Relation between socialization and organizational commitment: a survey between staff in headquarters of Keshavarzi Bank in I. R. IRAN

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Abstract: This research has been deal with the review of relationship between organizational socialization & commitment among the Bank keshavarzi staff. (Field Staff) The current research methodology will be as such the descriptive study, providing statistical analysis as type of correlation and it is also based on structural equation model. For this purpose, two questionnaires have been designed to review components of socialization and organizational commitment. Analysis results show that there are positive and direct relation between socialization related to the organizational commitment and its dimensions. It means that the more employee organization has higher socialization, the more organizational commitment will be. Among the dimensions of the organizational commitment, (affective, continuous, and normative) socialization has the most significant effect on increasing normative commitment among the employees of Bank keshavarzi (In headquarters).
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Introduction

In the current era, human resource has been taken into account as the most important indicators of progress and development communities. The country could pass the growth and development route in which participation of all segments of society required to pave the way for flourishing talent and using material, human and cultural facilities. Increasing competitiveness in the current market and the variety of staff needs lead to raise a new challenge under the name of low level commitment of staff to the organization. In addition, organizational socialization also means that in the management studies it has been considered as an efficient factor in the development of organizational commitment.

Statement of the subject

Reasonable & knowledgeable human resource is generally entered into the organization differently, along with material & spiritual needs, individual or in group goals, so needs must be more entered into account that just with an emphasis on the economic computing could not guarantee their efficiency & effectiveness. (Moshabaki, 1996) Faithful & adequate manpower to the organizational values and goals and interests to maintain membership in the organization, so dreams to activate more on the sideline and

prepare for focusing efforts more justifiable for job-satisfaction in the framework of the job. (Ebrahimi, 2008), so tend to more effect in attaining the goals. Therefore, it is noted that manpower under the name of commitment to the organizational integrity should be ensured and raised as an important factor of behavioral sciences which has come into account as an efficient factor in the staff's responsibility, organizational effectiveness and human resource functions (Farajvand, 1995). Among all of the commitment forms, organizational commitment is predicted and considered more common and interesting that the considerations would be observed through numerous studies which are examined as the interaction between organizational commitment and its consequences (Ashrafi, 1995). Human resource organizational commitment, in respect of the three dimensions mean (affective, continuous, normative commitment), could be affected dramatically as an attitude in the measure of interests and high sense of commitment to their task, tend to remain or not on the job (Ibrahim, 1999).

In recent decades, the topic of human forces committed to the organization, has always been considered by scientists, researchers and organizations as an important approach or organizational career beside job satisfaction.

Most experts have to say about organizational commitment position. One of the great management thinkers, Porter, believes that organizational commitment predicts that so many better staff leave from organization than other forms of variables. (PORTER 2004).

By increasing the competition between the organization for attracting the skilled and qualified staff either high expenses of selection process or the training the staff, the staff committed to stay or not despite of their propensity (resulting in low amount of effort or low commitment behaviors which staff may apply) may lead to impose irreparable expenses to the organization. On the other hand, organizational socialization is the topic that has always been focused by the scientists and researchers.

The study of research literature suggests that there has been numerous definitions of organizational socialization represented. However, comprehensive definition can say that organization process is to seek public education (both formal and informal education) to the persons and the reincarnation of the behavioral rules and expectations of all its cultural, psychological character of the whole people (according to their participation in the social system) and the rules and expectations will be carved on that person's character. (Deflor & Mellis, 2004).

On the other hand, Bank keshavarzi as one of the leading banks active to maintain the competitive position requires specific attention to human resources, that is, their staff. By the same token, this is something that requires study and research, therefore sought to examine the effect of organizational socialization on the organizational commitment of central Bank keshavarzi head quarters. So, research questions are raised as follows:

1. Does socialization of the staff (at headquarters) have a positive effect on the staff's organizational commitment?

2. Does socialization have a positive effect on the affective commitment of staff?

3. Does socialization have appositive effect on the continuous commitment of the staff?

4. Does socialization have a positive effect on the normative commitment of staff?

2-Theortical framework of research

2-1-Organizational socialization

Organizational socialization is one of the topics which has always been focused by the experts of organizational behaviors and human resource. Shin is one of the greatest researchers in the field of organizational socialization. Shin thinking about organizational socialization and organizational socialization from the Massachusetts institute of technology, he was formed the Douglas McGregor, when he was asked to help in the course of the meeting. McGregor asked him to put his mind to. This caused the bus to encourage large companies to increase their socialization. In the article "Organizational Socialization and Career Management," Shin said in the debate when the new person is hired, the path to socialization ie compliance with the organization must be considered. He believes that this way is dealing with values and past experience to their formal education. According to Shin, organizations often provide opportunities in this field. So the new person is hired, the new values as well as learn. There are three important answers and reactions to this course:

≥ Deny- the organizational values and norms

≥Creative individualism − a conscious choice of values and norms.

≥Adaptation- the accepted norms and values

Theories about socialization:

Man is a social creature. Man is a social being by nature, so for living in the society, man requires to attain some powerful skills in the frame work of socialization. There are different theories about attaining social skills which are described as follows:

1-psychoanalytic theory:

Freud, one of the greatest theorists of this school of thought, believes that personality factors in the formation and socialization process are the result of the interaction and reciprocity of the following three elements of personality, i.e.:

1. Or his body (ID)

2. Or my own (EGO)

3. Or superego

Austrian neurologist and psychiatrist Sigmund Freud, who is known as founder of the psychoanalytic school of psychology in the modern history is remembered as genius.

(ID), includes all needs and desires and anti social instincts as well as a part of the human personality which appears from the birth to death.

Sigmund Freud sees the process of socialization through which individual can justify the cultural values and norms inspired by parents and behavioral pattern of "ego" can be harmonized in compliance with it which is rooted in "Id".

Behaviorism theory:

Social behavior mediated the actor's behavior on the environment impact of this behavior mean problems for the next actor's behavior is concerned.

Behaviorism deals with the behavior of the entire organism with its environment. In this theory, reinforcement is considered as a key factor in the process of socialization of individuals so that individuals tend to do the behavior to be reinforced.

Socialization in this theory can be considered as a process conditional.

1) **Functionalism theory**:

Theoretical functionalism approaches are the social behavioral through values socialization and social norms which internalized in the individuals by group and social institutions, so conduct the behaviors. Socialization approach is the activity by aided, the society could be stabled by internalizing the values and norms in the individuals as well as can attain more balance, stability and pertaining to equilibrium. Functionalism view sees the socialization on the inner control on which social norms and values internalized on individuals, so determine one's behaviors.

2) **Doctrine of balance**

Most of the debate in the doctrine of balance relating to ego growth process and how to form ego is raised in the different groups and various occasions.

3) **Socialization process**

Socialization process is considered in Merland and Loin group as like the commitment and assessment of individuals and group are changed by time passed.

The changes are of predictable and specific chain. In each process, individual or group assess each other, so the number may lead to high or low. When individuals are transmitted to the place at the end point, therefore, they experience the transition of the role, and then entered into the other process.

1-Research

The basic sign of research process would be curiously general information. Future members of the group are dealt with the exploration, so compare the existing group in order to comprehend which one to meet or remove the needs.

The groups are commencing to recruit the members i.e., to assess the persons who like join the group.

2-Socialization

The process of the socialization is commenced when the individuals are prepared to join the members as a new one. From the group opinion, beginner will be newly-arrived who should accept and follow the culture of the group, so there must be as much as flexibility by the group for their members that can change their specific needs.

3-Maintanance

By changing new-comer to the full-fledged members, however, the process of socialization will not be led to the end. Even though the current group members should make a new decisions or goals when the group will take new members, or they can make changes in the station or relation based on the internal ego role, so they must be compatible with the new conditions. The considerable part of the maintenance process is appropriate to the discussion on the roles.

4-Secondary socialization

In this process, the previous members play a marginal role so the future time for one is in stake. He sometimes aids to the foresaid crises, therefore, reacts against either expenses or remuneration, reduce one's commitment to the group, result in expressing dissatisfaction whether duties or responsibilities, so the group also show reaction vice versa.

5-Remembering

When individual and group ripped to separate, in fact they are in the last task, the previous member and members of the group are commencing to review common and joint experiences remembering process as well.

Previous members shall be reminded their memories, their arrival, ultimately they think of their separation. (Morton 1957)

6- Membership termination

As Merland & Lorain models express, the reactions of the group members to their group at any time, the number of the validity of them and their commitment and roles.

2-2-Organizational commitment

There has been represented various definitions of organizational commitment. Hall et al show organizational commitment as a process in which individual's goals and organization are integrated and synchronized together in a large extent.

Commitment point of view, "Williamson & Anderson," severity and extent of individual participating, career, sense of belonging and sense of identity is defined. The result of increasing dependence on group behavior and cooperation (citizenship behavior) are safe. But one of the most comprehensive definitions of the organizational commitment which invoked to it in the research literature is to consider definition, "Esters" & "Porter". (1983) so, they believe that (Porter et al) organizational commitment as the relative degree of identification with organization and individual participation and involvement of his organization have been defined.

This definition includes three elements of organizational commitment:

1-Believe the goals and values

2-To considerable effort to organize

3-A deeper desire for organization members

4) **Organizational commitment dimensions:**

There are two overall viewpoints in this respect:

Two dimensional perspective:

The perspective is on the belief that organizational commitment is divided in the form of two dimensions:

A) Attitudinal commitment: this means that the linkage affective commitment and employee emotional identification with the values and objectives, therefore, there is the continuity of the work for them.

B) Behavioral commitment: in this view, commitment is considered more attitudinal than behavioral. That the feeling for the persons to be considered with organizational commitment, according to Beaker's view , is the best interest of the employee regarding their welfare and promotion opportunities for growth and progress in their work, are more likely to be committed to the organization, rather than for the best feelings they may have on its own organization.(Goldman, 2004)

Three-dimensional perspective:

Three –dimensional perspective, The Meyer & Allen, the distinction between commitment and behavior have argued that beyond a commitment to a mental state is three –dimension, i.e. it can be considered as :

A) Affective commitment

B) Continuous commitment

C) Normative commitment

A) Affective commitment:

The emotional attachment of employee to identify with and belong to the organization and the desire to sustain in the organization through the organization's values, so not to leave organization

B) Continuous commitment:

From the scholars and owners point of view, the commitment to employee benefits and privileges that the organization loses the left. One of the relative of this theory is investing. The "continuing commitment to the organization" has two assumptions: The size of individual investments (time and labor spent to learn the specific strategies and skills that are not transferable to other organizations, etc.)

And perceived lack of job opportunities outside the organization, which are

 Two important assumptions to be affected in the continuous commitment

C-Normative commitment:

According to the definition, the feeling that people need to stay in the organization is perceived as a duty to support the organization. One of the most important factors is the individual's experience before entering. Normative commitment of organization (organizational socialization) is affected.

Research hypotheses

The main research hypotheses:

There is a positive significant relationship between socialization and organizational commitment of the staff. (Bank kashavarzi-In headquarters)

Sub- hypotheses of research:

• There is a positive significant relationship between socialization and the affective commitment of employee. (Bank kashavarzi-In headquarters)

• There is a positive significant relationship between socialization and the continuous commitment of employee. (Bank kashavarzi-In headquarters)

• There is a positive significant relationship between socialization and the normative commitment of employee. (Bank kashavarzi-In headquarters)

4-Conceptual model for research

In this study of socialization variable is considered as independent variables, and the organizational commitment variables is also deemed as the dependent variable. Socialization variable items are observing the techniques of factor analysis (measurement models) to convert the latent variable. (Socialization) Affective, continuous and normative commitments are also considered as a observed variables which are changed to the latent variable (socialization) with the factor analysis techniques. (Measurement models) Therefore, the technique of path analysis (structural model) between socialization and organizational commitment with its dimensions is reviewed.
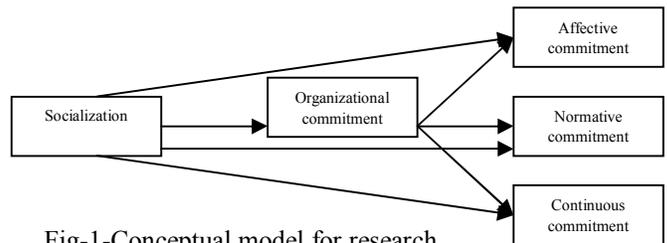

Fig-1-Conceptual model for research

5)   Research methodology

The purpose of applied research and data collection methods, descriptive terms of a casual relationship between variables is investigated. Survey research methods as well as that of its main advantages are the ability to generalize results. Variables include: Socialization as an independent variable, and organizational commitment (its dimensions) as the dependent variable.

Data

To investigate the relationship between socialization and organizational commitment, and findings required by using two questionnaires, 12 questions of "Chao", to measure socialization and also 24 questions of "Mayer & Allen" to measure organizational commitment were collected. Two questionnaires are measured by the scale and five item likert.

Validity and reliability study

*Organizational commitment questionnaire validity of the professors associated with the study and was approved, and as mentioned in the factor analysis showed that the validity of the measure of all the questions is highly correlated with its hidden variable. (S factor in all cases is higher than 0.7).

*Organizational socialization questionnaire validity of the professors associated with the study and was approved, and as mentioned in the factor analysis showed that the validity of the measure of all the questions is highly correlated with its hidden variable. (S factor in all cases is higher than 0.6).

* Socialization questionnaire reliability with Cronbach's alpha was calculated for 30 questionnaires (0.911) indicating that the questionnaire has good reliability and adequate. The said reliability for all statistical is equal by (0.913).

*Organizational commitment questionnaire reliability with Cronbach's alpha was calculated for 30 questionnaires (0.913) The Cronbach's alpha of the dimension of affective, continuous and normative commitment is respectively 0.914, 0.905, 0.901

As is clear from all dimensions, with Cronbach's alpha of reliability was high.

Statistical society

Statistical study is of all managers and staff (headquarter, level) of Bank keshavarzi to be equal in 1225 individual. Both instruments measure the first 30 employees as well as statistical society has been distributed. As the collecting of the data from individuals mentioned here may lead to a huge amount of volume, so we have to appeal to the sampling of statistical society the sampling has been done based on Cochran formula, the sample size is equal with 160 individuals. For this purpose 200 questionnaires have been distributed as well as compiled, which of them 160 questionnaires were complete, therefore; has given to be analyzed.

A total of 200 questionnaires distributed, so meanwhile, 160 questionnaires were full and in perfect, and were selected and analyzed.

6) Data analysis

In this study, structural equation model is used, so that the causal relationship between socialization and organizational commitment through a number of significant coefficients and standard software LYZRL has been assessed on the basis of its decision to approve or reject the assumption is made. In general, in the first order and second order factor analysis (measurement model) and also path analysis (structural model) is used. Thus, the first and second-order factor analysis for the concept of organizational commitment for the concept of organization of factor analysis for the first and second order accuracy (validity), then took questions, the path analysis,

causal relationship between socialization and organizational commitment has been measured. All software used on the LYZRL is in three basic factors: 1-Confirmatory factor analysis 2-Analysis of the path 3-Fitted (fit) model that is used in the study of each application.

7) Findings

Describes the statistical community:

Of 160 respondents, 128 respondents were male and 32 female respondents. Among people 61 persons with an associate's degree, 78 people with a bachelor's degree and 21 people with a master's degree and higher. Of these, 83 persons under 40 years, 60 between 40-50 years and 17 were over 50.

The structural model

After ensuring the accuracy of the measurement models (confirmatory factor analysis concepts of socialization and organizational commitment), the sub-hypotheses were tested to investigate the relationship between socialization and organizational commitment dimensions was measured with the following estimates of the standard model (standardized coefficients) and significant coefficient (significant number) have been discussed.

In table no-1, Persian abbreviations equation using in the models, has been presented :

Table-no-1, Persian abbreviation equation model

Full titles	Abbreviation titles
Affective commitment	Affective
Continuous commitment	Continuous
Affective commitment	Normative
Organizational commitment	Commitment
Socialization	Socialization

As the results suggest; since the value of all significant numbers is greater than 2, therefore; the studied model has been a significant model.

Regarding the main hypothesis of the structural model in the form of significant and standard coefficient, there is a diagram.
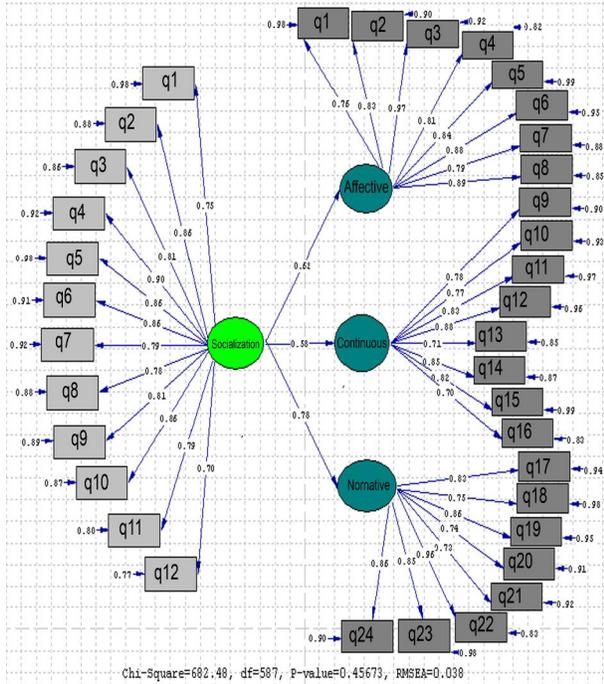
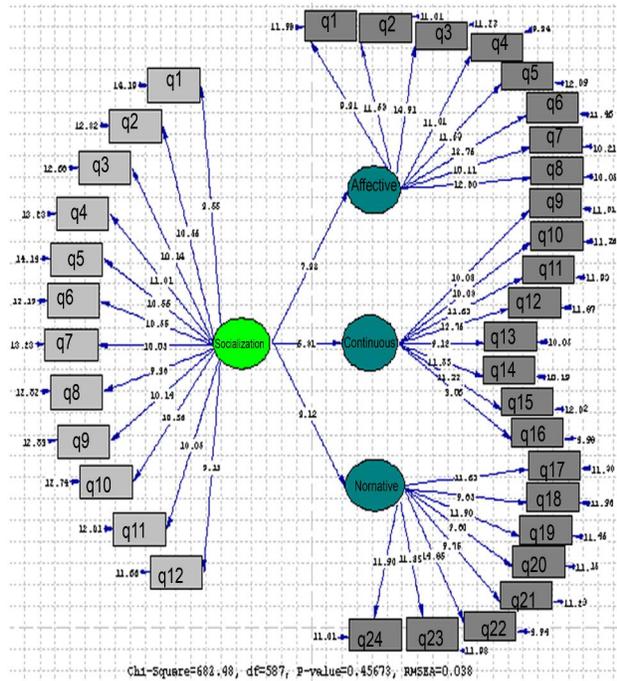Fig-2, Structural equation model (standardized estimates)

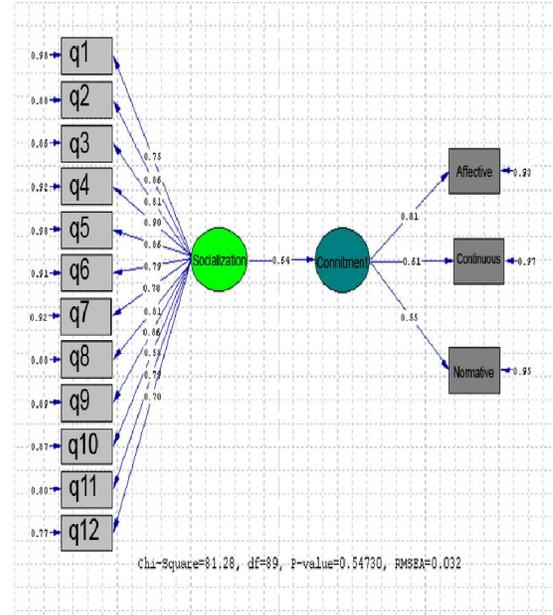Fig- 3, structural equation modeling (significant number)

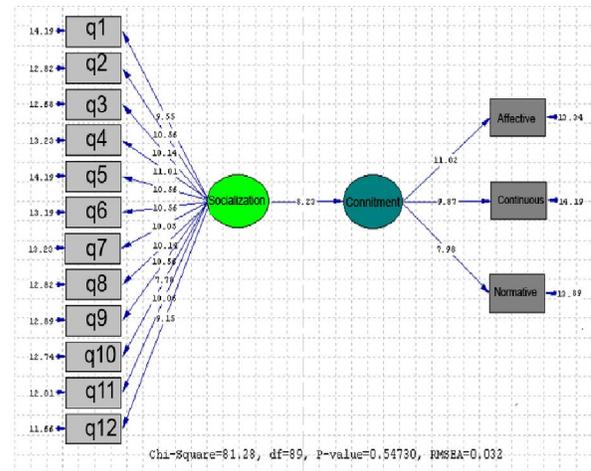Fig- 4, structural equation modeling (standardized coefficient)

Fig- 5, structural equation modeling (significant numbers)

8) Correlation between variables

To examine the relationship between model variables (socialization, organizational commitment and its dimensions) from multivariate analysis or multiple regression is used in this context of structural equation modeling and more specifically, the structural model (path analysis) is used. It is to approve or reject the hypotheses of the standard coefficient and are used in significant numbers in search of them is described as well as for all routes and 95% confidence level error is 5 percent. As shown in a picture of 2, the relationship between socialization and organizational commitments has a direct and significant effect.

Indexes	The mean squares errors	Degrees of freedom	Chi-square	Degree of freedom on the chi-square
First model	0.038	587	682.48	1.1
Second model	0.032	81.28	89	0.91

Values obtained in the table no.4- shows the conceptual model is well fitted to investigate the causal or influential relationships and hypotheses related on the organizational commitment and its dimensions has been approved and confirmed. Note that the mean square errors is smaller than 8/0 and the chi-square to degrees of freedom is smaller than 3 in both model, therefore, the model fit and a high proportion and indicates that the relationship adjusted variables based on a theoretical framework for research is reasonable.

10) Conclusions and proposals

The study examined the impact of socialization on the organizational commitment and its dimensions. The results showed that socialization according to the model of the path analysis presented on the organizational commitment and its dimensions has provided a significant positive effect. In research hypotheses will be examined and reviewed in detail and ultimately in regard of research result, there would be presented the proposals to improve the situation.

Main research (relationship between socialization and organizational commitment)

The main research hypothesis that there is a positive and significant relationship between socialization and organizational commitment was approved among employees of Bankkeshavarzi (In headquarter)

The research results showed that the research sub-hypotheses also have been approved and the third sub-study is composed to the other two are more strongly. In general, we can conclude that the employees of the Bank keshavarzi (In headquarter) are considered socialization on organizational commitment and its dimensions on the scale as a result of (causal relationship). .

The first sub-hypothesis (relationship between socialization and affective commitment)

Testing is conducted according to the existing characteristic of socialization among the employee cause to appear affective commitment. In general, socialization of individuals to improve, affective commitment of individuals will also improve perfectly. Socialization has a huge effect (0.62) on the affective commitment.

Table- no. 2, Quantities of dependent variable relationship and its dimensions with dependent variable model

Direct relationship of variables in model		Standardized quantity	T-test	Significant level	Significant
Organizational commitment	Affective commitment	0.81	11.02	P<0.01	Ok
	Continuous commitment	0.61	9.87	P<0.01	Ok
	Normative commitment	0.55	7.98	P<0.01	Ok
Affective commitment	**Socialization**	0.62	7.98	P<0.01	Ok
Continuous commitment		0.58	6.31	P<0.01	Ok
Normative commitment		0.78	9.12	P<0.01	Ok
Organizational commitment		0.64	8.23	P<0.01	Ok

According to the information for rejecting or approving of the research hypothesis some research has been taken whose results are presented in the table- no-3.

Table- no.3, approve or reject research hypotheses using of the results of path analysis

Row	Research hypotheses	Relationship model direct	Result
1	Main hypotheses: There is a significant relationship between socialization and organizational commitment	*	Approve
2	The first sub-hypothesis: There is a positive significant relationship between socialization and affective commitment organizational	*	Approve
3	The second sub-hypothesis: There is a positive significant relationship between socialization and continuous commitment organizational	*	Approve
4	The third sub-hypothesis: There is a positive significant relationship between socialization and normative commitment organizational	*	Approve

9) Fitted (fit) model

Goodness of fit indices of model (X^2, df, P value, RMSEA) are. The best indicator of software LYZRL df / x2 (chi-square to degrees of freedom) which is much smaller than the third model fit (fitness) is better. Index, RMSEA, is the mean square error model. This index is based on the model errors. Limit the amount of 0.08, ie if the following 0.08 is acceptable, if a 0.05 is very good.

The second sub-hypothesis (relationship between socialization and continuous commitment)

Testing is conducted according to the existing characteristic of socialization among the employee cause to appear continuous commitment. In general, socialization of individuals to improve, continuous commitment of individuals will also improve perfectly. Socialization has a huge effect (0.58) on the continuous commitment.

The third sub-hypothesis (relationship between socialization and normative commitment)

Testing is conducted according to the existing characteristic of socialization among the employee cause to appear normative commitment. In general, socialization of individuals to improve, normative commitment of individuals will also improve perfectly. Socialization has a huge effect (0.78) on the normative commitment.

11) Suggestions

The results suggest the occurrence of the field and improving of the socialization characteristics in the employees of Bank keshavarzi would allow more people to develop their organizational commitment which in summary, the following point could be mentioned:

1-Making the staff members aware of the organizational policies and objectives.

2-Making the staff members aware of the interactions of units and subordinates of organization with one another.

3-Making the staff members aware of the values and beliefs of organization.

4-Increasing the participation of the staff members in organization.

5-Considering organizational environment and management style fit for the morale of the staff.

6-Delegating authority according to meritocracy.

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