



Examining the Relationship Between Organizational Socialization and Organizational Commitment in the National Disaster Preparedness and Response Authority

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Abstract: The main objective of this study was to examine the relationship between organizational socialization and organizational commitment among employees of the National Disaster Preparedness and Response Authority. This research is applied in nature and descriptive-correlational in terms of data collection methodology. The statistical population included all employees of the National Disaster Management Authority, totaling 207 individuals. Using simple random sampling and Morgan's table, a sample of 133 employees was selected. Standard questionnaires were employed to collect data, including Taormina's (1997) Organizational Socialization questionnaire and Allen and Meyer's (1996) Organizational Commitment questionnaire. The validity of both questionnaires was assessed through the opinions of several experts in management. Cronbach's alpha was used to assess the reliability of the questionnaires, yielding coefficients of 0.80 for organizational socialization and 0.85 for organizational commitment. Results of Pearson's correlation test indicated a positive and significant relationship between organizational socialization and employees' job commitment ($r = 0.391$, $p = 0.000$). For the first and second hypotheses, correlation coefficients of 0.379 and 0.370, respectively, with significance levels of 0.000, indicated a positive, moderate, and significant relationship between organizational socialization and affective commitment and continuance commitment. However, for the third hypothesis, the correlation coefficient of 0.152, with a significance level of 0.081, indicated a weak, non-significant relationship between organizational socialization and employees' normative commitment. The findings suggest that when organizational socialization is appropriately implemented, it increases organizational commitment, which in turn enhances efficiency and effectiveness within the organization.

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INTRODUCTION

In today's competitive and dynamic world, human capital is recognized as the most important factor in organizational success. Maintaining and enhancing workforce quality requires attention to the psychological and organizational factors that influence employee

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performance and loyalty. Among the most significant of these factors are organizational commitment and organizational socialization, both of which can play a key role in addressing human resource challenges. In this regard, organizations seeking more effective and efficient management must attract and retain employees who are skilled, competent, efficient, committed, and motivated (Sarwary, 2024). However, many contemporary organizations face issues such as employees' lack of a sense of belonging to the organization, negligence in task execution, and weak job commitment (Robbins, 2005). The consequences of these problems include turnover, absenteeism, tardiness, low participation, decreased workforce engagement, and low levels of human resource performance. These factors, through their adverse effects, contribute to a growing gap between employees and the organization. To address these issues, one of the most effective strategies is to enhance organizational commitment. Organizations often attempt to increase employee flexibility and commitment by fostering a better Person-Organization Fit, which refers to the alignment and compatibility between individual characteristics and organizational values (Barzoki & Asghari, 2010, p. 110).

The primary goal of organizational socialization is to familiarize employees with the organization's culture, values, norms, and rules so that they can function effectively in their work environment and align with the organization (Sarwary, 2024). This process facilitates individual adaptation to the organizational environment and fosters commitment and loyalty to the organization. Moreover, job commitment not only encourages employees to fulfill their tasks and responsibilities with greater enthusiasm, motivation, and willingness but also improves their interaction and communication with clients (Jones, 1986). One of the most important functions of organizational socialization is to build and strengthen employees' organizational commitment and loyalty (Ulukapı & Yılmaz, 2016). As Taormina notes, organizational socialization is a process in which employees not only learn how to work within an organization but also how to behave within it (Taormina, 2004). Socialization effectively acquaints employees with the organizational environment and plays a significant role in shaping their attitudes toward the organization (Van Maanen & Schein, 1979). In this process, employees become familiar not only with their tasks and responsibilities but also with appropriate behaviors and interactions within the organization (Taormina, 2004). Thus, if the socialization process is implemented correctly, employees will align with the organization and its culture, and develop a stronger sense of belonging, which, in turn, is directly related to their organizational commitment (Bozkurt, 2006).

Organizational commitment is a key factor in maintaining and enhancing organizational performance. Employees who are thoroughly familiar with and adapted to the organizational culture are more likely to remain loyal to the organization's goals and actively contribute to achieving them (Allen & Meyer, 1997). Studies have shown that organizational socialization, especially in the early stages of employee entry into the organization, has a significant impact on their sense of belonging and commitment (Louis, 1980; Cho et al., 2020). Furthermore, research indicates that employees who are effectively socialized are more likely to remain with the organization and less likely to leave the organization or their jobs (Demirbilek, 2009).

Organizations need employees with high organizational commitment in order to achieve their goals. Organizational commitment, as one of the most important behavioral characteristics of employees, refers to an individual's emotional, affective, and rational attachment to the organization (Allen & Meyer, 1991). Organizations that can increase employee commitment can achieve improved performance, reduced turnover, and increased productivity (Allen & Meyer, 1990, p. 89). One of the most significant factors that influences the formation and strengthening of organizational commitment is organizational socialization. Organizational socialization is the process of learning and adapting to an organization's culture, norms, and values (Abdollahi & Hemmati, 2014). This process includes stages that help the individual not only become competent and skilled at performing job tasks but also learn desirable social and organizational behaviors (Schein, 1998; Feldman, 1981).

The importance of organizational socialization lies in the fact that employees are introduced to the organizational identity and their role within it from the beginning, resulting in a greater sense of belonging (Taormina, 2004). This sense of belonging and acceptance of organizational culture has a significant effect on employees' job commitment, such that the more they are aligned with the organization, the more willing they are to remain and improve their performance (Allen & Meyer, 1991). The socialization process effectively familiarizes employees with the organizational environment and plays a significant role in shaping their attitudes toward the organization (Van Maanen & Schein, 1979). In this process, employees not only become familiar with their responsibilities but also learn how to behave and interact with others in the organization (Taormina, 2004). Employees who are fully integrated into the organizational culture are more likely to remain committed to its goals and contribute to their realization (Allen & Meyer, 1997).

Organizational socialization plays a prominent role in forming employees' organizational commitment. Studies have shown that socialization, especially during the early stages of joining an organization, significantly affects employees' sense of belonging and commitment (Louis, 1980). Research also suggests that employees who are effectively socialized are more likely to remain with the organization and less likely to leave their jobs (Demirbilek, 2009). However, neglecting socialization processes can lead to problems such as decreased organizational commitment, higher turnover, and lower employee motivation (Allen & Meyer, 1990). A more precise understanding of the impact of organizational socialization on organizational commitment can help organizations design socialization processes that not only improve employee efficiency and adaptability but also increase their commitment and loyalty (Chung & Kim, 2021). Studies have shown that employees who experience difficulties during organizational socialization are more likely to consider leaving the organization and less inclined to participate actively in the workplace. This highlights the importance of paying attention to the socialization process in enhancing employees' job commitment, since employees who are properly integrated from the outset are more likely to perform their duties effectively and face organizational challenges with greater commitment (Sarwary, 2024; Allen & Meyer, 1997; Ozdemir et al., 2015).

When socialization is implemented correctly, new employees quickly adapt to the organization and align themselves with its values, standards, and culture. Such alignment reduces intentions to leave and absenteeism and often leads to greater organizational commitment (Zarback, 2017; Sarwary, 2024).

Organizational socialization is the process by which employees become familiar not only with their job responsibilities but also with how to behave and interact effectively within the organizational environment. This process plays an important role in fostering a sense of belonging and strengthening job commitment, as employees' alignment with the organization's values, culture, and norms increases the likelihood of motivated, enthusiastic participation. As a result, organizational socialization helps employees feel they are part of the organization, and this sense of belonging can lead to higher job commitment, lower turnover, and increased productivity.

Therefore, the primary objective of this research is;

- To examine the relationship between organizational socialization and organizational commitment, and to identify the various dimensions of this process that contribute to strengthening organizational commitment.

LITERATURE REVIEW

Organizational Socialization

One of the fundamental responsibilities of human resource management is the socialization of new employees entering the organization, during which these individuals learn the proper and desired behaviors of the organization and become familiar with its culture, goals, values, and core norms. Ultimately convince themselves to accept them (Sarwary, 2024, p. 157). The socialization process is considered a key and essential aspect in the selection and recruitment of human resources in any organization, because after hiring and onboarding new personnel, it is necessary to adopt measures to assist them in adapting to the organizational culture (Ghalavandi & Soltanzadeh, 2015). In other words, through a successful socialization process, employees acquire the skills, knowledge, attitudes, and behaviors necessary to adapt to the job, role, or new workplace culture (Ozdemir & Ergun, 2015). Socialization is, on one hand, a learning process through which individuals acquire the values, norms, informal networks, and organizational skills needed. On the other hand, it is a managerial process in which the organization encourages employees to comply with expected values, rules, and behaviors (Javadin et al., 2021, p. 3).

Organizational Socialization is a process through which an individual new to an organization and unfamiliar with its norms, procedures, and culture gradually becomes a knowledgeable member fully aligned with the organization's work norms, procedures, and cultural expectations (Bauer & Erdogan, 2015). In other words, this process involves learning the values, norms, behavioral patterns, and organizational regulations necessary to play an effective role within the organization and align with its standards and expectations (Rajabi

Farjad, 2017). Organizational socialization is the process by which newcomers become familiar with an organization's values, norms, behavioral patterns, and rules, enabling them to perform effectively as contributing members. This process takes place through formal and informal training, interaction with colleagues, and experiential learning (Shaemi Barzoki & Asghari, 2010). According to Pettis (2010, p. 11), «organizational socialization is a process by which an individual learns the values, norms, and behaviors required to be accepted and participate actively as a member of the organization». According to Schein (1985), Feldman (1981), and Fisher (1986), organizational socialization comprises three general domains: individual roles or tasks, organizational goals, and organizational values. These dimensions were further developed by Chao et al., who proposed six key dimensions: Proficiency (skills in performing individual tasks), People (relationships with colleagues), Politics (understanding organizational politics), language (organizational jargon and terminology), Goals and values of the organization, and Organizational history (traditions, rituals, legends, and ceremonies) (Abdollahi & Hemmati, 2014; Hoveyda et al., 2011).

Organizational socialization possesses several key characteristics, the most important of which include: alignment of behaviors and values, attitude transformation, continuity of the socialization process, adaptation to new jobs, integration into workgroups and operations, mutual influence between new employees and their supervisors, alleviation of anxiety and uncertainty among newcomers, and impact on employee performance, organizational stability, and overall productivity (Nikpour et al., 2012; Makvandi & Jahantabinezhad, 2018).

According to Nelson (1991), socialization consists of several stages:

1. Pre-entry – when a prospective employee considers joining an organization.
2. Encounter – when the new employee enters the organization and faces the reality of the workplace, possibly confronting discrepancies between expectations and actual conditions.
3. Adjustment – when the newcomer adapts to tasks, roles, interpersonal dynamics, and communication requirements essential for success.
4. Outcome – when the individual becomes a fully integrated member of the organization (Pitts, 2010).

Organizational Commitment

Modern organizations have recognized the critical importance of human resources as the most influential factor in organizational growth and productivity. The present era is characterized by competition over resources and capital. Leading industrialized countries, as victors in this arena, have prioritized the efficient utilization of resources and capital, and, empowered by skilled individuals, have driven the wheels of growth and development. Organizational leaders have also come to fully appreciate the significance of commitment; thus, the dedication and loyalty of human resources to the organization and the effective fulfillment of their assigned roles have become among their foremost concerns. Lyman Porter

(1968) defined organizational commitment as an employee's willingness to exert high levels of effort within the organization, a strong desire to remain with the organization, and acceptance of its core goals and values. Sheldon (1971) described organizational commitment as an individual's positive evaluation of the organization and intent to strive toward its objectives. Cantor (1968) characterized commitment as employees' willingness to expend energy and loyalty to the organization. Herbinic and Alutto (1973) defined commitment as the unwillingness to leave the organization for reasons such as higher pay, a better position, greater professional freedom, or closer friendships with coworkers. Lee (1971) defined organizational commitment as the "degree of attachment or loyalty" to the organization. Most of these researchers regarded commitment as a psychological bond between individuals and their organizations.

Bahroodi and Sharifi (2022) believe that organizational commitment is an attitude that reflects employees' interest, attachment, and loyalty to the organization, as well as their willingness to remain with it. In other words, organizational commitment refers to employees' beliefs, values, and convictions about staying in the organization and is considered one of the main factors preventing their turnover (Bahroodi & Sharifi, 2022). Organizational commitment also encompasses a psychological state that makes employees more loyal to their work and organization (Judeh, 2011). In another definition, organizational commitment is described as a state in which an individual identifies with the organization and wishes to remain a member. According to Shaemi Barzoki (2010), organizational commitment is an attitude of loyalty to the organization and a continuous process through which individuals' participation in organizational decision-making focuses their attention on the organization's success and well-being. Mowday (1988) defines organizational commitment as an individual's attachment to their organization, stemming from their identification with and participation in it. According to Armstrong (2023), employee socialization is a key factor in fostering commitment and positive engagement with the organization. Through the process of organizational onboarding, individuals develop a stronger sense of commitment to the organization's success, take pride in their membership, and perceive themselves as part of the organization. He believes that commitment reflects the degree to which an individual identifies with the organization and the level of involvement they have in it. Organizational commitment encompasses concepts such as attachment, dependence, and loyalty to the organization, and is accompanied by positive feelings and attitudes toward the organization.

Many theorists have studied organizational commitment and proposed various definitions and components. Some researchers have identified five types of commitment: 1) commitment to the organization, 2) commitment to people, 3) commitment to the job, 4) commitment to oneself, and 5) commitment to clients (Mansouri, 2019). Others have categorized commitment into four types: commitment to the organization, commitment to top management, commitment to supervisors, and commitment to workgroups (Abdullah, 2009).

Additionally, some scholars view organizational commitment as comprising two distinct but related components: attitudinal commitment and behavioral commitment. Attitudinal commitment reflects the degree of psychological loyalty and attachment individuals have to the organization, emphasizing their alignment and participation within it. Behavioral commitment, on the other hand, is defined as an employee's perceived intention to continue working and remain with the organization, representing the process of bonding individuals to the organization (Bahroodi & Sharifi, 2022; Kuvaas, 2003; Cichy et al., 2009).

Furthermore, Allen and Meyer (1991) conceptualize organizational commitment as a multidimensional construct comprising three types: affective, continuance, and normative commitment. Affective commitment refers to an individual's emotional attachment and identification with the organization; continuance commitment relates to the costs and consequences of leaving the organization; and normative commitment reflects the employee's sense of moral obligation to remain loyal to the organization. In other words, the multidimensional approach defines organizational commitment as a psychological state comprising three distinct components: affective, continuance, and normative commitment.

The first component is affective commitment, which refers to employees' emotional attachment to the organization and forms when individuals desire to remain with the organization because it is their heartfelt wish. This dimension reflects the emotional bond between the individual and the organization and includes feelings such as affection, warmth, loyalty, interest, and enjoyment (Judeh, 2011). The second component is continuance commitment, which is based on the perceived costs associated with leaving the organization; employees stay because leaving might entail significant losses for them. The third component is normative commitment, which refers to a sense of moral obligation and duty to remain with the organization; employees with strong normative commitment consider staying in the organization as a responsibility (Allen and Meyer, 1996). Some scholars regard organizational commitment as a key concept in human resource management with three main characteristics: a strong desire to remain in the organization (normative commitment), belief in and acceptance of the organization's values and goals (affective commitment), and willingness to exert effort toward the organization's success (continuance commitment) (Armstrong & Taylor, 2023; Valikhani & Karamizadeh, 2015; Sarwary, 2024). These characteristics indicate employees' psychological and behavioral attachment to the organization and play an important role in enhancing productivity, increasing job satisfaction, and reducing turnover. Paying attention to these dimensions can strengthen motivation and improve overall organizational performance (Sarwary, 2024).

Studies show that individuals who fail to adapt to organizational processes, or, in other words, whose organizational socialization has not been properly conducted, do not exhibit loyalty to the organization (Walker, 2009, p. 50). Their sense of personal responsibility is unsatisfactory (Pitts, 2010), they do not sufficiently like their work (Mitus, 2006), and they lack belief in the organization's goals and values (Walker, 2009). Consequently, adverse outcomes arise, including impaired performance, increased turnover intentions,

absenteeism, decreased productivity, and ultimately, a lack of innovation within the organization.

In a 2008 study, Yang concluded that organizational socialization increases organizational commitment and job satisfaction while reducing employee turnover. Kotha (2008) demonstrated that socialization methods significantly affect role clarity for newcomers, workgroup cohesion, and job mastery, which in turn lead to increased satisfaction and organizational commitment.

Axiom (1998) and Geos (1993), in similar studies, concluded that there is a significant relationship between organizational socialization and organizational commitment. Afsanepourak et al. (2012) demonstrated a significant relationship between organizational socialization and organizational commitment ($R^2 = 0.42$, $F = 4.23$, $P < 0.01$). Among the dimensions of organizational socialization, training ($B = 0.26$) and future outlook ($B = 0.32$, $P < 0.05$) showed significant correlations with organizational commitment. Overall, socialization within the organization leads to greater employee commitment.

Ghasemzadeh et al. (2020) conducted a study examining the effects of organizational socialization and social capital on responsibility, with organizational commitment serving as a mediating variable. The results indicated a positive and significant relationship between organizational socialization and social capital with responsibility ($\beta = 0.18$ and $\beta = 0.80$, respectively). Additionally, positive and significant relationships were found between organizational socialization and social capital, and both were positively associated with organizational commitment ($\beta = 0.85$ and $\beta = 0.13$, respectively). Olukapi et al. (2016), in their study titled "The Effect of Organizational Socialization on Organizational Commitment: The Mediating Role of Psychological Empowerment," demonstrated a positive and significant relationship between organizational socialization and organizational commitment. Furthermore, research by Shaemi et al. (2010) showed a significant positive relationship between organizational socialization and organizational commitment ($p < 0.001$; $r = 0.51$).

Yang and Chen (2008), in a study titled *"The Effect of New Member Socialization on Organizational Commitment, Job Satisfaction, and Turnover Intention in the Hotel Industry,"* conducted in 61 international hotels in Taiwan, found that organizational socialization increases organizational commitment and job satisfaction while reducing turnover intention among hotel employees. Allen (2006) found that organizational socialization practices enable organizations to engage new employees in their work. Affirmative, consistent, and collective socialization methods were found to be positively associated with employee integration into the organization. The results also indicated that job engagement has a negative relationship with turnover intention and moderates the relationship between specific socialization methods and turnover.

A study conducted by Ghalavandi and Soltanzadeh (2012) revealed a significant positive relationship between the components of organizational socialization and all dimensions of organizational commitment. Another study by Ali Asghar Fani and colleagues (2014)

demonstrated a significant negative relationship between organizational socialization and its four dimensions (employee training, organizational perception, organizational support, and organizational vision) and employees' turnover intention.

Soleimani and Parsa (2016) concluded that adequate socialization increases employees' understanding of organizational culture and values, ultimately strengthening their job commitment. According to their findings, employees who experience successful socialization tend to feel a greater sense of belonging to the organization and show a stronger desire to remain and fulfill their responsibilities. Arto (2010), in a study titled *"The Role of Socialization in Job Commitment,"* emphasized that newly hired employees who go through a successful socialization process adapt more quickly to the organizational culture, which in turn boosts their job commitment. He further concluded that positive socialization experiences lead to higher levels of job satisfaction and commitment. Similarly, Razavi and Keshavarz (2019) found that organizational socialization during the early stages of employment has a significant and positive impact on job commitment. Their research indicated that the higher the quality of the socialization process, the greater the employees' commitment. These findings highlight the need to integrate socialization into human resource policies. Davis et al. (2015) showed that systematic and effective implementation of the socialization process contributes to enhanced job commitment and overall organizational performance. Harter et al. (2002) also confirmed a strong link between socialization and job commitment, stating that efficient onboarding increases the likelihood of long-term employee engagement. Likewise, Lin et al. (2012) emphasized that adequate socialization of new employees leads to greater alignment with organizational goals and more substantial job commitment. Ozdemir et al. (2015) also reported a positive relationship between socialization and job commitment, noting that employees who benefit from structured socialization programs exhibit higher commitment and lower turnover.

The study by Mohammadi et al. (2017) found a significant, positive correlation between organizational socialization and job commitment ($r = 0.75$), indicating that improving socialization processes enhances employee commitment. Similarly, Kiani and Moeini (2017) concluded that socialization, particularly during early employment stages (e.g., familiarization with culture and goals), is a strong predictor of job commitment ($\beta = 0.62$, $p < 0.01$).

Sharifi et al. (2018), in a study titled *"The Effect of Organizational Socialization on Employees' Job Commitment,"* found that socialization positively and significantly affects employees' affective commitment ($\beta = 0.72$). Furthermore, mediating variables such as job satisfaction and organizational belonging significantly influence the development of commitment.

The research by Golabi et al. (2020) indicated that active participation in socialization processes is associated with higher job commitment ($t = 3.45$, $p < 0.01$). Moreover, employees who undergo formal socialization processes demonstrate higher commitment levels than those who are introduced to it informally. Ghatteh et al. (2024) found significant and direct relationships between organizational socialization and all three dimensions of commitment:

affective, continuance, and normative. Additionally, the study by Karimi et al. (2014) reported a significant positive correlation between all aspects of socialization (e.g., training, mutual understanding, peer support, and future outlook) and productivity indices such as ability, clarity, assistance, motivation, evaluation, credibility, and environment. Their results indicate that proper employee socialization enhances job attachment, commitment, and ultimately, organizational productivity and efficiency. Conversely, poor socialization increases employee turnover through resignation or dismissal.

The study by Hoveyda et al. (2011) showed a significant positive relationship between organizational socialization and commitment ($p < 0.05$). Among the six socialization dimensions, “task,” “goals and values,” and “organizational history” significantly predicted affective commitment, while “language,” “politics,” and “peers” significantly predicted continuance commitment. Additionally, “task” and “politics” showed significant associations with normative commitment ($p < 0.05$).

In a separate study, Raeisi et al. (2011) reported a correlation coefficient of 0.583 at the $p \leq 0.05$ significance level between socialization and organizational commitment. Their regression analysis also revealed that socialization practices are strong predictors of organizational commitment. The study emphasized that adequate socialization contributes directly to increased organizational commitment.

In a nutshell, several studies—such as those by Buchanan (1974), Jones (1986), Hartley (1992), Taormina (1999), Cohen & Veled-Hecht (2008), and Sharifi et al. (2018)—confirm that organizational socialization has a significantly positive impact on enhancing employee commitment.

Main Hypothesis

1. It appears that organizational socialization is related to employees’ job commitment.

Sub-Hypotheses

1. It appears that organizational socialization is related to employees’ affective commitment.
2. It appears that there is a relationship between the dimensions of organizational socialization and employees’ continuance commitment.
3. It appears that organizational socialization is related to employees’ normative commitment.

RESEARCH METHOD

This study is descriptive and correlational in terms of methodology. The statistical population includes all employees of the National Disaster Preparedness and Response Authority, totaling 207 individuals. Using simple random sampling and Morgan’s table, a sample of 133 participants was selected. For analyzing the collected data, both descriptive and inferential statistical methods were used. In inferential statistics, the Pearson correlation test was

applied. To assess the validity of both questionnaires, expert opinions from several scholars in management were used.

Additionally, to evaluate the reliability of the instruments, Cronbach's alpha coefficient was used, with the values reported in the section describing the questionnaires. The data were collected using standardized, validated questionnaires. These questionnaires were distributed in person, and fortunately, all of them were returned completed to the researcher. The instruments used in this study include the "Organizational Socialization Questionnaire" developed by Taormina (1997) and the "Organizational Commitment Questionnaire" prepared by Allen and Meyer (1996), which are described in detail below:

Organizational Socialization Questionnaire

The Organizational Socialization Questionnaire was developed by Taormina (1997). This questionnaire consists of four components: Training Receipt (items 1-5), Understanding (items 6-10), Employee Support (items 11-15), and Vision of the Organization's Future (items 16-20). It includes 20 items in total. To score the questionnaire, a five-point Likert scale was used, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Cronbach's alpha was used to assess the questionnaire's reliability, yielding a coefficient of 0.80.

Meyer and Allen's Organizational Commitment Questionnaire

To collect information regarding organizational commitment, the standardized Organizational Commitment Questionnaire by Allen and Meyer (1991) was utilized. This questionnaire contains 20 questions divided into three components: Affective Commitment, Continuance Commitment, and Normative Commitment. Affective Commitment is measured through items 1 to 8, Continuance Commitment through items 9 to 14, and Normative Commitment through items 15 to 20. Scoring is done using a five-point Likert scale, consisting of (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree). Cronbach's alpha was used to assess the questionnaire's reliability, yielding a coefficient of 0.85.

FINDINGS

The data were analyzed using descriptive and inferential statistical methods. To examine and explain the relationships among variables and to test the research hypotheses, Pearson's correlation test was employed.

Primary Hypothesis: There appears to be a relationship between organizational socialization and employees' job commitment.

Descriptive Statistics Analysis

Table 1 presents data on the two variables, Organizational Socialization and Job Commitment, based on responses from 133 participants. The mean for the variable Organizational Socialization is 67.74, indicating a moderate level among the respondents. Additionally, its standard deviation is 16.96, suggesting relatively high dispersion in responses and considerable differences among individuals in socialization.

Table 1: Descriptive Statistics for Organizational Socialization and Job Commitment

Variable	Mean	Std. Deviation	Sample Size (N)
Organizational Socialization	67.74	16.96	133
Job Commitment	79.93	12.67	133

Regarding the variable Job Commitment, the mean is 79.93, which is higher than that of Organizational Socialization and indicates a higher level of job commitment among the respondents. The standard deviation of this variable is 12.67, indicating lower dispersion of scores than for Organizational Socialization, and most respondents shared relatively similar views on job commitment. In both cases, the sample size was 133, representing the volume of data used in the analysis.

Table 2: The relationship between organizational socialization and employees' job commitment.

		Correlations	
		Organizational Socialization	Job commitment
Organizational Socialization	Pearson Correlation	1	.391**
	Sig. (2-tailed)		.000
	N	133	133
Job Commitment	Pearson Correlation	.391**	1
	Sig. (2-tailed)	.000	
	N	133	133

**Correlation is significant at the 0.01 level (2-tailed)

Table 2 examines the relationship between the two variables, Organizational Socialization and Job Commitment, based on a sample of 133 individuals. The correlation coefficient between these two variables is reported as 0.391, indicating a positive relationship of moderate strength. In other words, the higher a person scores in terms of socialization, the more likely they are to show greater commitment to their job or profession.

The significance level (p-value) for this relationship is 0.000, which is lower than the standard threshold of 0.01. This indicates that the observed relationship is statistically significant; that is, the probability that this relationship occurred by chance is very low, and it can be cited with a high degree of scientific confidence. Furthermore, the relationship is bidirectional, meaning it holds in both directions (from socialization to job commitment and vice versa). Therefore, it can be concluded that organizational socialization is a predictor of job commitment in this study.

Sub-hypothesis (1): It appears that there is a relationship between organizational socialization and employees' affective commitment.

Table 3 presents the correlation analysis between the two variables, Organizational Socialization and Affective Commitment, based on data from 133 individuals. The Pearson correlation coefficient between these two variables is 0.379, indicating a positive and moderate relationship. This means that as individuals' level of socialization increases, their affective commitment also tends to increase to a moderate extent.

Table 3: *The relationship between organizational socialization and employees' affective commitment*

		Correlations	
		Organizational Socialization	Emotional commitment
Organizational Socialization	Pearson Correlation	1	.379**
	Sig. (2-tailed)		.000
	N	133	133
Emotional commitment	Pearson Correlation	.379**	1
	Sig. (2-tailed)	.000	
	N	133	133

** . Correlation is significant at the 0.01 level (2-tailed).

The significance level of this correlation is 0.000, which is well below the standard threshold of 0.01. This suggests that the probability of this relationship occurring by chance is very low; therefore, the relationship between organizational socialization and affective commitment is statistically significant and reliable. Based on this hypothesis's findings, it can be concluded that organizational socialization plays an important role in enhancing individuals' affective commitment to the organization.

Sub-hypothesis (2): *It appears that there is a relationship between organizational socialization and employees' continuance commitment.*

The findings in Table 4 below indicate a positive and significant relationship between organizational socialization and continuance commitment. The correlation coefficient is 0.370, reflecting a moderate-strength positive relationship between the two variables. This means that as employees' level of socialization within the organization increases, their level of continuance commitment tends to rise as well.

Table 4: *The relationship between organizational socialization and employees' continuance commitment*

		Correlations	
		Organizational Socialization	Continuous commitment
Organizational Socialization	Pearson Correlation	1	.370**
	Sig. (2-tailed)		.000
	N	133	133
Continuous commitment	Pearson Correlation	.370**	1
	Sig. (2-tailed)	.000	
	N	133	133

** . Correlation is significant at the 0.01 level (2-tailed).

The significance level of this relationship is 0.000, which is below the standard threshold of 0.01. Therefore, this relationship is considered statistically significant, and it can be confidently concluded that the finding is not due to chance. The sample size of 133 participants further strengthens the statistical validity of the analysis. These results suggest that adequate socialization is an important factor in enhancing individuals' continuance commitment to the organization.

Sub-hypothesis (3): *It appears that there is a relationship between organizational socialization and employees' normative commitment.*

Table 5 presents the results of the correlation test between the two variables, Organizational Socialization and Normative Commitment. The Pearson correlation coefficient

between these variables is 0.152. This value indicates a positive but very weak relationship between them; in other words, an increase in socialization is slightly associated with an increase in normative commitment, but the strength of this relationship is very low.

Table 5: *The relationship between organizational socialization and employees' normative commitment*

		Correlations	
		Organizational Socialization	Normative commitment
Organizational Socialization	Pearson Correlation	1	.152
	Sig. (2-tailed)		.081
	N	133	133
Normative commitment	Pearson Correlation	.152	1
	Sig. (2-tailed)	.081	
	N	133	133

The significance level (Sig. 2-tailed) is reported as 0.081. This value exceeds the standard significance threshold of 0.05; therefore, the observed relationship is not statistically significant. In other words, we cannot scientifically claim with confidence that there is a real and generalizable relationship between socialization and normative commitment.

There may be several possible reasons for the weakness of this relationship. First, the nature of normative commitment—which is primarily based on a sense of duty, moral obligation, and internalized loyalty to the organization—may be less influenced by external processes such as organizational socialization. Second, mediating and moderating factors such as organizational culture, leadership style, working conditions, and individual characteristics may weaken or complicate this relationship. Third, variations in employees' perceptions and experiences of socialization may lead to data dispersion and weaken the correlation. Finally, the measurement instruments may not have accurately captured the subtle and complex dimensions of normative commitment, or the available sample size (133 participants) may not have been sufficient to detect such weak relationships, suggesting the need for greater statistical power.

Table 5: *Summary of Hypotheses and Findings*

Hypothesis No.	Type of Commitment	Correlation Coefficient (r)	Significance Level (p)	Nature of Relationship	Summary Interpretation of Findings
Main Hypothesis	Job Commitment	0,391	0,000	Positive, moderate, significant	Organizational socialization increases employees' job commitment.
Sub-Hypothesis 1	Affective Commitment	0.379	0.000	Positive, moderate, significant	Adequate socialization enhances employees' emotional attachment to the organization.

Sub-Hypothesis 2	Continuance Commitment	0.370	0.000	Positive, moderate, significant	Socialization strengthens employees' willingness to stay in the organization.
Sub-Hypothesis 3	Normative Commitment	0.152	0.081	Positive, weak, not significant	Socialization has no significant impact on employees' normative commitment.

Table 6 presents a summary of the findings of this study. The results related to the main hypothesis show a correlation coefficient of 0.391 and a significance level of 0.000. These findings indicate that organizational socialization has a positive, moderate, and significant relationship with job commitment.

In the first sub-hypothesis, the correlation coefficient is 0.379 with a significance level of 0.000. This indicates that the relationship between socialization and affective commitment is also positive, moderate, and significant. In sub-hypothesis (2), a correlation coefficient of 0.370 and a significance level of 0.000 similarly show a positive, moderate, and significant relationship between socialization and continuance commitment. However, in sub-hypothesis (3), the correlation coefficient is 0.152 and the significance level is 0.081, indicating a weak and non-significant relationship.

DISCUSSION

The findings of this study, consistent with previous research, indicate a strong alignment and a significant positive relationship between organizational socialization and employees' job commitment. Prior studies, including those by Yang (2008), Kotha (2008), Exum (1998), Geus (1993), Buchanan (1974), Vanos (1980), Jones (1986), Hartley (1992), and Taormina (1999), have clearly demonstrated that effective socialization processes play a substantial role in enhancing organizational commitment. The present study also confirms this positive and significant relationship with a correlation coefficient of 0.391 and a significance level of 0.000. These results suggest that employees who experience adequate organizational socialization exhibit higher levels of job commitment. This alignment with previous research underscores the importance of employees' adaptation to organizational values, culture, and internal processes, highlighting socialization as a key factor in strengthening job commitment.

Secondary findings related to the relationship between organizational socialization and the various dimensions of job commitment— affective, continuance, and normative—also align with prior research. For instance, studies by Sharifi et al. (2018) and Golabi et al. (2020) have confirmed a positive correlation between socialization and affective commitment, a result corroborated in this study with a correlation coefficient of 0.379 and a significance level of 0.000. Additionally, Yang and Jen (2008), Arto (2010), and Afsanepourak et al. (2012) have demonstrated that proper socialization increases employees' loyalty, emotional attachment, and sense of belonging to the organization.

Regarding continuance commitment, the findings are consistent with previous research, such as Hoida et al. (2011), who showed that various dimensions of organizational socialization—like organizational language, internal policies, and work relationships—positively correlate with continuance commitment. This study also confirms that relationship with a correlation coefficient of 0.370 and a significance level of 0.000. The findings indicate that higher levels of socialization are associated with increased employee retention and willingness to continue cooperation with the organization. Therefore, effective socialization processes play a crucial role in enhancing continuance commitment and reducing turnover rates within organizations.

However, the results regarding normative commitment differ from those of some prior studies. Although the correlation coefficient was positive ($r = 0.152$), the relationship was not statistically significant. This finding contradicts those of Hoida et al. (2011) and Gholavandi and Soltanzadeh (2012), who emphasized a significant positive relationship between socialization and normative commitment. The discrepancy may be attributed to the intrinsic nature of normative commitment, cultural factors, leadership style, managerial attitudes, differences in sample populations, or limitations in measurement instruments.

Furthermore, consistent with previous research, this study demonstrates that organizational socialization significantly enhances job satisfaction and organizational commitment while playing an important role in reducing employee turnover and dissatisfaction—findings similarly supported by Yang and Jen (2008) and Ali-Asghar Fani et al. (2014).

Overall, this study confirms the pivotal role of organizational socialization in strengthening job commitment and its dimensions and stresses the necessity of accurately and effectively implementing socialization programs within organizations. This issue is significant for managers, who can enhance employee commitment and improve organizational performance and productivity by designing appropriate programs. Additionally, attention to initial training, the transmission of organizational culture, and support for newcomers are among the key factors for success in this process, as emphasized by Afsanepourak et al. (2012) and Mohammadi et al. (2017). Therefore, this research's findings significantly deepen the understanding of the relationship between organizational socialization and job commitment. However, the observed weakness in the relationship between organizational socialization and normative commitment presents a valuable opportunity for future studies to more comprehensively explore mediating and influencing variables.

CONCLUSION

Organizations require skilled, committed, and motivated employees to achieve their objectives and maintain operational efficiency. One of the fundamental challenges they face is the declining sense of belonging and job commitment among employees, which leads to issues such as turnover, absenteeism, reduced motivation, and diminished performance

quality. Various studies have demonstrated that enhancing organizational commitment—particularly through organizational socialization—is an effective strategy for addressing these challenges.

Organizational socialization is a systematic process through which newly hired employees acquire the values, norms, beliefs, behaviors, and skills necessary for effective performance within the organization. This process helps newcomers become familiar with the organization's culture, policies, procedures, and prevailing values, gradually transforming them into well-adapted, effective members of the organization.

On the other hand, job commitment is a psychological state reflecting an individual's loyalty, interest, attachment, and sense of responsibility toward their job. Employees with higher levels of job commitment typically perform their duties with greater motivation, accuracy, and accountability.

The findings of this study indicate a significant positive relationship between organizational socialization and employees' job commitment. The obtained correlation coefficient ($r = 0.391$) and statistical significance level ($P = 0.000$) confirm that employees who experience a more effective socialization process demonstrate greater job and organizational commitment.

A more detailed analysis of the dimensions of job commitment revealed that organizational socialization is significantly associated with affective commitment and continuance commitment. The positive correlation between socialization and affective commitment ($r = 0.379$) suggests that socialization effectively strengthens employees' emotional attachment to and loyalty to the organization.

Regarding continuance commitment, a correlation coefficient of 0.370 was found, indicating that organizational socialization plays a crucial role in increasing employees' intention to remain with the organization and reducing turnover. However, the relationship between organizational socialization and normative commitment yielded different results; although the correlation was positive ($r = 0.152$), it was not statistically significant. This finding suggests that the association between socialization and normative commitment cannot be generalized in this context. Such discrepancy may stem from mediating variables, leadership styles, organizational conditions, or specific characteristics of the sample, warranting more in-depth investigation in future research.

In summary, this study emphasizes that organizational socialization plays a fundamental role in shaping overall employee commitment and significantly influences key dimensions, such as affective and continuance commitment. This underscores the critical importance of organizational managers designing and implementing comprehensive, effective socialization programs, as these can substantially enhance employee commitment and motivation, thereby improving organizational performance and productivity.

RECOMMENDATION

Based on the findings of this study, the following practical recommendations are proposed for managers and researchers:

1. Organizations should design and implement socialization programs systematically, gradually, and purposefully to ensure that new employees become well-acquainted with the organization's values, culture, and expectations.
2. Given the significant relationship between organizational socialization and affective commitment, organizations are encouraged to foster a work environment that promotes a sense of belonging, loyalty, and emotional attachment among employees.
3. To enhance continuance commitment and reduce employees' intention to leave, it is recommended that human resource policies be developed to ensure job security, provide opportunities for career advancement, and offer long-term benefits.
4. Future research is advised to explore the mediating role of variables such as organizational culture, leadership style, individual values, and job satisfaction in the relationship between organizational socialization and various dimensions of commitment.
5. Given the inconsistent findings regarding normative commitment, it is essential to conduct qualitative and mixed-methods studies to gain a deeper understanding of the factors influencing its formation.

AUTHORS CONTRIBUTIONS

In this study, the first and second authors actively contributed to the writing of the introduction, theoretical framework, hypotheses, research methodology, and the analysis and interpretation of the collected data. The third and fourth authors played an active role in data collection activities, including identifying relevant articles, distributing and collecting questionnaires, and data entry. All authors actively participated in finalizing the manuscript.

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CONFLICT OF INTEREST

The authors explicitly declare that there are no financial, professional, or personal conflicts of interest related to the conduct of this study and the writing of the present manuscript.

DATA AVAILABILITY STATEMENT

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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