

## **The Road to Belonging: The Influence of Organizational Socialization Factors on Saudi Women's Organizational Identification**

**Sultanah Alsudays**

Business Administration Department, College of Business, Imam Mohammad Ibn Saud Islamic University (IMSIU), Riyadh, 3834, Saudi Arabia

Email: [Smalsudays@imamu.edu.sa](mailto:Smalsudays@imamu.edu.sa)

(Received 01/04/2025 – Accepted for Publication 10/12/2025)

### **Abstract**

This empirical study investigates the direct impact of organizational socialization factors on organizational identification. A total of 236 Saudi women employees from the financial sector participated in this study. Confirmatory factor analysis and Structural Equation Modeling were performed, utilizing Mplus version 8, to examine the study's model and hypotheses. The findings indicate that the direct relationship between training and organizational identification was significant but not supported due to the negative relationship between these two variables ( $\beta = -0.212, p \leq 0.05$ ), while the relationship between understanding and organizational identification was significant and supported ( $\beta = 0.268, p \leq 0.05$ ). Contrary to expectation, the relationship between co-worker support and organizational identification was insignificant. Finally, the relationship between future prospects and organizational identification was significant ( $\beta = 0.604, p \leq 0.001$ ). This study integrates two theories and adds to the existing body of knowledge by focusing on Saudi women employees. It also recommends that organizations conduct appropriate training programs and focus on clarifying employee roles for organizational identification.

*Keywords:* organizational socialization factors, organizational identification, financial sector, Saudi Arabia

## Introduction

Human resources are a valuable asset in any organization. The concept of identification within the organizational context has grown significantly over the last ten years as it has become a critical variable in the study of organizational behavior (see Pratt, 1998; Rosseau, 1998; Whetten & Godfrey, 1998). Researchers and professionals generally regard organizational identification (OI) as a positive attachment employees form with the companies they work for (Kreiner & Ashforth, 2004). Additionally, OI has been defined as “the perception of oneness with, or belongingness to, an organization” (Mael & Ashforth, 1992, p. 104). A variety of favorable consequences are promoted by OI, such as employees’ eco-friendly behavior (Ribeiro et al., 2022), employee retention (Bharadwaj & Yameen, 2020), organizational citizenship behavior (Demir, 2015; Newman et al., 2016), and employee engagement (Dai & Qin, 2016). Further, OI mitigates unfavorable outcomes, such as turnover intention (Oguebe & Edosomwan, 2021; Shaikh et al., 2022) and the personal accomplishment dimension of burnout (Bhowmick & Mulla, 2021). Consequently, given its substantial repercussions, it is crucial to examine the antecedents of OI to cultivate this sentiment within the workplace. Therefore, this study

aims to investigate organizational socialization (OS) as an antecedent of OI, to foster this feeling in the workplace. OS factors include training (TR), understanding (UN), coworker support (CS), and future prospects (FP) (Taormina, 1997; Van Maanen & Schein, 1979). Based on previous research, OS elements yield positive outcomes, such as job embeddedness (Ahmad et al., 2019), employees’ voice behavior, and team innovation performance (Liao et al., 2022). Additionally, OS impacts OI in subsectors of the financial sector in diverse settings. For instance, in Pakistan, one study was applied in many organizations, including banks, and revealed a positive relationship between OS and OI (Awan & Abbas, 2025). Further, Lee (2023) also found a positive relationship between OS and OI in Taiwan.

However, there is a lack of research addressing the impact of OS elements at the dimensional level on OI in the entire financial industry. Therefore, the purpose of this study is to highlight this issue. Furthermore, this type of research has never been conducted in Saudi Arabia. Thus, this study will be conducted in Saudi Arabia, specifically among Saudi women employees, for several reasons. For example, in the Saudi context, significant efforts are being made to enhance women’s participation in the workforce (Saudi Vision

2030, 2016). According to the 2024 annual report by Vision 2030, women's labor force participation increased substantially, reaching 33.5% by the end of the third quarter, representing a significant rise from 22.8% in 2016 (Saudi Vision 2023, 2025). The original 2030 target of 30% was achieved a decade ahead of schedule, prompting a revision to a more ambitious 40% (Saudi Vision 2030, 2025). This evidence suggests that the Saudi government is making progress in not only increasing the proportion of Saudi women, but also reducing the inequality between men and women in the labor market. Consequently, due to the lack of studies focusing on Saudi women employees, it is crucial to determine how to enhance the sense of belonging experienced by women in their organizations to maintain and increase their representation in the workforce, especially in the financial sector.

This study focuses on the Saudi financial industry because of its importance to the economy (National Platform, 2024). It is one of the largest sectors that attracts various kinds of investment. Consequently, increasing employee belonging is critical for improving the sector's effectiveness. It includes the central bank (SAMA, the Saudi Arabian Monetary Agency), commercial banks, specialized credit institutions, and the stock market (National Platform, 2024).

Therefore, by addressing these gaps and building the study on the social exchange (Blau, 1964) and social identity (Tajfel & Turner, 1979) theories, this research aims to investigate the direct impact of the elements of OS on OI among Saudi female employees in the financial sector.

## **Literature Review and Hypotheses**

### **Development**

#### **Organizational Socialization Factors**

OS is an ongoing process within organizations (Taormina, 1997). It refers to the process through which an individual gains applicable job skills, a functional level of organizational awareness, positive social interactions with colleagues, and a general acceptance of the established practices of a certain organization (Taormina, 1997). OS encompasses four elements: training (TR), understanding (UN), coworker support (CS), and future prospects (FP).

The first factor of OS is TR, implying the act, procedure, or technique through which an individual acquires the functional skills or aptitude required by a specific profession (Taormina, 1997). The initiatives of TR that enhance workers' sense of worth and competence have also been shown to increase positive behaviors, such as commitment and engagement (Truitt, 2011).

The second factor of OS is UN. It indicates how much an employee knows and can apply to their work, the company, its staff, and its culture (Taormina, 1997). This construct includes many factors, such as role clarity and reality shock (Buchanan 1974).

The third factor of OS is CS, denoting the emotional, moral, or instrumental assistance, excluding monetary pay, offered by fellow employees within an enterprise, aimed at mitigating worry, fear, or uncertainty (Taormina, 1997). Additionally, CS manifests itself in the form of kindness, collaboration, unity, and assistance (Torlak et al., 2024).

The fourth factor of OS is FP, or the degree to which a worker expects to have a fulfilling career with their employer (Taormina, 1997). In exchange for FP, employees are prepared to invest time and effort (Taormina, 2004). Furthermore, FP pertains to employees' acceptance of the organization's procedures about both, ongoing job security (Buchanan, 1974) and expected benefits in the future (Fisher, 1986; Van Maanen, 1976).

### **Organizational Identification**

Organizational identity theory (Tajfel & Turner, 1979) is the foundation of OI, suggesting that self-concept encompasses various factors, including social identity (Tajfel & Turner, 1985). Individuals often categorize themselves and others into distinct

social groups, including organizational affiliation, gender, and age group. Regarding social identity, it refers to the sense of belonging to a group (Tolman, 1943). Based on this view, OI is a specific form of social affiliation where individuals define themselves in terms of their membership within a particular institution (Mael & Ashforth, 1992).

### **Organizational Socialization Factors and Organizational Identification**

#### ***Training and Organizational Identification***

Employees receiving TR can develop an emotional connection or identity by realizing how much the company cares about them and how important they are to it (Pratt, 1998). Recent studies (Bharadwaj, 2023; Huang & Hung, 2022) reveal a positive relationship between various types of TR and OI. Additionally, TR has a positive effect on similar constructs for OI, such as affective commitment (Anvari et al., 2010; Bashir & Long, 2015; Nauman et al., 2021).

Additionally, this relationship can be explicated by the social exchange theory (Blau, 1964). This theory has a 'give-and-take' nature. In other words, as the organization provides employees with additional resources (e.g., training), they are more likely to reciprocate (e.g., affiliate with the firm). Thus, this study expects that when a company provides its staff the requisite training, both,

the organization and employees will act in mutually beneficial ways. Consequently, employees will feel a sense of belonging and identify more with their organization.

Although the link between TR and OI has been investigated in numerous contexts, studies exploring this relationship within the Saudi context, notably pertaining to the female staff in the financial industry, are lacking. Thus, considering the influence of TR on OI, the following hypothesis is posited:

*H1. TR exerts a positive and significant effect on OI.*

#### ***Understanding and Organizational Identification***

Although UN has been referred to by a variety of names, including “sense making” (Louis, 1980) and “information seeking” (Morrison, 1993), There is a consensus that UN is a critical component enabling employees to acquire knowledge of their function within the organization, the organization’s operations, key individuals, and the process of completing tasks (Taormina, 2009). There are similar constructs for UN, such as role clarity, that have a positive relationship with constructs similar to OI, like effective commitment (Kanchana, 2015; Panaccio & Vandenberghe, 2011). Additionally, there are opposite constructs to UN, such as role ambiguity and role conflict,

which are negatively related with constructs similar to OI, including effective commitment (Orgambidez & Benítez, 2021). Thus, since role clarity increases affective commitment and role ambiguity and conflict decrease it, it is expected that OI will be positively affected by UN.

Additionally, this relationship can be explicated by social identity theory (Tajfel & Turner, 1979). Employees are more likely to perceive themselves as part of the organization when they understand their role and the broader context, which reinforces their identification.

Due to a scarcity of research linking UN and OI, particularly in the Saudi context and among Saudi female staff in the financial business, this study examines the influence of UN on OI, and the following hypothesis is posited:

*H2. UN exerts a positive and significant effect on OI.*

#### ***Coworker Support and Organizational Identification***

Supportive organizational factors make employees feel central, included, appreciated, and respected, augmenting their feeling that organizational involvement is self-enhancing and attractive, thereby boosting their motivation to identify with the organization (Wiesenfeld et al., 2001). Since CS represents

one of the supportive organizational factors, it is expected to positively affect OI. For example, a positive relationship exists between co-worker social support and OI (Pepple & Davies, 2019). Additionally, Weisman et al. (2023) indicate that interpersonal interactions are among the antecedents of OI. A recent study (Darke et al., 2024) also found that employee affective commitment, which is similar to OI, was positively and significantly influenced by instrumental and emotional co-worker support.

Additionally, this relationship can be explained by the social identity theory (Tajfel & Turner, 1979). Support from co-workers shows acceptance and belonging, enhancing group cohesion and making the workplace a valued in-group. This sense of belonging expands from a group to the whole organization, forming an employee's identity.

Due to a scarcity of research linking CS and OI, particularly in the Saudi context and among Saudi female staff in the financial business, this study examines the influence of CS on OI, and the following hypothesis is posited.

*H3. CS exerts a positive and significant effect on OI.*

### ***Future Prospects and Innovative Work Behavior***

FP embodies the employee's opinion on the organization's future sustainability, encompassing expectations of long-term employment and the benefits offered by the organization (Taormina, 1997). This concept encompasses the legitimacy of incentives, including compensation, advancement, and the assurance of not being disregarded, that motivate employees to stay with an organization (Taormina, 1997).

Job security is a part of FP that employees require, and it has a positive effect on OI (Ma et al., 2016). Additionally, it has been found that there is an inverse relationship between job insecurity and OI (Piccoli et al., 2017), indicating the positive role of job security. Another aspect of FP pertains to the different rewards that are provided by the organization. Ji and Cui (2021) found that OI is influenced positively by total reward perceptions. Further, transactional contingent reward positively impacts affective OI (Xenikou, 2017). Another study found that different kinds of rewards have a positive effect on affective commitment, which is similar to OI (Nazir et al., 2016).

The relationship between FP and OI can be explained by the social exchange theory (Blau, 1964). This study expects workers to be

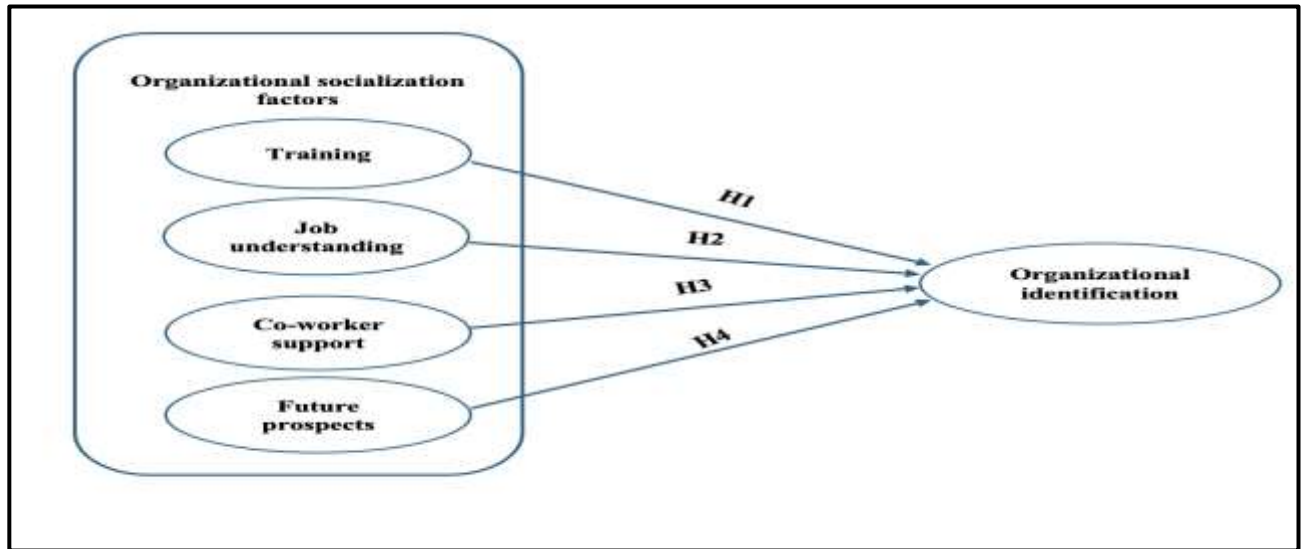
more devoted to their companies if they believe they will be offered worthwhile benefits in the future. Consequently, the following hypothesis is posited:

*H4. FP exerts a positive and significant effect on OI.*

Figure 1 illustrates the research model

**Figure 1**

*The Study's Model*



## Methods

### Sample

The objective of this study is to conduct an empirical analysis concentrating on Saudi women staff in the financial sector. The data were cleansed before analysis; a total of 246 replies were obtained after data collection. Subsequently, the final sample size, following data cleansing, totaled 236.

### Data Collection

Because this study is quantitative, a self-administered online questionnaire with reliable scales was used to collect the data.

Purposive and snowball sampling techniques were used (Easterby-Smith et al., 2008). The purposive sampling technique, particularly homogeneous sampling, was applied because this study concentrates on a specific gender (i.e., women). Although the snowballing technique consumes long time lengthly, it was appropriate to reach the target sample of women employees, which is hard to access because there is no accessible list of women employees.

The Brislin model of translation (Brislin, 1970, 1986) was applied to translate

the construct questions through forward and backward translation. Furthermore, the think-aloud approach was employed to determine if participants understood the intended closed-ended questions; certain items were modified through rephrasing.

The online survey included various sections. Beginning with the introduction, it described the research and sample in detail. A confidentiality statement was also incorporated into the introduction to specify that participants' information was confidential, and the right to participate was optional. The participants' demographic information was reported in the second section. All items pertaining to the study variables were listed in the final section; they totaled 26 (five items each for TR, UN, CS, and FP, and six for OI)

### **Measures**

Five-point Likert-type scales were used for the study, with the highest value "5" for "strongly agree" to "1" for "strongly disagree" categories.

### ***Organizational Socialization***

This scale has four factors: TR, UN, CS, and FP, with five items in each, and was developed by Taormina (2004). Cronbach's alpha reliability for each factor was: TR (.901), UN (.802), CS (.872), and FP (.872).

### ***Organizational Identification***

This six-item scale was originally established by Mael (1988) in his Ph.D. dissertation and then published and validated by Mael and Ashforth (1992). Cronbach's alpha reliability for this scale was .897.

### **Demographic Characteristics of the Study**

The demographic information of the study sample is presented in Table 1. Most of the participants were unmarried. Furthermore, the majority of the sample was composed of employees aged 20–29 years. Regarding the educational level, the percentage of employees with a bachelor's degree was the greatest, at 74%, with job experience ranging from one to five years.

**Table 1**

*Demographic Information (N = 236)*

| Variables                   | Subgroup          | Frequency | %   |
|-----------------------------|-------------------|-----------|-----|
| <b>Social Status</b>        | Married           | 61        | 26  |
|                             | Unmarried         | 175       | 74  |
| <b>Age</b>                  | 20–29             | 144       | 61  |
|                             | 30–39             | 81        | 34  |
|                             | 40– 49            | 11        | 5   |
| <b>Educational Level</b>    | High school       | 4         | 1.7 |
|                             | Two-year Diploma  | 13        | 5.5 |
|                             | Bachelor’s degree | 176       | 74  |
|                             | Master’s degree   | 42        | 18  |
|                             | Doctoral degree   | 1         | 0.4 |
| <b>Total Job Experience</b> | Less than 1 year  | 20        | 9   |
|                             | 1–5 years         | 133       | 56  |
|                             | More than 5 years | 83        | 35  |

**Data Analysis**

The Statistical Package for the Social Sciences (SPSS) version 22 was employed to conduct the descriptive data analysis. Mplus version 8 (Muthén & Muthén, 2017) was used for Confirmatory factor analysis (CFA) and Structural Equation Modeling (SEM) to test the study’s hypotheses.

**Descriptive Analytics**

The initial data analysis did not reveal any multicollinearity as all of the variance inflation factors (VIF) were below 10 (Hair et al., 2010). Table 2 shows the reliability values, intercorrelations, standard deviations, and means for all the variables. Variable reliability was met and exceeded 0.7 (Nunnally, 1978).

**Table 2**

*Mean, Standard Deviation (SD), and Correlation Statistics*

| Variables  | Mean | SD   | Edu   | TR          | UN          | CS          | FP          | OI          |
|------------|------|------|-------|-------------|-------------|-------------|-------------|-------------|
| <b>Edu</b> | 3.10 | .556 | -     |             |             |             |             |             |
| <b>TR</b>  | 3.53 | .946 | -.079 | <b>.901</b> |             |             |             |             |
| <b>UN</b>  | 3.88 | .667 | -.113 | .676**      | <b>.802</b> |             |             |             |
| <b>CS</b>  | 4.06 | .714 | -.121 | .491**      | .491**      | <b>.872</b> |             |             |
| <b>FP</b>  | 3.37 | .952 | -.104 | .628**      | .526**      | .557**      | <b>.872</b> |             |
| <b>OI</b>  | 3.74 | .830 | -.108 | .386**      | .403**      | .341**      | .545**      | <b>.897</b> |

*Note.* The value of Cronbach's alpha is shown in bold in the matrix; \*\*  $p < 0.01$  (two-tailed), \* $p < 0.05$  (two-tailed), SD = standard deviation, Edu = education level, TR = training, UN = understanding, CS = coworker support, FP = future prospects, OI = organizational identification.

Additionally, the common method bias (CMB) was tested using Harman's single-factor test. Data are suitable for analysis if the total variance explained is less than 50%. No approach biases were found in this study because the total variance explained was 39.674 (less than 50%).

**Table 3**

*Model Fit of Confirmatory Factor Analysis*

| 90% CI for RMSEA |           |          |       |       |       |       |       |       |
|------------------|-----------|----------|-------|-------|-------|-------|-------|-------|
| $\chi^2$         | <i>df</i> | <i>p</i> | CFI   | TLI   | SRMR  | RMSEA | LL    | UL    |
| 533.472          | 287       | 0.000    | 0.923 | 0.913 | 0.066 | 0.060 | 0.052 | 0.068 |

*Note.* CFI = comparative fit index; TLI = Tucker-Lewis index; SRMR = standardized root mean square residual; RMSEA = root mean square error of approximation; CI = confidence interval; LL = lower limit; UL = upper limit.

Furthermore, the factor loadings of the variables are high enough to be statistically significant (Hair et al., 2010). Composite reliability (CR) for each variable exceeds 0.7, thereby matching the criterion (Fornell & Larcker, 1981). It is accepted that one of the

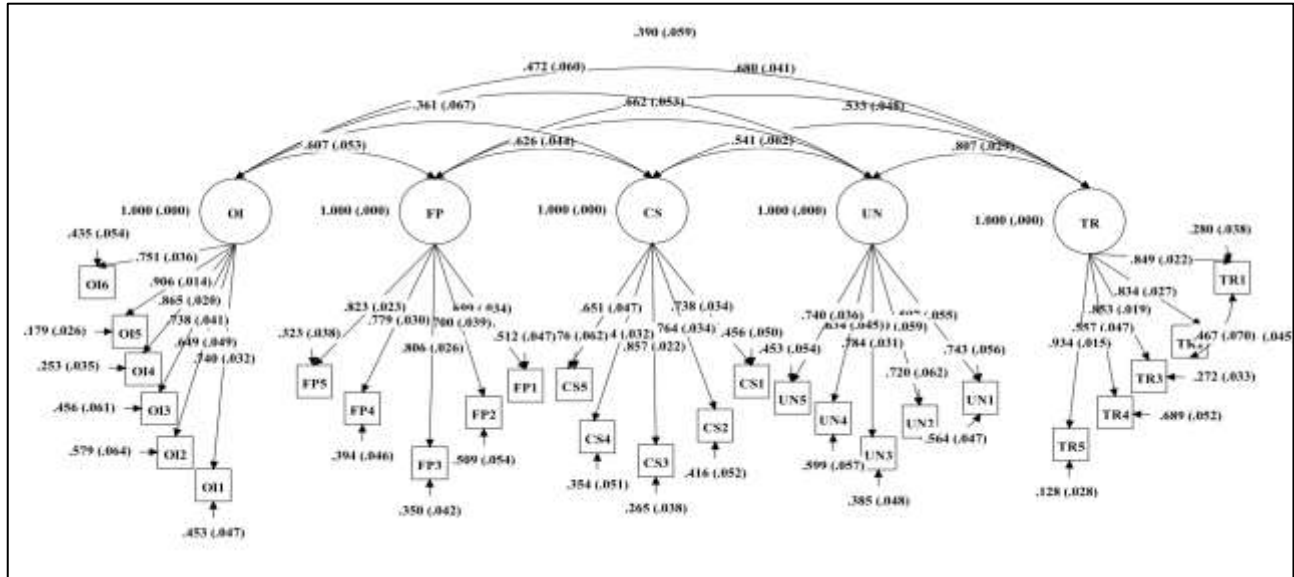
**Figure 2**

*CFA Diagram*

### Measurement Model

CFA was applied to evaluate the measurement model (Dimitrov, 2014). According to CFA findings, the data exhibit a good fit following certain modification indices (Dimitrov, 2014). Please see Table 3

AVE values is below 0.5, as all CR values exceed 0.70. Consequently, convergence validity was attained. The information regarding the measurement model is summarized in Figure 2 and Table 4.



**Table 4**

*Confirmatory Factor Analysis*

| Construct                          | Items | Factor loading | CR    | AVE   |
|------------------------------------|-------|----------------|-------|-------|
| Training (TR)                      | TR1   | 0.849          | 0.906 | 0.665 |
|                                    | TR2   | 0.834          |       |       |
|                                    | TR3   | 0.853          |       |       |
|                                    | TR4   | 0.557          |       |       |
|                                    | TR5   | 0.934          |       |       |
| Understanding (UN)                 | UN1   | 0.507          | 0.779 | 0.420 |
|                                    | UN2   | 0.529          |       |       |
|                                    | UN3   | 0.784          |       |       |
|                                    | UN4   | 0.634          |       |       |
|                                    | UN5   | 0.740          |       |       |
| Coworker support (CS)              | CS1   | 0.738          | 0.876 | 0.587 |
|                                    | CS2   | 0.764          |       |       |
|                                    | CS3   | 0.857          |       |       |
|                                    | CS4   | 0.804          |       |       |
|                                    | CS5   | 0.651          |       |       |
| Future prospective (FP)            | FP1   | 0.699          | 0.875 | 0.585 |
|                                    | FP2   | 0.700          |       |       |
|                                    | FP3   | 0.806          |       |       |
|                                    | FP4   | 0.779          |       |       |
|                                    | FP5   | 0.823          |       |       |
| Organizational identification (OI) | OI1   | 0.740          | 0.902 | 0.608 |
|                                    | OI2   | 0.649          |       |       |
|                                    | OI3   | 0.738          |       |       |
|                                    | OI4   | 0.865          |       |       |
|                                    | OI5   | 0.906          |       |       |
|                                    | OI6   | 0.751          |       |       |

Note. CR = composite reliability, AVE = average variance extracted. The factor loadings of all items are sufficiently high (> 0.50) and statistically significant ( $p < 0.001$ ).

Discriminant validity was assessed by applying the heterotrait-monotrait (HTMT) ratio of the correlations. This method was recommended instead of the traditional methods, such as cross-loading and the Fornell–Larcker standard, and it is a useful technique for assessing discriminant validity

(Henseler et al., 2015). To achieve discriminant validity, the HTMT value must be below 0.85 between the two reflective constructs (Kline, 2015). This study demonstrates discernment validity since all the values were less than .85. Please see Table 5.

**Table 5**

*Discriminate Validity*

| Variables | TR   | UN   | CS   | FP   | OI |
|-----------|------|------|------|------|----|
| TR        |      |      |      |      |    |
| UN        | 0.77 |      |      |      |    |
| CS        | 0.54 | 0.58 |      |      |    |
| FP        | 0.7  | 0.62 | 0.63 |      |    |
| OI        | 0.43 | 0.47 | 0.39 | 0.62 |    |

Note. TR = training, UN = understanding, CS = coworker support, FP = future prospects, OI = organizational identification.

### Structural Model

Goodness-of-fit indices were computed and compared against the GOF

criteria for the structural model. This study achieved a good structural model fit. Please see Table 6.

**Table 6**

*Model Fit of the Structural Model*

| 90% CI for RMSEA |     |       |       |       |       |       |       |       |
|------------------|-----|-------|-------|-------|-------|-------|-------|-------|
| $\chi^2$         | df  | p     | CFI   | TLI   | SRMR  | RMSEA | LL    | UL    |
| 569.414          | 312 | 0.000 | 0.922 | 0.913 | 0.068 | 0.059 | 0.051 | 0.067 |

Note. CFI = comparative fit index; TLI = Tucker–Lewis index; SRMR = standardized root mean square residual; RMSEA = root mean square error of approximation; CI = confidence interval; LL = lower limit; UL = upper limit.

### Hypothesis Testing

Following prior research (e.g., Kreiner & Ashforth, 2004), the structural model

included Edu as a control variable. Table 7 displays the hypothesis testing results.

**Table 7**

*Structural Model Results*

| Relationships | Standardized Coefficients | SE    | Results                       |
|---------------|---------------------------|-------|-------------------------------|
| H1: TR → OI   | -0.212*                   | 0.102 | Significant but not supported |
| H2: UN → OI   | 0.268*                    | 0.125 | Supported                     |
| H3: CS → OI   | -0.055                    | 0.080 | Insignificant                 |
| H4: FP → OI   | 0.604***                  | 0.095 | Supported                     |

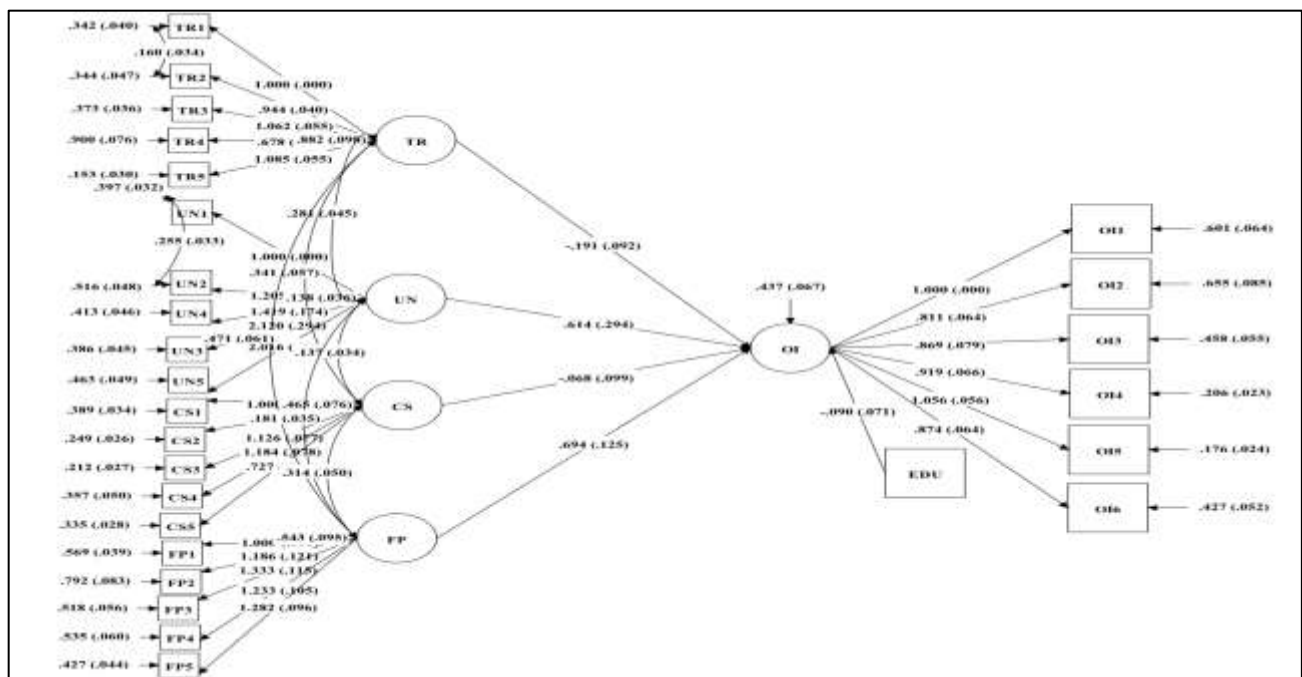
Note. \*  $p$ -value  $\leq 0.05$ , \*\*  $p$ -value  $\leq 0.01$ , \*\*\*  $p \leq 0.001$ . SE = standardized error.

According to Table 7, the direct relationship between TR and OI is significant ( $\beta = -0.212, p \leq 0.05$ ) but not supported due to the negative relationship between TR and OI. Thus, H1 is not supported. The direct impact of UN on OI is significant ( $\beta = 0.268, p \leq 0.05$ ). Thus, H2 is supported. However, the

direct relationship between CS and OI is insignificant. Therefore, H3 is not supported. Finally, the direct relationship between FP and OI is significant ( $\beta = 0.604, p \leq 0.001$ ). Thus, H4 is supported. The proposed structural model hypotheses and findings are shown in Figure 3.

**Figure 3**

*The Structural Model*



## Discussion

This study focuses on the direct and positive impact of OS factors on OI for Saudi female employees in the financial sector. The current study suggests that OS elements should be prioritized to improve employee OI. Contrary to expectations, the relationship between TR and OI was significant but adverse, while UN has a positive relationship with OI, as was expected. The result is similar to previous research, which found a positive relationship between similar variables for UN, such as role clarity, with similar variables for OI, like effective commitment (Panaccio & Vandenberghe, 2011). Additionally, it is consistent with the findings of Majid et al. (2023) that validate the positive relationship between role clarity and job engagement, which is similar to OI. Furthermore, this result is consistent with comparable prior research that has found a negative relationship between role ambiguity and role conflict, which are similar to UN and effective commitment (Orgambidez & Benítez, 2021). Furthermore, this finding is consistent with the social identity theory (Tajfel & Turner, 1979) because when employees understand their role and the organization's overarching objectives, they are more inclined to identify with the organization. Contrary to expectations, the study results provide evidence that there is an

insignificant relationship between CS and OI. Finally, the last finding is consistent with the study expectations. The findings demonstrate a positive relationship between FP and OI. This result aligns with previous studies that reveal a positive effect of job security, considered one of the aspects of FP, on OI (Ma et al., 2016). In addition, it is consistent with the study of Ji and Cui (2021), who discovered a positive relationship between total reward perception, considered one of the aspects of FP, and OI. It is also consistent with the study by Piccoli et al. (2017), which found an inverse relationship between job insecurity and OI. Additionally, this finding aligns with the social exchange theory (Blau, 1964), as this study expected that workers would be more devoted to their companies if they believed they would be offered worthwhile benefits in the future.

## Theoretical and Managerial Implications

This study has valuable theoretical implications. At first, it was designed by integrating two crucial theories: social identity theory (Tajfel & Turner, 1979) and social exchange theory (Blau, 1964). This will yield a profound understanding of the relationships within this study. Second, this work enhances the body of knowledge on OI by examining a relatively underexplored topic: the influence of OS factors, at the dimensional level, on OI. Finally, this study adds to the body of

knowledge by highlighting the relationship between OS factors and OI among women employees working in the Saudi financial sector. This study offers an examination of OI among women in a non-Western context, which is not widely represented in the literature.

Additionally, the study results have a wide range of implications for practitioners. Based on the study's findings, managers should implement TR in a way that enhances OI, rather than reducing it, as the study found. It is known that businesses spend a lot of time and money on training and development to boost employee performance, which, in turn, boosts organizational performance (Nguyen & Ngo, 2021). Additionally, effective training programs support employees' developmental needs and align with business objectives, creating a more capable and driven staff (Baca & Reshidi, 2023). However, TR may hurt OI if it focuses on improving short-term job performance rather than long-term employee development and career advancement. For instance, the instrumental nature of most of the items on the TR scale the instrumental nature of most of the TR items scale (Taormina, 2004) in this study might be the reason behind the negative effect on OI. Thus, managers are encouraged to apply some training techniques

that enhance not only employee performance, but also employee development.

Further, managers must focus on clarifying roles, responsibilities, and expectations through periodic meetings with their employees. This will contribute to and enhance the feeling of OI. Role clarity is crucial because employees may experience feelings of uncertainty regarding their roles within the organization and worry about their position within it (Showail et al., 2013). Finally, managerial policies and practices are important antecedents for OI (Weisman et al., 2023). Thus, different aspects of FP, such as job security, promotions, and rewards, should be considered and updated by the organizations to foster OI.

### **Limitations and Future Research**

This study depended on self-reported data. Despite the absence of CMV in this study, subsequent research will be improved by gathering data from other sources to augment the accuracy of the findings. Additionally, purposive and snowball sampling were used to collect quantitative data in this work, which raises questions regarding sample representativeness and restricts generalizability. Thus, future researchers should use multiple sampling methods to increase data samples and generalizability.

Because this study concentrated on Saudi women employees, future researchers are encouraged to conduct the same study on women in different contexts and compare the

results. Additionally, applying the same study and comparing the results based on gender is recommended.

## References

- Ahmad, S., Nisar, Q. A., Aziz, K., & Younus, S. (2019). The role of organisational socialisation tactics and task characteristics toward turnover intentions: Mediating role of job embeddedness. *Middle East Journal of Management*, 6(1), 75-94.
- Anvari, R., Amin, S. M., Ismail, W. K. W., & Ahmad, U. N. U. (2010). Strategic training practices, effective organizational commitment, and turnover intention: The mediating role of psychological contract. *African Journal of Business Management*, 4(15), 3391-3405 .
- Awan, N. A., & Abbas, M. (2025). Organizational socialization strategies and newcomers' identity development: A social identity perspective. *Human Resource Development Quarterly*, 36(1), 69-87.
- Baca, G., & Reshidi, N. (2023). Developing internal marketing strategies for measuring and managing employee-based brand equity. *Qualitative Market Research: An International Journal*. 26(5), 687-704
- Bashir, N., & Long, C. S. (2015). The relationship between training and organizational commitment among academicians in Malaysia. *Journal of Management Development*, 34(10), 1227-1245.
- Bharadwaj, S. (2023). Influence of training and development interventions on employee retention – an employer brand-based agenda. *LBS Journal of Management & Research*, 21(2), 157-170.
- Bharadwaj, S & ,Yameen, M. (2020). Analyzing the mediating effect of organizational identification on the relationship between CSR employer branding and employee retention. *Management Research Review*, 44(5), 718-737.
- Bhowmick, S & ,Mulla, Z. (2021). Who gets burnout and when? The role of personality, job control, and organizational identification in predicting burnout among police officers. *Journal of Police and Criminal Psychology*, 36(2), 243-255.
- Blau, P. (1964). *Exchange and power in social life*. John Wiley.
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, 1(3), 185-216.
- Brislin, R .W. (1986). The wording and translation of research instruments. In W. J. Lonner & J. W. Berry (Eds.), *Field*

- methods in cross-cultural research* (pp. 137-164). Sage Publications, Inc.
- Buchanan, B. (1974) 'Building Organizational Commitment: The Socialization of Managers in Work Organizations', *Administrative Science Quarterly*, 19: 533-46.
- Dai, K., & Qin, X. (2016). Perceived organizational support and employee engagement: Based on the research of organizational identification and organizational justice. *Open Journal of Social Sciences*, 4, 46-57
- Darke, I. D., Mensah, P. O., Asamoah Antwi, F., & Swanzy-Krah, P. (2024). Co-worker support and affective commitment during a global crisis: Evidence from an emerging economy. *Cogent Business & Management*, 11(1), 2298225.
- Demir, K. (2015). The effect of organizational justice and perceived organizational support on organizational citizenship behaviors: The mediating role of organizational identification [Örgütsel Adalet ve Algılanan Örgütsel Desteğin Örgütsel Vatandaşlığa Etkisi: Örgütsel Özdeşleşmenin Aracı Rolü]. *Eurasian Journal of Educational Research*, 15(60), 131-148.
- Dimitrov, D. M. (2014). *Statistical methods for validation of assessment scale data in counseling and related fields*. John Wiley & Sons.
- Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2008). *Management Research*. SAGE.
- Fatima, M., Raziq, M. M., Memon, M. A., Tariq, A., & Rice, J. L. (2023). Transformational leadership, job engagement, and championing behavior: Assessing the mediating role of role clarity. *European Business Review*, 35(6), 941-963.
- Fisher, C.D. (1986) 'Organizational Socialization: An Integrative Review'. In Rowland, K.M. and Ferris, G.R. (eds) *Research in Personnel and Human Resources Management*, Vol. 4. Greenwich, CT: JAI Press, 101-45.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- Hair, J. F., Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Pearson Education, Inc.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Huang, L.-C., & Hung, C.-Y. (2022). Effects of multimedia audio and video integrated orientation training on employees' organizational identification and self-

- efficacy promotion. *Frontiers in Psychology*, 13.
- Ji, D., & Cui, L. (2021). Relationship between total rewards perceptions and work engagement among chinese kindergarten teachers: Organizational identification as a mediator. *Frontiers in Psychology*, 12.
- Kanchana, P. N. (2015). Role clarity and affective commitment. *International Journal of Research Institute*, 2(2), 234-249 .
- Saudi Vision 2030. (2016). *Saudi Vision 2030*. Retrieved from [https://www.vision2030.gov.sa/media/rc0b5oy1/saudi\\_vision\\_203.pdf](https://www.vision2030.gov.sa/media/rc0b5oy1/saudi_vision_203.pdf)
- Saudi Vision 2030. (2025). *Vision 2030 annual report*. Retrieved from <https://www.vision2030.gov.sa/en/annual-reports>
- Kline, R. B. (2015). *Principles and practice of structural equation modeling*. Guilford Publications.
- Kreiner, G. E., & Ashforth, B. E. (2004). Evidence toward an expanded model of organizational identification. *Journal of Organizational Behavior*, 25(1), 1-27.
- Lee, H.-W. (2013). Locus of control, socialization, and organizational identification. *Management Decision*, 51(5), 1047-1055.
- Liao, G., Zhou, J., & Yin, J. (2022). Effect of organizational socialization of new employees on team innovation performance: A cross-level model. *Psychology Research and Behavior Management*, 15, 1017-1031.
- Ma, B., Liu, S., Liu, D., & Wang, H. (2016). Job security and work performance in Chinese employees: The mediating role of organisational identification. *International Journal of Psychology*, 51(2), 123-129.
- Mael, F. (1988). *Organizational identification: Construct redefinition and a field application with organizational alumni* [Doctoral dissertation, Wayne State University] .
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103-123.
- Morrison, E. W. (1993). Longitudinal study of the effects of information seeking on newcomer socialization. *Journal of Applied Psychology*, 78(2), 173-183.
- Muthén, B., & Muthén, L. (2017). Mplus. In W. J. van der Linden (Ed.), *Handbook of item response theory* (Vol. 1, pp. 507-518). Chapman and Hall/CRC.
- National Platform (2024). Financial sector. Retrieved from <https://my.gov.sa/en/content/financial-sector>.
- Nauman, S., Bhatti, S., Jalil, F., & Bint E Riaz, M. (2021). How training at work influences employees' job satisfaction: Roles of affective commitment and job performance. *International Journal of Training Research*, 19(1), 61-76.

- Nazir, S., Shafi, A., Qun, W., Nazir, N., & Tran, Q. D. (2016). Influence of organizational rewards on organizational commitment and turnover intentions. *Employee Relations, 38*(4), 596-619.
- Newman, A., Miao, Q., Hofman, P. S., & Zhu, C. J. (2016). The impact of socially responsible human resource management on employees' organizational citizenship behaviour: The mediating role of organizational identification. *The International Journal of Human Resource Management, 27*(4), 440-455.
- Nguyen, M. H., & Ngo, K. H. (2021). Evaluating the Effectiveness of Internal Training of Commercial Banks in Vietnam. *International Journal of Education and Knowledge Management (IJEKM), 4*(5), 1-14
- Nunnally, J. (1978). *Psychometric theory* (2nd ed.). McGraw-Hill.
- Oguebe, T. M., & Edosomwan, H. S. (2021). Organizational-based self-esteem and organizational identification as predictors of turnover intention: Mediating role of organizational trust. *SEISENSE Journal of Management, 4*(2), 56-71.
- Orgambidez, A., & Benítez, M. (2021). Understanding the link between work engagement and affective organisational commitment: The moderating effect of role stress. *International Journal of Psychology, 56*(5), 791-800.
- Panaccio, A., & Vandenberghe, C. (2011). The relationships of role clarity and organization-based self-esteem to commitment to supervisors and organizations and turnover intentions. *Journal of Applied Social Psychology, 41*(6), 1455-1485.  
<https://doi.org/10.1111/j.1559-1816.2011.00764.x>
- Pepple, D. G., & Davies, E. M. M. (2019). Co-worker social support and organisational identification: Does ethnic self-identification matter? *Journal of Managerial Psychology, 34*(8), 573-586.
- Piccoli, B., Callea, A., Urbini, F., Chirumbolo, A., Ingusci, E., & De Witte, H. (2017). Job insecurity and performance: The mediating role of organizational identification. *Personnel Review, 46*(8), 1508-1522.
- Pratt, M. G. (1998). To be or not to be: Central questions in organizational identification. In D. A. Whetten & P. C. Godfrey (Eds.), *Identity in organizations: Building theory through conversations* (pp. 171-207). Sage Publications, Inc.
- Ribeiro, N., Gomes, D. R., Ortega, E., Gomes, G. P., & Semedo, A. S. (2022). The impact of green HRM on employees' eco-friendly behavior: The mediator role of organizational identification. *Sustainability, 14*(5), 2897.
- Rosseau, D. M. (1998). Why workers still identify with organizations. *Journal of*

- Organizational Behavior*, 19(3), 217-233.
- Shaikh, E., Brahmi, M., Thang, P. C., Watto, W. A., Trang, T. T. N., & Loan, N. T. (2022). Should I stay or should I go? Explaining the turnover intentions with corporate social responsibility (CSR), organizational identification and organizational commitment. *Sustainability*, 14(10), 6030.
- Showail S. J., McLean Parks J., Smith F. L. 2013. Foreign workers in Saudi Arabia: A field study of role ambiguity, identification, information-seeking, organizational support and performance. *The International Journal of Human Resource Management*, 24: 3957-3979.
- Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of intergroup relations* (pp. 47-33 Brooks/Cole).
- Tajfel, H., & Turner, J. C. (1985). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relations* (2nd ed., pp. 7-24). Nelson-Hall Publishers.
- Taormina, R. J. (1997). Organizational socialization: A multidomain, continuous process model. *International Journal of Selection and Assessment*, 5(1), 29-47.
- Taormina, R. J. (2004). Convergent validation of two measures of organizational socialization. *The International Journal of Human Resource Management*, 15(1), 76-94.
- Taormina, R. J. (2009). Organizational socialization: The missing link between employee needs and organizational culture. *Journal of Managerial Psychology*, 24(7), 650-676.
- Tolman, E. C. (1943). Identification and the postwar world. *The Journal of Abnormal and Social Psychology*, 38(2)
- Torlak, N. G., Budur, T., & Khan, N. U. S. (2024). Links connecting organizational socialization, affective commitment and innovative work behavior. *The Learning Organization*, 31(2), 227-249.
- Truitt, D. L. (2011). The effect of training and development on employee attitude as it relates to training and work proficiency, *SAGE Open*, 1 (3), 1-13.
- Van Maanen, J. (1976) 'Breaking In: Socialization to Work'. In Dubin, R. (ed.) *Handbook of Work, Organization, and Society*. Chicago, IL: Rand McNally, 67-130.
- Van Maanen, J., & Schein, E. H. (1979). Toward a theory of organizational socialization. In B. M. Staw (Ed.), *Research in organizational behavior* (Vol. 1, pp. 209-264). JAI Press.
- Weisman, H., Wu, C.-H., Yoshikawa, K., & Lee, H.-J. (2023). Antecedents of organizational identification: A review and agenda for future research. *Journal of Management*, 49(6), 2030-2061.

Whetten, D. A., & Godfrey, P. C. (Eds.). (1998).  
*Identity in organizations: Building theory  
through conversations*. SAGE  
Publications, Inc.

Wiesenfeld, B. M., Raghuram, S., & Garud, R.  
(2001). Organizational identification  
among virtual workers: The role of need  
for affiliation and perceived work-based  
social support. *Journal of Management*,  
27(2), 213-229.

Xenikou, A. (2017). Transformational leadership,  
transactional contingent reward, and

organizational identification: the  
mediating effect of perceived innovation  
and goal culture orientations [Original  
Research]. *Frontiers in Psychology*, 8.

## الطريق إلى الانتماء: تأثير عوامل التنشئة الاجتماعية التنظيمية على الهوية التنظيمية للمرأة السعودية

سلطانة السديس

استاذ مساعد في قسم إدارة الأعمال, كلية الأعمال, جامعة الإمام محمد بن سعود الإسلامية

(قدم للنشر 01-04-2025 ، وقبل 10-12-2025)

### الملخص:

يهدف هذا البحث إلى دراسة التأثير المباشر لعناصر التنشئة الاجتماعية التنظيمية على الهوية التنظيمية للموظفات السعوديات. طبقت هذه الدراسة على عينة بلغت ٢٣٦ موظفه سعودية في القطاع المالي السعودي. تم استخدام التحليل العاملي التوكيدي (Confirmatory factor analysis) ونموذج المعادلات الهيكلية (Structural equations modeling) باستخدام برنامج Mplus لاختبار فرضيات الدراسة. حقق هذا البحث نتائج مفيدة. إذ تشير النتائج إلى أن العلاقة المباشرة بين التدريب والهوية التنظيمية كانت ذات دلالة إحصائية، إلا أنها لم تكن مدعومة بسبب العلاقة السلبية بين هذين المتغيرين ( $\beta = -0.212, p \leq 0.05$ ) بينما كانت العلاقة المباشرة بين الفهم التنظيمي والهوية التنظيمية ذات دلالة إحصائية إيجابية مدعومة ( $\beta = 0.268, p \leq 0.05$ ). على عكس توقعات الدراسة، لم تكن العلاقة بين دعم الزملاء والهوية التنظيمية ذات دلالة إحصائية. أما بالنسبة للعلاقة بين الآفاق المهنية المستقبلية للموظفات والهوية التنظيمية كانت ذات دلالة إحصائية إيجابية مدعومة ( $\beta = 0.604, p \leq 0.001$ ) وتطرق البحث في الختام إلى الآثار النظرية والإدارية وكذلك القيود البحثية والتوصيات المستقبلية.

**الكلمات المفتاحية:** عناصر التنشئة الاجتماعية التنظيمية، الهوية التنظيمية، القطاع المالي، المملكة العربية السعودية