

Socialization of Recently Hired Hispanic Employees

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Abstract

The purpose of this study was to evaluate the correlative effects between socialization and turnover intent, organizational commitment, and perceived productivity in newly hired employees of Hispanic ethnicity in a variety of organizations. To qualify, participants needed to be at least 18 years old and have been working at their current organization within the last 12 months. Snowball sampling methodology was used to reach out to potential participants. Through this method, potential participants were reached by sending emails to organizations and through Facebook, a social network. A survey, that was composed based on various existing assessments, was used to assess the variables being studied. A 5-point Likert type scale was used to assess the degree to which the participants agreed with the statements in the survey. The survey was provided to participants via the internet in order to make it easily accessible. A total of $n=107$ participants completed the survey throughout a five month period. A regression analysis was conducted to see if there was any relationship between the variables being studied. The results of the study demonstrated that there was no significant relationship between socialization and intention of voluntary turnover with a $p=.73$ and an $F_{(14, 92)}=.74$, a significant relationship was observed between socialization and organizational loyalty with a $p < .01$ and an $F_{(14,92)}= 3.71$, and a significant relationship between socialization and perceived productivity was observed with $p < .01$ and $F_{(14,92)}= 5.58$.

Keywords: socialization, turnover intention, perceived productivity, organizational commitment

Socialization of Recently Hired Hispanic Employees

Previous research has looked at how new employees assimilate to their new work environment and its varying effects on the employee. Socialization in the workplace is a topic that has been discussed in research. Although there are various studies addressing the different styles of communication in culturally diverse organizations, there is no research that looks at Hispanics as a group and how socialization affects them in the workplace (U.S. Census Bureau, 2012). The Hispanic population is rapidly increasing within the United States and as a result it is also increasing in the labor force. For this reason, it is important to understand how this population is affected by organizational socialization and how it relates to perceived voluntary turnover, organizational commitment and perceived productivity in Hispanics as they join the work force.

Throughout the literature, organizational socialization (socialization) of newly hired employees is seen as the process in which they become acquainted with their new environment, learn the ropes of the organization and their new position, and figure out how to fit in to it all (Korte, 2010). Korte further indicated how important initial experiences are when one starts a new job by stating the loss of potential talent, resources, and productivity that result from deficient experiences throughout the integration process. Integrating individuals who are not only new to an organization but also of a different cultural background with different customs can be quite difficult. For these reasons, it is important to look at how different organizations socialize new employees, in this case, by focusing on Hispanics as a group.

Turnover is a common consequence of poor experiences in the initial stages of integration in a new organization. As another topic that is widely discussed in the literature, turnover is important because organizations invest a large amount of valuable resources on new employees through the process of selection and recruitment; in the form of training, money, time, and development (Kazi & Zadeh, 2011). Many employees decide to leave an organization because they have been offered better opportunities elsewhere, are not satisfied with their job, or for personal reasons (Direnzo & Greenhaus, 2011). Turnover is extremely costly to organizations and it is an issue that has been a topic of discussion within research as links to what cause it and how to prevent it is continually being searched for (Ballinger, Craig, Cross & Gray, 2011).

Turnover among Hispanics has been studied in comparison to non-Hispanic blue-collar workers. Booth, Rosenfeld, and Edwards (2001) did this type comparison within the U.S. Navy; they looked at the civilian work force. They started by giving new employees a questionnaire that helped assess whether there was a possibility of future turnover. Factors that were part of this questionnaire were level of acculturation, methodology of recruitment, geographical location, and how important were their respective job related factors. The study demonstrated that there was a relationship between acculturation and turnover. The rates of turnover were high for Hispanics that had low acculturation levels, compared to Hispanics with high acculturation levels and non-Hispanics. The researchers also found that there was high turnover rates among Hispanics who obtained their jobs via friends.

Working for a new organization raises many uncertainties in new employees as they are unfamiliar with the environment and the pressures to impress their new supervisors are co-workers mount. Having positive experiences during this period can help build organizational commitment within the individuals (Buchman, 1974). Having positive interactions with a supervisor helps the new employee reach new heights within the organization, learn from their experiences, and integrate into the new environment. Organizational commitment has been found to have negative correlations with turnover intentions (Gaan, 2011), as well as a positive correlation with job satisfaction (Yang, 2008).

Productivity is defined differently across the research literature depending on the needs of an organization and tasks that an employee needs to accomplish as part of their job description. Within the research literature productivity isn't always easy to quantify as a result of limited resources, limited access to information, etc.; so many researchers based their measures on perceived productivity, where the employees, their supervisors, and co-workers provide input on whether they believe goals are being met, quality work is being turned in, and whether the employee is contributing to the organization as a whole. There is a limited amount of literature that talks about perceived productivity within new employees. Perceived productivity has been discussed in research in terms of comparison between public and private organizations. Shadare (2011) did a study where managerial capacity was compared to perceived productivity in industrial organizations. Results from this study found that managerial capacity (whether it is strong or weak) can be attributed to the worker's perceived productivity levels.

Jokisaari and Nurmi (2009) define organizational socialization as the process in which new employees are integrated into their new work environment and become part of its culture, and as a result learn the skills and behavior that are expected of them in order to succeed. Within this process, it is essential for newcomers to comprehend what is required of them, the goals of their position, learn important skills and the schedule they will run under. The socialization process is not simply getting along with those around and being able to assimilate into an

organization, it is also learning the ropes of the new job and what it takes to succeed in it (Jokisaari & Numir, 2009). The authors also emphasize that how new employees are evaluated is part of the socialization process because it results in feedback about whether they are being accepted within the organization and it can reflect increases in salary. The main purpose of their study was to find if supervisor support through socialization had effects on new employees. The authors found that perceived supervisor support decreased months (6-21) after a new employee entered an organization. Further findings are that the new employee's understands of their role decreased as well as their satisfaction.

Korte (2009) focused on newly hired engineers within an organization and the effects of socialization. The author's goals were to learn how these engineers learned their company's culture, what factors aid and hinder this process, and which factors affect how engineers, in particular, go about the assimilation process. The research findings demonstrated that socialization was highly motivated by creating new relationships and that working within groups served as the main domain where such socialization occurred. The author mentions within his findings that gaining knowledge from managers and coworkers is a great asset for new employees, and vice versa, managers and coworkers can learn from the knowledge the new employee is bringing to the table as well as previous experiences. What this all means is that working in groups is the main force behind socialization of new employees within an organization. Four important themes found within the literature affecting organizational socialization are new relationships, communication, understanding the requirements of the job, and lastly what it takes to get the job done (i.e.; tasks, procedures, and goals) (Korte, 2010). The focus of many new employees is to become part of the new organization and doing their job effectively. They begin their process by becoming acquainted with managers and coworkers (Korte, 2010).

As mentioned before, socialization has major implications for organizations. One of these implications is that it has been shown to decrease turnover (Gaan, 2011). Within the research, Gaan (2011) was interested in finding whether organizational commitment would be negatively correlated to turnover intention. Employee turnover has many repercussions for organizations, such as loss of valuable skills, costs associated with employee recruitment and training, and costs associated with loss of productivity; there is no one present to complete the job. In this study, a significant relationship between organizational commitment and turnover was found with a $p < .01$. This is a significant result demonstrating a very strong relationship between the two variables. However, turnover is not solely correlated to socialization. It is also related to employees finding better options elsewhere (having better alternatives), how easy it is to move from one organization to another, or factors completely out of the control of the individual or the organization (Direnzo & Greenhaus, 2011). Kazi and Zadeh (2011) defined involuntary turnover as resulting from factors that are outside the control of an organization or the employee but still need to occur. One example of involuntary turnover is downsizing when an organization needs to cut costs. Voluntary turnover is defined as an employee's decision to leave an organization for their personal reasons.

Loyalty to an organization is something that is gained throughout an employee's experience within an organization. It is difficult for a new employee to have organizational commitment if they do not identify with their organization and feel personal attachments to it somehow (Buchman, 1974). Buchman (1974) defined organizational commitment as an attachment to an organization's goals and values and the role one plays in their achievement. Ashforth and Saks (1996) wanted to evaluate and expand on the Maanen and Schein typology of socialization tactics. To be precise, they wanted to look at how these tactics affected new business school graduates after their first couple of months at their new jobs. What they found was that organizational socialization has significant consequences on new employees' assimilation in their new jobs. To be specific, they found that the typology tactics were correlated to reduced role uncertainty, role conflict, stressors, and turnover intention. The study also showed increased job satisfaction, organizational commitment and identification amongst the employees.

The purpose of the present study is to look at the correlational relationships between organizational socialization in the workplace with turnover intent, organizational commitment, and perceived productivity. Research has shown that if organizations had a process where the interactions between new employees and current employees are facilitated, then interpersonal relationships between the employees will be strengthened (Yang, 2008). Organizational socialization is defined as the manner in which newly hired employees assimilate to their new work environments in which consequently they learn about the organization's culture, their roles within the organization, and what it is expected of them as a member of the organization (i.e., how they should behave, dress, etc.) (Jokisaari & Numir, 2009). Organizational commitment is defined by Buchanan (1974) as bond an employee has to the values and goals of the organization they are working for, their role and their value with said organization. Kazi and Zadeh (2011) defined turnover intention as the intention of leaving one's position or organization for varying reasons like a better job offer at another organization, better work environment, benefits, etc. Perceived productivity was defined by the present researcher as the amount of deadlines met by the new employee, the quality of the work, and how much the new employee contributes to the organization.

Method**Participants**

An n of 107 individuals who were newly hired employees of an organization within the last 12 months were recruited by using various internet methods like social media websites (i.e., Facebook) and e-mail. Individuals were contacted by first contacting organizations and asking for their help in the distribution of surveys via e-mail and social networking websites. In order to participate in the study, participants needed to be at least 18 years of age, of Hispanic ethnicity, and had been working for their current organization for 12 months or less, as mentioned above. Participants were made aware that participation in this study was both voluntary and anonymous. A snowball sampling method was used in order to reach out to potential participants, as those who filled out the survey were asked to pass it on to other potential participants.

The population of this study was mostly composed of Cubans (n=29), Dominicans (n=10), and Puerto Ricans (n=10). Other nationalities were represented but not in such high numbers. A reason for the skewedness of participants was that most of the data was collected in Miami, Florida; a city where the majority of residents are from Cuba. Three participants indicated that they were of Hispanic decent and indicated other when asked to specify. These participants were of mixed decent like Colombian and Honduran, Colombian and Uruguayan, and Puerto Rican and Dominican. These participants were included in the data.

A total of n=128 participants responded to the survey; however, some data had to be omitted from the results because those participants were disqualified because they were not of Hispanic decent and/or the length of their current employment exceeded the maximum limit of 12 months for this study. The data of those participants was kept in a separate file.

Instruments

An electronic survey was created to allow for easier distribution to the various participants and to allow data gathering to be efficient. The survey was composed of elements from a variety of assessments in order to measure the different variables within this study. Organizational socialization was measured by using the questionnaire items adapted from Sparks and Hunt (1998) and Singhpakdi and Vitell (1991). Organizational commitment was measured using questions adapted from the Hom and Griffeth (1991). Turnover intention was measured using questions adapted from Farndale et al. (2011) turnover intention questionnaire. Lastly, perceived productivity was assessed by asking participants whether they believe that they are goods and/or services to their organization, meeting deadlines, and performing tasks with no or minimal error; these questions were created by the researcher. The cumulative survey was measured using a 5-point Likert type scale. An electronic version of the survey was provided to participants via surveymonkey.com. General information; such as age, gender, time in occupation, ethnicity, etc.; about the participants were asked in order to assess qualifications for the study. Further questions about socialization, turnover intent, organizational commitment, and productivity were asked in order to assess if a relationship exists between the independent variable and the dependent variables.

Procedure

The surveys were delivered online via surveymonkey.com in order to facilitate the process for participants, the researcher and the research assistants (Appendix B). Participants will be able to complete the survey from the comfort of their home and once complete, the data was sent automatically electronically to the researcher for evaluation. Because of the medium being used, response rate was difficult to acquire because participants were asked to forward the link to any persons they believe will qualify to be potential participants.

Participants were provided an online consent form (Appendix A) prior to participating in the study. During this process they were provided with information about the study, informed that their participation is completely voluntary and that their identity was kept anonymous to the best ability of the researcher. They were provided with the main researcher's information as well as their supervisor's in case questions and concerns arise. Participants were also notified that they can withdraw from the study at any time in the process. Additionally, a date of completion was provided to the participants so that they can obtain the results of the study once it is complete. All they needed to do in order to obtain these results was to contact the main researcher for the information. By survey clicking the "Next" button, the participants will indicate that their consent is given to participate in the present study.

Following the consent form, participants completed the survey. The participant had to choose their answer from a 5-point Likert type scale. The data was sent to the researcher's database automatically by the survey engine being used. Afterwards, the data was evaluated and those that meet the qualifications were analyzed by using regression analysis to find out whether there were significant findings. All the data was kept in an external hard drive that is have password protection in order to keep the data as confidential as possible.

Results

Assumptions of normality and homoscedasticity of errors, as well as multicollinearity diagnostics were conducted for all models. Assumptions were met and no multicollinearity issues were detected for significant predictors in the models tested. A composite variable for each characteristic being assessed (i.e.; organizational socialization, turnover intent, organizational commitment, and productivity) was obtained by averaging all the questions relating to that category. The composite averages made sure to include reverse questions created to make sure that participants were responding honestly.

A total of $n=128$ participants filled out the survey; however, the data of $n=107$ was used for this study. Participants who did not qualify for this study because of nationality and/or length of employment were not included. A regression analysis was performed, by using Statistical Package for Social Science (SPSS), in order to find what type of relationship could be found between organizational socialization and turnover intention, organizational commitment, and perceived productivity after controlling for gender, age, education level, and marital status.

The model testing the influence of socialization on turnover was not statistically significant, $R = .32$, adjusted R squared = $-.04$, $F_{(14,92)} = .74$, $p = .73$. The model testing the influence of socialization on loyalty was statistically significant, $R = .60$, adjusted R squared = $.26$, $F_{(14,92)} = 3.71$, $p < .01$. Socialization was the only significant predictor of loyalty after controlling for age, education level, marital status and gender with an unstandardized slope of $.84$, standard error of $.13$, $t_{(92)} = 6.26$, $p < .01$. The model testing the influence of socialization on productivity was statistically significant, $R = .68$, adjusted R squared = $.38$, $F_{(14,92)} = 5.58$, $p < .01$. Socialization was the only significant predictor of productivity after controlling for age, education level, marital status and gender with an unstandardized slope of $.66$, standard error of $.09$, $t_{(92)} = 7.27$, $p < .01$. Figures and tables from the data analysis can be found in appendix C, as well as descriptive data graphs and tables.

Discussion

It was previously stated that relationships between organizational socialization and turnover intention, organizational commitment, and perceived productivity were to be assessed. The population studied was Hispanic employees who have been working at their current job at most 12 months in order to assess the relationship of organizational socialization with other factors (turnover intention, organizational commitment, and perceived productivity) during the integration period; since they are a growing minority within the United States and their numbers within the workplace keeps growing (U.S. Census Bureau, 2012).

It was hypothesized that there would be a negative relationship between organizational socialization and turnover intent. However, the results demonstrated that there was no significant relationship found between the two variables, as seen in Figure 5 (Appendix C). A possible explanation could be that there are other factors affecting turnover that were not accounted for in this study. Some of these other variables could be dissatisfaction with current job, personal reasons, better offers at other organizations, etc. (Direnzo & Greenhaus, 2011).

A positive relationship was found between organizational socialization and organizational commitment. These findings are concurrent with the researcher's hypothesis that there would be a positive relationship between these two variables. There is a fairly strong relationship, as can be seen in Figure 6 (Appendix C), and it can be assumed that new employees felt higher levels of organizational commitment when they felt higher levels of organizational socialization within their job. This trend is found in the literature. Ashforth and Saks (1996) saw this trend in their study, where there was a significant relationship between organizational socialization and new employees' assimilation into their new positions.

The results also demonstrated that there was a positive relationship between organizational socialization and perceived productivity, as can be observed in Figure 7 (Appendix C). These results do not align with the proposed hypothesis; however, they do shed light on a relationship that can be further looked into. Perceived productivity was used in this study from the point of view of the participant because it is hard to quantify productivity for the various occupations that exist. Shadare (2011) found that managerial capacity has a relationship with an employee's perceived productivity levels. This could be an explanation for the results found in this study. It could be assumed that as employees felt that their managers were helping them become more assimilated into the organization, the more likely they were to work harder to meet their deadlines and deliver quality work.

The majority of participants in this study were from Cuba or of Cuban descent, so they are well represented in the data. The reason for this results is that most of the data was collected within Miami, Florida; a city with large numbers of Cuban residents. Other nationalities were decently represented within this study as well, but most were participants that resided in other parts of the country.

The implications of this study indicate that this is an area to explore within the Hispanic population. Further research taking a deeper look at these variables could shed more light on the various factors that affect the relationship between organizational socialization and turnover intent, organizational commitment, and perceived productivity. Hispanics are a constantly growing minority group within the United States (U.S. Census Bureau,

2012) and it is important to take a further look into how various variables found in the workplace affect them and how they compare to other groups of employees.

There were various limitations with this study that will hopefully be addressed in future research. One limitation was that this experiment was a correlational study in which results in the loss of validity, both internal and external. This can be reduced by having a larger sample size of participants. Because the survey was composed by adopting items from various assessments instead of one that has been validated through research, the survey has no validity and reliability was not assessed. Some items were not well written and had an effect on the results of the study. Another limitation was that a response rate could not be obtained because there was no set number of participants that were being reached out to and given the survey. Because a snowball sampling method was used, it is quite difficult to know how many people in total received the survey and obtain a response rate. The lack of random sampling served as a limitation to this study.

Authors' Bibliography

Ms. Meily Perez is a Graduate student at Carlos Albizu University. She earned a Bachelor degree in Psychology from the University of Florida. She is pursuing her Master in Science Degree within the field of Industrial/Organizational Psychology. Ms. Perez has been working at the human resource department at a small organization in Miami, Florida; furthering her experience and passion for her field.

Dr. DiDona earned an Associate degree from Emory University, a Bachelor in Psychology from University of Miami, and Master of Social Work and Ph.D. in Social Welfare from Florida International University. She holds a license in Clinical Social Work, is a qualified Board approved clinical supervisor for mental health counselors, clinical social workers, and marriage and family therapists, and is a Board Certified Diplomat in Forensic Assessment and Counseling, and Child Evaluation. She is also an assessor for professional development coach for the federal government.

Ms. Marietta Suarez earned a Bachelor degree from the University of Miami (UM) and is pursuing her Master degree in Statistics at the same university. Ms. Suarez has worked in a variety of research laboratories at UM, where she found her passion for statistics. She is currently a Teacher's Assistant for one of the statistics Graduate classes at the university, where she educates students on the subject and how to use statistical programs, like SPSS.

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Appendices**Appendix A**

Carlos Albizu University Informed Consent Agreement Research:
Socialization of Recently Hired Hispanic Employees

You are being asked to participate in this research study. This study is about how socialization helps employees assimilate into their new work environment. In order to participate in this survey you must be 18 years or older, of Hispanic ethnicity, be a new employee of an organization, and have been working at your current job for one year or less. Please read the following information before consenting to volunteer. The information below is important as it contains information on the study as well as the contact information of the researcher. This study is being conducted by Meily Perez, a Graduate student in the Industrial Psychology Master of Science program at Carlos Albizu University.

This survey will take about 20 minutes of your time. Your participation is absolutely voluntary and you may withdraw at any moment for whatever reason. Your participation is also anonymous and it will be part of a group of data that will be collected. There are no foreseeable risks associated with this study.

If any questions arise, you may contact Meily Perez at mperez537@sunmail.albizu.edu or call at 786-352-3589. If there are issues that the primary researcher cannot help you with, please contact the researcher's supervisor, Toni DiDona at tdidona@albizu.edu or call at 305-593-1223 ext 207. You may obtain a copy of the study results in December 2012 by e-mailing the primary researcher.

You may print a copy of this consent form for your records if you so desire. By clicking "Next" you give your consent and will begin the survey. Thank you very much for your participation.

Appendix BSocialization of Recently Hired Hispanic Employees
Survey

Please answer the multiple choice questions below to the best of your ability.

1. What is your gender?
 - a. Male
 - b. Female

2. What is your age?
 - a. 18-29 years old
 - b. 30-49 years old
 - c. 50-64 years old
 - d. 65 years old or older

3. What is your highest level of education?
 - a. Some high school
 - b. High school degree
 - c. Some college
 - d. Technical/vocational training
 - e. College degree
 - f. Graduate degree

4. How much experience do you have in your current field?
 - a. 0-1 year
 - b. 1-3 years
 - c. 3-5 years
 - d. 5 or more years

5. What is your current marital status?
 - a. Single
 - b. Married
 - c. Separated
 - d. Divorced
 - e. Widowed

6. What is your religious affiliation?
 - a. Jewish
 - b. Christian

- c. Catholic
- d. Muslim
- e. Other

Specify: _____

7. Ethnicity: Do you consider yourself to be of Hispanic origin or descent?
- a. Yes
 - b. No

8. Ethnicity: Which of the follow Hispanic ethnicities do you consider yourself to be?

- a. Mexican
- b. Cuban
- c. Puerto Rican
- d. Dominican
- e. Peruvian
- f. Salvadorian
- g. Costa Rican
- h. Guatemalan
- i. Honduran
- j. Nicaraguan
- k. Panamanian
- l. Argentinian
- m. Bolivian
- n. Chilean
- o. Colombian
- p. Ecuadorian
- q. Paraguayan
- r. Uruguayan
- s. Venezuelan
- t. Other

Specify: _____

9. Are you employed full-time, part-time, not employed, or retired?
- a. Full time
 - b. Part-time
 - c. Not employed
 - d. Retired

10. How long have you been employed in your current job?
- a. 0-3 months
 - b. 3-6 months
 - c. 6-9 months

d. 9-12 months

e. Over 1 year

Please rate your level of agreement with each statement below. 1=Strongly disagree and 5 = Strongly agree

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
11. I know and understand the policies and regulations of my job.	1	2	3	4	5
12. I know how things usually operate.	1	2	3	4	5
13. I know to behave myself appropriately at my job.	1	2	3	4	5
14. I know what is important at my job.	1	2	3	4	5
15. I plan to look for another job within the next 6 months.	1	2	3	4	5
16. On a regular basis I think about leaving my job.	1	2	3	4	5
17. I rarely think of quitting my job.	1	2	3	4	5
18. I feel like I'm part of this company.	1	2	3	4	5
19. I tell other people that this company is a great place to work in.	1	2	3	4	5
20. I am honored to let others know that I work for this company.	1	2	3	4	5
21. I am willing to go out of my way, beyond the normal expectations, so that I can help this company succeed.	1	2	3	4	5
22. I feel little to no loyalty to this company.	1	2	3	4	5
23. It would not take much more for me to leave this company	1	2	3	4	5
24. I think that my work exceeds expectations.	1	2	3	4	5
25. I think that I need all my goals on time.	1	2	3	4	5
26. I think that I contribute to the company.	1	2	3	4	5
27. I do not turn in work on time or meet my goals.	1	2	3	4	5
28. My work barely meets basic standards.	1	2	3	4	5

Appendix C

Figure 1: Gender Distribution of Sample Population

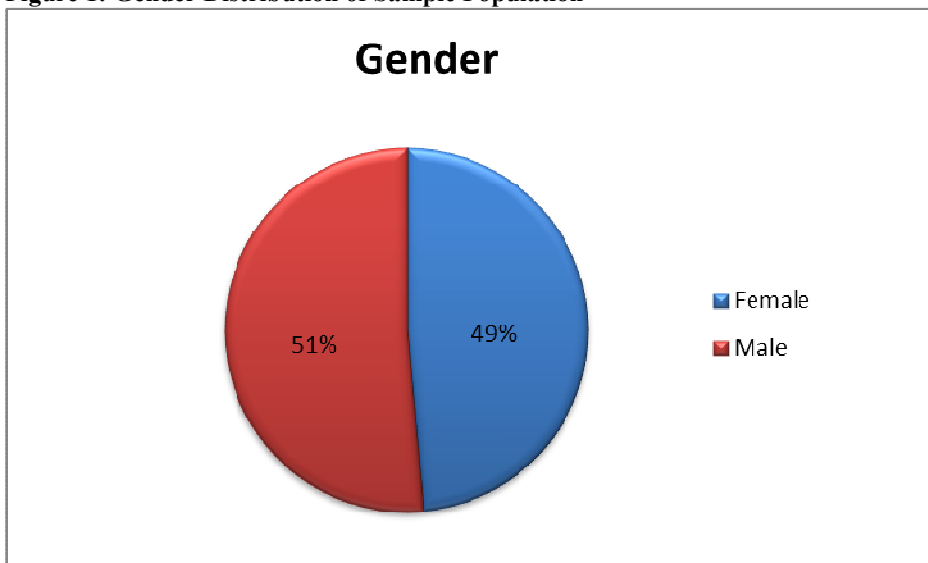


Figure 2: Age Distribution of Sample Population

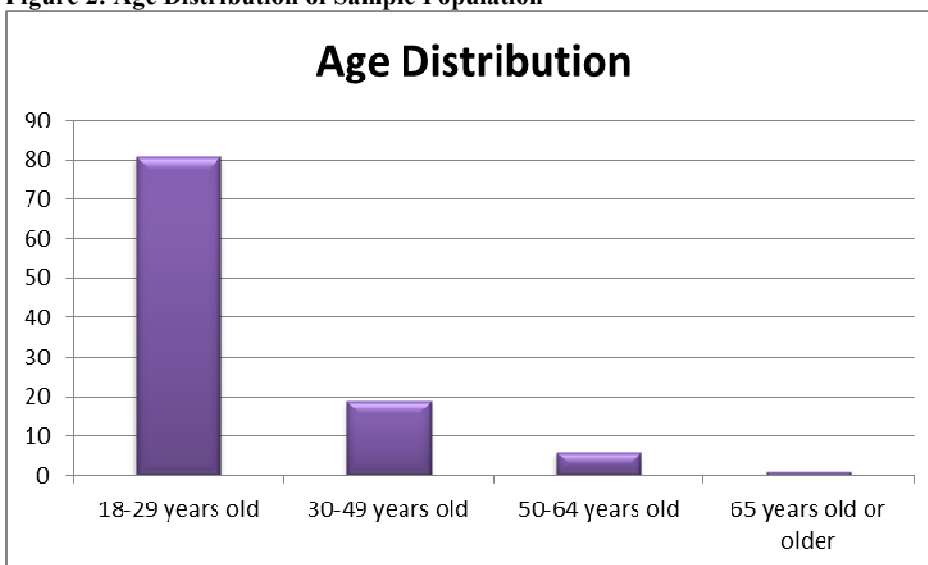


Figure 3: Education Level Distribution of Sample Population

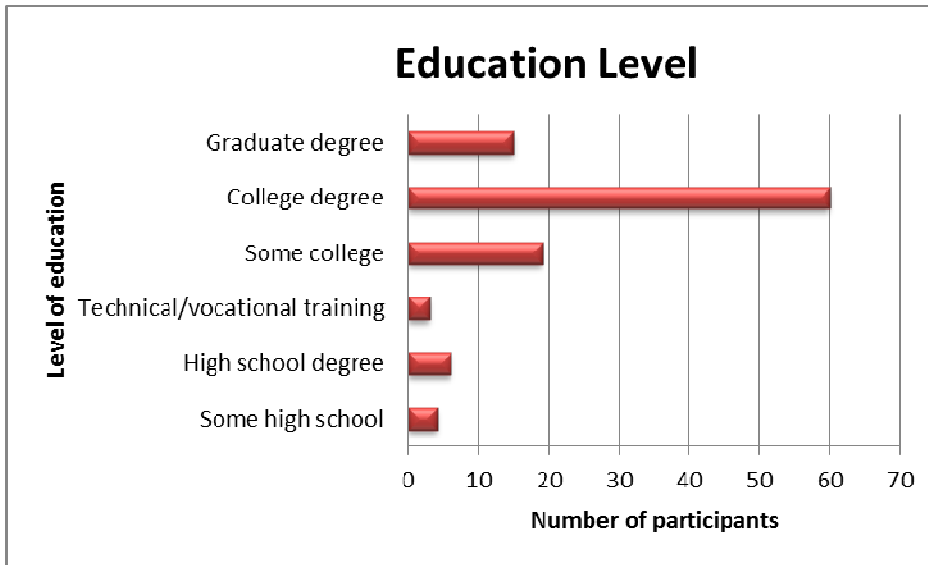


Figure 4: Nationality Distribution of Sample Population

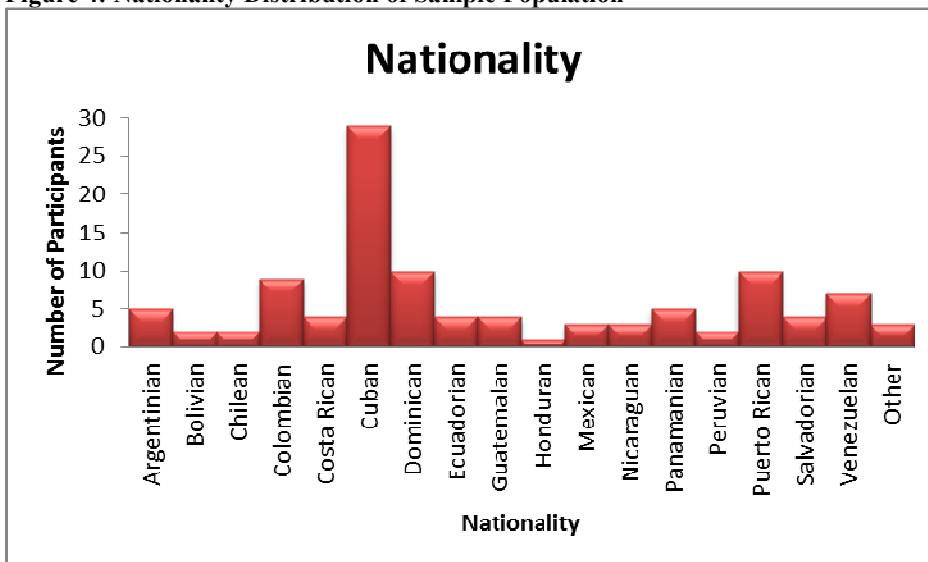


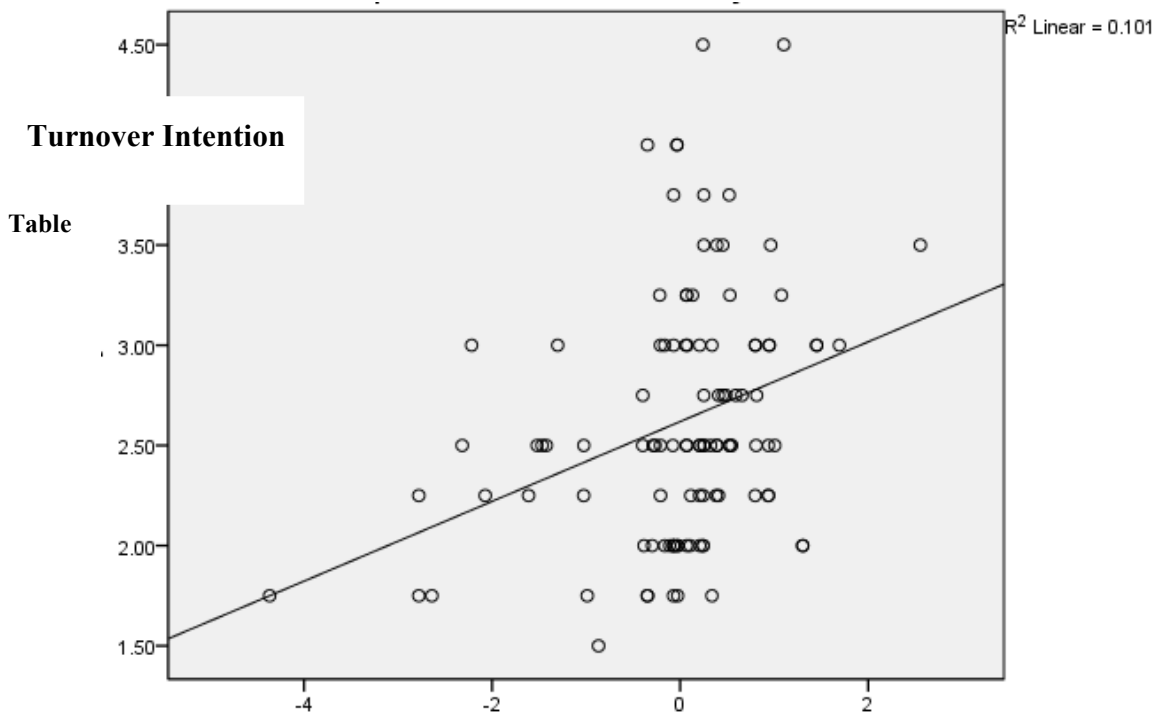
Table 1: Summary of Data – Organizational Socialization and Turnover Intent

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Organizational Socialization and Turnover Intent	.317	.101	-.036	.63817

Table 2: ANOVA - Organizational Socialization and Turnover Intent

Model		Sum of Squares	df	Mean Square	F	Sig.
Organizational Socialization and Turnover Intent	Regression	4.200	14	.300	.737	.732
	Residual	37.468	92	.407		
	Total	41.668	106			

Figure 5: Scatterplot of Regression - Organizational Socialization and Turnover Intent



3:

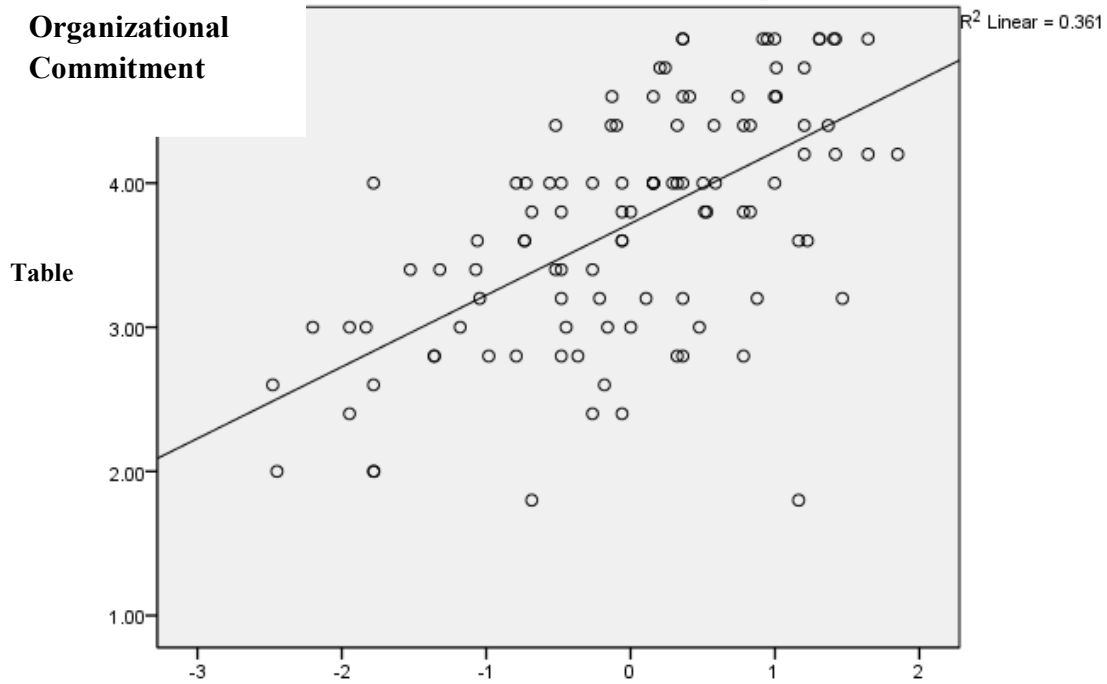
Summary of Data – Organizational Socialization and Organizational Commitment

Model	R	Adjusted R Square	Std. Error of the Estimate
Organizational Socialization and Organizational Commitment	.601	.361	.70982

Table 4: ANOVA - Organizational Socialization and Organizational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
Organizational Socialization and Organizational Commitment	Regression	26.196	14	1.871	3.714	.000
	Residual	46.353	92	.504		
	Total	72.549	106			

Figure 6: Scatterplot of Regression - Organizational Socialization and Organizational Commitment



3:

Summary of Data – Organization

Model	R	Adjusted R Square	Std. Error of the Estimate
Organizational Socialization and Perceived Productivity	.678	.459	.377

Table 4: ANOVA - Organizational Socialization and Perceived Productivity

Model		Sum of Squares	df	Mean Square	F	Sig.
Organizational Socialization and Perceived Productivity	Regression	18.371	14	1.312	5.579	.000
	Residual	21.640	92	.235		
	Total	40.010	106			

Figure 7: Scatterplot of Regression - Organizational Socialization and Perceived Productivity

**Organizational
Commitment**

