THE RELATIONSHIP BETWEEN ORGANIZATIONAL SOCIALIZATION AND
TURNOVER INTENTION AND THE MODERATING ROLE OF PERSONALITY
TRAITS

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DEDICATION

I dedicate this study to my mother and father who raised me to believe that I can do almost anything if I just put my mind to it. And my husband Kudakwashe and and son Izwirashe for being so understanding of the late nights, without the love and support that they provided, this study would not have been possible.

ABSTRACT

Turnover costs companies thousands of dollars in recruitment costs and lossof much needed skills annually. It is important that companies ensure that new comers are engaged in the organization as soon as possible so that they don't quickly decide to leave an organization before the company has benefitted from their knowledge and expertise. This dissertation focuses on the relation between organizational socialization and turnover intention and will also look at how an individual's personality traits moderate this relationship.This dissertation explores its research aims through an extensive study of relevant literature and the implementation of practical research. The latter was carried out through a survey done using a questionnaire. Three instruments were used in the study namely the organizational socialization inventory byTaormina (1994), the turnover intention scale byCammann ,Fichman, Jenkins and Klesh (1979)   and lastly the Big five inventory by John and Srivastava (1999) . The instruments had reliability scores ranging from .72 to .90. A sample of N 90 respondents was obtained using convenient sampling methods. This research produced the following findings: the way an individual is socialized in the organization determines whether they would want to stay in an organization or not. The second finding was that an individual's personality traits either increases or decrease the link between organisational socialization and the turnover intention decision. Individuals who have high levels of agreeableness and extroversion and openness to experience are most likely to have positive organizational socialization experiences and less likely to have a high turnover intention desire. The main conclusions drawn from this research were that current approaches to organizational socialization approach are deficient because they have a one size fits all approach to the organizational socialization process, instead opting for tailor-made processes which consider an individual's personality traits.

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CHAPTER ONE

1.0 INTRODUCTION

This chapter provides background information on organizational socialization tactics, turnover over intention and personality. It looks briefly a previous research on the constructs. It also looks at why it is important to focus on these constructs. The focus of this research is discussed and justified and the overall research aim and individual research objectives are identified.

1.1 BACKGROUND

Louis (1980) defined organisational socialization "as the process by which a newcomer learns the values, abilities, expected behaviours, and social knowledge essential for assuming an organizational role and for participating as an organizational member". As part of the socialization process, new members absorb information and knowledge about their jobs, roles, work groups, and the organization that is essential for them to participate and function as successful members of their organization,(Haueter, Macanand Winter, 2003).

According to (Ashforth, Sluss, and Harrison, 2007), socialization is essential because it allows new members to learn about their organizations, why it exists, and their role within in it and it determines their career growth. Organizational socialization has also been found to facilitate the learning of an organization's culture and provides new employees with direction of how to navigate their new work environment (Bauer, Morrison and Callister, 1998).

In the last ten years globalization has led to extensive movement of human capital and this has made organizational socialization vital. According to (Bauer, Bodner, Erdogan, Truxillo, and Tucker, 2007), organizational socialization or 'onboarding' is important for organizations

and new members alike as members go through socialization more often in their careers and organizations deal with new employees more often because of ever-changing manpower requirements .Companies are depending on their human capital for competitive edge thus socialization has become an important component of the management and retention of talent.

In a depressed but recovering economy like what Zimbabwe is currently experiencing, there are many problems that come with such an economy. These include extensive brain drain and forced retrenchment and high unemployment. Companies are thus under pressure to streamline their businesses by making sure that they hire the right people who will sustain their fragile businesses and that they do not loose these people to more flourishing economies. In such circumstances it is much more important to make sure that the socialization of new members is done in an effective manner so as to reduce recruitment expenses. Failed hires are estimated to range between 5-25% of yearly cost of that hire and severance pay are an unwanted expense that most organizations would like to avoid (Jones, 1983). The intangible costs include decreases in employee satisfaction for those remaining, disruption of customer relations until the job is filled, the costs from the disruption of workflow, and the erosion of morale (Abbasi and Hollman, 2000)."One estimate reveals that the cost of voluntary and involuntary employee turnover to the American economy – the 'find them, lose them, replace them' syndrome – is about $11 billion a year" (Abbasi and Hollman, p. 334).

 After joining an organization new employees go through a transitional phase which is characterised by changes in the employee's perception attitudes and behaviours. This is because the new employee gets to have a clear and realistic, assessment of the organization following a period of only discovering positive of the organization a phenomenon known as the honeymoon hangover effect, (Payne and Culbertson, 2009).This may happen because of the following (a) new members are initially so committed with their relationship and tend to ignore any negative factors about the organization, (Fichman and Levinthal, 1991) and (b) organizations tend to portray only the positives about their organization to new employees, (Boswell et al., 2009). After a certain period of time, new members will discover the culture of the organization and all the factors determining their new roles (Bauer et al., 2007); and are hence more realistic in their appraisal of demands from the environment and the resources to cope with them.

Organizational turnover is often highest amongst newly hired employees(Ashforth and Saks 1997).Turnover from new employees is more concerning for organizations as they often spend considerable time and money recruiting and training new employees. For some professional jobs, new employees are trained for weeks or even months before they can effectively perform their jobs. During this training period, they receive full payment but make relatively few contributions to the organization. If they quit right after the training, the organization will have little or no return on its investment, and will have to take the burden of conducting the recruitment and selection process again.

The biggest driver of the withdrawal among new employees is believed to be the lack of socialization (Feldman, 1988). According to(Bauer, Morrison and Callister, 1998)unsuccessful socialization can be extremely expensive as turnover is often the ultimate result. More research is required on the mechanisms by which organizational socialization tactics influence turnover, (Kammeyer-Mueller and Wanberg, 2003).

According to Zenger (1992), intention to leave is a good predictor of actual leaving and most of the time is accurate. (Price, 2001) reported a significant positive relationships between leaving intentions and actual leaving behaviour, and intent to leave was the greatest predictor of staying or leaving behaviour. Turnover intention is, therefore, often the surrogate for turnover. (Mowday, R. T., Porter, L, and Steers, R., 1982) states that employee intent to leave can influence the turnover decision in two ways; it may directly lead to it even when other job opportunities are not available. Also, it may influence actual turnover indirectly by leading the employee to search for new job alternatives, thus resulting in the likelihood of termination.

 Researchers in socialization have suggested that socialization tactics probably affect turnover in three ways by influencing important turnover antecedents such as job satisfaction, organizational commitment and met expectation (Ashforth and Saks, 1996) .This research will try to fill in the gaps in research literature on how socialization tactics actually relate to turnover intention and how an individual's personality traits impact on this relationship.

According to (Watson and Hubbard, 1996) employees with certain personality traits tend to adjust to work more quickly. The Big 5 personality traits openness, conscientiousness, extraversion, agreeableness and neuroticism have been associated with onboarding success. Newcomers who have high levels of extraversion or openness to new experience and to look

out for information, feedback, acceptance and relationships with other associates tend to adjust to their new environment

1.2 STATEMENT OF THE PROBLEM

Owing to the high costs incurred during the process of finding the right skills for an organization, this research will try to find out how an organizations socialization tactics that are used to embed employees will affect the turnover intention of employees. The research will also try to explore how the different personality traits of individuals will affect how they are socialized and turnover intention.

1.2.1 PURPOSE OF THE STUDY

This research work will contribute to the understanding of impact that organizational socialization has on an employee's turnover intention and the moderating effect of the different personality traits of an individual have on the relationship by providing a critical review of issues pertinent to the development of concept of employees on boarding. It is important to explore impact of socialization so that organization finds ways to correct the shortfalls so as to prevent turnover of key personnel. The findings in the study can also assist in discovering how an employee's personality trait will ultimately affect how one fits and adjust into the organization and their performance.

This research is conducted in a Zimbabwean organization, Zimbabwe is a country that has a high employment rate which estimated at around 80% (Robertson, 2013); the study will therefore try to determine whether the relationship between organizational socialization and turnover. This research also help in assisting organization to modify their on boarding policies to ensure that employees are properly socialized because the one size fits all approach to on boarding may not be effective.

Research on the role of personality in the socialization process is scant. (Ashford and Black, 1996) noted that although individuals differ in their propensity to engage in socialization efforts upon organizational entry, very little is known about what individual differences are associated with individual proactivity in socialization. This research will therefore try to investigate this relationship.

1.3 OBJECTIVES OF THE STUDY

The objectives of the study are:

- To clarify the relationship between employees socialization, and turnover intention.
- To investigate the moderating effect of personality traits on the relationship between organizational socialization and turnover intention
- To recommend solutions on how organizations can improve in the ways that an employee is socialized, through the development of a new for socialization tactics.

1.4 HYPOTHESIS OF THE STUDY

Organizational socialization is the process in which an individual will become part of the organization's pattern of activities (Anderson, Riddle, and Martin, 1999). Organisational socialization can be viewed in terms of how the individual's proactive behaviour towards his new environment or it can also be viewed in terms how an organization rolls out its socialization processes.

Organizational socialization is experienced in stages which include;the anticipatory stage where an individual is influenced by the information from earlier socialization experiences that the individual has before entry(Van Maanen, 1976). The second stage which is the encounter stage looks at when the individual enters the organization and attempts to make sense of and adapt by letting go of previously held roles, values, and expectations (Louis, 1980). The last stage which is the metamorphosis stage considered the stage of completion, where the individual is accepted as an insider and can participate in the organization by "learning new behaviours and attitudes and/or modifying existing ones" (Jablin and Krone, 1987, p. 713). If an individual does not transition the encounter stage properly by failing to make sense of the new role and values he is likely to feel like an outsider which in turn will increase his turnover intention.Another study done by (Bigliardi, Petroni and Domio, 2005) that looked at organizational socialization, career aspirations and turnover intentions among designs engineers. Found that the design engineers reported lower levels of turnover intention when organizational socialization is prominent. It is proposed that:

Hypothesis 1:There is a negative relationship between organizational socialization and turnover intention

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A study by (Penley and Tomaka, 2002) showed that individuals high in neuroticism have a tendency to negatively evaluate events around them, interpret ambiguous stimuli as negative and threatening. It is agreed that organizational socialization is a stressful event asan employee tries to fit into their new environment(Jablin 1987). Obrien and Delongis, (1996) also found out that neuroticism is negatively related to the use of effective coping strategies such as problem-focused and active coping and positively associated with avoidance coping as well as other immature coping strategies like blame and withdrawal . Organizational socialization also requires that employee adapt quickly to new challenges and cope with new roles and tasks so an individual who is neurotic is less likely to have the right coping mechanism to do so. It is proposed that:

Hypothesis 2:There is a negative relationship betweenneuroticism and organizational socialization

McShane, (1998) found that institutionalized socialization and adjustment will be more positively related for individuals displaying agreeableness and extraversion traits.Organizational socialization can be viewed by new comers as a stressful process which requires problem solving and coping skills.Gallagher (1990) found that extraversion is usually positively connected with active, social and optimistic appraisal of stressful situations and higher perception of control (Penley and Tomaka, 2002). (Watson and Hubbard, 1996) also found a positive relationship between extraversion and problem focused coping strategies and emotion- focused coping. Agreeableness described as a tendency to be forgiving,kind, trusting and altruistic (McCrae and John, 1992) is also positively associated with active coping, planning and positive reappraisal and negatively associated with self-blame and avoidance. It is therefore proposed that:

Hypothesis 3: Extraversion andagreeableness have a positive relationship with organizational socialization

Employees who are open to new experience tend to have inquisitive minds (Watson and Hubbard,1996). These characteristics mean that the individuals will actively look for missing information and thus derive meaning from their new environments as they go through their onboarding experience (Costa and McCrae, 1992). This openness to new experiences leads to higher level of engagement and acceptance of the new environment and an ability to cope with stressful situations. This also supported by Louis (1980) sense making theory which described organizational entry as a sense making process in which newcomers make sense of

the changes, contrasts, and surprises they encounter in new and unfamiliar organizational settings as they acquire more information about the organization the more they will be. It isthus proposed that:

Hypothesis 4: Openness to experience has a positive relationship with organizational socialization

Conscientiousness refers to the tendency to be organized, efficient, reliable, self-disciplined and deliberate (McCrae ad John ,1992) and is positively associated with problem focused coping **.** Persons who are very conscientious tend to be high performers (Barrickand Mount, 1991) and are likely to have a game plan and strategy when solving their problems (Watson and Hubbard, 1996). They are also likely to engage in information seeking and feedback activities. These characteristics will ensure that they have a better experience during organizational entry. So it is proposed that**:**

Hypothesis 5: Conscientiousness has a positive relationship to organizational socialization

Friedman and Rosen man's (1959) theory of Type A and Type B personality motivated researchers to unearth the relationship between personality and turnover intentions among individuals. However, no significant relationship between personality and turnover intentions could be established.

However, further researches on personality traits showed a considerable relationship between dispositional traits and turnover intentions. Here, dispositional traits may be understood as the orientation through which an individual evaluates and responds to a situation using a uniform and a constant way of thinking, feeling and behaving. Judge (1977) have confirmed that dispositional traits of positive and negative affectivity can be considered as personality traits. The study provided evidence indicating that positive affectivity is negatively associated with turnover intention whereas negative affectivity is neither positively nor negatively associated with turnover intentions**.**

According to (Watson and Hubbard, 1996) the Big five personality traits are believed to predict organizational socialization success. Newcomers who are extroverts or are generally outgoing tend to interact with co-workers more. They are bound to adjust to new environments faster and have a positive outlook to new experiences. Their curiosity ensures that they explore the organization's culture and norms. This leads to a smoother socialization or on boarding experience. Personality traits determine how employees appraise their

environment. Fu, Shaffer and Harrison (2005) studied the effect of adjustment on turnover intention for foreign employees .They found that across four data collection points increased organizational fit was predicted by proactive socialization tactics and proactive behaviour in which the employees takes initiative in the processand decreased intent to quit. Proactive behaviour is which is associated with conscientiousness, extroversion and openness to experience.

It is therefore proposed that:

- **Hypothesis 6: Neuroticism will moderate the relationship between organizational socialization and turnover intention**
- **Hypothesis 7: Agreeableness will moderate the relationship between organizational socialization and turnover intention**
- **Hypothesis 8: Openness to experiences will moderate the relationship between organizational socialization and turnover intention**
- **Hypothesis 9: Conscientiousness will moderate the relationship between organizational socialization and turnover intention**

1.5 DELIMITATIONS OF THE STUDY

The sample consists of employees from one beverage manufacturing company in Zimbabwe. Generalizability of the results of the study is problematic as the study is conducted in only one organization. The instrument was self-administered and respondents tend to fake good in especially in personality instrument thus affecting the validity of the results. Thus, any conclusions emanating from the research are somewhat tenuous

1.6 DEFINITION OF TERMS

1.6.1 **Job satisfaction -**The extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, (Spector, 1997).

1.6.2 **On boarding –**is a processhelps employees to integrate, assimilate and transition to new jobs by making them familiar with corporate policies, procedures and culture and by clarifying work role expectations and responsibilities (Bauer, Bodner, Erdogan, Truxillo, and Tucker, 2007) .

1.6.3   Organizational Socialization -The process by which an individual comes to appreciate the values, abilities , expected behaviours and social knowledge essential for assuming an organizational role and for participating as organisational member , (Louis 1980).

1.6.4   Organizational Commitment - Is a psychological state that characterises the employee's relationship with the organization and has implication on decisions to remain with the organization, (Allen and Meyer, 1991).

1.6.5   Personality traits -Are five broad domains or dimensions of personality that are used to describe human personality. The theory based on the Big Five factors is called the Five Factor Model. The Big Five factors are openness, conscientiousness, extraversion, agreeableness, and neuroticism (Costa and McCrae ,1992)

1.6.6   Turnover Intention- The intention of employees to quit their organization. Price (1977) has defined "turnover" as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period.

1.7 SUMMARY OF THE CHAPTER

In this chapter the study was contextualized with specific reference on importance of the relationship between organization socialization and turnover intention. The rationale for the study, the research objectives and hypotheses were highlighted. The chapter concludes with delimitations and key terms being defined. An overview of each chapter is provided below.

1.8 OVERVIEW OF THE STUDY

To aid in the attainment of the objectives of the study, a survey of the available literature that was undertaken is presented in Chapter 2. The chapter therefore provides the theoretical grounding that forms the premise of the study.

Chapter 3 provides an in depth discussion of the research methodology used to investigate the research problem. The design for the sample selection and size, research instruments used, procedures followed and the statistical techniques used to analyse the data is also highlighted.

Chapter 4 focuses on the findings that became apparent from the research study.

Chapter 5 deals with the discussion of the results that were obtained. Conclusions are drawn based on the obtained results and the possible practical implications of the research findings are highlighted. In conclusion, recommendations for future research that may be of worth are put forth

CHAPTER TWO

2.0 LITERATURE REVIEW

This chapter defines and discusses the terms organizational socialization, turnover intentions and personality, clarifies the relationship between the constructs from previous literature and research, explores the moderating effect that personality traits have on the relationship. It justifies the need for empirical data on the impact that organizational socialization has on employees.

2.1 ORGANIZATIONAL SOCIALIZATION

Organizational socialization is described as a cognitive learning process that includes gaining information and knowledge**.** The organizational socialization is viewed as a learning process (Fisher, 1986) and other researchers view learning as the "heart of socialization" (Ashforth, Sluss, and Harrison, 2007).There are a number of models for organizational socialization which have similar domains (Taormina, 1997; Chao, G.T., O'Leary-Kelly, A., Wolfe, S., Klein, H., and Gardner, P. 1994). The first domain of organizational socialization can be termed role clarity or performance proficiency, this is defined as the accusation of job-related skills and abilities (Taormina, 1997) It goes without saying that the development proper abilities, as well as the attitudes and behaviours is critical for the development for one's career.

The second domain of organizational socialization is co-worker support. This looks at how important successful relationships with co-workers and other organizational members havean important part to play in the socialization process. Furthermore, (Fisher 1986) suggested that finding the right person from whom to learn about the organization is also important in the socialization process of the new hire. Co-worker support is essential where promotion and permanent status can be directly tied to teamwork and ability to work productively with co-workers.

The third domain of organizational socialization is about understanding the politics, language and history of the organization. Studying and understanding the formal and informal work relationships and power bases within the organization increases the success of the new member (Louis, 1980). Comprehension of jargon helps with the basic organizational-specific language in order to comprehend information and communication from others.

A fourth domain of socialization at the organizational level is learning and understanding organizational goals and values. These goals and values include the understanding of the rules and principals, the unwritten and informal goals and values held dear by the organization and those in powerful and controlling positions. Understanding goals and values also link the individual to the larger organization, beyond their immediate job and work environment (Chao, Oleary-Kelly, Klein and Gardner, 1994).

A fifth domain of organizational socialization newly defined by Taormina (1997) is "future prospects". Future prospects relates to how a new employee perceives their future within the organization, which includes perception about raises, promotions and job security.

2.2.0Taormina (1997) Organizational Socialization Model

The model designed by (Taormina, 1997), it contains four domains of organizational socialization. Those four domains include :(1) training, (2) understanding, (3) co-worker support, and (4) future prospects. As Taormina (1997) discusses, these four domains encompass both content and process, are continuous, and are different for each employee at each different level. The first domain is training which includes learning job related skills and abilities. There is both formal and informal training involved with this domain.

As part of the organizational socialization process organizations should provide training. Training is critical and, as stated by (Gonzalez 1982), "mastery of theknowledge alone does not insure that the individual can successfully apply what he has learned" (p. 40). Training

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should start with new employees but it should be provided through ones career. Life-long learning has been proven to be a high motivator in the retention of employees. (Fourman and Jones, 1977), describe Herzberg's theory of "vertical job enrichment" which helps to support positive attitudes towards work.

The second domain "understands." Understanding is "the power or ability to apply concepts based on having a clear idea of the nature, significance or explanation of something." (Taormina, p. 34). In otherwords, understanding consists of the extent of which an employee can apply knowledge of the job, the organization, the history, culture and values or the organization. Understanding especially the history, culture and values of an organization assist the newcomer with understanding what behaviour is appropriate and inappropriate in specific circumstances according to the culture of the organization. Fisher (1986) emphasizes that understanding the
Organizational history is also a "means of learning key organizational principles." Understanding can also be a direct reflection of information seeking. Past studies show that Information seeking, engaging in proactive behaviours to learn about role clarity, and organizational principles, are positively related to attitudes, performance and organizational adjustment (Holder, 1996; Ostroff and Kozlowski, 1993). Social information seeking was found related to overall social integration into the organization (Morrison, 1993) as well as understanding appropriate and inappropriate social behaviour (Chatman, 1991).

The third domain in this model is "co-worker support." Co-worker support is defined as "the emotional, moral or instrumental sustenance which is provided without financial obligation by other employees in the organization in which one works with the objective of alleviating anxiety, fear or doubt" (Taormina, p. 37). Critical aspects of co-worker support include emotional and moral support. Co-workers can include peers, mentors, and other employees within the organization (supervisors). Successful socialization involves learning how to establish positive relationships with co-workers. Finding the right person to assist the new employee to learn about the organization, politics, and job roles and responsibilities is also key to successful socialization (Fisher, 1986). Mentors are often used within organizations to assist newcomers with job adjustment through advice, additional training, and assisting with the establishment of a social support network (Kram, 1988). Mentors, as the research suggests, assist new employees with the adjustment into the new work environment within their organization (Lankau and Scandura, 2002; Wanberg, 2003).

The fourth domain of organization socialization is "future prospects." Taormina (1997) Defines future prospects as "the extent to which an employee anticipates having a rewarding career within his or her employing organization" (p.40). Basically, this domain relates to new employee's perception of future promotions, future salary potential, awards and recognition, and their overall perception about their tenure within the organization. This domain can also be associated with the commitment of an individual to stay within an organization. Buchanan(1974) described three components of commitment, which include: 1) the individuals' ability to adopt the goals and values of the organization, 2) the psychological involvement of an individual to his or her work role and 3) the feeling of loyalty, or attachment to the organization. Buchanan studied commitment in managers and discovered that job achievement and hierarchical advancement were significant aspects of organizational commitment. Perception of future prospects includes job achievement and advancement potential within an organization. "An underlying assumption here is that employees may choose to leave an organization that they perceive is not providing a rewarding environment which supports their careers" (Taormina, 1997). Figure 1 depicts these domains.

Figure 1: The four domains of organizational socialization

Source: Taormina (1997)

2.2.1 Van Maanen and Schein's (1979) Model of Socialization Tactics

They proposed six polarizing tactics to be utilised by organizations systematic in the way the socialize new employees i.e. collective vs. individual socialization involves grouping newcomers and exposing them to a common set of learning experiences; , formal vs. informal socialization entails segregating a newcomer from on-the-job veterans for a limited period, as in training classes, sequential vs. random socialization involves a lock-step series of developmental steps, fixed vs. variablesocialization includes a set timetable for the steps , serial vs. disjunctivesocialization involves a veteran as a role model , investiture vs. divestitureentails the affirmation of a newcomer's incoming identity and attributes, as when a person is hired for her expertise. They hypothesized that these tactics will affect the role orientations that the new employees ultimately acquire and how they settle in the organization.Jones (1986) summarizes the tactics into two different typical categories: institutionalized (collective, formal, sequential, fixed, serial, and investiture) and individualized (the opposite side in the above list) tactics, which will result in different role orientations of newcomers. Thus, Jones termed this end of the continuum individualized socialization. The model is viewed as the first actual attempt towards a workable theory for organizational socialization. Van Maanen and Schein (1979) presented one proximal outcome of a process as individual role responses. If an individual agrees with the process he will be compliant but he did not like the socialization process he might reject the organization. The individualised is likely to lead better socialization as a member is not rushed into acquire information but discovers new information about the new environment at relaxed which is likely to lead to more engagement thus reducing the likelihood of turnover intention. As depicted by figure 2
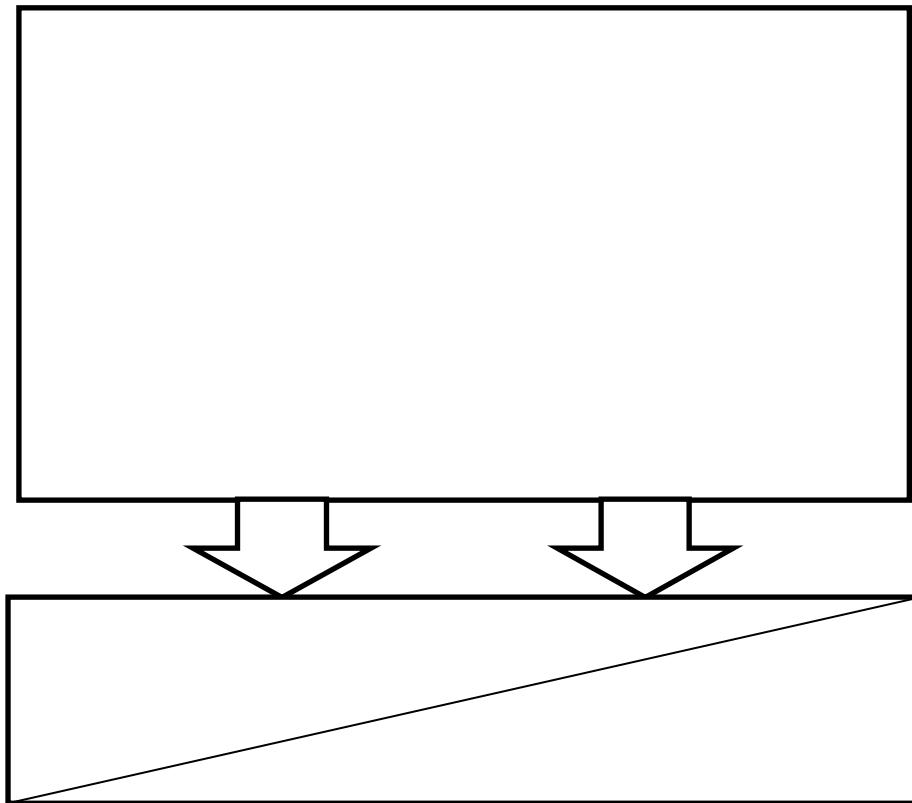
Figure 2: Organizational Socialization Tactics

Source: Van Maanen and Schein's (1979)

2.2.2 THE ORGANIZATIONAL ASSIMILATION THEORY

Jabil (1987) came up with a 3 phase model of organizational socialization that allows for proper understanding of the importance of the process. As illustrated in figure3. The phases are anticipatory, encounter and change and acquisition. Each phase includes perceptual and social processes. The model looks at output used to measure whether an individual was socialized or not. The process may take a few weeks to a year depending on the new comer and organizational complexities.

Phase 1 Anticipatory Socialization, this occurs before the new member actually starts the job. It's made up of informationthat people learn about various careers and organizations. This information comes from various sources like the web, current employees and even social media.

Phase 2: Encounter. When the employee signs the new employee contract that is when this stage starts. New members learn the truth about the organization. It's a time of dealing with

disappointments due to unmet expectations. Numerous organizations use both induction and training for smoother transition during this phase.

Phase3:Metamorphosisthis requires new members toperfect critical duties and to adjust to the new group's values and norms. Thus comprehension of role requirements
is important

Outsider

Phases	**Perceptual and Social Processes**

Behavioural Outcomes   **Socialized insider**   Affective Outcomes

Performs role assignments   generally satisfied

Remains with organization   internally motivated to work

Spontaneously innovates and cooperates   High job involvement
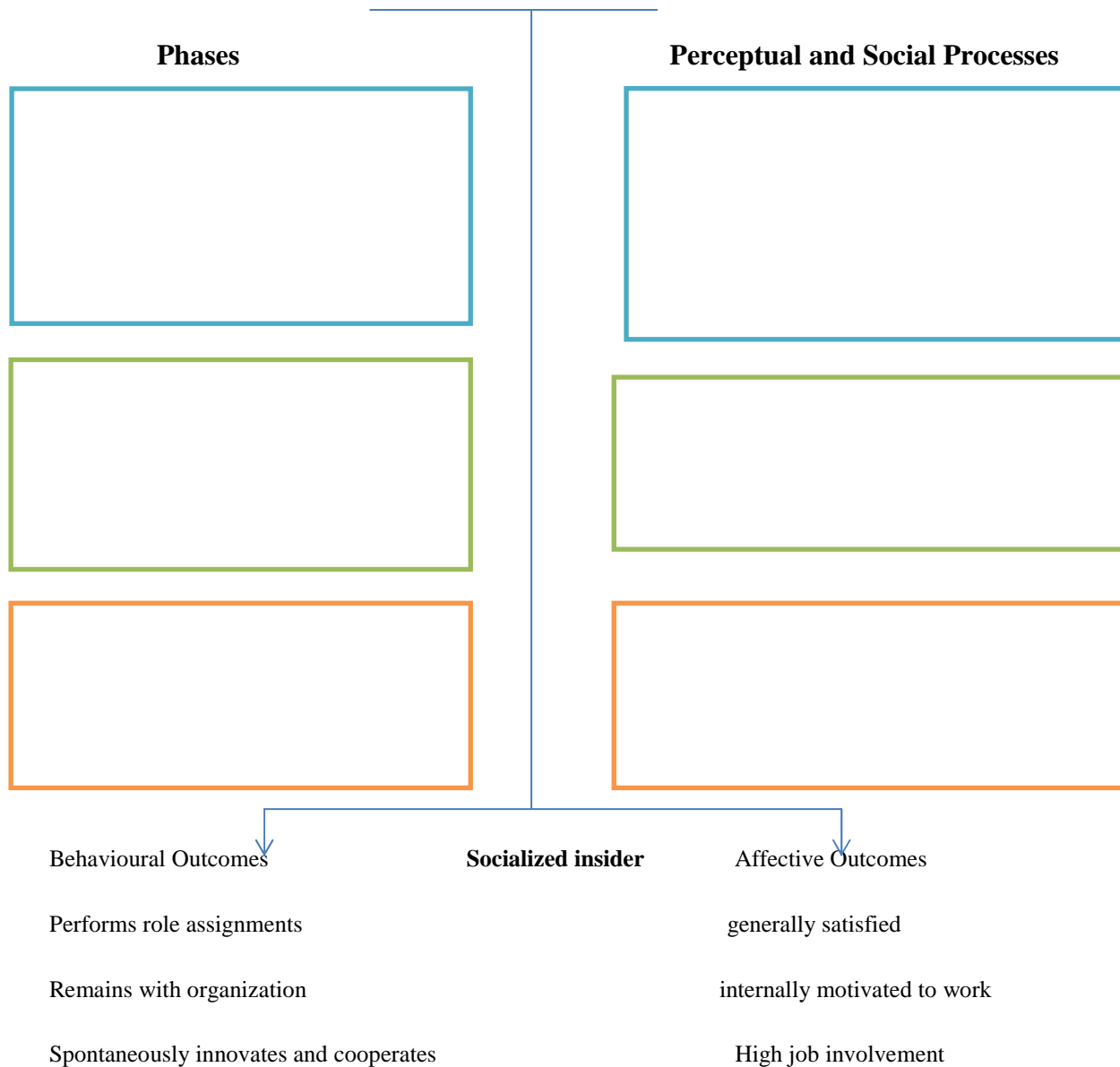
Figure 3: The organizational assimilation model

Source: Jablin (1987)

2.2.3 THE SENSE MAKING MODEL

Louis (1980) described organizational entry as a process of sense making in which new members make sense of the novel situations in their new environments. The model looks at the mental processes that newcomers go through which is thus termed sense making. Sense making is mental process whereby new members interpret and impute meanings to surprises through interactions with insiders, attributions, and the alteration of cognitive scripts.

Sense making involves consolidating previously stored cognitive information and the new experiences from the new job. Thus sense making includes processing data acquired by new members(Ashforth, Sluss and Harrison, 2007). "Socialization practices should be developed that help provide newcomers with insiders' situation-specific interpretations and setting-specific interpretive schemes", Louis (1980) pp120.

While the model looks at learning as an important aspect of socialization it has been criticised as being too simplistic. This is because when an employee goes through the on boarding/ socialization process they face more challenges than just trying to make sense of new data. The model predicts turnover intention by showing that if employees are not given adequate information about their new environment they are will not be able to go through the sense making process which makes it difficult for them to accept their new environment.

2.2.4 LEADER MEMBER EXCHANGE THEORY

The interaction between the new member and his superior is very important in the socialization process and will determine whether the tenure of that employee. The LMX theory by (Lunenburg, 2010) looks at role development as being divided into three phases which are namely role taking phase- The supervisor tries to find out the relevant talents, skills and motivation of the members. By requesting different activities to the members and observes how the member respond to each other. Role making phase – The supervisor gives the role and the subordinate modifies the nature of the role and the way the job is done. There is a social exchange in each part must value the other.Role routinization – The role of the subordinate and expected behaviours of the supervisor are well understood by both parties and a relationship has been established. Leaders will divide their subordinates into the in group and out group and will treat their subordinates differently if the new member is given less attention and rewards by his supervisor he is likely to get frustrated and have high turnover intention.

2.3 TURNOVER INTENTION

Turnover intention may be defined as the individual's intention to voluntary quit the organization or profession (Mobley, 1979). Intentions are important to study as they predict an individual's perception and judgement. As such, intentions are the most immediate determinant of actual behaviour, (Ajzen and Fishbein1980). Researchers have found that the turnover intention comprises of a sequence of process, thinking of quitting, intentions to search, and intention to quit, (Mobley, 1982). Mobley (1979) noted that the intention to quit is affected by various factors namely organizational factors, individual employee characteristics, job-related and labour-market expectations, and individual values. The intention to quit then eventually influences the actual quitting behaviour.

2.3.0 MODELS AND THEORIES ON TURNOVER INTENTION

2.3.1   SOCIAL EXCHANGE THEORY

Social exchange theory is based on the concept that social behaviour is the result of an exchange process, whose purpose is to maximize benefits and minimize costs. The exchange can be understood in terms of material and non-material goods, such as the symbols of approval or prestige (Homans, 1961). According to this theory, individuals consider potential reward and risks of social relationships. Someone who gives much will expect to get at least the same amount back from others and in return persons that receive a lot from others will be under pressure to give much back to them. People will terminate or abandon the relationship as soon as the costs outweigh the benefits(Farmer and Fedor, 1999). So in organizations if an employee feels that their work effort is not being recognised or that the reward system is not awarding him in an equitable manner he will most likely actively look for another job.

2.3.2 HUMAN CAPITAL THEORY

The core thesis of the theory is that human's learning functions are comparable with other natural resources which are involved in the production process, (Becker, 1993). The concept of human capital claims that not all work is equal and that the employees' quality can be increased by investing in them through education and training. Learning capacity is closely related to earning level, thus it can raise a person's income. The earnings of more educated

people are mostly above average. The education, experience and skills of a worker have an economic value for employers and for the economy as a whole. There are two major forms of human capital investment; schooling and on-the-job training. Becker defined a school as an "institution specializing in the production of training" (Becker, 1993 pp. 52), such as university or high school. On-the-job training relates to the increasing productivity of employees by learning new skills and perfecting old ones while on the job (Becker, 1993). It can be distinguished between general and specific training. Training can be seen as general, if the acquired skill can also be used in another company.

According to (Becker, 1993) employees that possess a high amount of company specific training will hardly find alternatives that meet their expectations, such as wages. Based on this theory, it can be assumed that company specific training has an inverse relationship to turnover intent. The higher the investments are on specific knowledge, the higher the considered transaction cost.

2.3.3 MOBLEY INTENTION TO QUIT MODEL

The employee turnover decision process by (Mobley, 1977) has been influential in turnover studies. The model is heuristic rather than descriptive. The termination decision process can be described as starting with the process of evaluating the existent job followed by the emotional state of satisfaction or dissatisfaction. One consequence of dissatisfaction is to initiate thought of quitting. The next step is the evaluation of the expected utility of search and of the cost of quitting. If perceived possibility of finding an alternative is available and if the costs are not that high, the next step would be behavioural intention to search for alternatives followed by an actual search.

If alternatives are existent, then an evaluation of alternatives will proceed. Afterwards a comparison of the present job to alternatives will follow. If the comparison favours the alternative, then behavioural intention to quit will be stimulated, followed by the final decision to quit, Mobley, (1977). See Figure 4 .
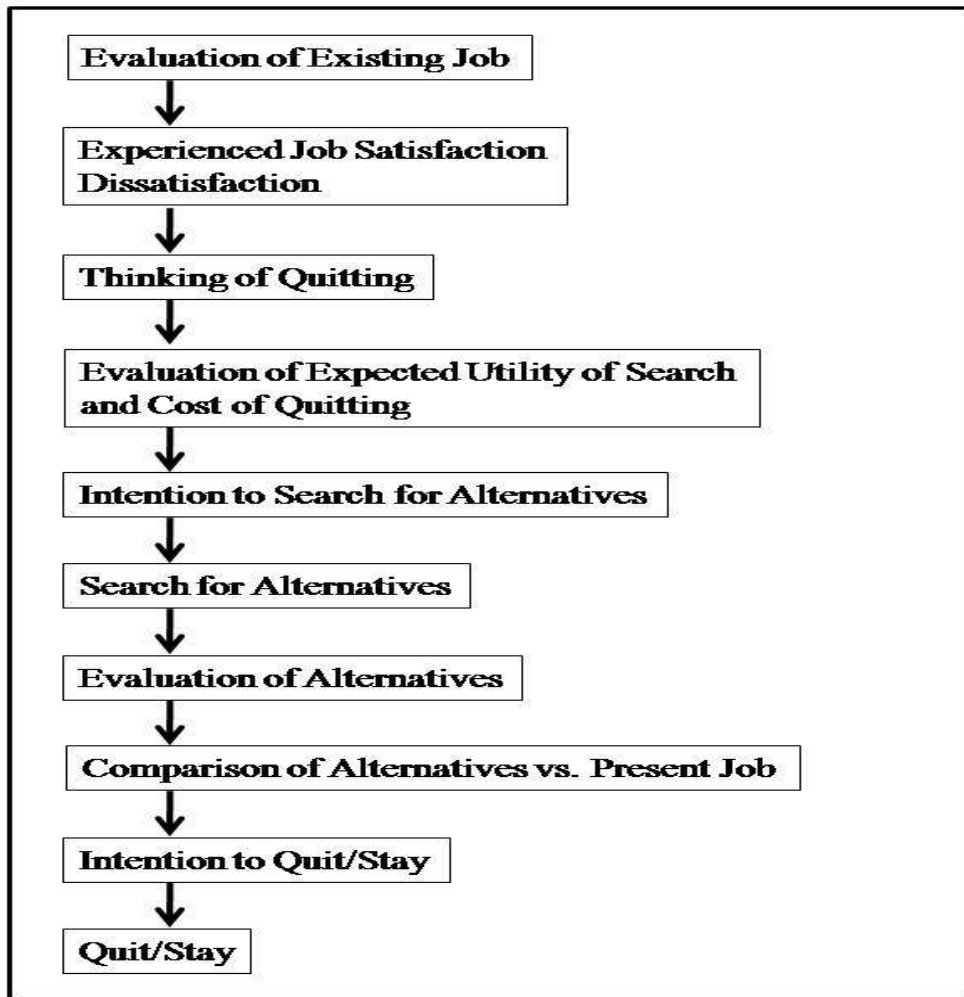
Figure 4: Intention to quit model.

Source: Mobley (1977)

2.4 ANTECEDENTS FOR TURNOVER INTENTION

Job stress is a major factor which determines whether an individual decides to stay in an organization or not. Job-stressors, such as role ambiguity, role-conflict, work-over-load, and work-family conflict, create stress among employees. Wunder (2001), in his research found job stressors to have a direct and negative effect on the managers' job satisfaction, which, resulted in reduced organizational commitment that led to intentions of quitting and finally the actual quitting from organization. Further, Firth et al. (2004) found that the intentions to quit were highly influenced by job dissatisfaction, lack of commitment to the organization, and feeling of stress. These factors are in turn influenced by job-stressors.

However, Igbaria et al. (1992) observed that stressors do not have a direct influence on intentions to quit. They indirectly influence turnover intentions through experience of job stress, lack of social support, job dissatisfaction, and lack of commitment to the organization.

Maslow (1954) in his need hierarchy theory of motivation introduced the concept of social needs. An employee in his organization looks towards his superiors, subordinates, and peer group to satisfy his social need or for social support. Studies like the leader member exchange (Lunenburg, 2010) have found social support to play an important role in mitigating intentions to quit.

Organizational culture is an important factor having tremendous bearing on employees' turnover intentions. Denison (1996) defines organizational culture as the embedded structure of organizations, which is rooted in the values, beliefs, and assumptions held by organizational members. Organisational culture has five dimensions, job challenge, communication, trust, innovation, and social cohesion (Zeitz et al. 1997). Indeed employees' withdrawal behaviour and turnover intentions, to some extent, are caused by organizational culture. An organization having a culture of providing challenging job reduce employees' burnout and thus diminishes their turnover intentions from job, organization, and occupation. Additionally, an organization providing a culture of innovation also has a decreased number of employees who intend to quit the organization (Carmeli 2005).

2.5 PERSONALITY TRAITS

Stagner (1948) defines personality as the organization within the individual of those perceptual, cognitive, emotional and motivational systems which determine his or her unique responses to the environment.(McCrae and Costa, 1996) developedtaxonomy of personality traits and came up with five broad, core dimensions of personality: neuroticism which is a tendency to feel guilt and depression, extraversion which is a preference to companionshipand social stimulation., openness to experience is a need for variety and change, agreeableness a feeling of not wanting to differ with others or engage in conflict, and conscientiousness which is a strong sense of purpose. Some researchers have questioned whether the five are all encompassing. (Schneider and Hough, 1995), the five-factor model is nonetheless recognized as a strongly robust and useful means to describe personality, (Mount, Barrick and Stewart, 1998) believe that the Big Five personality model has allowed researchers to gain more insight into whether personality is correlated with job performance in various situations.

2.6 SOCIALIZATION, TURNOVER INTENTION AND PERSONALITY TRAITS

In adequate socialization has been cited as a primary reason for turnover intention (Bauer et al 1998).Ashford and Block (1996) studied MBA students while they joined new organizations and were being socialized and found that sense making, relationship building, positive framing and negotiations of job changes were important to the new member and the desire for control was related to all four of these proactive newcomer behaviours. (Saks and Ashforth 1996) studied new accountants and found that new employee proaction was related to positive organizational socialization outcome. This proactive behaviour looks at how an individual takes the initiative in a given situation. This proactive behaviour is determined by the individual's personality traits which affect how an individual evaluates the organizational socialization process.

According to (Watson and Hubbard, 1996) the Big five personality traits are believed to predict socialization success. Newcomers who are extroverts or are generally outgoing tend to interact with co-workers more. They are bound to adjust to new environments faster and have a positive outlook to new experiences. Their curiosity ensures that they explore the organization's culture and norms. This leads to a smoother socialization or on boarding experience which in turn lowers turnover intention.

One of the organizational socialization dimensions that are noted by (Taormina, 1997) is future prospects. He defines this dimension as the extent to which an employee anticipates having a rewarding career within his or her employing organization. This is relates to a new employee's perception of future promotions, future salary potential, awards and recognition, and their overall perception about their tenure within the organization. This domain can also be associated with the commitment of an individual to stay within an organization. So if the new employee through the socialization process evaluates that his career growth within the organization is limited he is likely to plan to quit to the organization. This evaluation is however is influenced by personality traits of the new employee. According to (Penley and Tomaka, 2002) neurotics are likely to evaluate their future prospects as being negative.

Another domain of organizational socialization is role clarity. Role clarity, or performance proficiency, is defined as the development of job-related skills and abilities (Taormina, 1997). Oleilly and Caldwell (1981) found that feeling confident in job choice at entry was related to lowered turnover for new employees two years later.And so, organizational socialization has a negative relationship with turnover intention because it allows employees

to gain knowledge about their roles.Feldman (1981) stated, "No matter how motivated the employee, without enough job skills there is little chance of success". However on the other hand a study by (Jackofskyand Peter, 1983) showed that ability that is acquired through socialization has only a limited effect on turnover intention.

The relationship between organizational socialization and turnover intention can be understood through the social exchange theory. This theory is based on the concept that social behaviour is the result of an exchange process, whose purpose it is to maximize benefits and minimize costs. In the organizational socialization context new members consider potential reward and risks of social relationships. Someone who gives much will expect to get at least the same amount back from others and in return persons that receive a lot from others will be under pressure to give much back to them. People will terminate or abandon the relationship as soon as the costs outweigh the benefits. This also goes hand in hand with one of the domain of organizational socialization which is co-worker support. (Fisher 1986) suggested that finding the right person from whom to learn about the organization is also important in the socialization process of the new hire.So if a new member finds that co-workers are not cooperative or unwilling to teach him how to execute his duties better, his desire to quit the organization will increase (Wilson and Hubbard 1996).

Training is another domain of organizational socialization, both formal and informal training are part of the organizational socialization process. According to (Fourman and Jones, 1977) training is a motivator and leads to retention of staff. This also supported by research conducted by (Taormina, 1997) which identified "free agents" and "generation X'ers" as looking for jobs that offer them the opportunity for the growth they need to maintain their employability (Opengart, 2002). The term "free agent" applies to this new type of employee, or further classified by using the term "generation X'ers" though not all free agents may be generation X'ers. Opengart (2002) defines the term "free agent" as either high potential employees, high tech employees and younger employees. Generation X'ers falls in to the category of younger employee.Typically the free agent looks for opportunities to learn knowledge and skills that will assist in further employment. Opengart suggests that employers offer opportunity for growth and learning to attract those types of employees. The findings of the study conducted on the free agents suggest that continuous learning which starts with proper organizational socialization in the workplace as a key component to achieving their goal of retaining employment of these top candidates. Additionally, an

organization providing a culture of innovation also has a decreased number of employees who intend to quit the organization (Carmeli, 2005).

(Chao et al.1994) discovered that understanding the history of the organization was positively correlated with job tenure and organizational commitment. This history can only be properly acquired if the new member has gone the organizational socialization. To gain adequate information the employee needs to be inquisitive and curious and this can be determined by their personality traits.Employees who are open to new experience tend to have inquisitive minds (Watson and Hubbard,1996). These characteristics mean that the individuals will actively look for missing information and thus derive meaning from their new environments as they go through their onboarding experience.

2.7 CONCLUSION

This chapter clarified the relationship between the constructs from previous literature and research, explores the moderating effect that personality traits have on the relationship. The next chapter will look at the research strategy for obtaining the empirical evidence.

CHAPTER THREE

3.0 THE RESEARCH METHODOLOGY

This chapter discusses and justifies the research strategy (a survey) and data collection techniques (centred on questionnaires) to be adopted in the empirical collection of data for this study. Details on the site and sample are provided, together with a framework for analysis of the quantitative data. In addition, the limitations of the adopted approach to this research are discussed, in terms of validity and reliability, as well as potential problems related to implementing the study.Furthermore, the ethical considerations and confidentiality aspects are addressed; the measuring instruments to gather the data and its ensuing psychometric properties are discussed. The chapter concludes with the statistical techniques utilised for the data analysis.

3.1 RESEARCH DESIGN

A quantitative research design using a survey was employed in this study. A survey is defined as "a method for gathering information from a sample of individuals" (Scheuren, 2004 p 9). The main purpose of survey research is "to collect information from one or more people on some set of organizationally relevant constructs" Bartlett,(2005p54). Moreover, the present study attempted to measure phenomena that are not directly observable, for which a survey is considered to be an appropriate way to capture the findings from a large population at one time (Gall, Gall and Borg, 2007). A five-step process for conducting survey research in organizations was proposed by Bartlett (2005). This process consists of defining the purpose and objectives, deciding on the sample, creating and pre-testing the instrument, contacting the respondents, and collecting and analysing data.

3.2 POPULATION AND SAMPLE

The population of a study involves all the elements or individuals represented in a research project. A sample, however, is any number of individuals in the population that contains essentially the same variations present in the population (Kerlinger, 1986). The main aim of sampling is to select a set of individuals from a population in a way that accurately describes the population from which the sample was drawn. Two types of sampling methods can be

identified namely probability and nonprobability sampling. According to (Kerlinger 1986), probability sampling increases the likelihood of achieving the primary aim of sampling because every participant has an equal chance of being selected. Random sampling is regarded as the simplest form of probability sampling. In nonprobability sampling however, individuals selected do not necessarily represent the population. It is imperative that the sampling method used realises the goals of the research being conducted. For the purpose of the study a non-probability sampling design in the form of a convenience sampling method was adopted and considered to be appropriate to gather the data. The rationale for using this sampling method was due to the respondents being easily accessible, their availability, and inexpensive to gather the research information. This design was chosen because of the limited amount of research time that was available to the current researcher. Furthermore it enabled the researcher to obtain participants of different ages and different organizational settings and backgrounds.

Welman and Kruger (2001, p. 62) contend that "the advantage of non-probability samples is that they are less complicated and more economical than probability samples." The authors further postulate that convenience sampling involves collecting information of members of the population that are near and readily available for research purposes. However, a limitation highlighted by Leedy (1993) in terms of utilising convenience sampling is that it is not necessarily representative of the population and therefore the results are not generalizable to other entities. Hence, taking cognisance of the afore-mentioned and that a non-probability sample was used, the external validity of the study was compromised

3.2.1 PILOT STUDY

A pilot study was conducted using a sample of 40 employees on a willing basis. The researcher personally administered the questionnaires and the respondents offered constructive suggestions on the wording of instructions and response items some of which the researcher had overlooked in terms of simplicity .As a result, clarity of some of the instructions and response items was improved. These were simplified to suit the level of education of a common shop floor worker. The reliability of the organisation socialization and turnover, personality instruments in the questionnaire ranged from 0.78 to 0.845 which are very high and makes the instruments acceptable.

3.2.2 SAMPLE SELECTION AND PROCEDURE

The ethical considerations included confidentiality and informed consent. A cover letter see (Appendix A) was attached to the questionnaire which explained to the respondents the purpose of study, it also them that their response would be treated with confidentiality and that the survey results would be used for purely academic purposes. The rationale behind providing clear instructions and assuring confidentiality of information is based on the fact that this significantly reduces the likelihood of obtaining biased responses, (Sekaran, 2003).

This research was conducted in two regions of a Zimbabwean Beverage manufacturing organisation. The population for the present study was defined as the total number of permanent employees in these two regions and included all levels of staff. This represented a population of 248 employees. According to (Cresswell, 2003), 30% is deemed an acceptable sample size for most research studies because it allows generalising to the population. In this research, 120 questionnaires were distributed but only 110 where returned and only 90 fully completed and valid. This represented a sample of 36, 2% of the total population. Permission was sought from senior management to conduct the research. Participants were approached during their lunch break.

Non-response is a common problem when data instruments are completed. Addressing the problem of missing values entails choosing a method that does not have detrimental effects on the analysis for example through a massive sample reduction. The traditional way of dealing with missing data values is to use list wise deletion to generate a data set that only contains the complete data cases. The problem with this approach is that the researcher may be left with a very small data set Mels, (2003). This method was however used which meant that 21 questionnaires were deleted .Table 1a, 1b and 1c show the distribution of respondents in terms of gender and tenure:

Statistics

		gender of respondents	years of tenure
N	Valid	90	90
	Missing	21	21

gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	53	47.7	58.9	58.9
	male	37	33.3	41.1	100.0
	Total	90	81.1	100.0	
Missing	System	21	18.9		
Total		111	100.0		

Table 1a depicts the gender of respondents. The majority of the respondents (47.7%, n =53) are female employees, while male employees comprised 33.3% of the respondents (n =37). 18.9% of the questionairres had two or more responses missing.

years of tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 year	36	32.4	40.0	40.0
	2-5 years	36	32.4	40.0	80.0
	5-8years	10	9.0	11.1	91.1
	8-11 years	7	6.3	7.8	98.9
	11-14years	1	.9	1.1	100.0
	Total	90	81.1	100.0	
Missing	System	21	18.9		
Total		111	100.0		

Table 1b

The majority of the employees where split between 0-1 and 2-5 years years of tenure at 40% each and the third group of respondents fell into the 5-8years category at 11.1%. Thefourth group at 7.8% has 8-11 years and lastly the smallest group at 1.1% has 11-14 years of experience.The averageyears of tenure was 1.9years and the SD of 0.96

3.3 MEASURING INSTRUMENTS

According to Blanche and Durrheim (1999, p.293) a questionnaire is defined as a group of written questions used to gather information from respondents and is a standard method of collecting data. The advantage of using a questionnaire for gathering data is the reliability of responses and reduction and elimination of differences in the way questions are presented and asked (Blanche and Durheim, 1999 p.293).There are two types of questionnaires, namely:

- a structured questionnaire, which is a list of questions with specific answers;
- An unstructured questionnaire, which has open-ended questions (Blanche and Durheim, 1999, p.293).

The researcher made use of structured questionnaire comprising 3 standardised measuring instruments the questionnaire was divided into four sections:

1. Section A-which consisted of the Organisational Socialization Inventory (appendix 2).Organizational socialization was assessed with Taormina's (1994) 20item.Organizational Socialization Inventory (OSI). The OSI measures respondents' evaluations of four domains of the socialization construct.The four subscales (domains) are: 1. training, 2. understanding, 3. co-worker support and, 4. future prospects. A 5-point Likert scale was used with the OSI, ranging from 1 (strongly agree) to 5 (strongly disagree). There were five questions dealing with training, five questions with understanding, five that related to co-worker support and five that related to the futureprospects domain their factor structure were determined using exploratory factor analysis. The Eigen-values of the initial analyses showed 4 factors. The results are depicted in table 2 and discussed below. This instrument has been tested for reliability and validity in a wide variety of organizations and with a diverse group of employees. Reliability scores on the original OSI were .76 for Training, .79 for Understating, .81 for Co-worker support, and .76 for Future prospects. The items are arranged along Likert-type scale, varying from l= (strongly disagree) to 5= (strongly agree). The instrument was chosen because of its high reliability scores and simplicity.

Exploratory factor analysis and Factor Matrix of the organisational socialization inventory:

Rotated Component Matrix

	Rescaled			
	Component			
	1	2	3	4
This organization has provided excellent job training for me.	.323	.323	.051	.514
I know very well how to get things done in this organization.	.361	.858	.178	.172
Other workers have helped me on the job in various ways.	.500	.106	.188	.689
There are many chances for a good career with this organization.	.073	.113	.925	.140
The training in this organization has enabled me to do my job very well.	.888	.283	.154	.180
I have a full understanding of my duties in this organization.	.309	.330	.072	.499
My co-workers are usually willing to offer their assistance or advice.	.292	.888	.153	.212
I am happy with the rewards offered by this organization.	.167	-.058	.053	.801
This organization offers thorough training to improve employee job skills.	.106	.156	.948	.074
The goals of this organization have been made very explicit.	.878	.229	.107	.227
Most of my co-workers have accepted me as a as a member of this organization.	.902	.255	.153	.163
Opportunities for advancement in this organization are available to almost everyone.	-.002	.243	-.012	.647
Instructions given by my supervisor have been valuable in helping me do better work.	.273	.896	.155	.151
I have a good knowledge of the way this organization operates.	.157	.095	.948	-.010
My co-workers have done a great deal to help me adjust to this organization.	.882	.246	.142	.206
I can readily anticipate my prospects for promotion in this organization	.023	.235	-.037	.662
The type of job training given by this organization is highly effective.	.210	.885	.137	.268
This organization's objectives are understood by almost everyone who works here	.368	.049	.105	.678
My relationship with other workers in this organization is good.	.213	.142	.930	-.003
I expect that this organization will continue to employ me for many more years	.904	.237	.148	.230

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

One item showed problematic loading which item number 3(i.e.*other workers have helped me on the job in various way).*

2. Section B which consisted of the Turnover Intention Scale (appendix 3).Turnover Intentionwas assessed with Cammann,Fichman, Jenkins and Klesh (1979) 3 item scale. Respondents indicated the extent of agreement on a 5-point likert scale ranging from strongly disagree (1) to strongly agree (5). A sample item is "I often think about quitting". With a reliability of 0.81. The instrument was ideal for the research

3. Section C which consisted of the Big Five Inventory (appendix 4).These where measured using the Big Five Inventory by John and Srivastava (1999). The 44 item inventory that measures an individual on the big five factors (dimensions) of personality. The scale has a reliability of .70. The BFI shows high convergent validity with other self-report scales and with peer ratings of the Big Five. The BFI items were rated on a 5-point scale ranging from 1 (disagree strongly) to 5 (agree strongly). In an attempt to reduce response bias six of the fifteen items are negatively phrased and reverse scored. This instrument was ideal as it curbs response bias and has been previously tested in an African population.

3.3.0. RELIABILITY

Reliability refers to the consistency of measurement Spector, (2000). A measuring instrument is therefore reliable when the same results are produced when the instrument is used in a different situation and administered to different groups at different times. An important reliability estimate to evaluate the reliability of scales is internal consistency. According to Cresswell (2003), this refers to whether items are consistent across different constructs. Santos (1999) holds that because items within a particular scale are interrelated, it is necessary to know how well they items relate to one another.

In order to establish the reliability of items in each dimension, Cronbach's alpha coefficient was calculated for each dimension to ensure that the items included all had indices that indicated internal consistency. Cronbach's alpha coefficient is considered an "index of reliability associated with the variation accounted for the true score of the underlying construct" (Santos, 1999, p. 2). According to Nunnally (1978) and Spector (1997), an acceptable reliability coefficient is 0,70, however lower thresholds have been used in previous research.Cronbach's alpha coefficients range in value from 0 to 1 - the higher the score, the more reliable the scale is (Santos, 1999). Table 3a .3b and 3c depict the reliabilities of the instruments.

3.3.1 THE ORGANIZATIONAL SOCIALIZATION INVENTORY

Reliability Statistics

Cronbach's Alpha	N of Items
.936	20

Table 3a

Taormina's (1994) Organizational Socialization Inventory is a 20item instrument had a reliability score of .936 which is shows that the instrument is high in internal consistency.

3.3.2 TURNOVER INTENTION

Reliability Statistics

Cronbach's Alpha	N of Items
.726	3

Table 3b

The Cammann ,Fichman, Jenkins and Klesh (1979) 3 item scale had a reliability score of .726 which above .70 thus is deemed significant.

3.3.3 BIG FIVE PERSONALITY INVENTORY

Reliability Statistics

Cronbach's Alpha	N of Items
.824	44

Table 3c

Big Five Inventory by John and Srivastava (1999). The 44 item inventory had a reliability score which was significant.

3.4 DATA ANALYSIS

The data obtained from the questionnaire was analysed using the computer statistical software package version 20 (SPPS).

3.4.1. INFERENTIAL STATISTICS

Inferential statistics allow the researcher to present the data obtained in research in statistical format to facilitate the identification of important patterns and to make data analysis more meaningful. According to Saharan (2003), inferential statistics is employed when generalisations from a sample to population are made. For the purposes of determining whether a statistically significant relationship exists between OS and Turnover intention. Table 3 depicts these results .

Correlations

		turnover intention	BFI_extraversion	BFI_agreeableness	BFI_conscientiousness	BFI_neuroticism	organizationalsocialization	BFI_openness
turnover_intention	Pearson Correlation	1	.101	-.060	.038	.119	-.292**	.066
	Sig. (2-tailed)		.348	.573	.727	.273	.005	.536
	N	90	89	90	89	87	90	90
BFI_extraversion	Pearson Correlation	.101	1	.603**	.653**	-.460**	.443**	.687**
	Sig. (2-tailed)	.348		.000	.000	.000	.000	.000
	N	89	89	89	88	86	89	89
BFI_agreeableness	Pearson Correlation	-.060	.603**	1	.821**	-.637**	.696**	.820**
	Sig. (2-tailed)	.573	.000		.000	.000	.000	.000
	N	90	89	90	89	87	90	90
BFI_conscientiousness	Pearson Correlation	.038	.653**	.821**	1	-.675**	.643**	.826**

	Sig. (2-tailed)	.727	.000	.000		.000	.000	.000
	N	89	88	89	89	86	89	89
BFI_neuroticism	Pearson Correlation	.119	-.460**	-.637**	-.675**	1	-.473**	-.536**
	Sig. (2-tailed)	.273	.000	.000	.000		.000	.000
	N	87	86	87	86	87	87	87
organizationalsocialization	Pearson Correlation	.292**	.443**	.696**	.643**	-.473**	1	.603**
	Sig. (2-tailed)	.005	.000	.000	.000	.000		.000
	N	90	89	90	89	87	90	90
BFI_openness	Pearson Correlation	.066	.687**	.820**	.826**	-.536**	.603**	1
	Sig. (2-tailed)	.536	.000	.000	.000	.000	.000	
	N	90	89	90	89	87	90	90

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4

As shown in table 4 the results indicate a moderate relationship between organizational socialization and turnover intention (r=0.292,p<0.01).

Organizational socialization has a significant relationship with extraversion personality trait (r=0.443,p<0.01).

Organizational socialization has a significant relationship with agreeableness personality trait (r=0.696,p<0.01).

Organizational socialization has a significant relationship with conscientiousness personality trait (r=0.643,p<0.01).

Organizational socialization has a significant relationship with openness to experience personality trait (r=0.603,p<0.01).

Organizational socialization has a negative correlation with neuroticism personality trait (r= - -0.44,p<0.01)

3.5 REGRESSION

Multiple regressions are a multivariate statistical technique that is used for studying the relationship between a single dependent variable and several independent variables. It provides a method to predict the changes in the dependent variable in response to changes in more than one independent variable. Hence, it allows the researcher to determine the relative importance of each predictor as well as to ascertain the collective contribution of the independent variables.

A hierarchical regression was used. In the first step, the dependent variable which is the turnover intention is regressed on the independent variable (organization socialization). In the second step, an interaction term, created by the multiplication of independent variable and

The scores obtained from the independent variable and moderator cantered , is added to the regression model. The moderating effect is supported when the regression coefficient associated with the interaction term is significant ($p < 0.05$) Table 5a and 5b a depict the moderating effect of personality traits on the relationship between organization socialization and turnover intention.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.304[a]	.093	.082	.95771	.093	8.775	1	86	.004
2	.632[b]	.399	.362	.79824	.306	10.449	4	82	.000

a. Predictors: (Constant), organizationalsoccnt

b. Predictors: (Constant), organizationalsoccnt, osextra, osagree, osopenesss, oscon

Variables entered in Block 1 which are organisational socialization dimensions , job understanding , future prospects, training and co-worker support dimensions had a correlation of 0.304 explained 9% of the variance (.09 x 100) in the dependent variable which is turnover intention.

After Block 2 interaction terms have been included which are organisational socialization dimensions moderated by big five personality traits which are namely extraversion, openness, conscientiousness, agreeableness and neuroticism , had a correlation of 0.632 and these explained 39 % of variance in the dependent variable which is turnover intention.

Organizational socialization dimensions explained additional an additional 10 % of the variance in the dependent variable , turnover intention. This is a significant contribution, as indicated by Sig. F Change value for this line (.000)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.049	1	8.049	8.775	.004[b]
	Residual	78.881	86	.917		
	Total	86.929	87			
2	Regression	34.680	5	6.936	10.885	.000[c]
	Residual	52.249	82	.637		
	Total	86.929	87			

a. Dependent Variable: turnover_intention

b. Predictors: (Constant), organizationalsoccnt

c. Predictors: (Constant), organizationalsoccnt, osextra, osagree, osopenesss, oscon

The model is statistically significant F (5, 82) = 6.936, p < .0005

3.5.2   Neuroticism as a moderator to organizational socialization and turnover intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.286[a]	.082	.071	.95555	.082	7.842	1	88	.006
2	.571[b]	.327	.311	.82302	.245	31.623	1	87	.000

a. Predictors: (Constant), organizationalsoccnt

b. Predictors: (Constant), organizationalsoccnt, osneuro

Table 5c

In table 5cA hierarchical regression was used. In the first step Organizational socialization is regressed with turnover intention. In second step an interaction term is created by multiplying organizational socialization which is the independent variable and the moderator which is neuroticism. Neuroticism had a correlation of 0.571 explained 32.7% of the variance in the

relationship. This is a statistically significant result. Neuroticism has an incremental effect on the relationship between organizational socialization and turnover intention

3.5.3 Extraversion and Agreeableness as moderators to organizational socialization and turnover intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.292^a	.085	.075	.95766	.085	8.106	1	87	.006
2	.592^b	.350	.327	.81663	.265	17.322	2	85	.000

a. Predictors: (Constant), organizationalsoccnt

b. Predictors: (Constant), organizationalsoccnt, osextra, osagree

Table 5d

In table 5d .A hierarchical regression was used. In the first step Organizational socialization is regressed with turnover intention. In second step an interaction term is created by multiplying organizational socialization which is the independent variable and the moderator which is openness to experience. The two personality traits have a correlation of 0.35 and explained 32.7% of the variance in the relationship. This is a statistically significant result. Openness to experience has an incremental effect on the relationship between organizational socialization and turnover intention though minimal.

3.5.4 Openness to experiencesa moderator to organizational socialization and turnover intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.286^a	.082	.071	.95555	.082	7.842	1	88	.006
2	.419^b	.175	.156	.91081	.093	9.857	1	87	.002

a. Predictors: (Constant), organizationalsoccnt

b. Predictors: (Constant), organizationalsoccnt, osopenesss

Table 5e

In table 5e A hierarchical regression was used. In the first step Organizational socialization is regressed with turnover intention. In second step an interaction term is created by multiplying

organizational socialization which is the independent variable and the moderator which is openness to experience. Openness to experience has a correlation of 0.419and explained 15.6% of the variance in the relationship.This is a statistically significant result. Openness to experience has an incremental effect on the relationship between organizational socialization and turnover intention though minimal.

3.5.5 Conscientiousness a moderator to organizational socialization and turnover intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.298[a]	.089	.078	.95578	.089	8.482	1	87	.005
2	.547[b]	.299	.283	.84323	.210	25.773	1	86	.000

a. Predictors: (Constant), organizationalsoccnt

b. Predictors: (Constant), organizationalsoccnt, oscon

Table 5f

In table 5f A hierarchical regression was used. In the first step Organizational socialization is regressed with turnover intention. In second step an interaction term is created by multiplying organizational socialization which is the independent variable and the moderator which is conscientiousness .Conscientiousness has a correlation of 0.547and explained 29% of the variance in the relationship. This was statistically significant. Conscientiousness has an incremental effect on the relationship between organizational socialization and turnover intention though minimal.

3.6 ASSUMPTIONS

The main assumption was that all respondents were honest in their responses.

3.7 CONCLUSION

The research methodology utilized in the present study was addressed in this chapter. More specifically, the selection of the sample, the measuring instruments used and the rationale for their inclusion, as well as the statistical methods employed in testing the research hypotheses were discussed

CHAPTER FOUR

4. RESULTS

4.1 INTRODUCTION

This chapter discusses the results in relation to other studies that examined similar hypotheses you cited in the literature.

4.2.1 Hypothesis 1: There is a negative relationship between organizational socialization and turnover intention.

The results indicate a weak negative relationship between organizational socialization and turnover intention ($r= -0.292$, $p < 0.01$). This is in line with our hypotheses. This is also in line with the organizational assimilation theory by Jabil (1987) which states that proper organizational socialization leads to less turnover intention as one feels that they are now part of the team. Also it also goes in line with a study by Igbaria (1992) who also observed that stressors do not have a direct influence on intentions to quit. They indirectly influence turnover intentions through experience of job stress, lack of social support, job dissatisfaction, and lack of commitment to the organization. So socialization leads to less work stress which in turn lowers turnover intention.

The results on the relationship between the organizational socialization and turnover intention was weak probably because of the instrument used in the study which is a self- report and is prone to biases as respondents answer superficially.

4.2.2 Hypothesis 2: There is a negative relationship between neuroticism and organizational socialization.

The results showed that organizational socialization has a strong negativerelationship with neuroticism personality trait ($r= --0.44$, $p > 0.01$ so the hypotheses is confirmed. These results are in line with study by (Penley and Tomaka, 2002) which showed that individuals high in neuroticism have a tendency to negatively evaluate events around them, interpret ambiguous stimuli as negative and threatening and tend to react to this stimulus by withdrawing. So neurotics will likely think of leaving an organization if information about the new organization, role and task is not readily available to them.

4.2.3 Hypothesis 3: Extraversion andagreeableness have a positive relationship with organizational socialization

Organizational socialization has a significant relationship with extraversion personality trait (r=0.443, p<0.01). Organizational socialization has a positive significant relationship with agreeableness personality trait (r=0.696, p<0.01).These results confirm the hypotheses.This is also supported by McShane, (1998) who found that institutionalized socialization and adjustment will be more positively related for individuals displaying agreeableness and extraversion traits.Gallagher (1990) found that extraversion is usually positively connected with active, social and optimistic appraisal of stressful situations and higher perception of control (Penley and Tomaka, 2002). (Watson and Hubbard, 1996) also found a positive relationship between extraversion and problem focused coping strategies and emotion-focused coping. Agreeableness described as a tendency to be forgiving, kind, trusting and altruistic (McCrae and John, 1992) is also positively associated with active coping, planning and positive reappraisal and negatively associated with self-blame and avoidance.

4.2.4 Hypothesis 4: Openness to experience has a positive relationship with organizational socialization

Organizational socialization has a significant relationship with openness to experience personality trait (r=0.603, p<0.01).These results confirm the hypotheses. This is also in line with (Watson and Hubbard, 1996) study which found that employees who are open to new experience tend to have inquisitive minds. These characteristics mean that the individuals will actively look for missing information and thus derive meaning from their new environments as they go through their on boarding experience. This openness to new experiences leads to higher level of engagement and acceptance of the new environment and an ability to cope with stressful situations.

4.2.5 Hypothesis 5: Conscientiousness has a positive relationship to organizational socialization

Organizational socialization has a significant positive relationship with conscientiousness personality trait (r=0.643, p<0.01). These confirm the hypotheses and also support the research by (Barrick and Mount, 1991) which states that persons who are very conscientious tend to be high performers and are likely to have a game plan and strategy when solving their

problems (Watson and Hubbard, 1996).They are also likely to engage in information seeking and feedback activities. These characteristics will ensure that they have a better experience during organizational entry.

4.2.6 Hypothesis 6: Neuroticism will moderate the relationship between organizational socialization and turnover intention

The results indicated thatneuroticism had explained 32.7 % of the variance in the relationship. This is a statistically significant result. The increase is also quite moderate. Neuroticism has an incremental effect on the relationship between organizational socialization and turnover intention. This is not in line with research by (Penley and Tomaka, 2002)which showed that individuals high in neuroticism have a tendency to negatively evaluate events around them.The hypotheses is therefore not confirmed.

4.2.7 Hypothesis 7: Agreeableness and extraversion will moderate the relationship between organizational socialization and turnover intention

Agreeableness and extraversion explained 32 % of the variance in the relationship. This was statistically significant. This also confirms our hypotheses. This means that Agreeableness and extraversion have a moderate effect on turnover intention above and beyond the effects of organizational socialization. They have an incremental effect on the relationship between organizational socialization and turnover intention though not very strong.

4.2.8 Hypothesis 8: Openness to experiences will moderate the relationship between organizational socialization and turnover intention

Openness to experience has a correlation of 0.419 and explained 15.6% of the variance in the relationship. This is a statistically significant result but is very weak. This means that openness to experience has a weak effect on turnover intention above and beyond the effects of organizational socialization. This is in line withMcShane, (1998) who found that positive socialization and adjustment will be more positively related for individuals displaying agreeableness and extraversion traits thus reducing turnover intention.

4.2.9 Hypothesis 9: Conscientiousness will moderate the relationship between organizational socialization and turnover intention

Conscientiousness explained29 % of the variance in the relationship. This was statistically significant. This also confirms our hypotheses.This means that conscientiousness has a

moderate effect on turnover intention above and beyond the effects of organizational socialization Conscientiousness has an incremental effect on the relationship between organizational socialization and turnover intention though not very strong. This is line with a research by (Barrick and Mount, 1991) which states that conscientious people have superior problem and coping skills and will adjust to new .environments faster.

4.6 CONCLUSION

This chapter has provided an overview of the most salient findings obtained based on empirical analysis of the data. Chapter five presents a discussion of the findings obtained and contextualises the research findings based on previous research on organisational socialization and turnover intention.

CHAPTER FIVE

DISCUSSION OF RESULTS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter provides an overview of salient research findings emanating from the research. In order to contextualise the research, comparisons are drawn with available literature on organizational socialization and turnover intention. The chapter provides conclusions that can be drawn from the research and offers suggestions for future research into organizational socialization and turnover intention.

5.2 RESEARCHOBJECTIVES: SUMMARY OF FINDINGS AND CONCLUSION

The overall aim of this research was to advance the understanding of the relationship between organizational socialization and turnover intention moderated by personality traits. The specific research objectives were:

• To clarify the relationship between organizational socialization, and turnover intention.

• To investigate the moderating effect of personality traits on the relationship between organizational socialization and turnover intention

•To recommend solutions on how organizations can improve in the ways that an employee is socialized, through the development of a new for socialization programme.

5.2.1SUMMARY OF FINDINGS

This section will revisit the research objectives above, summarize the findings of this research work and offer conclusions based on the findings.

The first objective of the study was to clarify the relationship between organizational socialization and turnover intention according empirical research that has been obtained from this research this showed that there is a negative relationship between the variable with a correlation of (r= -0.292, p <0.01) which is quite weak. Findings from reviews of literature also confirmed that there is a linked between these two variables, a meta-analysis by (Bauer et al 2007) found that turnover intention was consistently related to adjustment with a

correlation of -.16 , social acceptance -1.1 and socialization tactic were -1.4 .There obviously weak link between the two variables may be due to many factors which affect the relationship, personality traits being one of them (Bigliardi , Petron and Domio 2005).

The second objective of the study was to investigate the moderating effect of personality traits on the relationship between organizational socialization and turnover intention. Previous literature on the effects of personality traits had not explicitly looked at the BIG Five taxonomy in relation to organization socialization. However, Watson and Hubbard (1996) showed that individuals with higher levels of neuroticism were less likely to cope with stressful situations through positive reinterpretation and growth and organization socialization is believed to be a stressful process. According to (McShane, 1998) institutionalized socialization and adjustment will be more positively related for individuals displaying agreeableness and extraversion traits. These findings were not supported by the empirical data derived from this research. This may be due to biases in the responses of participants who tend to evaluate themselves positively.

 The last objective of the study was to recommend ways of improving to organizational socialization. Findings from literature and from empirical data from this research showed that the newcomers are more prone to voluntary turnover due to the stressful experience that they go through when they enter the organization. Many of the reasons that lead to the turnover include lack co-worker support, lack of communication andfeedback. It can be also concluded that individuals with certain personality traits are more likely to succeed than others. There may be need to screen the personality traits of an individual during the recruitment and selection process so as to project their behaviour during the socialization process. Intervention can be developed for different personality traits.

5.3 RECOMMENDATIONS

 To reduce the negative effects of the organizational socialization process which lead to turnover, I recommend that organizational socialization process be tailor made to the different personality traits of the new recruits, organizations should move away from the one size fits all approach to organizational socialization as individual perceive the process differently .I also recommend that further research be done on the socialization tactics as they may a bearing on the outcome of the socialization process. This is because the different tactics obviously have a different impact on the effectiveness of organizational socialization and inevitably the decision to voluntarily leave an organization.

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APPENDICES

APPENDIX A : SAMPLE OF COVER LETTER

Schweppes Zimbabwe Ltd

67A Woolwich Road

Willowvale

P.O Box 506

Harare

To my valued respondent

I am aMsc in Occupational Psychology final year student in the Social Studies Faculty at the University of Zimbabwe. I am conducting a dissertation research in partial fulfillment of the Master's program and the research seeks to investigate the relationship between organizational socialization and turnover intention moderated by an individual's personality traits.

I would be grateful if you could spare a few minutes of your time to frankly answer this questionnaire. Your responses will be anonymous and will not be identified by name in any subsequent reports. All the information and views given in response to the questionnaire will be treated with confidentiality and used for purely academic purposes.

Thank you in advance for your time and assistance.

Yours Faithfully

……………………………………………

Florence Kadenge

+263 772 706 672/ +26304 620 235

Email :fkadenge@schweppes.co.zw

APPENDIX B : ORGANIZATIONAL SOCIALIZATION INVENTORY

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Organizational Socialization Inventory					
1. This organization has provided excellent job training for me.					
2. I know very well how to get things done in this organization.					
3. Other workers have helped me on the job in various ways.					
4. There are many chances for a good career with this organization.					
5. The training in this organization has enabled me to do my job very well.					
6. I have a full understanding of my duties in this organization.					
7. My co-workers are usually willing to offer their assistance or advice.					
8. I am happy with the rewards offered by this organization.					
9. This organization offers thorough training to improve employee job skills.					
10. The goals of this organization have been made very explicit.					
11. Most of my co-workers have accepted me as a as a member of this organization.					
12. Opportunities for advancement in this organization are available to almost everyone.					
13. Instructions given by my supervisor have been valuable in helping me do better work.					
14. I have a good knowledge of the way this organization operates.					
15. My co-workers have done a great deal to help me adjust to this organization.					
16. I can readily anticipate my prospects for promotion in this organization					
17. The type of job training given by this organization is highly effective.					
18. This organization's objectives are understood by almost everyone who works here					
19. My relationship with other workers in this organization is good.					
20. I expect that this organization will continue to employ me for many more years					

APPENDIX C :   TURNOVER INTENTION SCALE

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Turnover Intention					
21. I will probably look for a new job in the next year					
22. I will likely actively look for a new job in the next year					
23. I often think about quitting					

APPENDIX D: BIG FIVE INVENTORY

Big Five Inventory					
I see myself as someone who...					
1. Is talkative					
2. Tends to find fault with others					
3. Does a thorough job					
4. Is depressed, blue					
5. Is original, comes up with new ideas					
6. Is reserved					
7. Is helpful and unselfish with others					
8. Can be somewhat careless					
9. Is relaxed, handles stress well					
10. Is curious about many different things					
11. Is full of energy					
12. Starts quarrels with others					
13. Is a reliable worker					
14. Can be tense					
15. Is ingenious, a deep thinker					
16. Generates a lot of enthusiasm					
17. Has a forgiving nature					
18. Tends to be disorganized					
19. Worries a lot					
20. Has an active imagination					
21. Tends to be quiet					
22. Is generally trusting					
23. Tends to be lazy					
24. Is emotionally stable, not easily upset					
25. Is inventive					
26. Has an assertive personality					
27. Can be cold and aloof					
28. Perseveres until the task is finished					
29. Can be moody					
30. Values artistic, aesthetic experiences					
31. Is sometimes shy, inhibited					
32. Is considerate and kind					
33. Does things efficiently					
34. Remains calm in tense situations					
35. Prefers work that is routine					
36. Is outgoing, sociable					
37. Is sometimes rude to others					
38. Makes plans and follows through with them					
39. Gets nervous easily					
40. Likes to reflect, play with ideas					
41. Has few artistic interests					
42. Likes to cooperate with others					
43. Is easily distracted					
44. Is sophisticated in art, music, or literature					