

# **The Relationship between Organizational Socialization and Organizational Commitment in Physical Education Departments `Employees in Mazandaran-Iran**

**S. A. Afsanepurak**

Department of physical education, Gorgan branch, Islamic azad University, Gorgan, Iran

**Rasool Norouzi Seyed Hossini**

Student, (MA) Tarbiat Modares University, Tehran, Iran

**M. K. Seyfari**

Faculty of physical education, Mazandaran University, Babolsar, Iran

**Zeinab Mohamadali Nasab**

Student (BA) Mazandaran University, Iran

## **Abstract**

The purpose of this study was to determine the relationship between organizational socialization and organizational commitment in physical education departments `employees of the province. It was a correlation and field research. Our statistical population was all physical education departments `employees of the province comprising of 175 employees. We gathered information on demographic characteristics and administered socialization questi onnaire (Taormina, 2004)and organizational commitment questionnaire (Allen and Meyer (1991)). For data analysis, we used descriptive statistics and multiple regressions to determine the relationship. Results showed that, there was a significant relationship between organizational socialization and organizational commitment ( $R^2 = 0.42$ ,  $F = 4.23$ ,  $P < 0.01$ ). Also, amongst the dimensions of organizational socializati on, training ( $B = 0.26$ ,  $P < 0.05$ ) and future prospects ( $B = 0.32$ ,  $P < 0.05$ ) were associated significantly with organizati onal commitment. Generally, it should be acknowledged that higher organizational socialization leads to greater organizational commitment of employees.

## **Introduction**

Today, Organizations need efficient and committed staff to run themselves in ever changing environments . On the other hand, no sense of belonging to the organization and lack of sufficient accuracy to perform the duties from employees `side is a big problem facing organizations. Most organizations are trying to match employees` flexibility and commitment known as compatibility between individuals and organizations. The ability to fit the person -

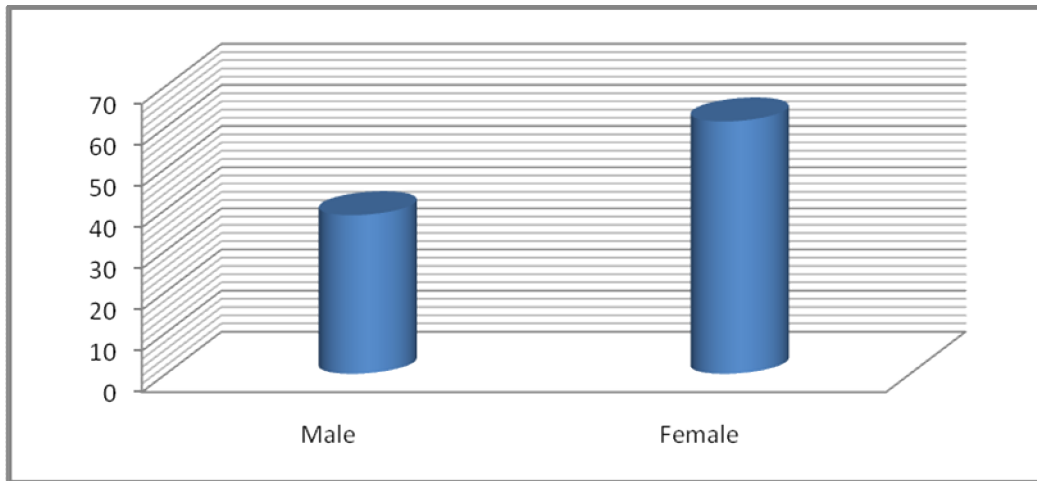
organization is essential, since the primary purpose of socialization is continuation of the core values and giving employees a framework for responding to their work environment and coordination with other staff. (1986, Jones). Seemingly, commitment influences employee's effort and the effort, in turn, affects their Performance (1993, Allen & Meyer). Yang (2008) found in his study that organizational socialization impacts organizational commitment and job satisfaction leading to less job leave in the Hotel crew. Kowtha (2008) showed that socialization methods influenced role clarity, consolidated group work and the job domination. Allen (2006) and Chow (2002) in a similar study concluded that organizational socialization methods let Organizations recruit new employees. Exum (1998) and Geuss (1993) in a similar study concluded that significant relationship existed between Organizational socialization with Organizational Commitment and Job satisfaction. Hence the question in this study is: Is there a relationship between organizational socialization and organizational commitment in physical education departments' employees in Mazandaran province?

### **The Research Methodology**

The study is descriptive and correlation research carried out in 2011. Our statistical population were 320 people of whom 175 were selected using Krejci Morgan sampling table and through simple random sampling technique. In order to gather information about the organizational commitment, we administered organizational commitment questionnaire (OCQ) Allen and Meyer (1991). The Questionnaire assessed three components of organizational commitment, emotional commitment, continuous commitment and normative commitment. The questionnaire included twenty Likert questions on a range of five values. In order to gather information about the organizational socialization, we applied organizational socialization inventory ((2004) Taormina) The questionnaire contained 20 questions consisting of four subscales-i-e- Training, Understanding, co-worker support, future prospects. For data analysis, we used descriptive statistics and multiple regressions to determine the relationship.

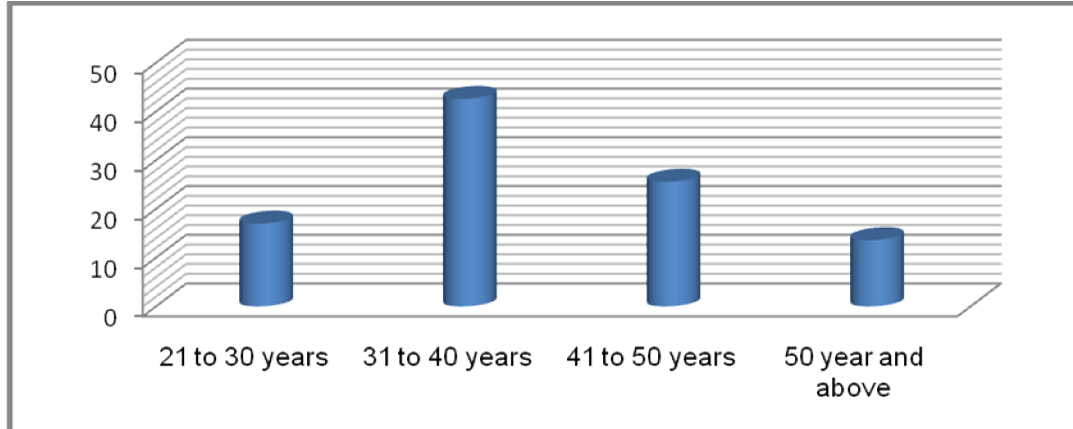
**Research Findings**

As it is shown, 37.5% were female and 61.4% were male.



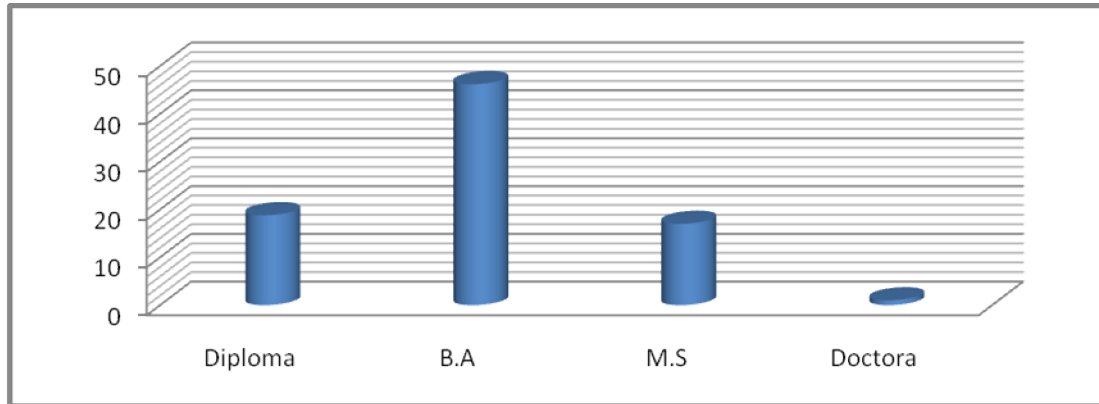
**(Figure 1) the frequency distribution of research gender**

As shown in Figure 2, the majority of research samples were in the age range between 31 - 40 years.



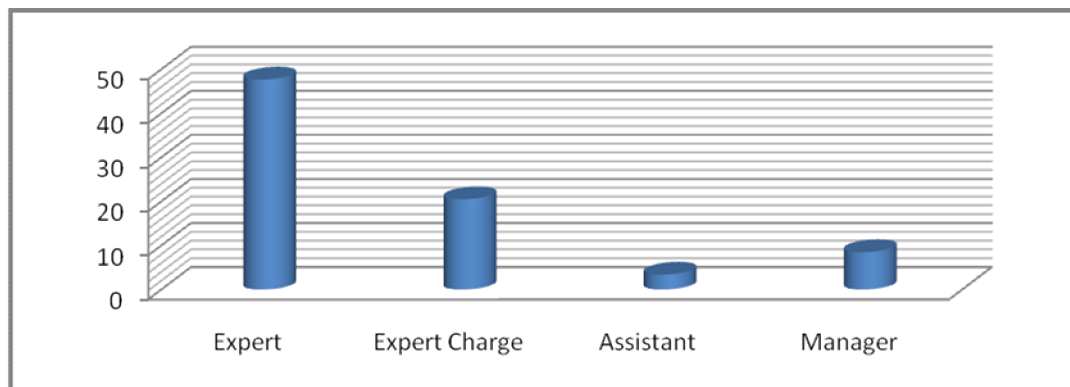
**Figure 2: Age distribution of study sample**

As shown in Figure 3, the majority of the investigated samples had undergraduate academic degree.



**(Figure 3) educational Status**

As shown in Figure 4, the majority of cases investi gated were experts.



**(Figure 4) insti tuti onal status**

As can be seen in Table 1, scores on the socializati on between the study samples were (MD = 18.762, SD = 4.017). Amongst The dimensions of socialization; Co-Worker Support (MD = 4.942, SD = 1.195) had the highest rate.

**(Table 1) stati sti cal descripti on of socializati on**

Variable	MD	SD	Max	Min
Training	4.489	1.220	6.60	1.60
Understanding	4.820	1.217	7	2
Co-Worker Support	4.942	1.195	6.80	1.65
Future Prospects	4.596	1.242	6.86	1.20
organizational socialization	18.762	4.017	27	8

As can be seen in Table 2; organizational commitment in the research sample was (MD = 10.692, SD = 1.456). Among dimensions of organizational commitment, emotional commitment (MD = 3.908, SD = 0.400) had the highest rate.

**(Table 2) Statistical description of organizational commitment**

Variable	MD	SD	Max	Min
Affective Commitment	3.908	0.400	4.86	1.25
Normality Commitment	3.408	0.611	4.57	1.71
Continuance Commitment	3.394	0.607	4.76	1.86
Organizational Commitment	10.692	1.456	13.29	7

As can be seen in Table 3 there is a significant correlation between organizational socialization and organizational commitment, ( $R^2 = 0.42$ ,  $F = 4.23$ ,  $P < 0.01$ ). Also, amongst the dimensions of organizational socialization; training ( $B = 0.26$ ,  $P < 0.05$ ) and Future prospects ( $B = 0.32$ ,  $P < 0.05$ ) were significantly associated with organizational commitment.

**(Table 3) multiple regression to predict organizational commitment through organizational socialization**

Predictor variables	F	Sig	R <sup>2</sup>	B	Beta coefficient	t	Sig
training	4.23	0.001	0.42	0.43	0.26	2.81	0.042
understanding				-0.04	-0.03	-0.30	0.762
co-worker support				-0.16	-0.09	-0.87	0.381
Future prospects				0.50	0.32	2.15	0.033

## **Conclusion**

The purpose of this study was to determine the relationship between organizational socialization and organizational commitment of employees in departments of physical education in Mazandaran. Results showed that there was a significant relationship between organizational socialization and organizational commitment, ( $P < 0.05$ ). Also, amongst the dimensions of organizational socialization, training and Future prospects showed a significant correlation with organizational commitment ( $P < 0.05$ ). The results of this study is consistent with those of Yang (2008); (2008) Kowtha; (2006) Allen; (2002) Chow (1998) Exum and (1993) Geuss. Allen (1993) showed Organizational commitment can empirically predict Service Leave. To sum up, socialization is a process in which newcomers learn values, norms and regulations to act their parts. Through this process, you can learn how to increase employees' organizational commitment.

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