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Investigation of the relationship between the dimensions of organizational socialization and components of organizational commitment in executive organizations in the city of Yazd

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ABSTRACT

The aim of this study was to investigate the relationship between the dimensions of organizational socialization and organizational commitment components. The purpose of this research is functional and it is a descriptive – correlation research. The statistical population of research was 1032 employees of executive organizations of the city of Yazd that had organization history less than two years. Sampling method is stratified and sample size was 226 patients. The main tool for data collection was a questionnaire. The validity of investigation tools was established by using panel of experts and reliability was met by Cronbach's alpha coefficient calculation for different parts of the questionnaire which represents good reliability of the research tools (0/82). Spss and Amos software were used for data analysis. The results obtained showed that there is a significant relationship between task, language, policies, goals and values, history, colleagues, and affective commitment. There is a significant relationship between task, language, politics, goals and values, history, colleagues, and normative commitment. There is a significant relationship between task, language, policies, goals and values, history, colleagues, and continuous commitment.

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INTRODUCTION

Socialization is from topics of interest in psychology, society - biology and management. Socialization means learning and to getting used to within organization's values and behaviors [1]Socialization can be known as set of organizational behaviors towards the people that leads to transmission of values [2] Socialization has a direct impact on improving organizational commitment among employees [3] Studies have shown socialization reduces negative effects of not estimated expectations of employees on the overall effectiveness of the organization [4] Organizational commitment is an attitude about the loyalty of employees to the organization and continuous process through which members of the organization show their interests to the organization, success and continuous performance [5] Evidence has shown that high levels of organizational commitment have a strong correlation with job satisfactory performance. The absence or lack of organizational commitment among employees will have numerous negative consequences and results for organization. Molaii, Naser. [6] know the main problems caused by low organizational commitment among employees, increased absenteeism, increased leaving jobs, decreased motivation and concentration levels, reduced productivity and performance of staff, lack of sensitivity to fully completing tasks within the stipulated time and increased error. Bauer et al [7] believe that there are no explained criteria for measuring the success of organizational socialization. Performed researches have confirmed the impact of institutional techniques on role ambiguity reduction, role conflict and intention to leave the job, reduction anxiety and role innovation reduction. In addition, institutionalized tactics has positive relationship with high levels of job satisfaction and organizational commitment [8] and skills in job. Among the triple tactics, social tactics has a greater positive impact on the overall performance of organizational socialization than contenting or contextual tactics [9]

• The organization must use collective tactics for socialization so that newcomers, experience their new group and organization simultaneously;

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• Newcomers must join a group that already exists (record groups);
• Experienced and influential colleagues who are not familiar with each other must be placed in new groups.

Etebarian and Khalili [1] consider different aspects of organizational socialization in fair and adequate payment, safe and sanitary environment, creating opportunities for continued growth and security, rule of law, social dependency of work life, overall atmosphere of work life, integration and social cohesion and development of human capabilities. They showed that there is a positive and significant relationship between the eight dimensions of organizational socialization and quality of working life.

Nadi et al [10] know education, understanding and support of colleagues and future prospects, the different dimensions of organizational socialization and showed that there is a significant and positive correlation between components of socialization and career aspirations. In the meantime education was reported the most important and influential component of organizational socialization. showed that there is no significant relationship between organizational socialization and emotional commitment. While some elements of organizational socialization such as interacting with colleagues is effective on organizational commitment but in general, the results of this study do not approve the relationship between organizational socialization and organizational commitment. Cohen and Hecht [11] show that organizational socialization is related with various dimensions and forms of commitment such as emotional commitment, working commitment and group commitment and have a meaningful relationship. showed that education is effective on increase in organizational commitment, emotional commitment and normative commitment but has no significant effect on increasing continuous commitment. Steven Pool and Brian Pool [12] show that there is positive and significant relationship between the level of commitment and willingness to learn. Also there is a direct positive relationship between organizational commitment and job satisfaction. In other words, people with higher levels of commitment to their organization, generally feel more satisfied with their jobs.

Allen and Meyer [9] in a detailed and comprehensive study in relation to organizational commitment dimensions explained and presented three dimensions of emotional, normative and continuous commitment. In this classification, emotional commitment reflects person's emotional attachment to the organization. Emotional commitment refers to the excitement attachment and a sense of identity and involvement of employees in the organization. Continuous commitment also includes a perceived costs induced by leaving the organization. Normative commitment also is shed to requirement and sense of duty to staying in the organization. Normative commitment refers to the employee's feeling of obligation to continue working in an organization that is due to pressure from the others on him. have considered six factors for organizational socialization that includes task, language, politics, goals and values, history and colleagues. Hoveyda and colleagues [13] showed that there is a positive and significant relationship between organizational commitment and organizational socialization. There is a significant positive correlation between dimensions of total organizational socialization and emotional commitment that from these dimensions, task, goals and values and history showed a significant relationship with emotional commitment. Also between six dimensions of organizational socialization and continuing commitment a positive and significant relationship was observed. The results also showed that the relationship between six dimensions of total socialization and normative commitment are positive and dimensions of task and politics have significant relationship with normative commitment.showed that socialization reduces the negative effects of not estimated expectations of staff on the overall effectiveness of the organization. There is a positive and significant relationship between organizational socialization and organizational commitment. The present study sought to examine the relationship between organizational socialization and organizational commitment. Where socialization is evaluated by dimensions of task, language, politics, goals and values, history and colleagues, as well as organizational commitment is evaluated by factors such as emotional, normative and continuous commitment. The conceptual model is presented below.

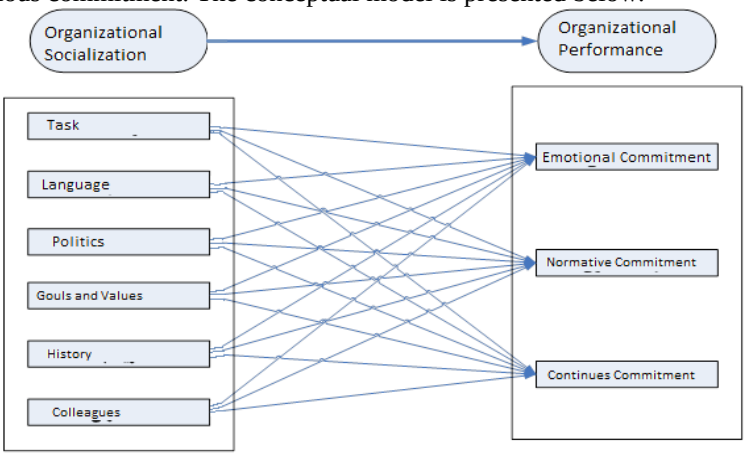

Fig. 1: conceptual model of research

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MATERIALS AND METHODS

This study has examined the relationship between the components of organizational commitment and organizational socialization in Yazd province executive agencies. In this study, questionnaires were used to assess the expression. This study based on the purpose is practical and in terms of method of data collection is a component of non-experimental researches and in terms of method it is a descriptive correlation research that has collected data by field research method. The research population is all of executive agencies employees of the city of Yazd consist of 1,032 people who perform task in 62 executive organizations and have organizational experience less than two years. Sampling method is stratified that number of employees were selected randomly proportional to sample size that sample size in this study were estimated 226 patients using Cochran formula. The main tool for data collection was a questionnaire that was set using the Davis's Organizational Commitment Questionnaire that in terms of commitment was affective, normative and continuous. The questionnaire of organizational socialization dimensions included task, language, politics, goals and values, history and colleagues. To determine the validity of the questionnaire, a tweak of researchers and experts in the field of research in relation to the accuracy and clarity of the questionnaire is conducted and by distributing 30 questionnaires as primary test Cranach's alpha for both questionnaires was calculated, indicating good reliability of the study instrument (0/82). A structural equation analysis was used to test the hypotheses. Software used for data analysis was Spss and Amos.

Research findings

- Organizational commitment and organizational socialization:

In Table 1, each of the indicators of average, deviation from the mean, median, mode, standard deviation and variance are given. The results showed that the average organizational socialization equals 3/97, which shows a high organizational socialization. Average of task of socialization dimension is 4/27 which illustrates the functionality of employees in the executive organizations of Yazd province. Amount of emotional commitment with average of 3/30 has the lowest rate among the dimensions under study.

Table 1: Describing indicators of Data of organizational commitment and organizational socialization

Variance	Standard deviation	Mode	Median	Deviation from the mean	Mean	Variables
0/327	0/572	3	3/95	0/038	3/97	Organizational socialization
0/235	0/484	2/33	3/40	0/033	3/42	Organizational Commitment
0/206	0/454	3/27	3/27	0/031	3/30	Emotional commitment
0/226	0/476	3/37	3/37	0/032	3/40	Normative commitment
0/248	0/498	3/58	3/58	0/034	3/61	Continuous commitment
0/365	0/604	4/90	4/24	0/041	4/27	Task
0/351	0/592	4/63	4	0/040	4/04	Language
0/251	0/501	3/66	3/64	0/034	3/61	Policy
0/287	0/535	3/90	3/86	0/036	3/83	Goals and Values
0/281	0/530	3/90	3/88	0/036	3/84	History
0/320	0/566	4/39	4/20	0/038	4/24	Associates

- Normality of data:

Multivariate distribution of data and normality of it is a discussion that neglecting to it by the researcher can guide him to inaccurate conclusions. Zero value for tilt and strain of each of the observed variables means symmetry or strain of distribution of that variable compared to a normal distribution. Critical ratios that are resulted by dividing tilt and strain on their standard error is comparable with the 2/58. As it has been reported in Table 2 none of the obtained critical values is greater than 2/58 this indicates that the observed variables are not significantly different from a normal distribution, which is indicative of multivariate normality. Also Merdya's coefficient in the last row confirms multivariate normality.

Table 2: Univariate and multivariate normality indicators

Critical Stretch ratio	Stretch	The critical ratio of tilt	Tilt	Maximum	Minimum	Variables
0/617	0/278	0/377	2/214	3/857	2/214	Emotional commitment
2/458	1/289	0/724	0/163	4/429	1/000	Normative commitment
1/332	0/601	-0/902	-0/204	4/000	2/000	Continuous commitment
-1/795	-0/809	-0/680	-0/153	3/889	2/222	Task
1/981	0/894	-1/378	-0/311	4/222	1/556	Language
-1/148	-0/563	0/644	0/145	4/690	1/920	Policy
-0/707	-0/319	0/722	0/163	4/530	1/330	Goals and Values
-1/088	-0/491	-1/144	-0/258	5/000	1/500	History
-0/910	-0/411	0/385	0/087	5/000	1/667	Associates

Although a various types of tests that are generally called fitness indices, constantly are in comparison, development and evolution but still there is no general agreement about even one optimal test.

Table 3: Absolute fitness indices

Model of independence	Saturated model	The developed model	Index
819/972	0/000	75/391	Chi-square – chi 2
0/345	1/000	0/895	Index of goodness of fitness
0/199	-	0/814	Modified index of goodness of fitness
0/176	00/000	0/025	The mean root of residual squares

The smaller the value of the chi-square model the fitness of data to the model is better until where the zero value for that is sign of perfect fitness. Index of goodness of fitness in terms of desirability is similar to the correlation coefficient in the present study, GFI= 0/895 and AGFI = 0/814 that represents the model's well fitness, meaning it is confirmed. The residual square mean root or as reported residual mean in the model is expressed. Matter how this measure is smaller (closer to zero) it is indicative of a better fitting model. In this study, RMR= 0/025, which indicate that the model fitness is good. Comparative fitting indexes are actually considered as a step toward completing an absolute fitting indices thus by underlying on one or more models, they compare under test developed theoretical with it and shows that in statistical viewpoint is it deemed to be more acceptable, weaker or it is not different from it. Comparative fitting indexes used in this study are shown in Table (4)

Table 4: Comparative fitting indexes.

Independence model	Saturated model	The model developed	Index
0/000	1/000	0/908	Bentler - Bount Normalized fitting index
0/000	-	0/867	Comparative fitting index
0/000	1/000	0/944	Incremental fitting index
0/000	-	0/917	Toker - Lewis fitting indices
0/000	1/000	0/943	Comparative fitting index

By providing frugal fitting parameters it has been tried to compensate the most important disadvantage of absolute fitting indices which is improvement of value of fitting indices by increasing parameters to the model. Comparative fitting indexes used in this study are shown in Table (5).

Table 5: Frugal Fitting Indicators

Independence model	Saturated model	The developed model	Index
1/000	1/000	0/689	The Economics ratio index
0/000	0/000	0/626	Frugal normalized fitting index
0/000	0/000	0/649	Frugal comparative fitting index
18/222	-	2/432	Normalized or relative Chi-square

According to the obtained results in terms that 13 studied parameters have confirmed the model, in general we can say that the proposed model is well designed and the data are well fitting. According to this that the considered model was approved by fitting indices now we deal with the estimation of parameters in either standard or nonstandard by the Amos software. After tracing model in Amos environment calculations as nonstandard the following results were obtained that is shown in the diagram (2).

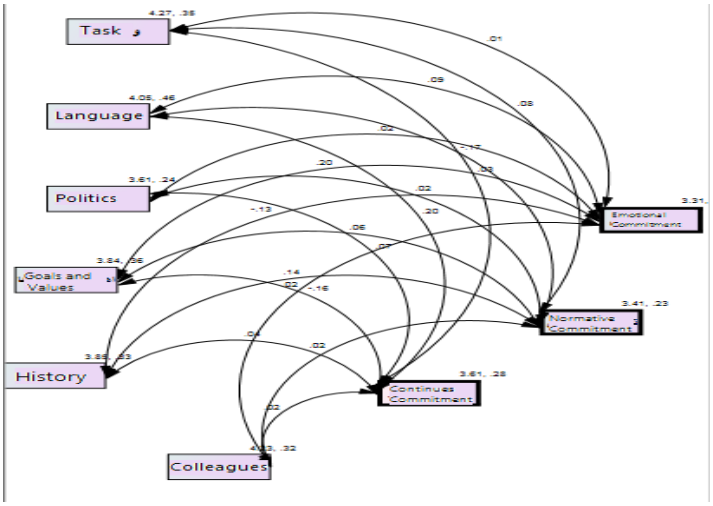

Fig. 2: Estimating nonstandard parameters in the model

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After standard calculations the following results obtained that is shown in Figure 3.

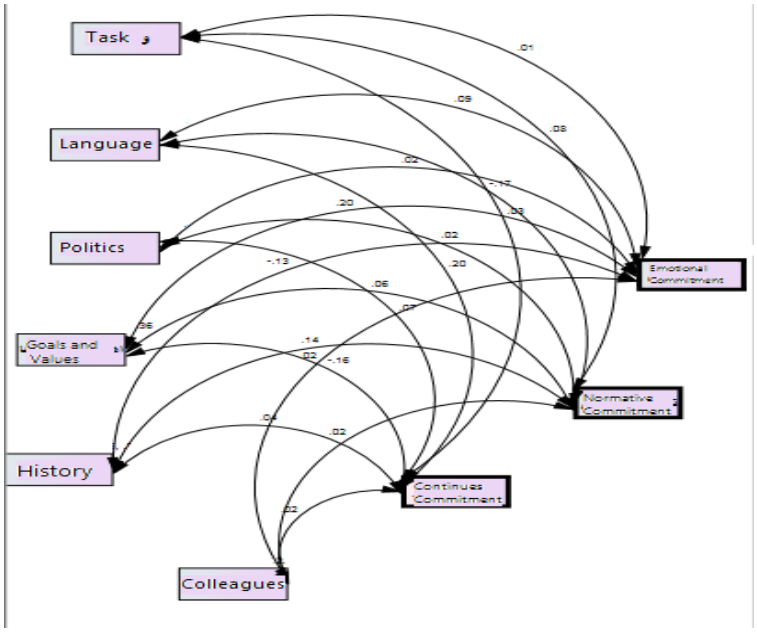

Fig. 3: Standard estimating of the parameters in the model

Summary of analysis of information about present research assumptions by different software are presented in the following table.

Table 6: Summary of Data Analysis

Hypothesis Test	Dimensions	Hypothesis Test	Dimensions
✔	Socialization and emotional commitment	✔	Socialization and organizational commitment
✔	Task and emotional commitment	✔	Task and organizational commitment
✔	Language and emotional commitment	✔	Language and organizational commitment
✔	Politics and emotional commitment	✔	Politics and organizational commitment
✔	Goals and emotional commitment	✔	Goals and organizational commitment
✔	History and emotional Commitment	✔	History and Organizational Commitment
✔	Colleagues and emotional Commitment	✔	Colleagues and Organizational Commitment
✔	Socialization and continuous commitment	✔	Socialization and normative commitment
✔	Task and continuous commitment	✔	Task and normative commitment
✔	Language and continuous commitment	✔	Language and normative commitment
✔	Politics and continuous commitment	✔	Politics and normative commitment
✔	Goals and continuous commitment	✔	Goals and normative commitment
✔	History and continuous commitment	✔	History and normative commitment
✔	Colleagues and continuous commitment	✔	Colleagues and normative commitment

Conclusion and Recommendations:

There is a significant relationship between organizational socialization and emotional commitment. The findings of this research match with Cohen and Vold – Hecht [14] study. There is a significant relationship between task and emotional commitment. Results of this research are consistent with There is a significant relationship between language and emotional commitment. Results of this research are consistent with There is a significant relationship between Politics and emotional commitment. Results of this research are consistent with There is a significant relationship between goals and values and affective commitment. Results of this research are consistent with study. Etebarian and Khalili [1] argue that socialization can have a direct impact on improving organizational commitment among employees. showed that socialization reduces the negative effects of not estimated expectations of employees on the overall effectiveness of the organization. There is a significant relationship between history and emotional commitment. Results of this research are consistent with There is a significant relationship between colleagues and emotional commitment. Results of this research are consistent with There is significant relationship between organizational socialization and normative commitment. The findings of this research study are match with Cohen and Vold - Hecht [14] and Cohen et al [14] There is a significant relationship between task and normative commitment. Results of this research are

consistent with Shaemy Barzaky and Asghari study [4] there is a significant relationship between language and normative commitment. Results of this research are consistent with There is a significant relationship between politics and normative commitment. Results of this research are consistent with There is a significant relationship between goals and values and normative commitment. Results of this research are consistent with There is a significant relationship between history and normative commitment. Results of this research are consistent with There is a significant relationship between the colleagues and normative commitment. Results of this research are consistent with There significant relationship between organizational socialization and continuous commitment. The findings of this research match with There is a significant relationship between task and continuous commitment. Results of this research are consistent with the study There is a significant relationship between history and continuous commitment. Results of this research are consistent with There is a significant relationship between the colleague and continuous commitment. Results of this research are consistent with

According to the study, the following recommendations for organizations in general and for the leaders of the organization will be provided:

- Leaders of the organization to enhance the relative ability of simulating the person with the organization and involvement in organization and also the individual's willingness to undertake tasks beyond the standard requirements of his job can make arrangements so that individuals identify and learn organizational values, expectations associated with occupational behaviors and necessary social knowledge to accept roles in the organization.

- The organization's directors to enhance person emotional attachment to the organization can attempt so the newcomer learns values, norms, behavior patterns and the organization rules to play a role in the organization and by accepting norms and standards of the organizations be aligned with it.

- Organizations directors to enhance employees' feeling of obligation to continue to work in an organization, loyalty of a person to organization and supporting it also avoiding leaving the organization if they are offered a better job elsewhere can make arrangements so that individuals obtain a good knowledge of how the organizations works, hierarchy and how to get things done in organizations.

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