

An Analytical Study of Impact of Socialization on New Employee Retention in 5 Star Hotels

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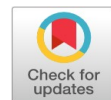
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Abstract: This study aimed to link between the socialization of employees and employee attrition & socialization of employees and work culture. The available data suggests that not much research on the said line has been conducted in India. The study is based on quantitative and descriptive research. The primary data is collected from employees and the HR dept of employees of six 5-star hotels in Pune city, India. The study suggested that new employee socialization is definitely a tool to ensure new employee retention, but it is not the sole solution to attrition. The new employee socialization positively helps the organization to maintain healthy work culture as well. Based on the findings, the researcher has designed a new employee socialization process, which may help the sector tackle the new employee attrition problem with the help of proper socialization. A well-conducted new employee socialization program wherein efforts are taken to create a correct image of the company amongst prospective employees, answering all the possible questions of new joiners, providing information about all the aspects helps the new joiners to get in the functional mode and become culturally fit in the organization. This may help the organization to retain the new joiners in the long run. This study of new employee socialization in the hospitality industry from the perspective of reducing their attrition would make a significant contribution to existing information on the subject.

Keywords: New employee, Employee socialization, Retention, Work culture, Hospitality sector

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INTRODUCTION

Human resource is one of the most vital assets of an organization. Organizations require competent, dedicated, and efficient workers to serve their customers and sustain in the market. Without a sufficient number of qualified, stable, loyal and productive workforce, organizations are vulnerable to competitive forces as well as it creates a negative impact on relationships with their customers. Happy, engaged and stable workforce will make the organization more profitable. In the service sector, employees are the front liners, dealing with the customers every day. The survival and profitability of the sector depend on happy and satisfied customers. The work culture suggests that workforce should remain in their jobs for a long time. The frequent change in the workforce affects customer service adversely. Reasons for employee turnover need to be studied, and conscious efforts should be taken to minimize the employee attrition. Employee socialization process is a process through which an individual acquires the attitude, behaviour and knowledge required to participate effectively in an organization. Socialization is an adaptation process that takes place as new employees attempt to learn and inculcate norms and values of work roles in an organization. It also helps the new employees to start getting emotionally attached with the firm. Employee socialization makes employees industrious. It increases their productivity and keeps employees healthy, encourages teamwork, improves employee commitment and reduces turnover.

“Research and conventional wisdom both suggest that employees get about 90 days to prove themselves in a new job. The faster new hire feels welcome and prepared for their jobs, the faster they will be able to successfully contribute to the firms mission.” (Bauer, 2010)

Questions were raised about why the employee couldn't hold a job. This ratio is high in new

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employees. It is the experience that almost one in three employees in the current job for less than 3 months are already job searching. What makes an employee look for job change in a short span from joining? Recent turnover research in 54 four- to five-star Indian hotels and restaurants showed turnover rates of 58.5% for operational employees and 32.16% for managerial employees (Kaur & Singhal, 2019)

A systematic socialization of new employees in the organization may solve the problem to some extent. This research aims to find out reasons for the high attrition rate amongst new employees employees who have not completed 1 year at the current workplace (hospitality industry).

Through new employee socialization, when an employee is adjusting properly in the new workplace, his chances of retaining in the organization increase. A strong, positive, well-defined and well-communicated work culture attracts talent which can fit easily in the organization. It drives employee retention.

LITERATURE REVIEW

Happy, engaged and experienced employees make the organization profitable. Hospitality industry in India is one of the fastest-growing sectors. Pune is a bustling metropolis in Maharashtra, India is the 8th populous city in India. Pune is the cultural capital of Maharashtra. The estimated population of the city is 7.4 million during the year 2020. Pune is emerging as a fast-growing city in this part of the country and has been ranked as one of the most livable cities in the country.

The hospitality industry is \$61 billion business worldwide. In India, the hospitality industry is one of the fastest-growing industries. With the growth of the hospitality business, additional employment is created in the sector. 3 to 5 jobs are created with every room constructed in a hotel (Dinakaran, 2013). Due to this, the requirement of skilled, qualified and loyal employees is huge in the sector. But there is an acute shortage of manpower in the hospitality industry due to various reasons. Rather the major challenge of the hospitality industry is the shortage of skilled workforce & high attrition rate (Laghane & Deshmukh, 2012).

One of the reasons for manpower crisis is that the majority of fresh hotel management graduates prefer to join allied industries. Only 30% join the hotel industry. The reason for the same is better pay package, working hours and conditions, etc. in other industries. One of the reasons for employee leaving the job is better growth elsewhere. Aspiring youngsters want to go abroad to countries like Dubai, Canada, United Kingdom, Thailand or Abu Dhabi to make a career in the hospitality industry. As the sector is a growing sector, there is ample human resource requirement, which makes retention the biggest challenge of the industry. Few more causes of high turnover are below average rates of pay, poor training, weak leadership, unreasonable expectations, and history of high turnover. When new employees join organization, they soon become aware of the culture and quickly pick-up in expectations about the length of the service, (Andrews, 2012).

Two-thirds of the employees who terminated employment during the period had been employed for 12 months or less. Cause of the turnover of the employee can be Job-related or Non-job-related. The employer has a control over job-related turnover. Non-job related turnover is not in control of the employer. The attitudinal variables include job satisfaction/dissatisfaction, role stressor (Role Ambiguity, Role Conflict, Role Overload), poor employee training and/or orientation, lack of advancement, income, lack of respect, and an opportunity for work-life balance. Most of these reasons for leaving the job can be well-addressed during new employee socialization process (Hammerberg, 2002).

As per JW Marriott Bangalore, maximum attrition happens within a time frame of 6 months to 1 year from joining of an employee. 3.5% of total attrition rate is of absconding cases, 63% of total absconding cases are of employees who joined the organization between 0 and 3 months. This means the new employees face challenges in settling down and find it hard to do their day to day activities. Due to this, they get frustrated and tend to leave the job (Farooque & Habibuddin, 2015).

The research shows that there is a high rate of turnover for employees in the first 30 days of employment. This is a result of a poor start. On the first day, the new things at co. i.e., new boss, surrounding, work culture, rules and regulation, co-worker makes the new joiner feel insecure and promote anxiety. Attrition is high amongst the employees who haven't completed 1 year in the organization.

New hires have high expectations on professional development, the scope for independent/originality of work, individual training and instruction, need for being supervised and guided, and sense of respect. On these parameters, they decide whether to continue in or leave the industry. During the first meeting, met expectations result in organizational commitment, self-efficacy, job satisfaction and motivation. Unmet expectations result in absenteeism and intentions to quit (Dagsland, Mykletun, & Einarsen, 2011).

In one of the secondary sources, the following things were discovered about new joiners:

- First few days on the job are disturbing and anxious ones.
- The anxiety of the new joiners intensified by new employee initiation practices.
- Anxiety adversely affects training process.
- Attrition of new hires happens primarily due to anxiety.
- New joiners are reluctant to discuss their problems with the supervisors.

As per a research paper written by Arora (2016), overall the listed factors that affect employee retention are work-life integration, Group conformity and teamwork, a proper match between the job and the person, reward and recognition, compensation and flexible benefits, employee involvement, career advancement and promotion opportunities, fringe benefits, innovation, workplace, leadership, overall effectiveness, feedback and performance, job clarity, job satisfaction, job security and safety, transparency, organization culture, employee training, information management and communication (Arora, 2016). Career Development opportunities, effective talent management strategies, recruitment, on-boarding and orientation, work-life balance, the culture of organization, communication, leadership, the role of HR head and supervisor, etc. play an important role in employee retention (Mehta, Kurbetti, & Dhankhar, 2014).

New employee socialization can minimize such reasons for leaving the job. There is a strong link between retention and effective orientation. Orientation gives the new employee his or her vital, initial direction. Retention-focused orientation programs emphasize three things in the medium term: a. they acknowledge that retention starts here, b. they manage expectations, c. they encourage cultural integration (McKeown, 2002).

One in every three employees leaves their job due to lack of socialization in the working environment. There is a positive relationship between socialization and loyalty/commitment. The study of quite a few researchers have indicated that the organizations which succeed in developing employee loyalty stand out from the rest in low turnover (Vladimiras, 2011). Through new employee socialization, when an employee is adjusted properly in the new workplace, his chances of retaining in the organization increase (Field & Coetzer, 2008). A strong, positive, well-defined and well-communicated work culture attracts talent which can fit easily in the organization. It drives employee retention (Jeromey, 2009).

Socialization is an adaptation process that takes place as new employees attempt to learn and inculcate norms and values of work roles in an organization. It also helps new employees to start getting emotionally attached with the firm. For proper adjustment of new employees and organization, learning and inculcating norms and values of organization are needed. Organizations need to assist the new hire in the process of adapting to organizational norms and values. The socialization should always be at entry when the outsider is molded in the insider (Joshi, 2015).

The new employee socialization process

The aim of socialization process for employees is to provide an opportunity to contextualize their role in the organization and for the organization to promote values and short and long-term goals. The socialization process is made up of three stages:

- Pre-arrival/Anticipatory Socialization
- Encounter/Accommodation Stage
- Metamorphosis/Role Management Phase

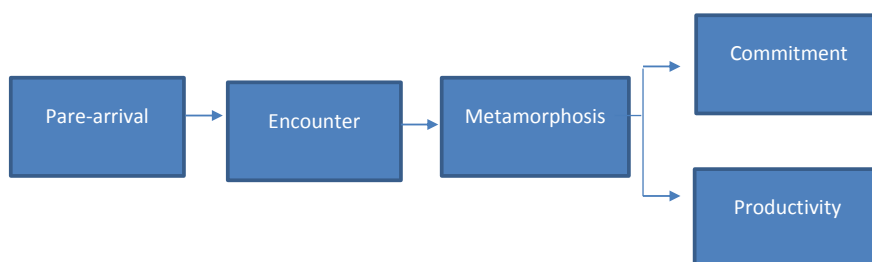


Figure 1. Socialization process

An organization needs to be proactive in orienting employees. Socialization process starts before an employee joins the job. Typical socialization process includes:

- Anticipatory socialization - Before new hires joining the organisation, through interacting with representatives of the Co., new hire gather information about organisation. In this stage new hires develop expectations about co. & job.
- Encounter - When new hires begin a new job, manager needs to cultivate high-quality work relationship.
- Settling in - New employee begin to feel comfortable with their job demand and social relationship.

A well socialized new hire stay with the organization in long run (Jeromey, 2009).

Outcome of successful organizational socialization is speedy and effective adjustment of newcomer to the new task, roles and organisational values and norms. The process where the new employee adapts from outsider to insider is socialization process. The gap between newcomer perceptions of the organisation formed prior to joining the organisation and actual reality after joining the organisation may be wide which is encounter at organisational entry phase. Thus organisational socialization process should start from pre-encounter phase (Field & Coetzer, 2008).

socialization performs two functions: 1. It creates uniform behaviour in staff, increases understanding, reduces conflicts, etc. And 2. it reduces ambiguity of employees as they will come to know what is expected (Seetharaman & Prasad, 2001).

New employee socialization should not be merely done by HR Manager and Training Manager. Co-workers and supervisors support is essential during socialization process. Insiders can make an effort to help newcomers adjust (Kammeyer-Mueller, Wanberg, Rubenstein, & Song, 2013). By going through the various research papers, articles and various websites relating to this topic, it is indicated that new employee socialization enables an increase in commitment to the organization, job satisfaction and individuals commitment to an organization to some extent.

Employee socialization can be an answer to one of the major challenges of hospitality industry retention of new employees. Based on the study conducted by the researcher, enough research on employee socialization has not been carried out in India and in Hospitality Sector. This is the area that requires attention. The employee socialization shall make employees believe that their organization values them, cares about their wellbeing and fulfils their socio-emotional needs. Employees feel secured within large entity organization. But few gaps were also identified:

1. According to publication, hospitality industry being one of the largest employment generator in the country, not much research on hospitality industry from Human Resource perspective have been done.
2. The available literature shows that new employee socialization enables an increase in commitment to the organisation, job satisfaction & individuals commitment to an organisation to some extent, but not much research has been done in India.
3. New employee socialization consists of 3 major phases:
 - (a) Pre entry phase
 - (b) Organisational Entry Phase
 - (c) Adaptation Phase

Most of the research paper's talks on 'organisational entry phase' only.

- Socialization is a process of indoctrinating the new employees into the organisation culture. From this prospect research needs to be done.

Through literature review following parameters were identified for the study:

Table 1: Parameters of the study

New Employee	Employee Retention	Work Culture
<ul style="list-style-type: none"> • Ensures organizational attachment and commitment. • Job Satisfaction. • Role Clarity. • Social Morality. • Efficiency in performing task. • Ensures employee compatibility. • Brand Loyalty. • Self-motivated workforce. • Climate for achievement/hierarchy/structure. • Climate for growth/innovation/autonomy. • Climate for knowledge exchange. • Introduction to concerned authorities, colleagues etc. • Visit to Different Departments. • Explanation of HR Policies. 	<ul style="list-style-type: none"> • Work-life Integration. • Group Conformity & Team work. • Proper matching between job and the person. • Reward and Recognition. • Compensation & flexible benefit. • Employee Involvement. • Career Advancement & Promotion Opportunities. • Fringe benefits. • Innovation. • Feedback and Performance Appraisal • Job Security & Safety. • Job Satisfaction. • Role Clarity. • Transparency. • Organization Culture. • Employee Training. • Information Management & Communication. 	<ul style="list-style-type: none"> • Knowing the values and mission of the Co. • Employees are team and not a bunch of individuals • Hiring the right people . • Communication. • Ambitious employees. • Ambitious employees. • Celebrating the individuality. • Rewards and recognition. • Trust factor. • Relationship with co-workers & reporting authority.

Based on these parameters questionnaire was developed to collect primary data.

Objectives of the study

- To study the relation between socialization and employee attrition.
- To critically evaluate the impact of socialization on retention.
- To study the importance of socialization in healthy work culture.

Scope

The scope of the research is confined to:

- Employees and HR Dept. employees of 5-star hotels in Pune city.
- List of 5-star hotels as per the report published by Ministry of Tourism dated 17th May 2017 was referred.

HYPOTHESES OF THE STUDY

The research is based on below listed hypotheses.

H 1a: *There is relationship between socialization and employee retention.*

H 1b (Null Hypothesis): *There is no significant relationship between socialization and employee attrition.*

H 2a: *Organisations sound socialization policies improves retention in the organisation.*

H 2b (Null Hypothesis): *There is no significant relationship between socialization and employee retention.*

H 3a: *Socialization leads to healthy work culture in organisation.*

H 3b (Null Hypothesis): *There is no significant relationship between socialization and work culture.*

RESEARCH METHODOLOGY

Type of research

The research is descriptive in nature. It is a quantitative research.

Sampling frame

2 sets of samples were studied for the research:

1. Employees of five 5-star hotels
2. HR Dept. employees of six 5-star hotels.

Population

For the study the researcher considered Seven 5-star hotels in Pune city. A published by Ministry of Tourism dated 17th May 2017 was referred for the same. As per the publication below are the 5-star hotels in Pune city:

1. Hotel Le Meridien / Hotel Grand Sheraton
2. Westin Hotel
3. Conrad
4. Crown Plaza City Centre
5. Marriott International
6. Novotel Hotel
7. The O Hotel

Methods of data collection

The required data for the study is collected from primary as well as secondary sources.

- Primary data was collected for this study with the help of following methods:
 1. Survey method: Two sets of questionnaire were designed for this study first for employees of the hotel and second HR Dept. employees of the hotel. This method was employed to collect primary data of the employees of hotel and HR Dept. employees of the hotel.
- Secondary data was collected through various sources as below:
 1. Books: Various books on Human Resource Management, Hospitality Sector, Onboarding New Employees, Research Methodology etc were referred
 2. Journals: Journals of social science, organizational behavior, human resource management and general management & hospitality and tourism etc.
 3. E-journals: Research papers and articles available on EBSCO, J-Gate and PROQUEST.
 4. Websites: Websites of various hotels, Shodhganga, management study guides, business dictionaries etc.
 5. Publications: Information collected through new article published in Economic Times

The researcher visited library of Smt.Hiraben Nanavati Institute of Management and Research for Women, Jaykar Library of Savitribai Phule Pune University, British library etc.

RESULTS AND DISCUSSION

The data collected on different variables associated with New Employee socialization, employee retention and work culture was analyzed. Following table depict the same: -

Table 2: Pearson’s correlation coefficient of variables

		Coefficients ^a			T	Sig.
Model		Unstandardized	Standardized			
		Coefficients	Coefficients			
		B	Std. Error	Beta		
1	(Constant)	227.458	2.457		92.576	.000
	New Employee socialization	-1.198	.025	-.951	-47.563	.000
1.a. Dependent Variable: Employee Attrition						
2	(Constant)	-5.458	2.457		-2.221	.027
	New Employee socialization	1.198	.025	.951	47.563	.000
2.a. Dependent Variable: Employee Retention						
3	(Constant)	-18.845	1.346		-14.002	.000
	New Employee socialization	.857	.014	.970	62.079	.000
3.a. Dependent Variable: Work Culture						

For meeting the objectives 3 tests are applied by the researcher:

1. Correlation Analysis
2. Regression Analysis
3. Causal Analysis: Grangers causality test

Results of the tests are as below:

Table 3: Results of respective tests

Objective	Correlation	ANOVA	Grangers Causal-ity Test
To study the relation between socialization and employee attrition.	-.951	$F = 2262.199$ $p = 0.00 < 0.05$	F Statistic = 0.03 $p = 0.8633$
To critically evaluate the impact of socialization on retention.	** .951	$F = 2262.199$ $p = 0.00 < 0.05$	F statistic = 0.03 $p = 0.8633$
To critically evaluate the impact of socialization on retention.	.970**	$F = 3853.764$ $p = 0.00 < 0.05$	F statistic = 0.63 $p = 0.4288$

For the 1st objective i.e., to study the relation between socialization and employee attrition., the correlation is significant & there is negative correlation coefficient. The negative correlation coefficient suggests that with the increase in New Employee Socialization, there is decrease in Employee Attrition. Considering the result of ANOVA Test, there is a strong evidence that the regression model is significant. This means increas in new employee socialization will decrease employee attrition. Since in result of Grangers Causality Test p value is greater than 0.05, the level of significance, the causality is not significant. New employee socialization dons not granger cause Employee attrition.

The results related to 2nd objective i.e., to critically evaluate the impact of socialization on retention, show that the correlation is significant & positive. The positive correlation coefficient suggests that with the increase in New Employee Socialization, there is increase in Employee Retention. The result of ANOVA Test shows that there is a strong evidence that the regression model is significant & increase in Socialization will result in increase in Retention. The result of Grangers Causality Test show p value is greater than 0.05; the level of significance, the causality is not significant. New Employee Socialization does not Granger cause Employee Retention.

Whereas the 3rd objective i.e.,to critically evaluate the impact of socialization on retention, related results shows that the correlation is positive and significant. The positive correlation coefficient suggests

that with the increase in New Employee Socialization, there is increase in Work Culture. The result of ANOVA Test shows $F = 3853.764$ & p value = $0.00 < 0.05$, there is strong evidence to conclude that the regression model 1 is significant. Work culture would increase with increase in New employee socialization. Since as a result of Granger's Causality Test, p value is greater than 0.05; the level of significance, the causality is not significant. New Employee Socialization does not Granger cause Work Culture.

Hypothesis testing (Related to employees only)

Researcher has plotted 3 hypotheses related to new employee socialization, employee retention and work culture. The test statistic is correlation coefficient & to test its significance t test is used.

The results of hypothesis testing is as below:

Table 4: Hypothesis testing		
Correlation coefficient	p Value	Significance
Hypothesis1: There is relationship between socialization and employee attrition.		
-.951**	.000	Significant
Conclusion: There is significant relationship between socialization and employee attrition. The negative correlation coefficient shows that as the New Employee Socialization increases, Employee Attrition decreases. Hence Hypothesis1a is accepted.		
Hypothesis2: Organisations sound socialization policies improve retention in the organisation.		
.951**	.000	Significant
Conclusion: There is significant relationship between socialization and employee retention. The positive correlation coefficient shows that as the New Employee Socialization increases, the Employee Retention increases. Hence Hypothesis2a is accepted.		
Hypothesis3: Socialization leads to healthy work culture in organization.		
.970**	.000	Significant
Conclusion: There is significant relationship between socialization and work culture. The positive correlation coefficient shows that as the New Employee Socialization increases, the work culture increases. Hence Hypothesis3a is accepted.		

SUGGESTIONS

After joining, the company expects the new hire to quickly speedup and show productivity. On an average it takes 8 weeks for clerical jobs to 20 weeks for professionals & 26 weeks for executives, to get aligned with the organization. Even though New employee socialization Program is conducted in 5-star hotels duration of it is not more than 7 days. It takes 90 days for an individual to fit-in new organization. Thus, the duration of 3 months for socializing new hires will allow them to adjust well with the organization. A well understanding about new hires ambiguities and sufficient duration of socialization will allow the organization to answer all probable questions of new hires and provide them adequate information of the organization. All three stages of socialization - Pre-arrival, accommodation and metamorphosis are of equal importance, but in majority of 5-star hotels it starts at Organisational Entry Phase. The process of an individual joining the organization doesn't start from the day of his joining, but it starts much earlier to it. The image of the organization pertaining in market induces an individuals/prospective employees interest in the company. Ignoring 1st and 2nd stage does not suffice the purpose of the program. A well socialised workforce has a vital role in all these stages. As they not only pass-on same with the new hires but also they carry impression about the organization outside and that information passes on to outsiders as well. Currently in most of the organisations only HR department employees are involved in the new employee socialization program, whereas there should be active involvement colleagues, department in-charge etc. as well.

At different stages of the new employee socialization, the new joiners go through various emotions that ultimately results into initiatives at his end which works favorably or otherwise. The study of emotions of new joiners at different stages, the organization can decide the action plan at their end to get the positive outcome of the socialization process. With the help of this research the researcher proposes

following process of New Employee socialization. This process is proposed for hospitality industry only because the research work of the researcher during the study was restricted only to this sector.

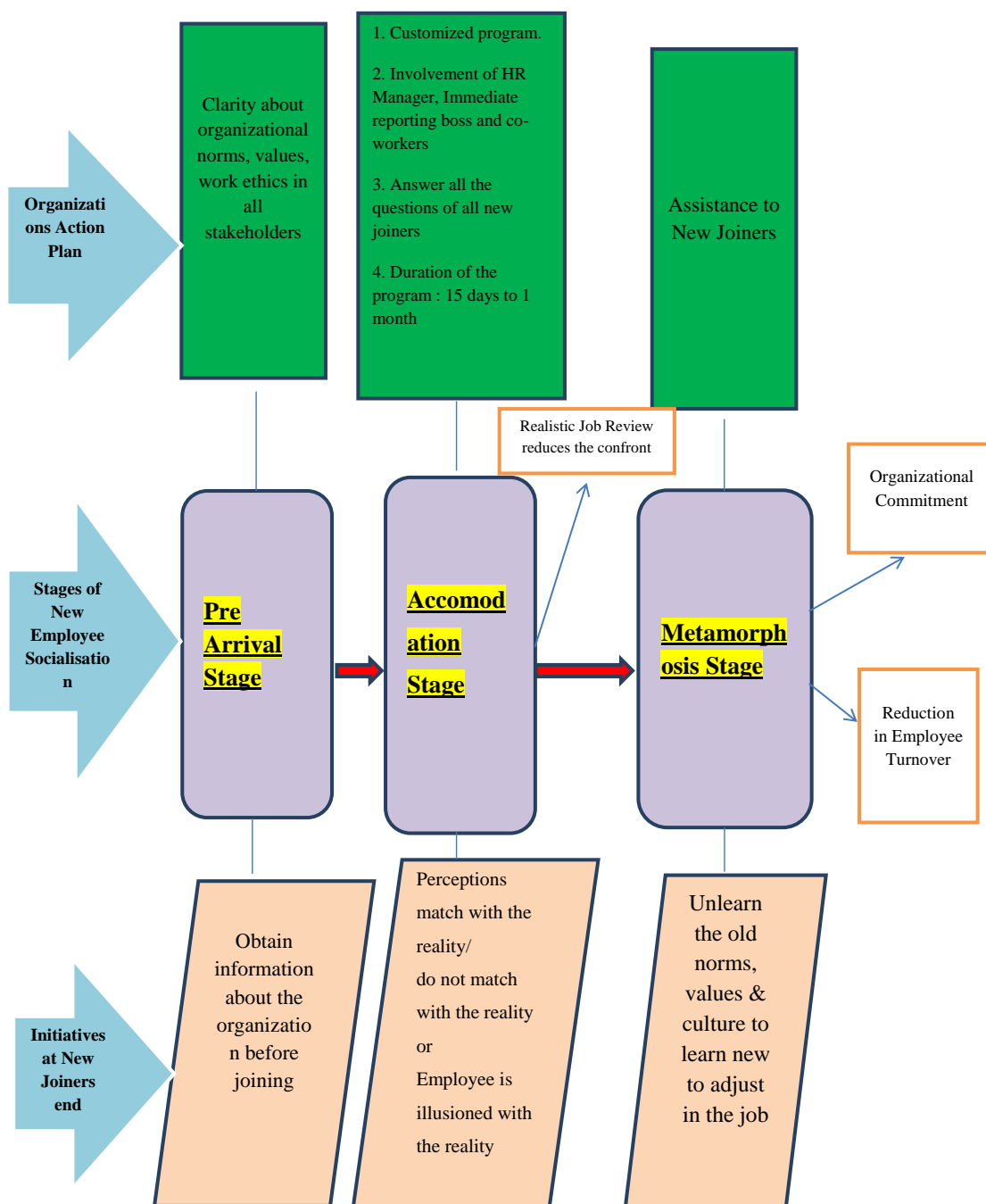


Figure 2. Socialization process

This new employee socialization process will be helpful for the hospitality industry to identify their prospective employees, understand their state of mind, to adjust in the organization smoothly and increase their commitment. Eventually it will help in retaining the new employees. As the research was conducted in hospitality industry, the researcher proposes this process for the hospitality sector, but it can prove to be useful in other sectors as well.

LIMITATIONS OF THE STUDY

1. This study is limited to 5-star hotels in Pune. A report published by Ministry of Tourism dated 17th May 2017 stating list of 5-star hotels in Maharashtra was referred.

2. The data was collected through employees and HR dept. employees of 5-star hotels through questionnaire & obtaining it required tremendous follow-up on the part of the researcher. The response of the respondent depends on his state of mind while filling the questionnaire.

CONCLUSION

Hospitality industry is one of the fastest growing industries not only in India but also on global platform. The growth in this industry affects economy of the country positively. For the sustaining growth and success of the hospitality industry it is imperative to create a pool of stable, efficient and committed employees. Since last one-decade high attrition is one of the major challenges of the sector. Attrition rate of the new recruits is highest. Following observations are found during the research work.

New employee socialization is a process of customizing new joiner from organizations outsider to organizations insider. Through this process new hires adjust to social and performance aspects of their job quickly and smoothly. The statistical result confirms that new employee socialization has positive relationship with employee retention and work culture. The result confirms that the process enhances organizational commitment of employees and reduces cost of losing employees. Research shows that to achieve full productivity, a new external hire needs some time span. If organisations use that time span for socializing them, these new employees will be with the organization in long run. Thus, socialisation process should be designed in such way that it fulfills new joiners expectations, answers all probable questions in his/her mind which may be causing anxiety in him/her and successfully creates a sense of belongingness the new hires.

Having said that the statistical result shows that - even though attrition of new joiners can be reduced through successfully conducting new employee socialization program, it is not the only remedy for retaining the new joiners and even if there is positive correlation between new employee socialization and work culture, only with this program work culture cannot be enhanced. Thus other ways of retaining talent at new joiners stage and maintaining work culture needs to be studied.

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