

## Presenting a Comprehensive Model for the Socialization of Human Resources in Government Organizations

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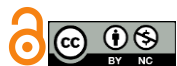
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### ABSTRACT

**Objective:** The primary objective of this study was to develop and validate a comprehensive model for the socialization of human resources in government organizations.

**Methodology:** This qualitative research employed exploratory interviews and thematic analysis to identify and categorize the components of the socialization model. A purposive sampling method was utilized to select 17 academic and executive experts from government organizations, ensuring a rich, varied collection of insights. The developed model was further validated through a questionnaire distributed among 11 additional academic experts, assessing the fit of the identified themes using a Likert scale.

**Findings:** The analysis revealed a structured socialization model comprising three main themes: components, factors, and outcomes. Components were subdivided into individual, interpersonal, and organizational aspects. Factors included human resource management, structural, behavioral-communicative, and cultural-normative elements. Outcomes highlighted were improving dependency and commitment of employees, organizational development and progress, public satisfaction, preservation and development of human capital, enhancing the spirit of cooperation and interaction, and cohesion and integration.

**Conclusion:** The study successfully presents a validated socialization model tailored for government organizations, particularly within the Agricultural Jihad sector. It underscores the importance of a holistic approach encompassing individual, interpersonal, and organizational components, alongside key influencing factors, to achieve desired socialization outcomes. This model serves as a strategic tool for government organizations to foster a well-integrated, committed workforce capable of driving organizational success and innovation. Future research could extend this model's applicability across various sectors and cultural contexts to explore its universal effectiveness and adaptability.

**Keywords:** Socialization, Government Organizations, Thematic Analysis

## 1 Introduction

Human resources are one of the most important pillars and assets of an organization. If this asset is properly managed and guided, it can lead to excellence, success, and growth of the organization. Conversely, if it is neglected and no plan for training and education is devised, it will certainly lead to the decline and failure of the organization. One of the most important programs that oversees human resources from their inception and even before, reducing their stress and job pressure through training and education, and employing them towards achieving organizational goals, has gained significant importance in recent decades. This is the issue of socialization or the social integration of employees.

The term socialization is essentially considered a continuous process of education and learning, where individuals become acquainted with the social system through acquiring information and experiences, understanding their duties, rights, and roles in society. In this process, values, customs, and beliefs are transferred from one generation to another, and changes or adjustments may occur during this transfer (Lapointe et al., 2014; Saks & Gruman, 2018). Organizational socialization is a process in which an individual learns the correct and desired behavior of the organization and becomes familiar with, and persuaded to accept, the culture, goals, values, and main norms of the organization, in other words, the organizational culture (Davoodi, 2018; Saks & Gruman, 2018).

Organizational socialization occurs formally and informally through the transmission of values, norms, desirable behavioral patterns, perspectives, and also implications of organizational and environmental changes to all members of the organization to foster the symbols of the organization and values emerging from current and future conditions (Abdollahi & Hemmati, 2014; Benzinger, 2016; Nadi & Mashayekhi, 2017).

It can also be said that one of the general functions of organizations to improve the performance of their human resources and increase efficiency and productivity in the organization is the use of employee socialization in the organization. In fact, organizations cause the adaptation and compatibility of individual beliefs and values with organizational beliefs and values through structuring the regulated behavior of employees, which is referred to as organizational socialization (Moyson et al., 2018).

Studies show that individuals who fail to adapt to internal organizational processes or, in other words, whose organizational socialization has not occurred correctly, do

not show loyalty to the organization (Ghanbari et al., 2016; Hoveida et al., 2011; Sultanzadeh et al., 2015).

Socialization is one of the most important organizational processes that, if correctly implemented, especially in organizations with diverse and at the same time, sensitive and strategic missions and tasks such as the Agricultural Jihad, can reduce shocks and tensions resulting from differences between employee expectations and job realities and the costs related to recruitment, employment, and financial damages. On the other hand, one of the problematic aspects of discussions on organizational socialization is the lack of a cohesive model for integrating concepts and processes of socialization. According to Torako's view, a model should be able to describe the phenomenon in question, identify its original ideas and concepts, and explain the relationships between these concepts. Review of studies in this field shows that most successful research has examined the effect of various variables on organizational socialization and vice versa. For example, some research has identified factors influencing organizational socialization, and others have examined the impact of socialization on organizational outcomes such as organizational citizenship behavior, quality of work life, identity, and organizational commitment. Therefore, there is no practical model that can provide a complete understanding of the dimensions of organizational socialization (Davoodi, 2018; Ghanbari et al., 2016; Ghanbari et al., 2018; McClaren & Vocino, 2017; Mozaffari & Gelich 2017; Nadi & Mashayekhi, 2017; Shahbazi Rad et al., 2017).

The concept of organizational socialization plays a critical role in shaping the dynamics of the workplace, impacting employee identity, performance, and overall organizational culture. Research in this domain has highlighted the multifaceted nature of socialization processes and their significant consequences on both individual and organizational levels.

Therefore, in conclusion, this study aims to design and test a comprehensive model of human resource socialization in government organizations, focusing on the Agricultural Jihad Organization of Markazi Province, by reviewing domestic and international studies and obtaining the opinions of experts and specialists in the field of human resource management in organizations. Thus, the current research intends to use the capabilities of each qualitative method so that government agencies can use this model to reduce the negative effects due to the absence of a suitable program and pattern for socializing and integrating their

human resources, thereby achieving greater success in enhancing the efficiency and effectiveness of their activities.

## 2 Methods and Materials

### 2.1 Study Design and Data Collection

The current study is applied in purpose and qualitative in method. Initially, the components of the socialization model in government organizations were identified by examining the literature on the subject and conducting exploratory interviews with experts. In the subsequent phase, the data were analyzed using the content analysis technique (thematic analysis). The outcome of this phase was the identification of the components of the socialization model in government organizations. The interviewees in this research included academic experts, such as professors in the field of public management, as well as executive experts, including managers in government organizations. Sampling in this study was purposive, continuing until data saturation was achieved and the researcher determined that subsequent samples would not provide distinct information. Care was taken to select individuals as samples who had experience as senior and middle managers in government organizations. Eventually, the researcher achieved theoretical saturation with 17 interviews. Generally, it is stated that, considering the time and resources available, a sample size of  $(10 \pm 15)$  interviews is sufficient for conducting the research.

### 2.2 Data Analysis

After conducting interviews with each respondent, the audio recordings were transcribed and coded. Academic interviewees were marked with an "M" and executive interviewees with an "S". For the analysis of interview texts, the thematic analysis method was used. According to this method, interviews were read repeatedly, and the content

relevant to the researchers' primary question was identified. Researchers then coded the selected qualitative data. Coding was based on the interview and the numerical codes previously described. After the coding phase, researchers used their creativity and knowledge to label each and then grouped the sub-themes that had the most semantic and conceptual similarity, creating new meanings and terms. In fact, sub-themes were categorized into main themes. Main themes are the answers to the research questions derived from qualitative data.

## 3 Findings and Results

Due to the large volume of data, not all are presented here, but rather the extraction method of one of the main themes is shown in [Table 1](#), along with other information. The frequency of the initial codes extracted from the interviews, which significantly indicates their importance, is provided in a table. The final results are also shown in a table. After reviewing and revising the codes, there were 14 sub-themes that were categorized into three main themes. Based on the results, it can be concluded that, according to the interviewees' viewpoints in this study, 14 sub-themes were extracted under three main themes: components, factors, and outcomes, which largely align with both quantitative and qualitative results surrounding the research topic. The sub-themes ultimately fall within the framework of components, factors, and outcomes, categorized into main themes. The researcher grouped the sub-themes with the most semantic and conceptual similarity, creating new meanings and terms. In reality, the researcher categorized the sub-themes into main themes. The final results are shown in the table below. Ultimately, 60 sub-themes were converted into 14 main themes within 3 components of the model: components, factors, and outcomes.

**Table 1**

*The Results of Qualitative Analysis*

Row	Model Components	Main Themes	Sub-themes
1	Component	Individual	Personality traits, Individual adaptability, Individual's future outlook, Individual skills
2		Interpersonal	Support from colleagues, Communications and common language, Ethical considerations
3		Organizational	Internal trainings, Culture and history of the organization, Organizational rules and regulations, Goals and visions, Policies and programs of the organization, Organizational understanding
4	Factors	Human Resource Management	Concern for merit selection, Effective reward system, Productivity in recruitment and employment, Training and empowerment of employees, Concern for organizational justice, Specialization
5		Structural	Presence of an informal organization, Understanding of structure and systems, Technological approach in the organization, Organizational maturity

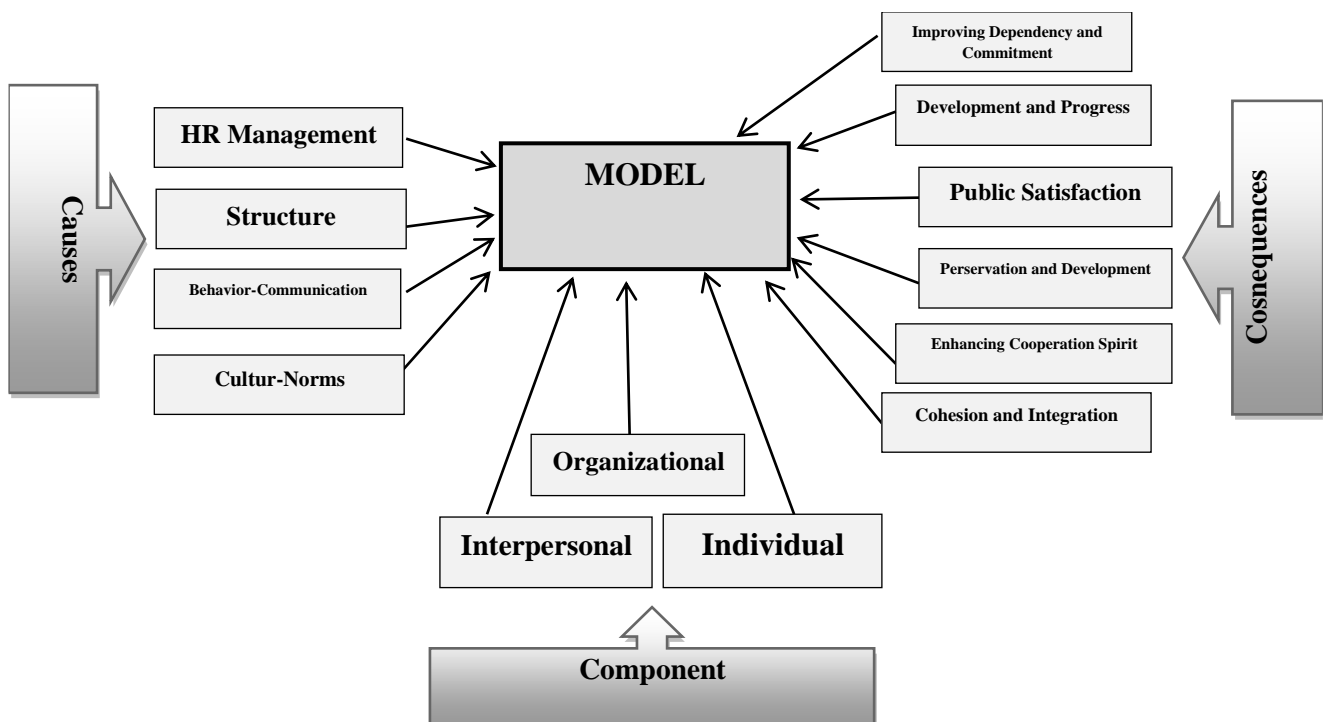
6	Behavioral-Communicative	Leadership style, Dealing with trust and belief in colleagues, Learning social skills, Quality of managers' behavior
7	Specialized for Agricultural Jihad	Presence of native managers, Existence of cultural duality in Agricultural Jihad, Difference in socialization between ranks and headquarters, The breadth of responsibilities of Agricultural Jihad
8	Cultural-Normative	Attention to culture and values, Drafting rules and policies related to socialization, Political orientations, Workplace environment, Clarity of organizational expectations from the new individual
9	Outcomes	Increase in organizational commitment, Improved motivation in the newly employed, Job satisfaction, Employee loyalty
10	Improving Dependency and Commitment of Employees	Achieving organizational goals, Saving organizational costs, Enhancing productivity, Improving work processes, Increasing creativity and innovation, Organizational growth
11	Organizational Development and Progress	Satisfaction of clients, Improvement in the quality of services to the public, Enhancement of organizational image and reputation in society
12	Public Satisfaction	Strengthening succession planning, Talent cultivation, Retaining talented employees, Improving organizational learning, Preventing organization departure
13	Preservation and Development of Human Capital	Reducing organizational conflict, Empathy and interaction among employees
14	Enhancing the Spirit of Cooperation and Interaction	Organizational cohesion and order, Alignment of individual and organizational values and behaviors, Facilitating the transfer of organizational culture, Acceptance of organizational changes
	Cohesion and Integration	

After designing the model based on the interview results, the model was once again subjected to validation through a questionnaire distributed among 11 academic experts to gather their opinions on the appropriateness of the themes. In the designed questionnaire, the fit of each sub-theme with the main themes related to the model, namely components,

factors, and outcomes, was assessed using a Likert scale. Additionally, detailed suggestions and revisions were collected from the experts. After modifying the model and validating it with the help of experts, the final model of the research is shown in the [Figure 1](#).

**Figure 1**

*Final Paradigm Model of Study*



#### 4 Discussion and Conclusion

This research aimed to present a model of human resource socialization in government organizations. The data collection method was in-depth interviews, and the data analysis method was thematic analysis. The current study was directed to answer the primary research question of "What are the components of the human resource socialization model in government organizations?" The findings suggest that components, factors, and outcomes are the components of the human resource socialization model in government organizations.

Three themes related to components (individual, interpersonal, organizational), four themes related to factors (human resource management, structural, behavioral-communicative, cultural-normative), and six themes related to outcomes (improving employee dependency and commitment, organizational development and progress, public satisfaction, preservation and development of human capital, enhancing cooperation and interaction spirit, cohesion and integration) were identified.

Organizational socialization is one of the most important organizational processes. If implemented correctly, especially in organizations with diverse and at the same time sensitive and critical missions, it can reduce the shocks and stresses resulting from differences between expectations and in costs related to recruitment, employment, fatalities, financial damages, and the demand for release. An organization may hire competent individuals and employ them, but due to insufficient acceptance in the early stages of employment, it may easily lose them.

Because this concept leads to greater individual attachment and commitment to the job and organization, which in turn increases organizational productivity. Conversely, inappropriate concepts lead to frequent transfers of individuals within the organization or their exit from the organization through resignation or dismissal. It should not be forgotten that failing to meet newcomers' expectations about their jobs becomes problematic. It is unrealistic to expect employees to accept all standards and norms of the organization because if the organization is fully accepted by individuals, it may become a stagnant and inefficient organization.

This study, while providing insightful findings on the socialization model in government organizations, is not without its limitations. The research was conducted with a qualitative approach focusing on a specific sector and

geographic region, which may limit the generalizability of the results. The sample size, although sufficient for theoretical saturation, consisted of a relatively small number of experts, which might not fully capture the diversity of perspectives on human resource socialization practices across different government organizations. Additionally, the reliance on self-reported data through interviews could introduce bias, as participants may provide socially desirable responses or their recollections may be influenced by their current perceptions.

Future research could expand upon this study by employing a mixed-methods approach to validate the qualitative findings with quantitative data, offering a more comprehensive view of the socialization model's effectiveness. Investigating the model's applicability and outcomes in different sectors, including private and non-profit organizations, and in diverse cultural contexts, could provide valuable insights into the universality and adaptability of the socialization practices identified. Additionally, longitudinal studies could explore the long-term impacts of these socialization practices on employee performance, retention, and organizational culture, providing a dynamic perspective on the socialization process.

The findings of this research offer several practical implications for human resource management in government organizations. Implementing structured socialization programs that encompass the identified components, factors, and outcomes can enhance employee integration, commitment, and overall job satisfaction. Organizations should consider developing tailored onboarding processes that address the specific needs of new hires, including clear communication of job roles, organizational values, and expected behaviors. Furthermore, fostering a supportive organizational culture that promotes interaction and collaboration among employees can enhance the socialization process, contributing to a cohesive and engaged workforce. Managers and HR professionals should also regularly assess and update their socialization practices to ensure they remain effective and responsive to the evolving organizational and employee needs.

#### Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

## Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

## Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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## Declaration of Interest

The authors report no conflict of interest.

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## Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.