

# **Studying the Relationship between Rate of Organizational Socialization and Rate of Employees Conformity (Group Stress, Kind of Character, Individualism Culture and Pluralism Culture) in Nehbandan Executive Systems**

**Mohammad Ziaadini**

Department of Management, Rafsanjan Branch, Islamic Azad University Rafsanjan, Iran

**Marzieh Hashemi**

Student of Governmental Management (M.A) , Rafsanjan Branch, Islamic Azad University Rafsanjan, Iran (Corresponding Author, Email: marziehfaridhashemi@yahoo.com)

## **Abstract**

This research basically aims to study the relationship between rate of organizational socialization and rate of employees' conformity (group stress, kind of character, individualism culture and pluralism culture) in Nehbandan executive systems. Statistical society of this research includes 70 newcomer employees in Nehbandan government offices and centers and sample size was regarded equal to statistical society. Instruments of collecting data are two questionnaires of socialization and conformity, in which validity and reliability of socialization was considered 85% and 96% and validity and reliability of conformity questionnaire as 90% and 73% respectively. In order to describe and analyze collected data by questionnaire, several tables of frequency distribution, tables, average, Pierson correlation test, Spearman test and.... were used. All statistical analysis was done by computer and SPSS software. Analysis of data explains this fact that:

There is increasing scores of being sociable which contains corporate of learning, coordination, evolution and compatibility. Increasing scores of being alike shows a direct relationship between both variables. The results show that there is a meaningful relationship between being sociable and being alike among employees in Nehbandan executive systems. Increase in being sociable will cause an increase in being alike.

**Keywords:** organizational socialization, conformity, Group stress

## **Introduction**

Conformity can be defined as changing people behaviors and ideas as a result of using real and fanciful force by other person or group (Aronson, 2006, p. 47).

Regarding several interests, organizational authors studied organizations from different points of view. In order to meet organizational purposes with maximum efficiency, authors have organized and coordinated activities in different methods and/or studied organizational behaviors or social aspects. "Organizational man", which is used by some organizational authors, is the sign of recognizing the importance of organization as one of the main factors to socialize and change people personalities (Saboori, 2000, p. 207).

Conformity meets two purposes of people: First having correct actions and thoughts and second having friendly communications with others by behaviors correspond to their expectations (Agha Yousofi, et al., 2009, p. 474).

Conformity along with the society is an interesting aspect of social behavior. Societies and groups always try to make conformity between people and themselves. Apparently, these societies and groups don't behave in a good way with people who don't have conformity with them and in contrast, people conformed in societies and groups often have several advantages: from material rewards to social approval and acceptance in a group (Karimi, 2008, p. 75).

Conformity can join a group, increase its fluency and present a unit frontline. If it coordinates someone's conceptions with his/her actions, so it can increase his/her obligation to a behavior (Michael, 1994, p. 290).

According to the society as a whole, White believes that conformity has increased in societies. He writes in the book "Organizational man" that complexities of modern societies increase the need to rely on others (Karimi, 2008, p. 81).

Socialization not only means that human behaviors come in social frame and form, but also human beliefs which are acquired things, form and grow by the effect of social factors. Social and massive values, norms, conceptions, knowledge and skills are framed by which people can participate like others actively and effectively and display their conformity; live by others and like them massively and be a member of society or group (Koen, 2011, p. 106).

### **Problem statement**

Did you experience a meeting or informal group in which you explained a subject, but finally confirmed with others and voted to reject that subject? So, you fell a victim to conformity; that is the event in which if happens, people are charmed by each other votes that will be unable to have a real evaluation and judge about current solutions and can't disagree with massive ideas. This event shows that group pressures make people unable mentally and cause them no to judge truly (Rabins, 2004, p. 497).

Accepting values, norms and social principles completely is called conformity. Conformity is a process of combination and intercommunication in which people and groups appropriate other's memories, feelings and approaches for them and sharing each other's experiences and histories, they participate in a common culture (Maghanaki, 2010, p. 106)

Results of conformity make dark intercommunications. Conformity mainly is an instrument to avoid difference by destroying someone's character. Finally, this makes dark communications and destroying someone's character that may cause him/her to feel annoyance and displeasure, making open communication in this condition impossible (Farhangi, Safarzadeh & Khademi, 2004, p. 96).

Process of group decisions has two secondary results including conformity with society and parting with group which are so important for researchers of organizational behavior. Conformity with society relates to group norms and measures. This explains conditions and positions in which group use force to agree and this using of force avoids group to regard minor, abnormal and unknown views. Conformity with the society is a disease by which many groups are affected and finally fall behind (Rabins, 2004, p. 497).

Employees' conformity creates an expanded area of "yes-sir speaking" people. Confronting unexpected positions to change, this organization may face many problems. If new ideas are eliminated by conformity, organization will be unable and inflexible to conform to changes. A managerial method which just regards collaboration by conformity may not be successful though all people are satisfied, because organization needs collaboration (stability, arrangement and law), and innovation and from organizational point of view, it is important to meet these needs (Farhangi, Safarzadeh & Khademi, 2004, p. 95).

One result of this fact that human is a social animal is that he always spends time among values related to individuality and values related to conformity with society in a state full of tensions (Aronson, 2006, p. 41).

Studies have shown that dependency feeling in people conformed with society is stronger than others, and desire to reproach themselves is more and self-respect is less (Karimi, 2008, p. 81).

So according to above subjects, there is a basic question to which we are going to find an answer: Is there any relationship between socialization and conformity (group pressure, kind of personality, individualist culture and pluralist culture) of employees in Nehbandan executive systems? Answering this question needs a scientific and research work.

### **Research purposes**

- 1- recognizing and describing the position of organizational socialization employees in Nehbandan executive systems
- 2- recognizing and describing the position of employees conformity in Nehbandan executive systems
- 3- Recognizing and describing the relationship between rate of organizational socialization and rate of employees conformity in Nehbandan executive systems
- 3-1- recognizing and describing the relationship between learning and employees conformity in Nehbandan executive systems

3-2- recognizing and describing the relationship between evolution and employees conformity in Nehbandan executive systems

3-3- recognizing and describing the relationship between communication and employees conformity in Nehbandan executive systems

3-4- recognizing and describing the relationship between compatibility and employees conformity in Nehbandan executive systems

### **Theoretical principles**

Socialization is a process by which employees learn needed values, norms and behaviors (Kritner & Kiniki, 2011, p. 83).

As people socialize in societies, they socialize in the organization too. In other words, they gradually learn what is acceptable and what is unacceptable and how to transform their feelings to others and how to communicate. They learn by observation and managers trying to transform information to others. It is seen that several organizational mechanisms effect on employees socialization in organization. The most important case is newcomer employees who observe behavior of experienced people in organization (Griffin, 2005, p. 532).

When socialization is done, people act towards advantages of organization because they have accepted the organizational norms for this (Striker, 1997, p. 251).

By socialization, people learn how to keep expectations of others and themselves after organized social structures in which some places occupy (Striker, 1997, p. 251).

As new employees are unfamiliar with the culture of organization, it is potentially possible to make disturbed beliefs and traditions happened in organization. However, organization wants to help new employees to confirm with its culture. This conformity process is called socialization (Rabins & Timotio, 2010, p. 434).

Organizational socialization happens in work scene. It is when someone starts to work as a newcomer, until get a complete work skill and helps group as a member of it (Rijo, 2004, p. 309).

Dadgaran (1992, p. 103) considers the sample of socialization containing four corporates:

- 1- Social learning: is the first stage of socialization. About meaning of learning, it can be said that person will be soon conditioned by education and learn.
- 2- Evolution: Man, who is revolutionized during history, today is responsible for several roles and jobs.
- 3- Communication: man should communicate to be socialized.
- 4- Compatibility: Man should agree with society around him.

Dalton presents the sample of socialization containing four interrelated components:

- 1- Structure of transforming culture to people

- 2- Process of acquiring human properties in environment around him
- 3- Process of communicating between two collections of actors (socialized person and socializer person)
- 4- Socialization texture and field

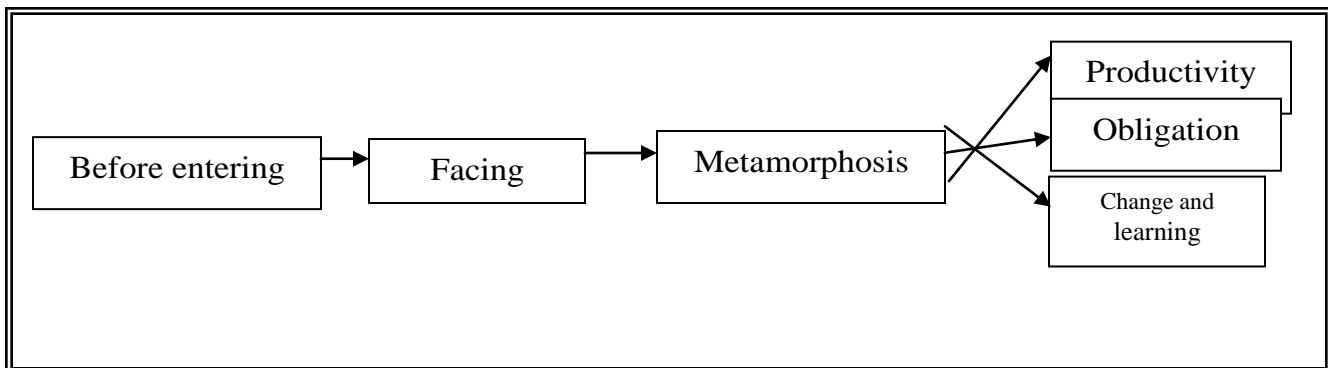
**Process of socialization**

A researcher of organizational behavior called Danil Feldman designed a three- stage sample in process of organizational socialization. Three stages containing:

1-Socialization foresight, 2- Face to face, and 3- Change and learning (Kritner & Kiniki, 2011, p. 65).

Theoretically, socialization can be a process containing three stages: Before entering, facing and change. First stage includes all learning matters which happen before joining as a new member. In second stage, new employee sees organization as it really is and faces this possibility that expectations and reality are so different. In third stage, some relatively constant changes happen. New member dominates needed skills for job, plays the new role successfully and conform values and norms of work group. This three- stage process effects on new member’s productivity, obligation towards purposes of organization and final decision to stay in organization. Figure 1 shows this process (Rabins & Tomotio, 2010, p. 435).

Figure 1 show



**Theoretical principles of conformity**

Conformity can be defined as changing people behaviors and ideas as a result of using real and fanciful force by other person or group (Azarbajejani, 2003, p. 473).

One important aspect of social influence is conformity. Conformity contains a relatively expanded area and usually points to surrender against group influence. Desire of a person to let his thoughts, tendencies and even feelings influenced by thoughts, tendencies, actions and feelings dominated on society is conformity with others (Shamsai, Karimi, Jadidi, & Nikkhah, 2009, p. 68).

According to Aeronson, sample of evaluating conformity includes three corporates:

- 1-Group pressure
- 2- Person character (People who have less self-respect accept group pressure more)
- 3- Cultural differences (conformity in pluralist societies such as Norway, China and Japan is more than individualist societies such as U.S and France) (Aronson, 2006, p. 52).

Conformity has three certain samples containing:

Behavioral, wanting to bear group and obey majority  
Attitudinal, Changing attitudes and beliefs under others' force which may change behavior or not.

A characteristic property, while creating the talent of accepting one of two above mentioned states shows implicitly the characteristic property of a person (Pourafkari, 2006, p. 532).

### **Research theoretical frame**

In this research, organizational socialization is studied as a foresighted variable and conformity as a proof (basis) variable.

Socialization is considered as a device by which people can acquire knowledge, skills, readiness and motivations that make them able to participate in society as an effective member in activities of society and several groups (Striker, 1997, p. 80).

Socialization and social control are two main devices to conform the new comer in social groups and society (Moghanaki, 2010, p. 106).

According to Wolff, socialization is a process which is evaluated by corporates of learning, communicating, evolution and compatibility.

Socialization is the basic process of learning skills, attitudes and necessary behaviors to play roles.

Socialization is a complicated communicational process in which some knowledge and skills are learned, values, attitudes and purposes related to job are internalized by members' special properties.

Socialization is a permanent process of human evolution.

Socialization is about learning new roles and agreeing with them (Wolff, 2007).

People who love each other want to speak and communicate. In this condition, conformity performs better (Micheal, 1994, p. 295).

According to Shain, when a person joins a group in an organization as a member, (social communication), socialization happens along with conformity (Koorman, 2005, p. 412).

Everyone needs the respect from others around him and as someone criticizes him, his psychological balance is destroyed and this need won't be satisfied. So, person feels to agree and tries to conform to others (Alipour, 1995, p. 3).

According to Aronson, three corporates can measure conformity.

- 1- Group pressure
- 2- Person character (People who have less self-respect accept the group pressure more)
- 3- Cultural differences (conformity in pluralist societies such as Norway, China and Japan is more than individualist societies such as U.S and France) (Aronson, 2006, p. 52).

Character is an effective factor in conformity. People who have less self-respect accept the group pressure more than the people who have high self-respect (Agha Yousofi, et al., 2009, p. 474).

Bearing pressures, criticism and even biting words by senior members in organizations, newcomer employee shows that he has no vanity against organization and accepts his role and place in organization (Saadat, 2001. P. 172).

Researches show that in pluralist societies, having a tendency for conformity is more than individualist societies. Social values in pluralist societies cause someone to see his nature in plural frame and compare his position with the position in group. But in individualist societies, nature of a person is a defined part with society and people are presented by their individual positions and efficiency. So, conformity cause to feel security in pluralist societies and plural ideas are respected traditionally (Hafsted, 1991).

Conformity with a professional norm can be the result of expected socialization, that is, before entering a job, person conforms to its perceived properties. The result is compatibility and harmony in conception, thoughts and feelings of employed person in a certain job or work environment (Koorman, 2005, p. 412).

### **Research assumptions**

There is a relationship between the rate of organizational socialization and rate of employees' conformity in Nehbandan executive system

There is a relationship between the rate of learning and rate of employees' conformity in Nehbandan executive system.

There is a relationship between the rate of evolution and rate of employees' conformity in Nehbandan executive system

There is a relationship between the rate of communication and rate of employees' conformity in Nehbandan executive system

There is a relationship between the rate of compatibility and rate of employees' conformity in Nehbandan executive system

### **Research methodology**

This research is of descriptive nature for which data is gathered by the way of field researches. Statistical society of this research contains 70 new comer employees of Nehbandan executive systems. Because of restricted statistical society, sample size is considered equal to it.

### **Instrument of gathering data**

In this research, instruments of gathering data are two questionnaires:

#### **Questionnaire of socialization**

To measure socialization rate of newcomer employees, questionnaires containing 30 questions were used. To study every mentioned corporate, Likert five degrees scale with options of Very much, high, average, low and very low were used in which validity and stability was 85% and 96% respectively.

#### **Questionnaire of socialization**

To measure conformity rate of newcomer employees, questionnaires containing 25 questions were used. To study every mentioned corporate, Likert five degrees scale with options of Very much, high, average, low and very low were used in which validity and stability was 90% and 73% respectively.

### **Data analyzing methods**

In this research, distribution table was used to describe the data and Pierson and Spireman correlation coefficient test was used to study the relationship between variables and SPSS software (18th edition) was used to analyze data.

### **Findings related to demographic properties**

Studying model of this research contains 70 new comer employees of Nehbandan executive systems having the following demographic properties:

Regarding data analysis, studying subjects containing 41 men (58.6%) and 29 women (41.4%) and studying responsive subjects were 34 single ones (48.6%) and 36 married ones (51.4%) and among them, for the purpose of education, 8 people (11.4%) were doing diploma, 11 people (15.7%) are A.A (associate of arts), 45 people (64.3%) are B.A and 6 people (8.6%) are M.A and higher.



## **Results of research hypotheses**

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of socialization rate and group pressure rate of employees are 0.336 and 0.325 and meaningful P equal to 0.005 and 0.006 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the socialization rate and group pressure rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of socialization rate and kind of character of employees are 0.77 and 0.08 and meaningful P equal to 0.529 and 0.512 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is not rejected and as a result, there is not a meaningful relationship between the socialization rate and character of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of socialization rate and individualism culture rate of employees are 0.000 and 0.000 and meaningful P equal to 0.488 and 0.485 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the socialization rate and individualism culture rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of socialization rate and pluralism culture rate of employees are 0.000 and 0.000 and meaningful P equal to 0.614 and 0.668 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the socialization rate and pluralism culture rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of learning rate and group stress rate of employees are 0.126 and 0.214 and meaningful P equal to 0.185 and 0.150 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is not rejected and as a result, there is not a meaningful relationship between the learning rate and group stress rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of learning rate and kind of character of employees are 0.214 and 0.370 and meaningful P equal to 0.151 and 0.109 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is not rejected and as a result, there is not a meaningful relationship between the learning rate and kind of character of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of learning rate and individualism culture rate of employees are 0.000 and 0.000 and meaningful P equal to 0.420 and 0.421 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the learning rate and individualism culture rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of learning rate and pluralism culture rate of employees are 0.000 and 0.000 and meaningful P equal to 0.452 and 0.473 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the learning rate and pluralism culture rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of evolution rate and group stress rate of employees are 0.032 and 0.044 and meaningful P equal to 0.257 and 0.242 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the evolution rate and group stress rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of evolution rate and kind of character of employees are 0.939 and 0.831 and meaningful P equal to - 0.009 and - 0.026 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is not rejected and as a result, there is not a meaningful relationship between the evolution rate and kind of character of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of evolution rate and individualism culture rate of employees are 0.002 and 0.001 and meaningful P equal to 0.359 and 0.379 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the evolution rate and individualism culture rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of evolution rate and pluralism culture rate of employees are 0.000 and 0.000 and meaningful P equal to 0.566 and 0.632 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the evolution rate and pluralism culture rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of communication rate and group stress rate of employees are 0.001 and 0.001 and

meaningful P equal to 0.378 and 0.379 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the communication rate and group stress rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of communication rate and kind of character of employees are 0.379 and 0.314 and meaningful P equal to 0.107 and 0.115 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is not rejected and as a result, there is not a meaningful relationship between the communication rate and kind of character of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of communication rate and individualism culture rate of employees are 0.000 and 0.000 and meaningful P equal to 0.463 and 0.483 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the communication rate and individualism culture rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of communication rate and pluralism culture rate of employees are 0.000 and 0.000 and meaningful P equal to 0.503 and 0.557 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the communication rate and pluralism culture rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of compatibility rate and group stress rate of employees are 0.003 and 0.005 and meaningful P equal to 0.347 and 0.329 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the compatibility rate and group stress rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of compatibility rate and kind of character of employees are 0.593 and 0.589 and meaningful P equal to 0.065 and 0.066 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is presence of relationship is not rejected and as a result, there is not a meaningful relationship between the compatibility rate and kind of character of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of compatibility rate and individualism culture rate of employees are 0.486 and 0.456 and meaningful P equal to 0.000 and 0.000 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful

relationship between the compatibility rate and individualism culture rate of employees in Nehbandan executive system.

Data analysis shows that Pierson and Spireman correlation coefficients test between two variables of compatibility rate and pluralism culture rate of employees are 0.000 and 0.000 and meaningful P equal to 0.598 and 0.634 respectively and less than  $\alpha=0.05$ , so in this level,  $H_0$  assumption, that is the presence of relationship is rejected and as a result, there is a meaningful relationship between the compatibility rate and pluralism culture rate of employees in Nehbandan executive system.

### **Discussion and conclusion**

Socialization is a process current through the life. Along with growth and accepting a role, a person learns norms in new groups and starts to think about himself again (Brink, White & Ortega, 2007).

Conformity can be defined as changing people behaviors and ideas as a result of using real and fanciful force by other person or group (Azarbayejani, 2003, p. 473).

Results show that there is a meaningful and direct relationship between socialization rate and group pressure rate of employees in Nehbandan executive system. As a result, increasing socialization rate increases group pressure rate. This finding matches with the findings of Rabins (translation by Aarabi and Parsian, 2004), and Moghanaki (2010) who believe that accepting norms and social principles influenced by group approaches which are matched; finally it is concluded that group uses force to conform its members.

Results of the research show that there is no relationship between organizational socialization and person's character (self-respect) in Nehbandan executive systems. This matches the findings of Saadat (2001) who believes that bearing pressures, criticism and even biting words by senior members in organizations, newcomer employee shows that he has no vanity against organization and accepts the principles of organization. So, it can be concluded that character of newcomer person doesn't have effect on his socialization and he accepts his role and place in organization.

Also, there is a meaningful relationship between socialization and pluralist culture in Nehbandan executive systems. This finding matches with the findings of Coen (translation by Tavasoli and Fazel, 2011) and Hafsted (1991) who believe that social values in pluralist societies causes someone to see his nature in a plural frame and compares his position with his position in group. Group and social values, conceptions, knowledge and skills are framed to let people participate like others actively and effectively. It can be concluded that people live near each other massively and intend to pluralism.

## Suggestions

Regarding that there is a meaningful and direct relationship between socialization rate and group pressure rate of employees in Nehbandan executive systems; it is suggested to do the educational programs of newcomer employees in group to make a common vision of job and organization for newcomers.

Regarding that there is no relationship between organizational socialization and person's character (self-respect) in Nehbandan executive systems, to make new thoughts, values and norms in newcomers, at first, it is suggested to change their previous thoughts, values and norms or destroyed them completely. Using every method (stabilization or deprivation of character) relates to organizational needs. If organization needs harmonized and equal human forces, method of character deprivation is used more. In this position, newcomer can be educated as organization wants. But, if personal differences among newcomers effect on performing better, so using character stabilization will be more useful.

Regarding that there is a meaningful relationship between socialization and pluralist culture in Nehbandan executive systems; it is suggested to recognize the advantages of group and organization for newcomer person.

## Bibliography

- Agha Yousofi, A., Shaghayeghi, F., Alipouyr, A., Kalbasi, M., Panahishahri, M., Arkani, A., . . . Pooladi Reishahri, A. (2009). *General psychology* (3rd ed.). Payamnoor University.
- Alipour, M. (1995). *Compatibility psychology*. Esfahan: Mashaal Publication.
- Aronson, A. (2006). *Social psychology*. (H. Shokrkon, Trans.) Tehran: Roshd.
- Azarbayejani, M. (2003). *Social psychology looking a Islamic resources*. Tehran: Samt.
- Brink, H., White, L., & Ortega, S. (2007). *Essentail of sociology*. Belmont: Wadworth Pub Co.
- Dallton, L. (2008). *Professional socialization and identity formation in rural health education*. University of Tasmania.
- Farhangi, A., Safarzadeh, H., & Khademi, M. (2004). Organizational communication theories. (Ghazal), pp. 95, 96.
- Griffin, M. (2005). Organizational behavior. (G. Memarzadeh, & M. Alvani, Trans.) (Golshan), p. 532.
- Koorman, A. (2005). *Organizational and industrial psychology* (4th ed.). (Shokrkon, Trans.) Roshd Publication.
- Krinter, & Kiniki, A. (2011). *Management of organizational behavior* (4th ed.). (A. Farhangi, & H. Safarzadeh, Trans.) Tehran: Poyesh.
- Moghanaki, K. (2010). *Social psychology* (1st ed.).
- Pourafkari, N. (2006). *Psychological extensive culture*. Tehran: Arjmand.
- Rabins, A. (2004). *Organizational Behavior* (5th ed., Vol. 2nd). (A. Oarsian, & M. Aarabi, Trans.)
- Rabins, A., & Timotio, A. (2010). *Principles of organizational behavior* (9th ed.). (M. Aarabi, & T. Motlagh, Trans.) Cultural Researches Office.

- Rijo, R. (2004). *Field of industrial/organizational psychology* (1st ed.). (H. Hosseinzadeh, Z. Labadi, & P. Salehi, Trans.) Maziar Publication.
- Saadat, A. (2001). *Management of human resources* (4th ed.). Tehran: Mehr.
- Saboori, M. (2000). Organizations' sociology. (Shab tab), 207.
- Shamsai, M., Karimi, Y., Jadidi, M., & Nikkhah, H. (2009). Conformity: its cohesives by five factors of character, gender and marriage position. *Third Year Magazine of Application Psychology, 1*, 68.
- Striker, S. (1997). *Principles of social psychology* (1st ed.). (J. Tahoorian, Trans.) Astan Ghods Razavi.
- Wolff, L. (2007). *Study of socialization of accelerated BSN graduates*. Kent State University.