The Role of Psychological Empowerment in Increasing Organizational Commitment

Enny Noegraheni Hindarwati[1], Laksmi Sito Dwi Irvianti[2(*)],
Masruroh[3], Raphael Biru Langit[4]

[1234] Management Department, BINUS Business School Undergraduate Program
Bina Nusantara University, Jakarta, Indonesia 11480
enny_noegraheni@binus.ac.id, laksmisito@binus.ac.id,
masruroh2186@binus.ac.id, raphaelbirulangit@binus.ac.id
[(*)] **author correspondent**

Abstract

This study was conducted in wholesaler that was located in Jakarta and the purpose of this study was to find out the impact of organizational socialization toward organizational commitment with psychological empowerment as mediating variable. The data was collected by doing interview and also distributing questionnaire to 100 wholesaler employees as respondents with simple random technique as a sampling technique. Further, the data collected was analyzed by using structural equation model (SEM) with the basis of theory and concept, from the package of Partial Least Square (PLS) program as data analysis technique. In this study, exogenous variable is organizational socialization, endogen variable is organizational commitment and psychological empowerment as intervening variable. This study found that organizational socialization has significant effect on organizational commitment and psychological empowerment. Psychological empowerment also has significant impact on organizational commitment. This study results stated that psychological empowerment proven to mediate organizational socialization toward organizational commitment.

Keywords
Organizational Socialization, Organizational Commitment, Psychological Empowerment

1. Introduction
Employees are important company assets that are highly valued by the company. Skilled employees who have good knowledge and superior abilities have high economic value for the company. A more important aspect is that skilled and qualified employees are in line with company goals, strive to achieve company goals and generate profits for the company. The organizational socialization process plays an important role in meeting this goal; therefore, the company must develop several socialization plans such as strengthening the bond between leaders and their subordinates and appointing employees who have experience guiding new employees, thereby improving physical and mental health resulting in better performance and production value. Building company relationships with employees is an important step to stimulate high performance results, therefore the company's obligation is to trigger employee commitment to the company or organizational commitment.

Organizational commitment is employee loyalty to the company. It is the condition of employees in line with organizational goals (Mustafa et al., 2021). High commitment makes employees more loyal and work hard to achieve company goals and progress (Berberoglu, 2018). Organizational commitment is the emotional attachment, identification and involvement of individuals with the organization and the desire to remain a member of the organization (Miedaner et al., 2018). The process of building commitment can be achieved by employees' emotional ties to the company in terms of company goals and objectives, where with this perception the feeling of desire to work is stimulated and realized with satisfactory performance results. The emotional bond between the worker and the company can be realized by the existence of healthy and well-maintained reciprocal activities between the two parties, the reward or the effort made by the employee with the award that will be given by the company. Organizational commitment relationships that are built and maintained on an ongoing basis can produce good results, but on the other

hand, if organizational commitment relationships are not maintained respectfully and well, a neutral or negative impact can be seen in the performance results.

Forming an emotional bond between workers and the company starts from the beginning of workers working with the company, relatively between new workers in new companies or new workers in new divisions or positions. An important initial process for building emotional bonds with the company is in the initial socialization process of workers with their roles in the company or organizational socialization. This crucial starting point determines the end result of a worker's performance, where if organizational socialization goes well it can produce satisfactory performance with increased organizational commitment, participation and job satisfaction, but if organizational socialization does not go well it can have an impact on performance results and organizational commitment may decrease. As it was explained above that the company's commitment relationship can have an impact on performance results, employee satisfaction and attendance, then the sense of commitment of workers to their work results in unsatisfactory data. Mental empowerment of employees can increase organizational commitment and reduce absenteeism and burnout (David Thelen & April Yue, 2021). The percentage of worker tardiness also increased in 2021, from 112 total hours worked the percentage of tardiness was 7 percent, in the following month it increased by 9 percent from 113 total employee hours, while from 115 hours worked the percentage of lateness rose 9 percent. Employees who lack discipline show low employee commitment (Amri et al., 2021). Timeliness of employee attendance is not in accordance with company regulations or lacks attention to punctuality to come to the office, showing employees lack of enthusiasm in carrying out their work duties and responsibilities. Pre-research results show that 5 out of 20 respondents did not take the initiative to contribute to the company; 5 out of 20 respondents stated that they were not satisfied with the socialization of the company; and 16 of 20 respondents agree with the effect of organizational socialization on feelings of initiative to contribute. This shows the role of organizational socialization on organizational commitment in taking the initiative to contribute to the company. The pre-research also proves that psychological empowerment affects organizational commitment, as many as 10 out of 20 respondents feel that employees do not have control over decision making at work, although 14 out of 20 respondents agree with the influence of control in decision making on the initiative to contribute. (Nguyen et al., 2021), organizational socialization can improve employee traits such as organizational commitment, job satisfaction, participation, low turnover and good performance results. The socialization process can affect organizational commitment through psychology and behavior towards these workers (Van Kleef et al., 2019). Psychological influence motivates by building trust between employees, trust between managers and employees. Examples of the process of building trust between managers and employees such as giving more responsibility to employees, increasing the feeling of competence of workers which has an impact on the perception of trust. An example of giving more responsibility to workers refers to giving employees the freedom to make decisions with the belief that the decisions are made for the good of the company. Yilmaz and Abdullah Yilmaz, showed positive results on the effect of employee empowerment with emotional enhancement by workers which had an impact on organizational commitment. Based on research (Jordan et al., 2017) empowered employees feel the importance of their role which has an impact on increasing feelings of commitment. Employees with high psychological empowerment are employees who have the ability to control, manage, and choose ways to complete a job (Y. T. Huang et al., 2021). Employees who feel their work is crucial to the organization will add feelings of commitment and increased participation to the organization. Organizational commitment, characterizes the extent to which employees identify themselves with the organization where they work (Jomah, 2017). Employees who are more committed to the company do not want to leave the company and have employee attachment and a tendency to sacrifice for the company

1.1 Objectives
The objective of this study was to find out the impact of organizational socialization toward organizational commitment with the role of psychological empowerment as mediating variable. The formulation of the problem that can be taken is as follows: 1) How effect of Organizational Socialization on Organizational Commitment? 2) How does Organizational Socialization effect Psychological Empowerment? 3) How does Psychological Empowerment effect Organizational Commitment? 4) How effect Organizational Socialization on Organizational Commitment with Psychological Empowerment as variable intervening?

2. Literature Review
2.1 Organizational Commitment
Organizational commitment is a condition where an employee sided with a particular organization and the goals and desires to maintain membership in the organization (Ginanjar & Berliana, 2021), identification of employees in an

organization and their involvement in the organization (Jomah, 2017). Employees' belief in the goals and values of the organization is accompanied by an employee's intention to commit to contributing to the organization. Organizational commitment can grow because individuals have an emotional bond to the company which includes moral support and accepting the values that exist within the company as well as an inner determination to serve the company (Karem et al., 2019). The initial process of building employee commitment to the company with reciprocal exchanges between employees and the company. The increase in the level of corporate commitment is in line with the appreciation and appreciation from the company for the work of its employees. (Jordan et al., 2017), organizational commitment as identification and involvement of workers in the organization, according to the study organizational commitment is one of the most important organizational behavior issues that organizations must face to increase productivity and worker satisfaction. So organizational commitment is the dedication, willingness, and obedience of workers to the organization. The dimensions of organizational commitment (Jomah, 2017) are as follows: 1) Affective commitment, employee involvement in the organization and identification of organizational goals and values emotionally; 2) Normative Commitment, a feeling of obligation of an employee in carrying out tasks in the organization and feeling obliged to keep working for the organization even though more attractive compensation is offered by other organizations and 3) Continuance commitment, awareness of the risks if leaving the organization and feelings of employee needs to continue working for the organization. (Badawy & Kiker, n.d.), a worker's awareness of the impact of leaving the organization which includes enlightening workers to the costs and risks of leaving the company or organization.

2.2 Organizational Socialization

Organizational socialization (Nishanthi & Kailasapathy, 2018) is a process where individuals accept and appreciate values, skills, expectations, behaviors and basic social knowledge to achieve functions as roles in organizations and participate as workers in organizations. The process of organizational socialization includes employee social interactions with other parties within the organization (Kowtha, 2018). This social interaction encourages employees to build relationships with superiors, co-workers, and work groups. (Coldwell et al., 2019) dimensions of organizational socialization: 1) Training, a practice in which a company or organization teaches the work process that will be carried out by new workers. The training process can be experienced by new workers both formally and non-formally, where formal can be applied with training and socialization programs and where non-formal can be experienced by new workers from personal experience while working in the company; 2) Comprehension, the development stage of the new employee's understanding of the business process in the company or organization regarding the new employee's function. The comprehension dimension is a continuous process in the organizational socialization stage because the process of developing the understanding stage of a new employee includes the overall organizational socialization stage from the beginning to the end of the stage; 3) Colleague, work relationships that are built between new workers and new colleagues in the company or organization. Colleague support in a new environment includes emotional and spiritual support without financial costs and 4) Future Expectation, a long-term view of the future that is formed from the experience of new employees or from company developments. Future expectation is the new employee's expectation of the opportunity to get a safe career path, promotions, bonuses, salary increases and everything that helps the employee build a career.

2.3 Psychological Empowerment

Psychological empowerment according to Yilmaz, Yilmaz (2016) is a sharpening of self-sufficiency or the independence and ability of a worker. Yilmaz, Yilmaz (2016) continued that self-sufficiency includes the freedom of workers to make decisions regarding workers' jobs and be responsible for the consequences of the results of these decisions. The term empowerment in the context of this theory means entrusting individual workers with psychological authority according to Jomah (2017). Jomah (2017) gives a specific understanding, namely psychological empowerment is positive treatment of superior workers with junior workers.

The definition of psychological empowerment is concluded by the authors from previous studies referring to the mental empowerment of workers in a work environment where the organization gives full trust to the worker.
(Jordan et al., 2017) stated dimensions of psychological empowerment are; 1) Meaning, value at work in accordance with beliefs and standards related to the needs of the company or organization for tasks, target goals and personal values. Employees who have a high value for their work have a high commitment and will be more focused on their work and more involved in company activities; 2) Competence, a worker's belief in the capability to complete their work successfully. Including the theory of high self-sufficiency can increase the commitment of workers to their work, be more effective, take initiative, and show greater effort in difficult conditions and 3) Self-Determination, the feeling of having the authority to act according to personal decisions without feeling constant supervision. Employees who

have a high sense of self-determination can work more flexibly, creatively, and personally with more control and impact/outcome, the stage of a worker's influence on the results of work in the company or organization refers to the stage of power over a worker's work environment in a company or organization.

(Nishanthi & Kailasapathy, 2018), stated that the socialization process does not only include new comers in the company, but the socialization process is a long and continuous process while in the work environment. This ongoing process of socialization continues to develop workers' understanding of their role in the company's organization, sharpens workers' understanding and strengthens relationships with the company's organization, increasing the commitment of these workers. Relationship of Organizational Socialization to Psychological Empowerment According to Yilmaz, Yilmaz (2016), studies on the impact of organizational socialization can trigger positive perceptions of psychological empowerment for these workers. The study emphasizes that the colleague dimension of organizational socialization is a strong relationship between the two variables, where workers who have good and sustainable relationships between colleagues such as superiors, subordinates, and so on can increase feelings of psychological empowerment in these workers. Other impacts described in the study include the impact of organizational socialization that can strengthen the dimensions of self-determination and impact on the psychological empowerment variable.

According to El Badawy, Kiker, Magdy (2018) the impact of psychological empowerment practices produces a positive correlation to commitment and job satisfaction. The dimensions of organizational commitment, especially affective and normative commitment, show a positive correlation with psychological empowerment. According to Jordan, Miglic, Todorovic and Maric (2017), workers who feel psychologically empowered feel more important and impactful in the organization, increasing feelings of commitment to the company's organization.
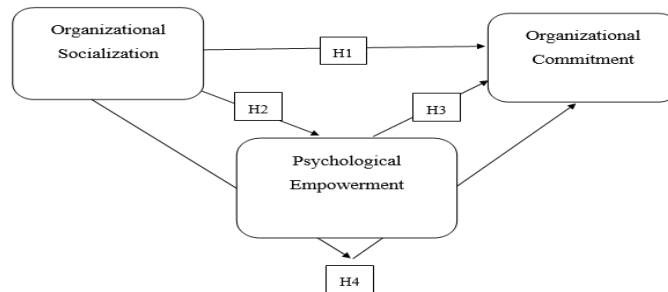

Figure 1. Theorical Framework

2.4 Hypothesis
H1 Organizational socialization has effect organizational commitment
H2 Organizational socialization has effect psychological empowerment
H3 Psychological empowerment has effect organizational commitment
H4 Organizational socialization has effect organizational commitment with psychological empowerment as mediating variable

3. Methods
This study used a descriptive-associative approach which the survey was constructed to examine the theoretical frame and foundations. The unit of analysis was employees of wholesaler, and the data was collected through questionnaire and interview toward 100 respondents as sample with simple random sampling as sampling technique.

The data collected then being analyzed by using Structural Equation Model (SEM) - Partial Least Square (PLS) as data analysis method. Variables in this study are: exogenous variable is organizational socialization; organizational commitment as endogen variable and mediating variable is psychological empowerment. Hypothesis testing was conducted by doing resampling bootstrap method, distribution free.

4. Results and Discussion

Respondents profile showed 71 % was male and 29 % was female. Most of respondents age was between 20 – 30 years old (58 %), 34 % was respondents of 31-40 years old, and the rest was respondents of 40 – 50 years old (8 %). Respondents with bachelor degree were 46.67 %, respondents with diploma degree were 28.33 %, and 25 % of respondents were graduate from high school.

4.1 Outer Model

The outer model assessment uses the criteria of convergent validity, discriminant validity, composite reliability, Cronbach alpha and average variance extracted. Convergent validity assessment is based on the correlation between the estimated item scores (Standardized Loading Factor). To find out information about the indicators that are most closely related to the research variables, look at the indicators that have the largest loading factor.

Table 1. Validity test with Convergent

	OC	OS	PE
OC1	0.767		
OC2	0.878		
OC3	0.867		
OC4	0.804		
OC5	0.762		
OC6	0.866		
OS1		0.839	
OS2		0.829	
OS3		0.846	
OS4		0.898	
OS5		0.876	
OS6		0.877	
OS7		0.827	
PE1			0.840
PE2			0.866
PE3			0.823
PE4			0.880
PE5			0.835

Validity test with Convergent Validity, the loadings value is valid with Convergent Validity with the value of all indicators > 0.7. The highest loadings value is found in the OS4 indicator with a value of 0.898, while the lowest loadings value is found in the OC4 indicator with a value of 0.762. The output results conclude that the indicators studied have met the Convergent Validity test. Furthermore, discriminant validity is also calculated to see the highest correlation of the indicator with other indicators. (Table 1)

Table 2. Discriminant Validity

	OC	OS	PE
OC1	0.883	0.825	0.797
OC2	0.903	0.826	0.843
OC3	0.903	0.867	0.843
OC4	0.822	0.782	0.730
OC5	0.893	0.840	0.848
OC6	0.887	0.806	0.831
OS1	0.830	0.849	0.839
OS2	0.866	0.859	0.812
OS3	0.780	0.867	0.838
OS4	0.847	0.909	0.811
OS5	0.770	0.877	0.780
OS6	0.819	0.898	0.842
OS7	0.823	0.917	0.865
PE1	0.825	0.860	0.885
PE2	0.810	0.829	0.905
PE3	0.833	0.846	0.909
PE4	0.839	0.864	0.924
PE5	0.820	0.803	0.861

The output results conclude that the results of cross loadings between indicators and each variable have met the requirements of the Discriminant Validity validation test. (Table 2). The Coefficient of Determination Test is used to see the magnitude of the contribution of several independent variables to the dependent variable (Table 3).

Table 3. Coefficient of Determination

	R Square
OC	0.893
PE	0.838

4.2 Structural Evaluation Model (Inner Model)
This study uses variance-based SEM to determine the effect of organizational socialization on organizational commitment. The Standardized Model and T Value Model in this study can be seen at
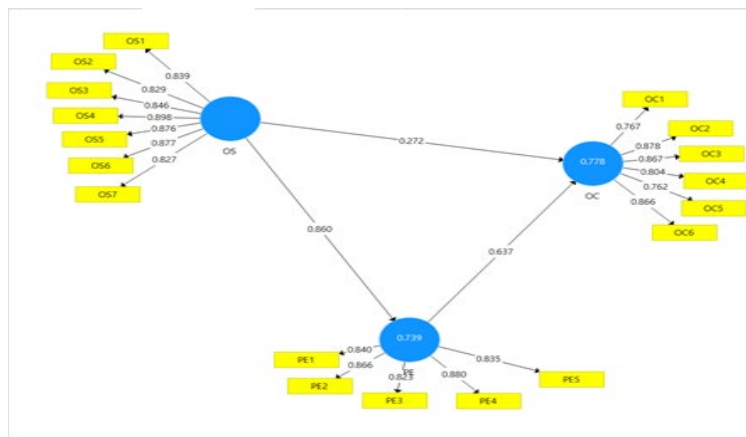

Figure 1. Output construct model of Smart-PLS

Organizational Socialization with 7 indicators; Psychological Empowerment has 5 indicators while Organizational Commitment uses 6 indicators. The relationship between the variables to be studied is symbolized by the direction of the arrow between the constructs. (Figure 1)

Table 4. Path Coefficient Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
OS -> OC	0.272	0.262	0.091	2.895	0.003
OS -> PE	0.860	0.861	0.030	28.535	0.000
PE -> OC	0.637	0.648	0.087	7.325	0.000
OS -> PE -> OC	0.548	0.558	0.083	6.610	0.000

Testing the value of the path coefficient between variables produces a value of T that meets the requirements of the hypothesis and symbolizes a significant influence between variables. The largest T value is the influence of Organizational Socialization on Psychological Empowerment with a T value of 28,535, then the influence of Psychological Empowerment on Organizational Commitment with a T value of 7,325. The effect of Organizational Socialization on Organizational Commitment T value is 2.895. Testing the value of the path coefficient between variables that includes all the variables studied also produces a T value that meets the requirements of the hypothesis and indicates a significant influence between variables. The effect of Organizational Socialization on Organizational Commitment through Psychological Empowerment, the t value of 6.610. Table 4)

The results showed that organizational socialization had a significant effect on Organizational Commitment with a t value of 2,985 in line with (Purnomo et al., 2022), showing the same results between these relationships in a positive and significant way, with all dimensions of Organizational Socialization showing a positive relationship to Organizational Commitment. Organizations that create commitment through the process of adopting an understanding and experience of organizational values will facilitate employee adaptation and increase organizational commitment (Kowtha, 2018). Affective, normative, and continuous organizational socialization is positively related to organizational commitment (Nishanthi & Kailasapathy, 2018). Organizational Socialization of Psychological Empowerment with the largest t value of 28,535. In line with research (Saidah & Muhid, 2021), the empowerment process is manifested in meaning, competence, self-determination and impact. With psychological empowerment can increase task initiation and employee persistence so that better decision making, higher quality, more innovation and higher job satisfaction. Psychological Empowerment on Organizational Commitment with a t value of 7325. Research from Jomah (2017) shows the influence between these variables where the dimensions of impact and self-determination have a positive and significant effect on organizational commitment, but the dimensions of competence and meaning do not have a positive effect on organizational commitment. The role of psychological empowerment on employee trust is very important. Employees who have confidence in their colleagues and leaders will feel compelled to do their jobs better (Abbasi et al., 2021). Employees who feel their work has an effective impact on the company's business processes will significantly trigger feelings of employee loyalty to the company. Psychological empowerment has an important role in increasing the proactive behaviour of employees in the form of asking for feedback from colleagues or superiors, engaging in creative and innovative activities (J. Huang, 2017) and feeling confident that he has the ability to overcome all problems that arise, perform work more optimally, act more independently, and get a higher commitment so as to encourage them to behave proactively at work. Organizational Socialization to Organizational Commitment where Psychological Empowerment is a mediator variable with a t value of 6.610. In line with (Aldabbas et al., 2021), the results show that the role of Psychological Empowerment as an intervening on Organizational Commitment. Employees who have a high commitment are company assets, can be increased by providing satisfaction to employees (Hakim & Hidayat, 2018). Companies that socialize with employees will gain the knowledge needed to participate and function effectively, encourage employees to be happier doing tasks, generate positive emotions, and evaluate work positively (Shah et al., 2019). Leaders always positively support the activities of their employees as long as they are useful for the organization and employee self-development. Employees feel valued and accepted in the organization.

5. Conclusion

 Based on the discussion that has been described, some conclusions and recommendations can be expressed as follows: 1) Organizational socialization has a significant influence on organizational commitment; 2) Organizational socialization has a significant influence on psychological empowerment; 3) Psychological empowerment has a significant influence on organizational commitment and 4) Organizational socialization has a significant influence on organizational commitment with psychological empowerment as variable intervening.

To be able to improve organizational socialization, companies must increase *future expectation* by offering an interesting career path for employees, have a reward system every month such as *employee of the month*, etc. To increase *psychological empowerment*, companies must controlling reviews on good positive opinions, improve coordination and communication between superiors and subordinates, so that both parties can discuss authority in the work environment and compromise in the work process so that employees feel mentally empowered to carry out their obligations in the company, followed by an employee performance appraisal system .Recommendations for further researchers 1) Increase the number of respondents in order to get more accurate results. 2) Expanding the scope of observations because in this study the sample was limited to wholesaler employees.

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Biographies

Enny Noegraheni Hindarwati is a lecturer from Management Department in Binus University since 2004 - present. She hold Master Degree in Master of Management from Jember University, Jember- East Java. Area of expertise is People focusing on several subjects such as Management Human Resource Management, Leadership and Human Capital, Compensation and Performance Management, etc.

Laksmi Sito Dwi Irvianti is a lecturer from Management Department in Binus University since 2002 - present. She hold Master Degree in Master Management from University of Indonesia, Jakarta. Area of expertise is People Management focusing on several subjects such as Management Human Resource Management, Leadership and Human Capital, Compensation and Performance Management, Organizational Learning, etc.

Masruroh is a lecturer from Management Department in Binus University since 2000 - present. She hold Master Degree in Magister Sains from University of Indonesia, Jakarta. Area of expertise is People Management focusing on several subjects such as Management Human Resource Management, Leadership and Human Capital, Compensation and Performance Management, Organizational Development Strategy, etc.

Raphael Biru Langit is an active student in Binus University majoring in Management. Currently he is in the last semester of his education and actively doing research in people management field.