Abstract

This paper focuses on organizational socialization and its effect on voluntary employee turnover in the luxury hospitality industry. The main research question surrounds the process of newcomer adjustment, more specifically the three objectives role clarity, self-efficacy and social acceptance. The literature review give the reader an overview of the significance of the problem of high employee turnover in the hospitality industry and which models already exist to combat it using organizational socialization. This researcher uses a mixed approach for data collection, combining expert and employee interviews with a small quantitative analysis to test the three hypotheses. The qualitative data is analyzed using the critical incidents technique. The results of the qualitative analysis showcase how well the three objectives role clarity, self-efficacy and social acceptance can be fostered during the onboarding process. The quantitative data analysis produced no significant findings. None of the three hypotheses was accepted. The managerial recommendations put a strong emphasis on continuous communication, cross-departmental training, buddy programs or shadow work. In addition, understanding the importance of onboarding in keeping turnover low must be understood and managers and department heads need to be effectively trained to be able to provide a successful onboarding process. However, future research needs to focus further on the unique case of the hospitality industry to better determine how the onboarding process can be designed to retain employees.

Key words: employee turnover, onboarding, organizational socialization, role clarity, self-efficacy, social acceptance