	161 (31.3)
	No	273 (53.0)
	Partially	81 (15.7)
Position in the institution	Employee	475 (92.2)
	Manager	40 (7.8)
Total		515 (100)

### Validity and Reliability Analysis of Scales

The validity and reliability results for the scale items are presented in Table 2. Additionally, the KMO value and factor loadings of the Organizational Socialization Scale are shown in Table 3 and Table 4.

**Table 2.** Validity and Reliability Analysis of Scales

Dimension	Mean	S.D.	Skewness	Kurtosis	Cronbach's Alpha
<b>Organizational Socialization</b>	3.350	3.350	-0.190	0.042	0.93
<b>Career Development</b>	3.127	0.914	-0.037	-0.643	0.90
<b>Emotional Commitment</b>	3.050	0.945	-0.066	-0.430	0.83
<b>Turnover Intention</b>	3.262	1.087	-0.231	-0.801	0.87

The analysis results in Table 2 indicate that the scales used are both reliable and valid. All dimensions have Cronbach's Alpha values above 0.80, indicating a high level of reliability. Skewness and Kurtosis values suggest a normal distribution, confirming that the scales are suitable for analysis. These findings support that the study variables are measured reliably.

**Table 3.** KMO and Bartlett's Test

<b>Kaiser-Meyer-Olkin</b>	0.930
<b>Bartlett's Test</b>	6587.992
<b>df</b>	190
<b>Significance Level (p-value)</b>	p<0.001*

In the study, the validity and reliability of the Organizational Socialization Scale were examined through both expert review-based validity and factor analysis. As a result of the analysis, the KMO value of the Organizational Socialization Scale, which consists of 4 factors and 20 items, was found to be 0.93. This coefficient indicates a high value for the scale (Table 3).

**Table 4.** Factor Loadings of the Organizational Socialization Scale

FACTORS	Factor 1	Factor 2	Factor 3	Factor 4
Nurturing1	0.735			
Nurturing2	0.788			
Nurturing3	0.766			
Nurturing4	0.555			
Nurturing5	0.718			

Understanding6	0.719			
Understanding7	0.618			
Understanding8	0.644			
Understanding9	0.773			
Understanding10	0.529			
Coworker Support11		0.728		
Coworker Support12		0.754		
Coworker Support13		0.660		
Coworker Support14		0.787		
Coworker Support15		0.574		
Future Expectations16			0.731	
Future Expectations17			0.679	
Future Expectations18			0.768	
Future Expectations19			0.776	
Future Expectations20			0.539	
Explained Variance	18.599	18.144	17.269	15.192
Total Explained Variance	69.204			

In Table 4, it was observed that the first sub-factor consists of 5 items (Nurturing). When examining the factor loadings of the items within the first sub-factor, they range between 0.788 and 0.555. The second sub-factor, consisting of 5 items (Understanding), has factor loadings ranging between 0.773 and 0.529. The third sub-factor (Coworker Support) also comprises 5 items, with factor loadings between 0.787 and 0.574. The fourth sub-factor (Future Expectations) consists of 5 items as well, with factor loadings between 0.776 and 0.539. The variance explained by the Organizational Socialization Scale, which comprises 20 variables, is 69.204%. It was observed that all variables are positively aligned with their respective factor groups with high loadings, achieving a coherent factor structure.

### Correlation Analysis Between Variables

The correlation analysis results between organizational socialization, career development, emotional commitment, and turnover intention are provided in the table below Table 5.

**Table 5.** Correlation Analysis Between Variables

Variables		Nurturing	Understanding	Coworker Support	Future Expectations	General Organizational Socialization	Career Development	Emotional Commitment	Turnover Intention
Nurturing	r	1	0.564**	0.502**	0.685**	0.865**	0.744**	0.602**	0.502**
	p		p<0.001	p<0.001	p<0.001	p<0.001	p<0.001	p<0.001	p<0.001
Understanding	r		1	0.592**	0.445**	0.788**	0.566**	0.409**	0.324**
	p			p<0.001	p<0.001	p<0.001	p<0.001	p<0.001	p<0.001
Coworker Support	r			1	0.414**	0.757**	0.501**	0.401**	0.314**
	p				p<0.001	p<0.001	p<0.001	p<0.001	p<0.001
Future Expectations	r				1	0.812**	0.810**	0.594**	0.541**
	p					p<0.001	p<0.001	p<0.001	p<0.001
General Organizational Socialization	r					1	0.825**	0.631**	0.532**
	p						p<0.001	p<0.001	p<0.001
Career Development	r						1	0.599**	0.494**
	p							p<0.001	p<0.001
Emotional Commitment	r							1	0.669**
	p								p<0.001
Turnover Intention	r								1
p<0.001, n=515									

The correlation analysis revealed significant positive relationships between the socialization sub-factors (nurturing, understanding of the organization, coworker support, and future expectations) and career development, emotional commitment, and turnover intention in Table 5. Specifically, significant positive correlations were found between general organizational socialization and career development ( $r=0.825$ ,  $p<0.001$ ), emotional commitment ( $r=0.631$ ,  $p<0.001$ ), and turnover intention ( $r=0.532$ ,  $p<0.001$ ); between career development and emotional commitment ( $r=0.599$ ,  $p<0.001$ ) and turnover intention ( $r=0.494$ ,  $p<0.001$ ); and between emotional commitment and turnover intention ( $r=0.669$ ,  $p<0.001$ ). It is important to note that turnover intention scores were reverse-coded during analysis. Therefore, higher values reflect a lower intention to leave. These results suggest that higher levels of organizational socialization, career development, and emotional commitment are associated with reduced turnover intention. Based on these results, hypotheses  $H_1$ ,  $H_2$ ,  $H_3$ ,  $H_4$ ,  $H_5$ , and  $H_6$  are accepted.

### Regression Analysis Between Variables

Regression analysis explains the relationship between a dependent variable and one or more independent variables using a mathematical equation.

Simple linear regression aims to explain changes in the dependent variable based on changes in an independent variable, measuring the effect of one unit change in the independent variable. Multiple regression analysis examines the relationship between one dependent variable and multiple independent variables (Gao et al., 2021). It evaluates the total variance explained by the independent variables, the statistical significance of the explained variance and the independent variables, and the direction of their relationships with the dependent variable. Before regression analysis, multicollinearity and correlation between variables were assessed. Variance inflation factor (VIF) values were analyzed to detect multicollinearity. A VIF value greater than 10.0 and tolerance less than 0.10 indicate a multicollinearity problem (Hair et al., 1998).

Table 6 below presents the regression analysis results for the sub-factors of organizational socialization and their impact on career development, emotional commitment, and turnover intention.

**Table 6.** The Effect of Organizational Socialization Sub-factors on Career Development, Emotional Commitment and Turnover Intention

Dependent variable	Predictor Variable	<i>B</i>	Standard Error	Beta ( $\beta$ )	<i>t</i>	<i>p</i>	VIF
Career Development	Nurturing	0.249	0.032	0.264	7.775	0.001*	2.297
	Understanding	0.152	0.033	0.139	4.607	0.001*	1.810
	Coworker Support	0.068	0.031	0.063	2.175	0.030*	1.654
	Future Expectations	0.483	0.028	0.542	17.536	0.001*	1.911
R= 0.863, R <sup>2</sup> = 0.745, R <sub>adj.</sub> = 0.743, F. Change = (372.445), p<0.05.							
Dependent variable	Predictor Variable	<i>B</i>	Standard Error	Beta ( $\beta$ )	<i>t</i>	<i>p</i>	VIF
Emotional Commitment	Nurturing	0.307	0.049	0.315	6.224	0.001*	2.297
	Understanding	0.038	0.051	0.033	0.742	0.458	1.810
	Coworker Support	0.099	0.048	0.088	2.051	0.041*	1.654
	Future Expectations	0.302	0.042	0.328	7.106	0.001*	1.911
R= 0.658, R <sup>2</sup> = 0.433, R <sub>adj.</sub> = 0.428, F. Change = (97.295), p<0.05.							
Dependent variable	Predictor Variable	<i>B</i>	Standard Error	Beta ( $\beta$ )	<i>t</i>	<i>p</i>	VIF
Turnover Intention	Nurturing	0.253	0.062	0.226	4.100	0.001*	2.297
	Understanding	0.008	0.064	0.007	0.133	0.894	1.810
	Coworker Support	0.060	0.061	0.046	0.995	0.320	1.654
	Future Expectations	0.386	0.053	0.364	7.259	0.001*	1.911
R= 0.572, R <sup>2</sup> = 0.327, R <sub>adj.</sub> = 0.322, F. Change = (62.020), p<0.05.							

The effects of organizational socialization sub-factors on career development, emotional commitment, and turnover intention were determined by multiple regression analysis (Table 6). First, the presence of multicollinearity and relationships between variables were analyzed. The VIF values ranged from 1.654 to 2.297, indicating no multicollinearity problems, and the test assumptions were met. Organizational socialization sub-factors explain 74.3% of the variance in career development (adjusted  $R^2=0.743$ ), 42.8% in emotional commitment (adjusted  $R^2=0.428$ ), and 32.2% in turnover intention (adjusted  $R^2=0.322$ ). The factors of nurturing, understanding of the organization, coworker support, and future expectations are positively and significantly related to career development and have a positive effect on it ( $p<0.05$ ). An increase of 1 unit in the nurturing factor is expected to result in a 26.4% increase in career development, a 1-unit increase in understanding of the organization will lead to a 13.9% increase, a 1-unit increase in co-worker support will lead to a 6.3% increase, and a 1-unit increase in future expectations will lead to a 54.2% increase in career development. It was found that nurturing, coworker support, and future expectations positively and significantly relate to emotional commitment ( $p<0.05$ ), while understanding of the organization does not affect it ( $p>0.05$ ). An increase of 1 unit in nurturing is predicted to result in a 31.5% increase in emotional commitment, a 1-unit increase in coworker support will lead to an 8.8% increase, and a 1-unit increase in future expectations will lead to a 32.8% increase in emotional commitment. The analysis showed that understanding of the organization and coworker support do not affect turnover intention ( $p>0.05$ ); while nurturing and future expectations positively affect it ( $p<0.05$ ). An increase of 1 unit in nurturing is expected to result in a 22.6% decrease in turnover intention, and a 1-unit increase in future expectations is expected to cause a 36.4% decrease in turnover intention.

Table 7 below presents the regression analysis results for general organizational socialization level and its impact on career development, emotional commitment, and turnover intention.

**Table 7.** The Effect of General Organizational Socialization on Career Development, Emotional Commitment and Turnover Intention

Dependent variable	Predictor Variable	<i>B</i>	Standard Error	Beta ( $\beta$ )	<i>t</i>	<i>p</i>
Career Development	Organizational Socialization	1.018	0.031	0.825	33.040	0.001*
$R = 0.825$ , $R^2 = 0.680$ , $R_{adj.} = 0.680$ , $F$ . Change = (1091.644), $p<0.05$ .						
Dependent variable	Predictor Variable	<i>B</i>	Standard Error	Beta ( $\beta$ )	<i>t</i>	<i>p</i>
Emotional Commitment	Organizational Socialization	0.805	0.044	0.631	18.423	0.001*
$R = 0.631$ , $R^2 = 0.398$ , $R_{adj.} = 0.397$ , $F$ . Change = (339.391), $p<0.05$ .						
Dependent variable	Predictor Variable	<i>B</i>	Standard Error	Beta ( $\beta$ )	<i>t</i>	<i>p</i>
Turnover Intention	Organizational Socialization	0.780	0.055	0.532	14.215	0.001*
$R = 0.532$ , $R^2 = 0.283$ , $R_{adj.} = 0.281$ , $F$ . Change = (202.064), $p<0.05$ .						

The effect of general organizational socialization on career development, emotional commitment, and turnover intention was examined using simple regression analysis (Table 7). General organizational socialization has a positive explanatory power of 68%, 39.8%, and 28.3% for career development, emotional commitment, and turnover intention (not considering quitting), respectively. These data indicate that general organizational socialization is a significant predictor of career development, emotional commitment, and turnover intention. Based on these analysis results, hypotheses H<sub>7</sub>, H<sub>8</sub>, and H<sub>9</sub> are accepted.

## Discussion and Conclusion

In this study based on the data set collected from healthcare workers, the effect of organizational socialization on career development, emotional commitment, and turnover intention was examined by determining the relationship between the variables. A positive and significant relationship was found between these variables, supporting hypotheses H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, H<sub>4</sub>, H<sub>5</sub>, and H<sub>6</sub>. Similar findings have been reported in other studies. For instance, Purnomo, Utami and Gill (2022) found a significant positive relationship between organizational socialization and career development. Afsanepurak et al. (2012) found that organizational socialization is significantly related to organizational commitment, particularly the factors of nurturing and future expectations. Al-Haraisa (2022) showed that organizational socialization mediates the relationship between emotional intelligence and career development, improving new employees' behavior and supporting team performance. Effective personnel selection, performance appraisal techniques, promotion, training and development opportunities, career opportunities, and talent management, as well as strong communication, trust, and fairness, will not only strengthen organizational commitment but also attract and retain talented employees. Vazifehdust and Khosrozadeh (2014) demonstrated that organizational socialization positively affects organizational commitment and negatively affects turnover intention, with both organizational commitment and career development positively influencing turnover intention. Yilmaz and Yilmaz (2016) found that the level of organizational socialization has a positive and significant effect on organizational commitment. Nishanthi and Kailasapathy (2018) also reported that organizational socialization positively affects three types of commitment, although career orientation did not moderate these relationships. Wei and Taormina (2014) concluded that organizational socialization facilitates resilience within the organization, enhancing career success. Filstad (2011) found that newcomers' participation in work activities and social interactions with colleagues positively affects their emotional commitment and learning processes. Choi (2014) showed that an organizational socialization training program is effective in increasing job satisfaction and organizational commitment and reducing turnover intention among new nurses. In the study by Spagnoli (2020), a moderated mediation model was examined within the framework of organizational socialization, focusing on the relationship between organizational career



growth, organizational socialization learning, and job satisfaction. Organizational career growth was found to fully mediate the relationship between socialization learning and performance, while it provided partial mediation in the relationship with job satisfaction. These results indicate that organizational socialization processes can contribute to employees' career development, positively impacting their job satisfaction and performance. Al Balushi et al. (2022) investigated the effect of career development on turnover intention among employees in the public sector of Oman, as well as the mediating role of organizational commitment (affective, continuance, and normative commitment) in this relationship. Data obtained from a survey administered to 500 public sector employees were analyzed. The findings showed that career development enhances employee commitment, thereby reducing turnover intention, with affective and continuance commitment playing significant mediating roles in this relationship. In the study by Park, Bang and Je, (2020), significant effects of turnover intention and job stress on organizational socialization among nurses were demonstrated. The findings reveal a significant inverse relationship between organizational socialization and both turnover intention and job stress, while indicating a significant positive relationship with social awareness. The factors exerting the strongest influence on organizational socialization were identified as turnover intention, social awareness, and job stress. Cepale et al. (2021) explored the factors that indirectly affect individuals' turnover intention through organizational socialization. The analysis results indicate that individuals with high levels of self-efficacy beliefs participate more robustly in organizational socialization processes, and this process has a reducing effect on turnover intentions. This finding suggests that organizational socialization plays a crucial role in enhancing employees' adaptation to the organization and their inclination to remain within the organization.

Overall, significant relationships and interactions between the variables in this study are supported by the literature. This study determined that all sub-factors of organizational socialization influenced participants' career development. Additionally, participants' emotional commitment was influenced by the sub-factors of nurturing, coworker support, and future expectations, but not by understanding the organization. Conversely, participants' turnover intention was influenced by the sub-factors of nurturing and future expectations, but not by understanding the organization or coworker support. Participants' organizational socialization was found to be a significant predictor of their career development, emotional commitment, and turnover intention. Therefore, hypotheses H<sub>7</sub>, H<sub>8</sub>, and H<sub>9</sub> were accepted. The results of the study highlight the importance of socialization for health managers and employees working in hospitals in terms of organizational performance and continuity. These findings can contribute to the development of human resources management policies in the health sector. They can help to determine effective strategies to increase the career development and organizational commitment of healthcare workers and to reduce turnover intention. Thus, high organizational performance can be achieved.

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