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**Organizational Socialization Tactics and Job Embeddedness**

**The Effect of Organizational Socialization Tactics on Job Embeddedness: (Applied Study on New Employees at Banking Sector in Egypt)**

**This research is extracted from a master's thesis: " The Effect of Organizational Socialization Tactics on Job Embeddedness: The mediation role of Work Engagement (Applied Study on New Employees at Banking Sector in Egypt)**

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أثر أليات التنشئة الاجتماعية التنظيمية على الرسوخ الوظيفي

( دراسة تطبيقية على الموظفين الجدد في القطاع المصرفي في مصر )

بحث مستخرج من رسالة ماجستير بعنوان (أثر أليات التنشئة الاجتماعية التنظيمية على الرسوخ الوظيفي : الدور الوسيط للاستغراق الوظيفي ) دراسة تطبيقية على الموظفين الجدد في القطاع المصرفي في مصر

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## Abstract

**Purpose:** this research aimed to study the effect of organizational socialization tactics (as an independent variable) on job embeddedness (as a dependent variable) at the Egyptian banking sector.

**Methodology:** the research population consisted of newcomers at the banks in Cairo and Giza governorates. The researcher depended on a questionnaire that was prepared for collecting the required data and the valid lists for analysis were (305) at a response rate of (86%).

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**Results:** organizational socialization tactics have a positive impact on job embeddedness in the banks under research.

**Originality:** this research is the first- according to the researcher's knowledge limit- to study the effect of organizational socialization tactics (as an independent variable) on job embeddedness (as a dependent variable) at the Egyptian banking sector.

**Keywords:** Organizational socialization tactics, Job embeddedness.

### مستخلص

**هدف البحث :** هدف هذا البحث إلى دراسة أثر أساليب التنشئة الاجتماعية التنظيمية (كمتغير مستقل) على الرسوخ الوظيفي (كمتغير تابع) من خلال تطبيقه على القطاع المصرفي المصري.

**منهجية البحث :** تمثل مجتمع البحث في الموظفين الجدد بفروع البنوك بمحافظاتي القاهرة والجيزة. واستخدمت الباحثة قائمة استقصاء التي تم إعدادها لتجميع البيانات اللازمة بغرض استكمال الدراسة الميدانية وكانت عدد القوائم الصالحة للتحليل بواقع (٣٠٥) قائمة بمعدل استجابة (86%).

**نتائج البحث :** خلصت نتائج البحث إلى أن أساليب التنشئة الاجتماعية التنظيمية لها تأثير إيجابي على الرسوخ الوظيفي في البنوك محل البحث.

**الإضافة العلمية للبحث:** يعد هذا البحث الأول -في حدود علم الباحثة- في سد فجوة دراسة أثر أساليب التنشئة الاجتماعية التنظيمية (كمتغير مستقل) على الرسوخ الوظيفي (كمتغير تابع) في القطاع المصرفي المصري.

**الكلمات المفتاحية:** أساليب التنشئة الاجتماعية التنظيمية، الرسوخ الوظيفي.

## 1-Introduction

The competition forced the organizations to focus on high quality service for which retaining valuable and skilled workforce is important, for many organizations, attracting and retaining talented employees has become a primary human resources strategy for gaining and obtaining a sustainable competitive advantage as growth and success of any

organization mostly depends upon its employees who are the most important asset of any organization and they are connected with organizational facets and functionalities because employees are considered intangible and not replicable which can be a valuable source for the organization's sustainable competitive advantage as institutions with effective employee retention strategies enjoy maximum profitability and smooth business operations, so organizations strive to invest and retain the right human capital and concentrate on the factors that they have control over influencing retention to remain competitive in a market economy (Kowshik, 2018).

Organizational socialization and job-embeddedness are among the tools and interventions that have long been used by practitioners to help newcomers better adjust to corporate culture and to increase employees' retention (chotigavanich & sorod, 2020). Socialization is a process that helps a person to be relaxed and brings positive outcomes to the organization in both short-term and long-term effects such as role clarity, job satisfaction, work performance, organizational commitment, organizational citizenship behavior, and employee retention (Adil, 2021). Job embeddedness is one of the most powerful solutions that has gained the attention particularly in the last decade, it is referred to a group of work-related factors that help the company to retain employees (Ampofo & Karatepe, 2022).

Because of rapid developments, environmental changes that the world is witnessing, and in an era whose variables have become greater than its constants, the banking environment is currently witnessing many challenges and problems, banking and finance industry has one of the highest turnover rates among all industries (Harunavamwe et al., 2020). Bank workers are among the group of workers under a great deal of stress due to many antecedents of stress. So, it requires the necessity of adapting, harmonizing, considering the requirements of change and development, and confronting the internal and external challenges affecting its growth and continuity and to continue to exist in a very competitive environment, the banks need to design effective human resource practices that encourage the high performance of employees (Mohaimen, 2023).

In addition, In the complex web of a nation's economic landscape, the overall development of a country is contingent upon the banking sector's positive contribution as banks are one of the most important

institutions that most influence the economic development of countries, responsible for balancing surpluses and deficits through deposit collection and lending activities (Alzaid & Dukhaykh, 2023). Egypt, with its banking industry intricately woven into the fabric of its financial system, finds itself at a crossroads, where unraveling the variables that shape bank profitability becomes the linchpin for ensuring a robust banking system and fostering a thriving economy. Egypt's banking sector grows rapidly, continues to play a pivotal role in the development of country's economy, and serves as a vital conduit for channeling household savings and a major wellspring of financing for both public and private investments leading to a competitive and dynamic environment (Alarabi, 2024). Therefore, this research is designed to study the effect of organizational socialization tactics on job embeddedness.

## **2-Problem of The Research**

Attracting and retaining a talented workforce became one of the most critical problems for business sustainability. According to (Sadovi, 2022), the struggle to hire talent topped the list of risks that executive managers anticipated facing, with 48% naming talent acquisition and retention challenges as their top concern, based on a survey of 678 executives conducted by PWC company. Losing talented employees can lead to losing intellectual capital, putting an organization's capacity to compete in a dangerous situation, regardless of negative consequences as direct expenses; replacement, recruitment and selection, temporary staff, management time and indirect costs; morale, pressure on remaining staff, expenses of learning, product/service quality, organizational memory (Afsar, et. al, 2018). Turnover cost to replace an employee reaches 150% of the employee's annual compensation (William, 2015). It also disrupts a firm's social fabric and human capital, a strategic asset, is reckoned most indispensable among the assets in all organizations (Ahmad, 2019). So, organizations have made concerted efforts to attract experienced and skilled employees and prevent them from quitting (Alzaid & Dukhaykh, 2023).

For banking jobs, attracting, and retaining talented employees can be especially problematic because job seekers have lower levels of employer legitimacy than large organizations. Legitimacy is the perception or assumption that an organization is a desirable, suitable, or appropriate due to high workload, (Mohaimen, 2023). Banks have seen a sharp rise in

turnover for nonofficer employees in 2022 reached its highest levels since 2019, increasing from 16.2% in 2021 to 23.4% in 2022, despite the average salary for these positions increasing by 5% in 2022 (Tom Grottke, 2022). According to the report by consulting firm Quinlan & Associates, said that global headcount at the world's 15 biggest banks is down 12 percent from 2011 to 2015 incurring up to \$1 billion in costs annually associated with replacing employees who leave voluntarily (Oran, 2017). A study by Cole (2017) indicated that 48% of banking sector employees were actively searching for new opportunities, while 30% of these employees have been working in the banks for less than a year. This implies that banks are losing newly hired critical talents. Thus, the banking industry needs to realign retention practices with growing new technology and new banking systems to avoid the risk of losing precious talents (Harunavamwe et al.,2020). In Egypt, the inaugural employer survey from the leading Washington D.C. based online university, Nexford University, reveals the major hiring challenges being faced by 78% of leading Egyptian companies – including the National Bank of Egypt. This survey raises awareness of Egypt's growing skills shortage, in line with global trends seen in most fast-changing, growing economies. Last year, the World Economic Forum predicted over one billion people – a third of the world's workforce – would need to reskill by 2030 (Talmage-Rostron, 2021).

The socialization process has emerged as the new battleground for employee retention, without proper onboarding, employees are not set up for success and become frustrated, which can lead them to become disengaged and encouraged to leave their organization, while up to 20% of employee turnover happens in the first 45 days, 69% of employees are more likely to stay with a company for three years if they experience a great onboarding process (Sweary, 2022). According to (Laurano, 2015), only 12% of employees agree that their organization has a good onboarding process, this shows that the majority of businesses do not have an onboarding strategy, or have not created it in such a way that works for their business , effective socialization can improve employee retention by up to 82%, they also witnessed a 63% improvement in year-over-year customer satisfaction.

### **3- Exploratory Study**

The researcher stated that it is necessary to conduct a field exploratory study with the aim of describing the research problem, and examining the dimensions associated with it through a sample of banks operating in the Egyptian banking sector, five banks were selected for the exploratory study, they were (National Bank of Egypt, Banque Misr, Banque du Caire, Emirates National Bank of Dubai, Commercial International Bank (CIB). The researcher designed and distributed a questionnaire that included expressions about organizational socialization tactics and job embeddedness, the number of lists distributed reached (50) lists, ten lists for each bank, and (30) lists were retrieved and analyzed, and the researcher also conducted interviews in person and via telephone with a group of new hires in the banks under research <sup>1</sup>.

**The exploratory study concluded the following:**

- Variance of the opinions of respondents regarding the importance of organizational socialization tactics at the banks under research.
- Variance of the opinions of respondents regarding the importance of job embeddedness at the banks under research.
- These banks adopt good socialization tactics for their newcomers, they invest considerable resources in employee induction, orientation, socialization, training, development, and retention to reduce turnover costs.

**Therefore, the problem of the research can be summarized in the following question:**

What is the effect of organizational socialization tactics on job embeddedness at the banks under research?

**4- Research Objective**

Depending on the research problem, the research objective is to:

- determine the level of awareness of newcomers about organizational socialization tactics and job embeddedness at the banks under research.

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<sup>1</sup> An exploratory study was conducted from 1\11\2022 to 1\1\2023.

- investigate the effect of organizational socialization tactics on job embeddedness at the banks under research.
- provide some recommendations about the effect of organizational socialization tactics on job embeddedness at the banks under research.

## **5- Literature Review**

### **5\1 Organizational Socialization Tactics**

#### **5\1\1 Definition of Organizational Socialization Tactics**

Van Maanen and Schein (1979) pioneered the concept of organizational socialization tactics as “the ways in which the experiences of individuals in transition from one role to another are structured for them by others in the organization” and the process through which a newcomer acquires and applies the requisite knowledge and skills for the new role, understands the organization’s culture, participates in the networks, and becomes an insider (Kowtha, 2013). Organizational socialization tactics are considered as “The process of learning and adjustment that allows one to take on the role of the organization in accordance with organizational and individual needs” (Putra, et al., 2020).

#### **5\1\2 Dimensions of Organizational Socialization Tactics**

Considering reviewing many previous studies, the dimensions of organizational socialization tactics can be clarified as follows: (Cable and Pearson, 2001).

##### **5\1\2\1 Context tactics**

Involvement of new recruits in training activities and learning experiences to acquire the required knowledge of job-related skills to be familiar with procedures and work methods. Context tactics include collective-individual tactics and formal-informal tactics. *Collective individual tactics*, with collective tactics, “new recruits go through common learning experiences designed to produce standardized responses to situations, in group settings interactions among newcomers reinforce the definition of the situation offered by socialization agents”. On the other hand, individual socialization tactics “give each newcomer agents a unique set of learning experiences that allows heterogeneity in their responses”.



*Formal-informal tactics*, formal tactics, they segregate newcomers from other organizational members while they learn the responsibilities of their roles, but informal tactics in which newcomers become part of work groups and learning takes place on the job (Ahmad et al., 2019).

### **5\1\2\2 Content tactics**

There is a clear pattern and a specific timetable and fixed in the progress in career so that they can anticipate the future of their career in the organization. Content tactics include sequential-random tactics and Fixed-variable tactics. *Sequential-random tactics*, in sequential tactics, provide recruits with explicit information concerning the sequences of activities or experiences they will go through in their organizations. *Fixed-variable tactics* deal with the content of the information given to newcomers via socialization. Fixed tactics provide them with precise knowledge of the timetables associated with completing each stage in these processes. By contrast, variable socialization tactics provide no information about when newcomers may reach a certain stage in a learning process (Allen, 2006).

### **5\1\2\3 Social tactics**

The support the new employee receives from his experienced colleagues by providing him her advice or training to adapt to this organization. Social tactics include serial-disjunctive tactics and investiture-divestiture tactics. *Serial-disjunctive tactics*, in serial processes, experienced organizational members act as role models for new recruits, but in disjunctive processes newcomers must develop their own definitions of situations because no other or prior role incumbents are available. *Investiture-divestiture tactics* concern the degree to which newcomers receive positive or negative social support after entry from experienced organizational members (Kowtha, 2013).

## **5\2 Job Embeddedness**

### **5\2\1 Definition of Job Embeddedness**

Mitchell et al. (2001) initially defined job embeddedness as” a broad constellation of influences on employee retention”. They decided to answer the question of why people stay in the organization by introducing the concept of job embeddedness. They argued that dissatisfaction may not be

the most recent prediction of intentions to leave, and employees may leave without searching for other alternatives. As a result, it shows that search has a variety of goals as some people seek for the purpose of self-evaluation rather than for the aim of looking for a new job. They first proposed this concept by putting the emphasis on the forces that influence people's decision to stay in their company, and they asserted that job embeddedness refers to the forces that make individuals stay in their existing jobs (Khalid et al., 2021).

## **5\2\2 Dimensions of Job Embeddedness**

Considering reviewing many previous studies, the dimensions of job embeddedness can be clarified as follows: (Mitchell et al., 2001)

### **5\2\2\1 Links to Organization**

Formal or informal connections between a person and institutions. when there are a lot of these relationships, an employee becomes more entangled with his (her) job and community. Employees who have more relationships are more able to join teamwork and meetings (Liao et al, 2021).

### **5\2\2\2 Fit with Organization**

The perceived compatibility or comfort of an employee with an organization. and the better fit is, the more likely an employee will feel connected to the organization and community, so the lower the likelihood of turnover (Huning et al., 2020).

### **5\2\2\3 Organization-Related Sacrifice**

The perceived cost of material or psychological benefits that may be forfeited by leaving a job. When an organization provides more job security to its employees, they become more professionally attached to the organization and unlikely to lose their social positions (Ratnawati et al., 2020).

## **6- Previous Studies**

The researcher reviewed the studies that concerned with the effect of organizational socialization tactics on job embeddedness as follow:

**Study of (Huang et al., 2021)** aimed to study the effect of socialization tactics on job embeddedness, and affective commitment in newcomers, and study the moderating effect of workplace spirituality. The research sample consisted of 237 newcomers who were working in the present organization less than 2 years in Taiwan. This study indicated that organizational socialization tactics had a direct effect on job embeddedness. This, in turn, had a direct effect on affective commitment, and workplace spirituality had a moderating role in this relationship. **Study of (Ahmed, et. al, 2019)** aimed to examine the role of organizational socialization tactics and task characteristics towards employees' turnover intentions by concentrating the mediating role of job embeddedness. The research population consisted of 400 KIS employees. KIS encompasses numerous sectors such as banking, education, tourism, health, and insurance. Results divulged that job embeddedness significantly and partially mediates the relationship between organizational socialization tactics, task characteristics and turnover intentions. And organizational socialization tactics and task characteristics significantly and negatively related to employees' turnover intentions.

**Study of (Allen& Shanock, 2013)** aimed to examine the effect of organizational socialization tactics on perceived organizational support and job embeddedness. Sample consisted of 506 employees over the first year of employment of a large organization at 27 locations around the U.S.A. Results indicated that socialization tactics influence perceived organizational support, and job embeddedness as social and content socialization tactics were positively related to job embeddedness, but context was not. And job embeddedness would mediate the relationship of the three types of socialization tactics with commitment. And **study of (Allen,2006)** aimed to investigate how socialization tactics influence newcomer turnover by embedding newcomers more extensively into the organization. The sample consisted of 259 newcomer employees of a large financial services organization. Results revealed that socialization tactics enable organizations to actively embed new employees as organizational socialization tactics were positively related to on-the-job embeddedness. Results also indicate that on-the-job embeddedness is negatively related to turnover and mediates relationships between some socialization tactics and turnover.

**Based on the studies that addressed the relationship between organizational socialization tactics and job embeddedness, it can be concluded that:**

There is a scarcity of studies that have investigated the relationship between organizational socialization tactics and job embeddedness clearly, and this relationship still needs for further study, especially in the Arab environment and the Egyptian as no one examined this relationship, to the extent of the researcher's knowledge, which calls for action more studies to discover the relationship between these variables, as well as the results of most previous studies indicate that there is a positive influence of organizational socialization tactics and job embeddedness, which demonstrates the importance of the role that organizational socialization tactics play in embedding new employees within organizations, and based on reviewing the results of these previous studies, and in light of the research problem and objectives.

**We can formulate the following hypothesis:**

There is a positive influence relationship with statistical significance between organizational socialization tactics and job embeddedness in the banks in question.

## **7- Research Methodology**

### **7\1 Research Population**

The research population consists of new employees at Egyptian public and private banks numbering (37) banks, (4) public banks and (33) private banks, registered with the Central Bank of Egypt<sup>1</sup>. The number of new employees reached (4,304) unit from the end of 2022 to the end of 2023<sup>2</sup>.

According to the decision of the head of the Central Agency for Public Mobilization and Statistics No. (1498), which obliges the researcher to apply to (12) banks, the researcher chose (2) from the public sector and (8) from the private sector shown in table (1). The researcher attributes that

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<sup>1</sup> Annual Bulletin on Financial Statistics for Banks, Insurance Companies, Exchange Markets and Brokerage Issued by The Central Agency for Public Mobilization and Statistics (2023)

<sup>2</sup> Annual Bulletin on Financial soundness for Banks Issued by The Central Bank of Egypt (2023)

these banks are the 10 largest banks in Egypt at the end of June 2023 in terms of market share of assets<sup>1</sup>, which of course attract many new employees to provide many diversified services to a large segment of customers and have the desire and the ability to spend on socializing its new employees and working to stabilize them at work.

**Table (1)****Public and Private Banks**

<b>Public Banks</b>	<b>Private banks</b>
<ul style="list-style-type: none"><li>• National bank of Egypt</li><li>• Banque Misr</li></ul>	<ul style="list-style-type: none"><li>• International Commercial Bank</li><li>• Banque du Caire</li><li>• Emirates National Bank of Dubai</li><li>• Arab African International Bank</li><li>• Qatar National Bank</li><li>• Abu Dhabi Islamic Bank</li><li>• Housing and Development Bank</li><li>• Alex Bank</li></ul>

Source: Prepared by the researcher based on data received from the Central Agency for Public Mobilization and Statistics.

**7\2 Sample Size**

The sample type was selected by convenience sampling is a non-probability sampling method where units are selected for inclusion in the sample because they are the easiest for the researcher to access. In this research, there is not a framework for the research population and the inability to create and determine it accurately by the researcher, the researcher chose to obtain a convenience sample of newcomers who have cooperated with the researcher in the Cairo and Giza governorates, by the following steps:

**First:** The sample size was determined according to the availability of the characteristics to be studied in the research population (50%), the

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<sup>1</sup> Annual Bulletin on Financial soundness for Top 10 Banks Issued by The Central Bank of Egypt (2023)

confidence factor is (95%), and the error limits are ( $\pm 5\%$ ). The sample was (353) individuals<sup>1</sup>.

**Second:** The sample size was distributed among the branches of the banks in question through two stages:

**The first stage:** The sample size, which numbered (353) individuals, was distributed among the research banks sectors (public sector and private sector) It is proportional distribution to the total number of newcomers in public and private banks as shown in tables below.

**The second stage:** The sample size for each sector was distributed. In the public sector, the share of each bank was (90) units. And the share of each private bank listed on the Egyptian Stock Exchange was approximately (21) units. The number of lists that have been collected and valid for statistical analysis amounted to (305) lists, and thus the response rate reached (86%).

**Table (2)**

**The Distribution of The Sample According to Number of Employees in Public and Private Banks**

Banks	Number of New Employees	Sample size
Public banks	2195	180 (51 %)
Private banks	2066	173 (49%)
Total	4304	353 (100%)

Source: the researcher according to the annual report of financial statistics and indicators issued by the Central Agency for Public Mobilization and Statistics 2023

**Table (3)**

**The Distribution of Sample Across The Banks Under Research**

N.	Banks	Sample size
1	National bank of Egypt	90
2	Banque Masr	90
3	International Commercial Bank	23

<sup>1</sup>Sample size site: <https://www.calculator.net/sample-size-calculator.html> Visited 20\12\2023.

4	Qatar National Bank	22
5	Arab African International bank	22
6	Banque du Caire	22
7	First Abu Dhabi Bank Misr	21
8	Housing and Development Bank	21
9	Alex Bank	21
10	Abu Dhabi Islamic Bank	21

Source: prepared by the researcher based on the field.

### **7\3 Sample unit**

The sampling unit indicates the individual to whom the questions will be directed because they have the answer to them. During previous studies and the researcher's understanding of the research problem, the researcher depended on new employees working for one year in their current position at the banks under research.

### **7\4 Common Method Bias (CMB)**

Because all data were collected using a self-report method, there is a great opportunity for bias and a greater contribution of the measurement method in inflating or reducing the correlations or variance shared between the research variables. Therefore, the researcher tested the Common latent Factor using AMOS v25 program. According to this test, all the scale items were loaded onto their latent variables and at the same time all items were loaded onto a single latent variable (CLF). According to this test, there is a bias when the variance of latent factor  $< (50)$  (Podsakoff et al., 2003). In this research the variance of latent factor reached (39.948%) so we can say that there is no problem about common method bias.

## **8- Research Statistical Results**

### **8\1 Descriptive Analysis**

The researcher used IBM Statistic SPSS v.26 statistical program Packages for the Social Sciences, to identify the values of the arithmetic mean and standard deviations of the research variables as shown in table below.

**Table (4)**

The arithmetic means and standard deviations of the research variables

Research variables	Sample	Mean	Standard deviations
Organizational socialization tactics	305	3.7405	.79358
Job embeddedness	305	3.8827	.76233

Source: based on statistical Analysis Result using SPSS

The previous table indicates the mean for all dimensions of the research variables, which all recorded higher value than the relative average of (3). This indicates an effective application of organizational socialization tactics and a high level of employee realization of job embeddedness in the investigated banks. In addition, the standard deviations for all dimensions were low, which indicates a decrease or difference in dispersion in the responses of the sample items, for the five-point Likert scale.

## 9- Hypothesis Results

The results of the field study and the data shown in the table (5) support that organizational socialization tactics directly affect job embeddedness, as the value of the path parameter reached (0.42) and the standard error was (.05059), and the value of critical ratio reached (6.30638), which is a value greater than 1.96 , and this effect statistically significant, where (P=000.0), thus these results support the validity of the main hypothesis of this research.

Table (5)

The parameters of the paths and the significance of the relationships

Paths	Path	Standard Error	Critical Ratio	P label
Job_embed <--- Org_Social	.42153	.05059	6.30638	***

Source: Results of field data analysis



## **10- Recommendations**

Based on the conclusions reached by the researcher, he will present a set of necessary recommendations:

10\1 It is necessary for banks to pay more attention to the issue of upbringing and study the extent of its impact on the upbringing of new employees and reduce uncertainty and its impact on job outcomes by including appropriate upbringing methods in training programs for new employees.

10\2 Establishing organizational mechanisms should be prepared according to the self- competence of the new employees and the capabilities of new individuals to be exploited to enhance the feeling of effectiveness for human achievements, because adopting traditional methods makes the role of self-competence a factor that weakens the ability of socialization to achieve job outcomes as it is necessary to distinguish between new employees. They have high self- competence when starting the socialization process because they have a higher ability to use the most effective strategies.

10\3 Expanding the scope of socialization programs to include coworkers as a role model, and supervisors should be clear, reliable, promote the fairness of performance assessment, and supportive in their relationship with new employees.

## **11- Prospects for future research**

Based on previous studies related to the research topic, the researcher suggests the possibility of researchers conducting another group of studies such as:

11\1: Verifying the proposed model for this research again, but with application to other sectors to increase understanding of the relationship between organizational socialization tactics and job embeddedness such as the education, health, and communications sectors.

11\2: The applied field of research was limited to the important branches of banks in Cairo and Giza governorates; therefore, the research can be repeated by applying it to some banks in other governorates. The researcher

also suggests conducting a comparative study between public banks and private banks.

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