

TRACK 9: GENDER IN MANAGEMENT

The Impact of Organizational Socialization and Emotional Intelligence on Millennial Women's Career Success

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Abstract:

The study explores the impact of organizational socialization and emotional intelligence on career success of millennial women working in diverse sectors in India. Although emotional intelligence is often viewed as a key factor in career advancement, research shows that corporate socialization is a stronger predictor of workplace success. This paper uses a quantitative research design that includes a survey of 120 female millennial professionals aged 21–45 with at least one year of work experience. Career success, organizational socialization, and emotional intelligence was assessed using a validated questionnaire. The results indicate correlation analysis that there is a moderate correlation between emotional intelligence and organizational socialization, and a strong correlation between organizational socialization and career success. A regression analysis also shows that organizational socialization is the most important predictor of career success, while emotional intelligence does not strongly influence success. This indicates that workplace integration structured through mentorship programs and professional networking are more important for millennial women's career success than emotional competencies by themselves.

Keywords: Emotional Intelligence, Organizational Socialization, Career Success, Millennial Women Employees

Word Count: 5059

Introduction

Discussions about gender parity and women's empowerment have become an arena of public dialogue in recent times, across diverse landscapes including in professional settings. Simply by virtue of the industry/workplace we find ourselves in, it becomes imperative to remember that success is multi-dimensional, that we are all striving for equity and success as women still finding our way through the world. Outside of the usual metrics of success, there is a critical and highly underrated metric is emotional intelligence (EI). An essential component of women's empowerment, emotional intelligence (EI) is a key tool for addressing a variety of challenges that women faced with respect to both at work and at home. As the world shifts its focus to the novelty of face to face working interactions and compassionate leadership, emotional intelligence makes its stronghold, becoming a powerful tool for women in the workplace. Managing emotional well-being allows women to foster altruism, promote higher bonding, and navigate difficult social situations. Moreover, EI gives women the strength to rise from failure and adversity, stronger and more motivated.

In the workplace, emotional intelligence (EI) is a crucial leadership quality, particularly for women. It gives them the ability to motivate groups and settle disputes amicably. In a society where systematic barriers still stand in the way of women's professional success, emotional abilities are the cultural capital that can propel them forward. Building emotional resilience gives women essential skills that can help them overcome obstacles at work and grow in their careers. High performance eventually leads to high performance, and discussion produces unconventional results that help in outcome differentiation, innovation, and success. Women with high levels of empathy and emotional intelligence create inclusive cultures that highlight collaboration and varied perspectives, both of which are essential for development.

By addressing women's perspectives, experiences, and issues in many industries and work-related environments, this study aims to promote workplace diversity and support. Combining effective organizational socialization strategies with emotional intelligence can help fully engage and utilize the workforce across gender demographics, giving organizations access to a platform for innovation and growth, boosting productivity, and promoting sustainable development.

Classification of Generations

What is Generations?

The term "generation" refers to...

"It is possible to recognise a social group by its distinctive collective identity and shared consciousness, which are derived from significant occurrences or circumstances that took place over the course of a specific historical era."

- (North & Fiske, 2015).

Strauss and Howe, 2000 in their study have defined five generations: (a) Silent Generation (b) Baby Boomers, (c) Gen X, (d) Millennials, (e) Gen Z, and (f) Generation Alpha.

- Silent generation: Population born during 1928 and 1945, they are conservative, dedicated and believe in sacrifice.
- Baby Boomers: A "baby boomer" is defined as someone born between the end of WWII and the middle of the 1960s (1946-1964).

- Gen X: The generation born between the mid-1960s and the early 1980s is commonly known as "Generation X". This generation's members are possibly in their peak earning years as they approach the end of their professional careers.
- Millennials/Gen Y: "Millennials" are people born between the 1980s and the early 2000s. They were shaped by the revolutionary and technological revolutions that saw computers, tablets, and the internet become indispensable in business and life.
- Gen Z: A generation born between 2000 and 2010/2012 is known as Generation Z. Generation Z is the name given to the generation that follows the Millennials and precedes Generation Alpha.
- Gen Alpha: People who belong to Generation Alpha were born between 2010/2011 and 2024, and the majority of their parents were Millennials. They are positioned to be the most technologically advanced generation yet because they are the first to have grown up with mobile devices, artificial intelligence, social media, and advanced healthcare technology as integral parts of their daily lives.

Maan and Srivastava (2023) developed an integrated approach to account for age, period, and cohort effects for assessing generation explanation in India. They developed a classification system for Indian cohorts based on birth years, age groupings, developmental stages, developmental periods, and historical events. People born between 1946 and 1955 are classified as baby boomers, those born between 1956 and 1980 as Generation X (Gen X), those born between 1981 and 1995 as Generation Y (Millennials), and those born between 1996 and 2007 as Generation Z.

Literature Review:

Who are Millennials?

Millennials, commonly referred to as Generation Y, tend to be technologically savvy, highly educated, as well as socially conscious. Tech Native: Digitally enabled (born after the internet/smartphone era) and lifelong learners, whose knowledge is sourced digitally. Millennials are politically independent, value work-life balance, and have different demands and expectations than earlier generations of workers. They are extremely strong in their abilities and have a global mindset because they grew up in an era of rapid technology advancement and globalisation. Ledbetter, a New Hampshire mental health practitioner, writes that managing millennials can be hard because they tend to be assertive, independent thinkers who want recognition (Wood, 2019; MacKenzie and Scherer, 2019; Fry and Parker, 2018; Caraher et al., 2015; Sessa et al., 2007; Kohnen, 2002).

Research suggests that Indian millennials, known for their education and tech-savvy nature, have high career expectations, seeking rapid growth, higher pay, and autonomy (Murale et al., 2016). They are often seen as outspoken and impatient, with a tendency to change jobs frequently for career advancement (Martin, 2018; Baker Rosa and Hastings, 2008). Indian millennials prioritize job security, salary, freedom, and creativity in their careers (Ko and Jun 2015; Prawitasari, 2018). They value autonomy, flexibility, and transparency from their

employers (Murale et al., 2016; Saxena and Jain, 2012) and are more likely to switch jobs for better opportunities (Saxena and Jain, 2012).

Millennials at Workplace:

Dave Ulrich (2022) (*the Father Of Modern Human Resource Management*) suggests that millennials seek meaningful work and immediate feedback in the workplace. Calk and Patrick (2017) noted that millennials desire challenging work and are more inclined to take career-related risks, leading to a tendency for job-hopping, which is driven by their aspiration for career advancement (Holtschlag et al., 2020). This trend is observed globally and among Indian millennials as well (Gulyani and Bhatnagar, 2017; Sripad Motiram and Ashish Singh, 2012).

Millennials and Careers: Changing Career Landscape

The new work environment offers flexibility but raises concerns about income inequalities and job loss due to technology and AI (McDonald et al., 2022). Career aspects are unpredictable due to economic changes, new technology, workforce diversity, government regulations, and societal trends (Dixon-Fyle et al., 2020; Blustein et al., 2019). Unexpected events like the COVID-19 pandemic can prompt individuals to rethink their career plans and adapt to new situations (Cook, 2021; Tharoor, 2021; Autin et al., 2020). As more and more AI and technology become present in our daily lives, we are also moving closer to the Fourth Industrial Revolution which is changing the availability of jobs and how we work (Lund et al., 2020; Schwab, 2017). As gig jobs have risen and remote jobs have developed, the job landscape has become more complex (Scully-Russ and Torracco, 2020).

Millennials & Careers:

Indian millennials, being well educated and near to the internet age, show incredible ambitions about their career, like getting promoted twice in ten years, eight times earning more than their predecessors, and having the independence on their work (Murale et al., 2016) with respect to metrics. Often perceived as loud-mouthed, impatient, and frequently switching jobs for career progression (Martin, 2005; Hernandez, 2023). According to Ko and Jun, (2015), Maan and Srivastava, 2022 and Prawitasari, (2018), Indian millennials seek for job security, salary, free and creativity in a workplace as an important aspect in career. They prefer autonomy, flexibility, and transparency from their employers (Murale et al., 2016; Saxena and Jain, 2012) and are more likely to change jobs in pursuit of better opportunities (Saxena and Jain, 2012).

Indian Millennials have been viewed as having different career attitudes and value intrinsic values (e.g., autonomy and fun at work) than previous generations (Kultalahti and Viitala, 2014; Maxwell and Broadbridge, 2017). They want to take control of their work-life balance, go back to school, and make a positive impact on the world (Ng and Gossett, 2013). Career paths for millennials no longer follow a linear pattern, and based on studies (Sen and Hooja, 2015; Sriram Motiram and Ashish Singh, 2012), the average Indian worker is more likely to switch jobs every two years. It is their desire to grow as individuals and they are looking for organisations that are open to welcoming and providing space for initiative-takers (Singh et al., 2012; Indhira and Shani, 2016). To conclude, although Indian millennials engage in self-driven career management, more research is required to investigate their general career attitudes and outcomes (Twenge, 2010; Sullivan et al., 2009; Solnet et al., 2012).

Table 1: Characteristics, Workplace values and Careers related aspects of Indian Millennials

Aspects of Life & Work	Millennials Perspective
Life expectation	Power, Money, Peace, Luxurious lifestyle, Adventure, Societal contribution, Chance for Growth, Satisfaction, Work-life balance
Success	Happiness, Career Satisfaction, Managerial Position, Achievements, High position, Fulfilling dreams, Self-growth, Role model for others, social status, Self-satisfaction.
Job Environment	Knowledge-sharing, openness, supportive culture, strong interpersonal ties, creativity, and inspiration.
Significance of Job	Autonomy, Recognition, Flexibility, Challenges, Appreciation, Supervisor's support, Meaningful work, Choice of work, Teamwork, Feeling Valued.
Motivation	Interesting work, better working conditions, good salary, Promising career opportunities, Independence in work, Recognition, challenges, Job security, Responsibility, Stability.
-(Prawirasari, 2018; Bansal, 2017; Murale et. al., 2016; Indhira and Shani, 2016; Ko and Jun 2015;)	

Career Success:

Career scholars (Hughes, 1958) and practitioners (Robbins, 2003), as well as the large number of people pursuing careers (Hall, 2002), have long been interested in the concept of career success. Everett Hughes' theoretical growth between objective and subjective career (1937, 1958) provides a framework for classifying the operationalization of professional success. Hughes specifically stated that a subjective career is one that is only directly experienced by the individual pursuing it, whereas an objective career is someone that is directly observable, quantifiable, and verifiable by an unbiased third party. Objective career success is defined by measurable outcomes such as salary, promotions, and occupational standing, all of which have long been seen as aspects of career success in several countries (Nicholson, 2000). An individual's responses to their developing career experiences determine their subjective career success (Hughes, 1937). Thorndike's (1935) operationalisation of career success as job satisfaction and the objective criteria of earnings and job status are at least partially responsible for the recognition of the significance of subjective success. Over the past ten years, subjective criteria have become more and more prevalent in career success research, even though objective criteria have largely dominated the later career success literature (Greenhaus, 2003; Hall, 2002).

Millennials in India are seen as having unique career attitudes, emphasizing intrinsic values, autonomy, and enjoyable work (Kultalahti and Viitala, 2014; Maxwell and Broadbridge, 2017). They seek work-life balance, further education, and meaningful contributions to society (Ng and Gossett, 2013). Indian millennials' career trajectories have shifted to non-linear paths, with

a preference for changing jobs every two years on average (Sen and Hooja, 2015; Singh et al., 2012). They value personal development and seek organisations that support initiative-taking and provide autonomy (Singh et al., 2012; Indhira and Shani, 2016). Overall, while Indian millennials exhibit self-driven career management, further research is needed to explore their specific career attitudes and outcomes (Twenge, 2010; Sullivan et al., 2009; Solnet et al., 2012).

Emotional Intelligence:

Emotional intelligence (EI) has become an important variable in a variety of organizational contexts, impacting factors like entrepreneurship, job satisfaction, work engagement, change readiness and even career success. The concept of emotional intelligence has become increasingly popular, based on its positive impact on workplace employee productivity (Goleman, 2006; Goleman and Boyatzis, 2008). Everybody needs networks and relationships in modern era both in business and emotional. That's where intelligence comes in to help employees (Njoroge and Yazdanifard, 2014).

Selvi, S., and Aiswarya, S. (2023) conducted a study on the relationship between emotional intelligence and work engagement in the automobile industry. The study found that millennials are emotional reinforcers, emphasizing the importance of addressing employees' emotional needs and patterns to improve job involvement and productivity. Dash et al. (2024) in their study on the connection between emotional intelligence and success in entrepreneurship, they highlight the beneficial role of emotional intelligence in helping people deal with the complexities of entrepreneurship.

Bansal and Rana (2022) delve into the relationship between emotional intelligence and job satisfaction among sales representatives. Their findings indicated a positive association between perceived management of emotions and job satisfaction, emphasizing the vital role of emotional intelligence in enhancing performance and customer interactions in the sales environment.

Sharma and Singh (2021) investigated the relationship between emotional intelligence, cultural intelligence, and change readiness among Indian managers in the service sector. Their findings suggest that high emotional intelligence enables managers to effectively navigate cultural diversity and embrace organizational change. From fostering entrepreneurial behavior to enhancing job satisfaction, work engagement, and change readiness, emotional intelligence emerges as a critical determinant of organizational success and employee well-being. By leveraging emotional intelligence, organizations can cultivate a resilient and engaged workforce, driving sustainable growth and competitive advantage in today's dynamic business landscape.

Damayanti et al. (2019), emotional intelligence influences how millennials became stable in their work. Millennial workers with high emotional intelligence are good at managing their own emotions, are good at managing others, and are therefore very happy in their jobs (Aydogmus, 2016). Furthermore, Millennial workers want bosses and managers who are empathetic because they also want to be happy at the workplace (Čemeljić, 2019). In the workplace emotional intelligent millennials foster less employee turnover (Park, 2017). Research on the millennial generation shows that emotional intelligence increases with age, indicating that older millennials have higher emotional intelligence than younger generations (Akduman et al, 2014) With potential conflicts between people of different generations, other job demands, and influencing their thoughts and behaviour, emotional intelligence becomes

crucial in today's multigenerational workforce (Spano-Szekely et al., 2016).

Organizational Socialization:

Organisational socialisation is defined as "introductory events and activities by which individuals come to know and make sense out of their newfound work experiences" (Katz, 1980). Organizational socialization is a crucial process through which individuals adapt to the norms, values, and behaviors of an organization. It encompasses various factors such as newcomer adjustment, onboarding strategies, human resource management (HRM) practices, employer branding, job satisfaction, organizational identification, and employee retention. This literature review synthesizes four key studies exploring different aspects of organizational socialization.

Ellis et al. (2017) highlights the importance of both newcomer proactivity and manager support in facilitating newcomer adjustment during organizational socialization. While existing research primarily focuses on newcomers' experiences, this study addresses the gap by examining managers' perspectives. Through empirical testing, the authors propose a model where managers' perception of newcomers' proactive behaviors influences their supportive behaviors, ultimately aiding newcomer adjustment. The findings underscore the significance of manager-newcomer interactions and suggest implications for theory and practice. Frögéli et al. (2023) conduct a systematic review to evaluate the effectiveness of formal onboarding strategies in facilitating organizational socialization. They find that structured and supported on-the-job training emerges as the most effective onboarding strategy, particularly in promoting role clarity and competence mastery among new professionals. The study emphasizes the importance of prioritizing on-the-job training in onboarding programs and suggests avenues for future research, particularly in understanding the implementation of on-the-job training and its impact on social acceptance.

Objectives of this study:

1. To examine the impact of emotional intelligence on millennial women career success.
2. To investigate the impact of organization socialization on millennial women career success.

Hypothesis development:

Emotional Intelligence and Career Success:

The career construction model states that emotional intelligence is a quality that indicates a person's readiness to take on professional challenges. The authors back up the idea that emotional intelligence gives people the drive and self-control to demonstrate career adaptability, which helps them plan their career path and figure out how to achieve their career goals (Coetzee and Harry, 2014; Parmentier et al., 2019). According to contextual action theory (Young et al., 1996), understanding and managing one's emotions allows people to better govern and regulate their work activities. Emotional intelligence also has a direct impact on the career-related self-efficacy categories. In fact, several studies have found that emotional intelligence predicts entrepreneurial self-efficacy, job search, and professional decision-making (Pirsoul et al., 2022; Santos et al., 2018; Wen, Chen et. al., 2020). It is considered that the ability to detect and manage one's emotions confers authority over professional obligations and predicts hopeful attitudes towards achieving professional goals. On the one hand, being aware of and in control of one's emotions allows people to make decisions utilizing internal processes (Young et al. 1996).

Emotional intelligence can have a greater impact on an individual's success in life (personally and professionally) than cognitive intelligence (Stewart, 2008). People with high levels of emotional intelligence are more likely to accomplish success at work than those with low levels of emotional intelligence. Scholars have specifically noted that social skills are required for executive level leaders; as individuals go up the organizational hierarchy, social intelligence becomes a more important indicator of who will and will not be successful (Carmeli, 2003).

Emotional intelligence is also vital for personal connections, family functioning, and career success (Salovey et al., 2002). It has been discovered that emotionally intelligent people achieve greater career success, experience less job insecurity, lead more effectively, are more adaptable to stressful events, have better coping strategies, and have higher sales success than those with low emotional intelligence (Rana and North, 2007).

H₁: Emotional intelligence will be positively related to career success.

Organization Socialization and Career Success:

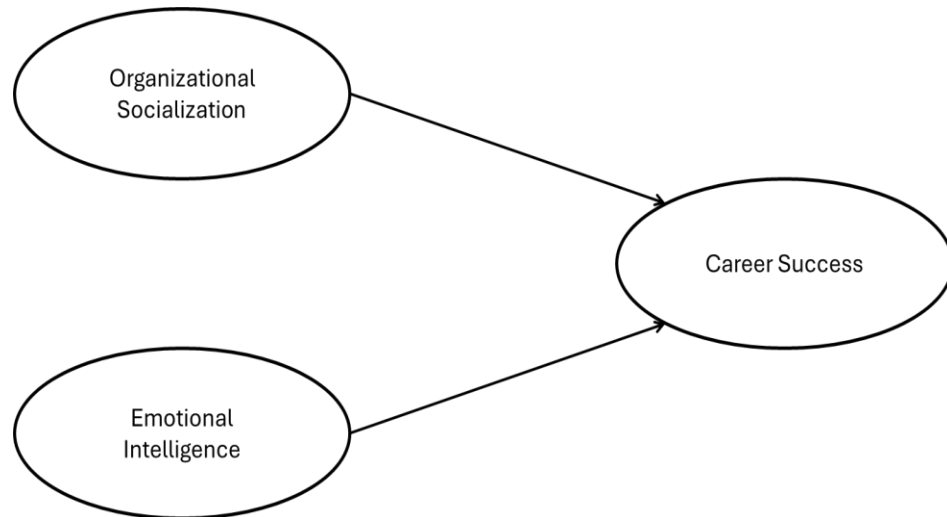
For decades, research on organisational socialisation has established the importance of socialisation in preparing new employees to be productive and contributing members of an organisation (Ashforth et al., 2007). Organisational socialisation not only helps newcomers adjust and assimilate, but it can also have an impact on their long-term success and careers (Ashforth et al. 2007). Jones (1986) discovered that institutional socialization strategies were associated with increased satisfaction and commitment, as well as decreased role ambiguity, conflict, and quit intentions, since they offer knowledge that lessens the fear of newcomers. Wanous (1992) asserts that a person's professional growth and transition to a new role are facilitated by having a comprehensive awareness of job needs. Accordingly, perceived organizational support predicts performance outcomes (Eisenberger et al., 1990).

H₂: Organizational socialization will have positive impact on women's career success.

Conceptual Model of the Study:

The proposed study model describes the relationship between three variable emotional intelligence, organizational socialization, and career success. It depicts the impact of two independent factors on dependent variables.

Figure 1: Conceptual Model



Significance of Conceptual Model (Figure 1):

In this ever-evolving workplace, the proposed model, as it addresses the organizational socialization and emotional intelligence and their implications on millennial women career success, is both timely and a significant contribution towards millennial women using social influences as a navigating tool in the workplace. So, even as millennial women alone have become a vital and key demographic in any workforce and with emerging economies like India, among several others, really starting to take off you can increasingly expect some variation of the question in the title above more and more often in this new century that has, for all intents and purposes, only just begun. It is crucial for organizations that are interested in creating inclusive, equitable, and high-performing workplaces to understand the factors that contribute to their career success. The organizational socialization and emotional intelligence model integrate the constructs in a way that presents an overarching view which connects individual psychological concepts with organizational processes. This is the reason why emotional intelligence is such a huge contributor to leadership, adaptability, and resilience as the ability to understand, navigate, and respond to their work environment is crucial for individuals. This, attached with effective organizational socialization including onboarding, mentoring, and value alignment, creates a powerful basis for ongoing career development and success.

This model explores the relationship between gender, generation, and behaviour in the workplace. It recognizes that millennial women have distinct career aspirations and hurdles like shattering the glass ceiling, achieving work-life balance, and dealing with unconscious prejudice. The inclusion of emotional intelligence as a key variable reflects the importance of this concept in today's organizational life, with the prevalence of hybrid and remote conditions. In addition, this model has application in the field as it may help HR practitioners and

organizational leaders formulate a design framework when designing effective onboarding, emotional intelligence training, and mentorship programs for millennial women.

Research Methodology:

This study uses a quantitative research approach to examine the connection between women employees' career success, organisational socialisation, and emotional intelligence. Data is gathered from a sample of 120 female professionals in a variety of industries using a survey-based methodology. Women professionals from a variety of Indian industries are part of the target population. A convenient random sampling technique is employed to select participants for the study. The inclusion criteria comprise women aged between 21 to 45, who have at least twelve months of work experience and are working in either full-time or part-time positions. A credible and trustworthy questionnaire survey was used to collect the study's data through online social media sites. Validated measures of Career success, organisational socialisation, and emotional intelligence were all included in the survey. Confidentiality and anonymity were guaranteed to participants to promote truthful answers. Respondents provided their preferences on a Likert scale of 1 (strongly disagree) to 5 (strongly agree) using the survey's five items for each independent and dependent variable, which were taken from well-established existing scales from literature.

(Note: I have included all the reviewers' suggestions and modifications into the updated manuscript. However, since this is a developmental work, the multi-group moderation analysis is not being done currently. We are now collecting additional data points for robust analysis. Following data collection, we will do the SEM in relation to multi group moderation and will present the findings during the conference presentation.)

Measurement of Variables:

Table 2: Measurement Scales for the Variables

The questionnaire consisted of four parts: In the first part, demographic data is collected; in the second, questions about emotional intelligence are derived from Schutte et al. (1998) and are measured using nine questions; in the third, questions about organizational socialization are taken from Chao, O'Leary-Kelly, Wolf, Klein, and Gardner (1994) and are measured using eight questions; and in the fourth, questions about career success are taken from Simiyu and Mbithi (2019) and are measured using nine questions (See Table 2).

Variables	Developed by	Example of Item	Scale
Emotional Intelligence (EI)	Schutte et al. (1998)	"I am aware of my emotions as they occur."	5-point Likert Scale
Organization Socialization (OS)	Chao, O'Leary-Kelly, Wolf, Klein, and Gardner (1994)	"I feel like I understand the values and norms of this organization."	5-point Likert Scale
Career Success (CS)	Simiyu and Mbithi (2019)	"I am satisfied with the opportunities for advancement in my current growth"	5- point Likert Scale

Results:

Analysis is done through SPSS Version 29.0

Table 3: Demographic Details:

Variables	Category	Frequency	Percent
Age	21-30	94	78.3
	30-45	26	21.7
Total		120	100
Educational Qualification	Bachelor's Degree	57	47.5
	Master's Degree	63	52.5
Total		120	100
Employment status	Full-time	116	96.7
	Part-time	1	0.8
	Self-employed	3	2.5
Total		120	100
Work Experience	0- 2 years	43	35.8
	3-5 Years	48	40
	6-10 Years	12	10
	11-15 Years	7	5.8
	more than 15 years	10	8.3
Total		120	100
Industry	Consulting	10	8.3
	Education	10	8.3
	Finance/Banking	16	13.3
	Healthcare/Medical	5	4.2
	Information Technology/Software	42	35
	Manufacturing	13	10.8
	Other	22	18.4
	Retail	2	1.7
Total		120	100

Table 4: Cronbach Alpha Reliability Test:

Variables	Cronbach alpha value
Emotional intelligence (EI)	0.906
Organizational socialization (OS)	0.947
Career Success (CS)	0.953

Table 5: Descriptive Statistics:

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Emotional intelligence (EI)	120	9.00	44.00	21.0500	6.21309
Organizational socialization (OS)	120	8.00	40.00	18.2000	6.61879
Career Success (CS)	120	9.00	45.00	22.5917	8.15758

Correlation results:

With correlation of 0.397 indicating a moderate positive association between Emotional Intelligence (EI) and Career Success, it means that people with greater EI are more likely to be successful in their careers. EI includes being aware of emotions, managing emotions, and building relationships, and has been linked to stress management, leadership, and career success (See Table 6).

Table 6: Correlation Analysis Among Variables

Variables	Emotional intelligence (EI)	Organizational socialization (OS)	Career Success (CS)
Emotional intelligence (EI)	1		
Organizational socialization (OS)	0.551	1	
Career Success (CS)	0.397	0.727	1

An even better correlation of 0.727 between Organizational Socialization (OS) and Career Success (CS) indicates the advantage of harmonizing with the work environment, becoming a part of the organizational network, and writing the performance. Well-socialized people have a better chance of success via enhanced job satisfaction, career advancement, and productivity.

Regression Analysis:

To determine which variables, have a significant influence on employee engagement, a regression analysis is performed; the results derived that organisation socialization is have a more influence on women career success as compared to emotional intelligence.

Table 7: Regression Model Summary

Summary	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.528	.520	5.65061
Note: a. Predictors: Emotional Intelligence (EI), Organizational Socialization (OS), Career Success (CS)				

The Regression Model Summary table 7, presents the output of the regression model using key statistical figures. The value of the coefficient of determination ($R = 0.727$) states that the combination of emotional intelligence and organizational socialization are strong predictors of career success. More simply put, if the two factors go up, so does the likelihood of success in a career.

The value of R Square (R^2) is 0.528: meaning that 52.8 percent of the changes in career success is explained by the total contributions of emotional intelligence and organizational socialization. It is a relatively high bar when one considers that we are attempting to understand human behaviour overlayed with multiple factors. Adjusted R Square adjusts for the number of predictors in the model and it is 0.520. This value is slightly lower but points to the model having good explanatory power. The standard error of the estimate (5.65061) indicates the average amount that the actual career success values differ from those that are predicted by the model a smaller value is better, and the current value suggests moderate predictive accuracy.

Table 8: ANOVA

ANOVA	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4183.254	2	2091.627	65.508	<.001^b
Residual	3735.738	117	31.929		
Total	7918.992	119			
Note: Dependent Variable: Career Success (CS).					
Predictors: (Constant), Emotional Intelligence (EI), Organizational Socialization (OS)					

This table, frequently referred to as an ANOVA (Analysis of Variance) table 8, evaluates the regression model's overall statistical significance. With a corresponding p-value of less than 0.001, the F-test statistic is 65.508, significantly below the usual α criterion of 0.05. This suggests that the combination of organizational socialization and EI is substantially more accurate than average or random predictions, and that the model is statistically significant at predicting career success.

Table 9: Regression Coefficients

Variables	Standardized Coefficients	t-value	Sig.
	Beta		
(Constant)		3.343	.001
Emotional Intelligence (EI)	.006	-.082	.935
Organizational Socialization (OS)	.730	9.593	<.001
Dependent Variable: Career Success (CS); Predictors: Emotional Intelligence (EI), Organizational Socialization (OS)			

The relationship between each predictor variable and Career success is shown in the table 8 of coefficients. Organisational Socialisation (OS) has a standardised beta of 0.730 in this table 9, a t-value of 9.593, and a p-value of less than 0.001. These results clearly suggest that organizational socialization has a significant favourable impact on professional achievement. The extremely low p-value further suggests that this finding is statistically significant and not the product of chance, while the high bio value shows that OS is correctly forecasting.

However, EI has a non-significant predictive potential, as evidenced by its beta of 0.006, t-value of -0.082, and p-value of 0.935, all of which significantly exceed the cut-off p-value for significance. This suggests that under this model, emotional intelligence has no discernible or indirect impact on career success. This data indicates that, at least for the sample of millennial women we examined, emotional intelligence is not a tool that can be used to manage work relationships and achieve career success, despite the widespread notion to the contrary.

Table 10: Hypothesis results based on Regression Coefficients:

Hypothesis	Results
H ₁ : Emotional intelligence will be positively related to career success.	Rejected
H ₂ : Organizational socialization will be positively related to career success.	Supported

Discussion and Conclusion:

The study indicates that Organizational socialization associates with career success, whereas the role of emotional intelligence is insignificant in career success. The correlation found moderate correlation of emotional intelligence with organizational socialization and strong correlation of organizational socialization with career success. Well, you can by regression analysis that organizational socialization was the most important predictor of career success, and that emotional intelligence did not make a significant difference. (Emotional intelligence may provide fundamental skills needed to interact in the workplace, however, it needs to be ingrained in the organization to influence career success).

Organizational socialization greatly maximizes career success through workplace adaptation, professional networking, and career development. When employees blend into their organizational culture, they are offered better opportunities in career and reach more success. However, we are not led here by emotional intelligence, although it is an important component of our ability to make impressions and form the relationships that power through workplaces career success is not determined by it in this respect. Overall, this emphasizes how structured onboarding programs, mentorships, and integration into the workplace can be game changers in terms of your career.

For organizations, this research highlights the importance of encouraging socialization processes, to help employees integrate into their roles and personalize the dynamics of their workplace. If emotional intelligence continues to be a huge plus for personal development, by itself it is not enough to ensure professional success. Instead, companies should leave emotional competencies to the individual, who can then seek out and focus on more personal areas of growth, such as building a strong professional network and learning the culture of their organization, rather than relying entirely on corporate emotional competencies. Moreover, these findings indicate that EI may not equally influence career success across all types of work

environments, suggesting that the effect of EI may depend on the context in which it operates. Future studies may also examine if OS mediates the relationship between EI and CS or whether certain occupations gain more than others in terms of CS through emotional intelligence.

Overall, organizational socialization supported career success, while emotional intelligence did not contribute to it in a meaningful way. This finding underscores the need that structured workplace integration precedes the potential for emotionally based competencies to sway career mobility.

Implications:

The implications of the results of this research are numerous for the policies, strategic objectives, and organization of practice. Initially, women workers should be facilitated by the employers with targeted training and development strategies aimed at fostering the emotional intelligence abilities. By enhancing the emotional intelligence capabilities of female employees, organizations may enable them to gain better control over workplace interactions which will lead them to more professional advancement.

Second, organizations should foster an environment that is uniquely inclusive and create mechanisms that contribute towards the effective socialization of their female employees. These measures encompass the establishment of structured onboarding programs, facilitation of mentoring and networking opportunities, and promotion of diversity and inclusion initiatives. Women who find this identification, engagement, and intervention on their way up the ladder of career advancement tend to stay longer with their organization as such companies create a good working environment for them.

Lastly, the lawmakers, also, need to invest in creating bills also who will empower girls grow and champion women to lead in the workforce. This consists of policies, including equal remuneration, parental leave and prohibitive practices towards gender discrimination within the practice. By dismantling systemic barriers and creating optimal circumstances for women in the workplace, policymakers are playing an important role in building a more equitable and inclusive workforce.

Limitations and Future Research Directions:

While this study provides important insights, there are some major limitations that must be noted. First, given the cross-sectional design of the study, it's far more difficult to prove that two conditions are causally related. Longitudinal studies could be conducted to examine the long-term effects of emotional intelligence and organizational socialization on a women's career decision. Second, this study's narrow focus on the context of Indian women professionals restricts the extent of its generalisability across sociocultural contexts. Future research may address the relationship between organizational socialization and emotional intelligence vis-a-vis job performance in women professionals across diverse cultural contexts. Finally, this study was not free from response and social desirability bias, and the data used were based on self-report up to October 2023. However, to give for a deeper understanding, the use of mixed method approaches is encouraged to achieve objective metrics in future research.

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