

RESEARCH ARTICLE | JUNE 12 2023

Employee socialization process and engagement in Malaysian hotel industry

Irza Hanie Abu Samah; Intan Maizura Abd Rashid ; Abdul Shukor Shamsudin; Wan Ahmad Fauzi Wan Husain; Mohammad Harith Amlus; Nur Syafiqah A. Rahim; Hariri Hamzah

 Check for updates

AIP Conference Proceedings 2608, 020043 (2023)

<https://doi.org/10.1063/5.0127921>



View Online



Export Citation

CrossMark

AIP Advances

Why Publish With Us?

-  **25 DAYS**
average time to 1st decision
-  **740+ DOWNLOADS**
average per article
-  **INCLUSIVE**
scope

[Learn More](#)

Employee Socialization Process and Engagement in Malaysian Hotel Industry

Irza Hanie Abu Samah^{1, 8}, Intan Maizura Abd Rashid^{2, 8, a}, Abdul Shukor Shamsudin³, Wan Ahmad Fauzi Wan Husain⁴, Mohammad Harith Amlus^{5, 8}, Nur Syafiqah A. Rahim¹ and Hariri Hamzah^{6, 7}

¹*School of Human Resource Development & Psychology, Universiti Teknologi Malaysia, Skudai, Johor, Malaysia*
²*Faculty of Business and Management, Universiti Teknologi MARA Cawangan Melaka, 78000 Alor Gajah, Melaka, Malaysia*

³*School of Business Management, Universiti Utara Malaysia, Sintok, Kedah, Malaysia*

⁴*Universiti Malaysia Pahang, Pahang, Malaysia*

⁵*Faculty of Applied and Human Sciences, Universiti Malaysia Perlis, Perlis, Malaysia*

⁶*Universiti Kuala Lumpur (UniKL), Kuala Lumpur, Malaysia*

⁷*ON Semiconductor, Kawasan Perusahaan Senawang, 70450 Senawang, Negeri Sembilan, Malaysia*

⁸*Centre of Excellence for Sport Engineering Research Centre (COESERC), Perlis, Malaysia*

Corresponding author: ^aintanmaizuraar@gmail.com

Abstract. Employee in the organization always the core of the activities implemented in the company. without engaged employee, organization would remain constants and there are slim chances for organization to survive in the future. Our world has viewed the importance of employee engagement in the organization that act as energy to empower all employees to boost productivity and overall performance. However, to obtain engaged employees, requires certain level of work understanding. although research on employee engagement has been growing since 90's, however, little was known to study on the understanding before employee could engaged. This research contributes the gap by using Socialization Theory to explain the theoretical concept of employee engagement. Respondents are from selected hotel employee in northern region in Malaysia. Findings conclude that socialization proses phase 3 which is element of acquire shows significant relationship towards employee engagement of absorption and dedication (P-value< 0.05, t-value >1.645). This research is importance for researcher in the field of human resource to understand better on the construct of employee engagement and its antecedent.

INTRODUCTION

Employee engagement has been discussed globally in human resources context. Employee engagement is the essence for organization to improve and boost their performance. Recent data on employee engagement is at 65% on 2017, however, in 2016 the engagement level is 63% and 2015 the data is 65% [1]. Data is fluctuating, and Global engagement data is considered low in 2016 which is 63%, even though it has increases in 2017, this does not guarantee that in future the level of engagement will keep increasing. Employee engagement is a critical issue that organization faced, it might look at is just a tiny thing, but if employee lose engagement towards organization, there is so much loss that organization may get [2].

Researchers have done the study on employee engagement as vigor, dedication and absorption [3]–[8]. Vigor is high level of energy, and have willingness to work with persistence and resilience in any difficult times, dedication is individual is defines as a sense of significance, enthusiasm, inspiration, pride, and challenge, and absorption is being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and has difficulties detaching oneself from work. The definition by [3] clearly stated what it means by employee engagement. However, there are things that need to consider before one can engage with the job which is they need to go through socialization process which is a norm for newcomers. Employees (newcomers) are diverse in term of education background, prior experiences and education level, and this factor can result in different time taken for engagement to happen.

People understand something through getting the information given. When they understand then only they can give commitment and comprehend the goal that they need to achieve. Somehow, the element of understanding in employee's work-role, organization and its environment take a lot of employee's ability to comprehend. Somehow, this issue of understanding in employee engagement has been neglected. This research critiques previous research has been overlooked at this very important point.

Understanding employee's work, skill needed in their work, understanding the environment and the people in the organization is important because it defines the level of employee engagement in organization. Dimension of employee engagement is vigor, dedication and absorption is where the state that employee is already have the degree of engagement in their work because all of information needed to work in the organization are at their possession otherwise they don't engaged [9]. Current research suggest that acquire is important factor and basis for employee engagement. Employee need to acquire these information (job description, the resources gain to complete the work and how to perform better) so that they understand and really into their work.

Acquiring in this study will be as contributor to employee engagement. This study stress that acquire is pertinent in employee engagement (vigor, dedication & absorption). Acquire is where the part that employee understood their work role before gaining the drive to complete it, understood the goal of organization before they can be dedicated, understood the working environment before they can really absorb into their work. Therefore, this study suggested the element of acquiring will lead to employee engagement.

Most of past research have done studies without looking at the year of engagement [10]–[14]. Various demographic profile of respondents will be gained and one to be concerned is the years of working experience in the company. This would help to identify the degree of engagement in the organization between senior worker and junior worker. The probability is where senior worker might have high score of acquire and the junior worker might have low score. Therefore, if they have the low score, logically for score absorption they should scoreless. If they don't acquire the job itself, they might don't understand their work and would be less absorption of their work.

SOCIALIZATION THEORY

Furthermore, as describe in Socialization Process Model by Danial Feldman, Phase 3 is a state where change and acquisition happened. It requires employee to master important task and roles and to adjust to their work group's value and norm. Socialization Process is meant for new employee to adapt with the culture of the organization. Phase 1 is anticipatory socialization Process where it happened before joining the company, it represents the information that individual has learned before entering the organization, while phase 2 is where value and attitude start to shift as the new recruiter. As Socialization Model, mention that the important of employee to reach the Phase 3 to become part of the organization and engaged with the job. To take up the until stage three at least one year. Moreover, according to Employment Act 1955 in Malaysia, the probation period can start at three months and maximum can be up to two years. The Probation period is to make sure that employee can adapt with the work and be able to deliver the job. Therefore, in employee engagement, the years of working experience should be considered in employee engagement and at least 2 years of working experienced. [15] mention that first 2 years where engagement happen, therefore element of acquire is needed for engagement to happen. Therefore, the hypothesis testing of this study will be:

H1: there is significant relationship between acquire and vigor

H2: there is significant relationship between acquire and dedication

H3: there is significant relationship between acquire and absorption

METHODOLOGY

This research using a quantitative approach where the data obtain using the questionnaire adopt and adapt from previous literature. To measure the element of acquire Task Socialization adapted from [16] and Utrecht Work Engagement Scale (UWES-17) to obtain the data for engagement which is vigor, dedication and absorption. All were using 5-point *Likert* scale. Respondents were selected from the private sector specifically in selected Four-Star Hotel In Malaysia, and one of the demographic profile obtained was the year of working experience in the current organization. Newcomer and senior worker will be determined as according to less than two years and more than two years of working experience. Data were gathered and analyse using PLS 3.0.

FINDINGS

TABLE 1. Experience and Engagement Level

Years of Experience	Moderate Engagement	High Engagement Level
Less than 2 years	26.2%	10.0%
More than 2 years	20.1%	43.7%
Total	46.3%	53.7%

Table 1 explains the percentage of engagement level according to years of experience. This result shows that the engagement level of senior worker is better than junior worker who have less than two years of working experience. Further investigation of relationship of acquire and engagement (vigor, dedication & absorption) will be analyzed below according to measurement model and structural model.

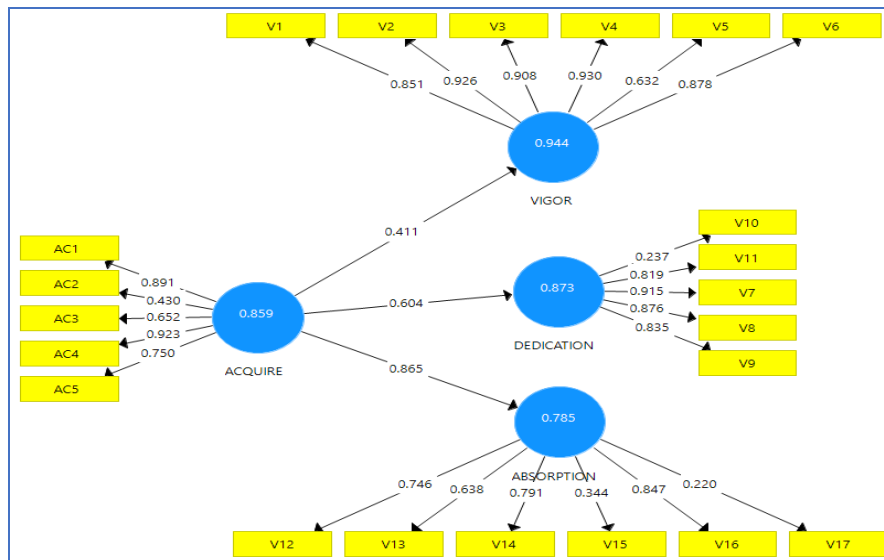


FIGURE 1. Measurement Model

According to Figure 1, explain the model using PLS where the loading of latent variables must be >0.4 [17]. However, for latent variable of absorption and dedication there are loadings that not pass the minimum standard for indicator V10 (0.237) and V17 (0.220). while the composite reliability value for Acquire (0.859), Vigor (0.944), dedication (0.873) after deleted value V10 CR=0.923. and absorption (0.785) after deleted value V17 CR=0.819. Average Variance Extracted (AVE) show at satisfactory level which is more than 0.5. Meanwhile Fornell Lacker Criterion and Discriminant Validity were tests to check all constructs show differently from one another. This measurement test was pass and proceed to the next which is structural model.

Structural model, test by first searching the VIF value where the latent variables explain that the value is between the range of 5 and 3.3, indicating no multicollinearity is concerned. Path coefficient was test, refer table 2.

TABLE 2. Path Coefficient

	Original sample	Sample Mean (M)	Standard Deviation (STDEV)	T statistic	P Values
Acquire→ Absorption	0.847	0.859	0.109	7.778	0.000
Acquire→ Dedication	0.601	0.609	0.276	2.179	0.015
Acquire→ Vigor	0.434	0.331	0.486	0.893	0.186

Looking at independent variable to predict the dependent variables, element of acquire has most significant impact on absorption (0.847, $p < 0.05$) and dedication (0.601, $p < 0.05$) while acquire with vigor there is no significant impact (p value > 0.05).

TABLE 3. Hypotheses testing

Relationship	Original sample	T value	R2	F2	Q2	Decision
H3:Acquire→ Absorption	0.847	7.778	0.718	2.548	0.189	Supported
H2:Acquire→ Dedication	0.601	2.197	0.361	0.566	0.184	Supported
H1:Acquire→ Vigor	0.434	0.893	0.188	0.232	0.086	Rejected

Table 3 explain the hypothesis testing using bootstrapping, results indicate that the value must be ≥ 1.96 , however, relationship of acquire to employee engagement of vigor does not show significant relationship like the other two hypotheses above. The R2 value of relationship Acquire → Absorption is 0.718 indicating as substantial and Acquire → Dedication (0.361) Moderate coefficient of determination. While effect size (f2) of both H3 and H2 show significant large effect size. Lastly, both H3 and H2 show moderate of predictive relevance over employee engagement of absorption(Q2=0.189) and dedication (Q2=0.186). This explain that the element of acquire gives significant influence toward engagement of absorption and dedication. It is proof by the theory of socialization where employee need reach phase three and then only they will perform in their job.

CONCLUSION

This research concludes that in socialization process the element of acquire is important in determining Employee engagement. This research helps other researcher in the same area to study more detail on the factor that lead to employee engagement. Management from the hotel industry can give comprehensive orientation towards newcomer, as socialization phase three has proven that it will influence on employee engagement (absorption and dedication). Indeed, it is proven that employees who have experiences more than 2 years show high engagement level compare to new comer. Meanwhile, data from this study cannot be generalized to the services industry in hotel sector in Malaysia as it only measures selected hotel industry in the northern part. However future research might want to consider this questions for large scale respondents and to see the relationship towards employee engagement (vigor, dedication & absorption).

REFERENCES

1. Aon Hewitt, "Trends in Global Employee Engagement," p. 16, 2011.
2. J. Baldoni, "Employee Engagement Does More than Boost Productivity," *Harvard Business Review*. p. 1, 2013.
3. W. B. Schaufeli and A. B. Bakker, "Utrecht work engagement scale," *Occup. Heal. Psychol. Unit Utr.*, no. December, pp. 1–60, 2003.
4. W. B. Schaufeli, M. Salanova, V. A. Gonzalez-Roma, and A. B. Bakker, "The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach," *J. Happiness Stud.*, vol. 3, pp. 71–92, 2002.
5. A. B. Bakker, E. Demerouti, and A. I. Sanz-Vergel, "Burnout and Work Engagement: The JD–R Approach," *Annu. Rev. Organ. Psychol. Organ. Behav.*, vol. 1, no. 1, pp. 389–411, 2014.
6. K. Breevaart, A. B. Bakker, and E. Demerouti, "Daily self-management and employee work engagement," *J. Vocat. Behav.*, vol. 84, no. 1, pp. 31–38, 2014.
7. L. A. Keating and P. A. Heslin, "Human Resource Management Review The potential role of mindsets in unleashing employee engagement ☆," *Hum. Resour. Manag. Rev.*, pp. 1–13, 2015.
8. B. Y. Obeidat, "Exploring the Relationship between Corporate Social Responsibility, Employee Engagement, and Organizational Performance: The Case of Jordanian Mobile Telecommunication Companies," *Int. J. Commun. Netw. Syst. Sci.*, vol. 09, no. 09, pp. 361–386, 2016.
9. W. B. Schaufeli, A. B. Bakker, and Schaufeli, "Study & Well-being Survey (UWES) ©," *Work*, no. December, p. 2003, 2003.
10. M. Handa and A. Gulati, "Employee Engagement," *J. Manag. Res.*, vol. 14, no. 1, pp. 57–67, 2014.
11. P. Ghosh, A. Rai, and A. Sinha, "Organizational justice and employee engagement," *Pers. Rev.*, vol. 43, no. 4, pp. 628–652, 2014.
12. S. Rana, "High-involvement work practices and employee engagement," *Hum. Resour. Dev. Int.*, vol. 18, no. 3, pp. 308–316, 2015.
13. V. Karumuri, "Employee Engagement: Hotel Industry.," *SCMS J. Indian Manag.*, vol. 13, no. 3, pp. 120–128, 2016.
14. J. Iqbal, M. S. Shabbir, H. Zameer, I. A. Khan, and M. A. Sandhu, "Antecedents and consequences of employee engagement: Evidence from corporate sector of Pakistan," *Paradig. Lahore*, vol. 11, no. 1, pp. 78–86, 2017.
15. L. Brown and L. Cepeda, "Keeping Employees Engaged: What Does It Take?" [Online]. Available: <https://www.towerswatson.com/en/Insights/IC-Types/Ad-hoc-Point-of-View/2013/11/Keeping-Employees-Engaged-What-Does-It-Take>. [Accessed: 01-Jun-2018].
16. J. A. Haueter, T. H. Macan, and J. Winter, "Measurement of newcomer socialization: Construct validation of a multidimensional scale," *J. Vocat. Behav.*, vol. 63, no. 1, pp. 20–39, 2003.
17. J. Hulland, "Use of Partial Least Squares (PLS) in strategic management research : A reievew of four recent studies," *Strateg. Manag. J.*, vol. 20, no. 2, pp. 195–204, 1999.
18. Ching, L. L., Ibrahim, S., & Rashid, I. M. A. (2019). An exploration of accountability practices in Non-Governmental Organisation (NGO): Malaysian perspectives. *International Journal of Business and Management*, 1(2), 01-06.
19. Shafiai, S., Rashid, I. M. A., Nasir, N. M., Rahman, S. A., Norman, H., & Ibrahim, S. (2021). Economic determinants tourism performance: Perspective of Thailand's tourism sector. In *AIP Conference Proceedings* (Vol. 2347, No. 1, p. 020279). AIP Publishing.
20. LLC. Husain, W. A. F. W., Ibrahim, S., Yusoff, W. S., Rashid, I. M. A., & Samah, I. H. A. (2021). Introductory analysis of factors affecting intercultural couples in the context of Malaysia. In *AIP Conference Proceedings* (Vol. 2347, No. 1, p. 020282). AIP Publishing LLC.
21. Yusoff, Wan Sallha, Intan Maizura Abd Rashid, and Suraiya Ibrahim. "Recent Performance In Singapore's Tourism Industry Usingnormality Test, Correlation & Regression Analysis: The Effect Of Medical Tourism, Service Sector & Exchange Rate." *European Journal of Molecular & Clinical Medicine* 7.8 (2020): 1354-1362.
22. Samah, Irza Hanie Abu, et al. "The impact of healthcare expenditure and healthcare sector growth on CO2 emission using dynamic panel data system GMM estimation model during COVID 19 crisis." *International Journal of Energy Economics and Policy* 10.6 (2020): 235.
23. Azman, Mohd, et al. "Human Trafficking Policy implementation: the impact of crime rate on instability tourist arrivals in Perlis." (2020).