EMPLOYEES' PERCEPTIONS ON ORGANIZATIONAL SOCIALIZATION FACTORS AND ITS RELATIONSHIP TO ORGANIZATIONAL CULTURE

KENDREN ANAK GEORGE

This project is submitted in partial fulfilment of the requirements for a Bachelor of Science with Honours Human Resource Development

Faculty of Cognitive Sciences and Human Development
UNIVERSITI MALAYSIA SARAWAK
2011
ACKNOWLEDGEMENT

First of all, I would like to thank my supervisor, Miss Victoria Jonathan for providing me with the a great deal knowledge and advices on my Final Year Project. I also would like to thank her for giving me the opportunity to learn further about the method of doing and produce a research paper for my research topic which is “Employees’ Perceptions on Organizational Socialization Factors and Its Relationship to Organizational Culture” as a requirement for my degree in B. Sc (Hons) Human Resource Development programme.

Secondly, I would like to thank the organization that assisted me because of giving me the opportunity to conduct my research in the organization. I would like to thank the respondents for willing to spend their time to participate in my research.

Thirdly, I would like to thank my family for giving me strengths for me to face any challenges and not giving up. Furthermore, I would also like to show my appreciation to my colleagues for providing me advices and guidance which assisted me in my Final Year Project.

Finally, I would like to thank all of the volunteers that are willing to participate in the pilot test which is the pre-testing of the questionnaire. In addition, I would also like to thank other individuals or groups that are indirectly involved in the process of completing my research paper.
TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledgement</td>
<td>iii</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>iv</td>
</tr>
<tr>
<td>List of Tables</td>
<td>viii</td>
</tr>
<tr>
<td>List of Figures</td>
<td>x</td>
</tr>
<tr>
<td>Abstract</td>
<td>xi</td>
</tr>
<tr>
<td>Abstrak</td>
<td>xii</td>
</tr>
</tbody>
</table>

CHAPTER 1 - INTRODUCTION

1.0 Introduction              1
1.1 Background of the Study   2
1.2 Problem Statements        3
1.3 Research Question         6
1.4 Research Objectives       6
1.4.1 General Objective       6
1.4.2 Specific Objectives     6
1.5 Conceptual Framework      7
1.6 Research Hypotheses       8
1.7 Definition of Terms       9
1.7.1 Organizational Socialization 9
1.7.2 Training                9
1.7.3 Understanding           10
1.7.4 Co-worker Support       10
1.7.5 Future Prospects        10
1.7.6 Organizational Culture  11
1.8 Significance of the Study 12
CHAPTER 2 - LITERATURE REVIEW

2.0 Introduction 15
2.1 Contexts of the Topic
   2.1.1 Goal-Setting Theory (Locke & Latham, 1960) 16
   2.1.2 Training
      2.1.2.1 Lewin’s Change Model (Kurt Lewin, 1951) 18
      2.1.2.2 Kolb Experiential Learning Theory 20
   2.1.3 Understanding – Uncertainty Reduction Theory
      (Berger & Calabrese, 1975) 24
   2.1.4 Co-worker Support - Herzberg’s
      Motivation-Hygiene Theory (Two Factor Theory)
      (Herzberg, 1959) 26
   2.1.5 Future Prospects - Expectancy Theory
      (Victor Vroom, 1964) 28
   2.1.6 Wallach’s Organizational Culture Index
      (OCI) (Wallach, 1983) 30
2.2 Prior Researches Supporting the Study 31
2.3 Basis for Formulating Conceptual Framework 34
2.4 Conclusion 36

CHAPTER 3 – RESEARCH METHODOLOGY

3.0 Introduction 37
3.1 Research Design 38
3.2 Research Location, Population and Sampling 38
3.3 Research Instrument 41
3.4 Data Screening 43
3.5 Reliability and Validity of Research Instruments
   3.5.1 Pilot Study 44
3.5.2 Reliability 44
3.5.3 Validity 45
3.6 Data Collection Procedures 46
3.7 Data Analysis Procedures
3.7.1 Descriptive Statistics 46
3.7.2 Inferential Statistics 47
3.7.2.1 Pearson Correlation Analysis 47
3.8 Conclusion 49

CHAPTER 4 - FINDINGS AND DISCUSSION

4.0 Introduction 50
4.1 Data Screening Test Result 51
4.2 Respondents' Demographic Characteristics
4.2.1 Respondents’ Gender 52
4.2.2 Respondents’ Age 53
4.2.3 Respondents Ethnicity 54
4.2.4 Respondents’ Marital Status 55
4.2.5 Educational Level 56
4.3 Reliability of Instruments in Actual Study 57
4.4 Exploratory Factor Analysis
4.4.1 Item Validity 58
4.4.2 Goodness of Data 62
4.5 Hypotheses Testing Result
4.5.1 Ha1: There is a significant relationship between training and organizational culture 64
4.5.2 Ha2: There is a significant relationship between understanding and organizational culture 65
4.5.3 Ha3: There is a significant relationship between co-worker support and organizational culture 67
4.5.4 Ha4: There is a significant relationship between future prospects and organizational culture 68
CHAPTER 5 - SUMMARY, RECOMMENDATION AND CONCLUSION

5.0 Introduction 72
5.1 Summary of the Study 73
5.2 Contribution of the Research
  5.2.1 Contribution to Theory 74
  5.2.2 Contribution to Methodology 76
  5.2.3 Contribution to Human Resource Practitioner 76
5.3 Recommendation for the Study
  5.3.1 Recommendation for Human Resource Practitioner 77
  5.3.2 Recommendation for Organization 79
  5.3.3 Recommendation for Future Researcher 80
5.4 Conclusion 81

REFERENCES 82

APPENDICES
  Appendix A Research Questionnaires 86
  Appendix B Output of SPSS 97
  Appendix C Letter of Informed Consents 111
LIST OF TABLES

Table 3.1
5-point Likert Scales 42

Table 3.2
Summary of Research Instrument 43

Table 3.3
Reliability for Pilot Test 45

Table 3.4
Interpretation of Pearson Correlation Value (r) 48

Table 3.5
Summary of Data Analysis Techniques 48

Table 4.1
Data Screening Test Result 51

Table 4.2
Descriptive Statistic for Respondents’ Gender 52

Table 4.3
Descriptive Statistic for Respondents’ Age 53

Table 4.4
Descriptive Statistic for Respondents’ Ethnicity 54
Table 4.5
Descriptive Statistic for Respondents’ Marital Status 55

Table 4.6
Descriptive Statistic for Respondents’ Educational Level 56

Table 4.7
Cronbach’s Alpha Reliability Test Result for Actual Study 57

Table 4.8
Factor Analysis Results – Item Validity 58-61

Table 4.9
Goodness of Data 63

Table 4.10
Relationship between Training and Organizational Culture 64

Table 4.11
Relationship between Understanding and Organizational Culture 65

Table 4.12
Relationship between Co-worker Support and Organizational Culture 67

Table 4.13
Relationship between Future Prospects and Organizational Culture 68

Table 4.14
Summary of Hypothesis Testing 70

ix
### LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure 1.1</th>
<th>Conceptual Framework</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 2.1</td>
<td>Goal-Setting Theory</td>
<td>16</td>
</tr>
<tr>
<td>Figure 2.2</td>
<td>Lewin's Change Model</td>
<td>18</td>
</tr>
<tr>
<td>Figure 2.3</td>
<td>Force Field Analysis</td>
<td>19</td>
</tr>
<tr>
<td>Figure 2.4</td>
<td>Kolb Learning Styles</td>
<td>21</td>
</tr>
<tr>
<td>Figure 2.5</td>
<td>Uncertainty Reduction Theory</td>
<td>24</td>
</tr>
<tr>
<td>Figure 2.6</td>
<td>Herzberg's Motivation-Hygiene Theory (Two Factor Theory)</td>
<td>26</td>
</tr>
<tr>
<td>Figure 2.7</td>
<td>Expectancy Theory</td>
<td>28</td>
</tr>
<tr>
<td>Figure 2.8</td>
<td>Wallach's Organizational Culture Index (OCI)</td>
<td>30</td>
</tr>
</tbody>
</table>
ABSTRACT

EMPLOYEES' PERCEPTIONS ON ORGANIZATION SOCIALIZATION FACTORS AND ITS RELATIONSHIP TO ORGANIZATIONAL CULTURE

Kendren Anak George

Organizational socialization is a factor that can lead to perceived organization culture that is supportive. Organization socialization factors are training, understanding, co-worker support and future prospects. The understanding of the relationship between organization socialization and organizational culture is crucial in order for employees to be able to adapt or fit well into the organizational culture. This study was conducted to identify the relationship between the employees' perceptions on organizational socialization factors and its relationship to the organizational culture. A survey research was conducted in an organization in public sector where 160 usable questionnaires were obtained from the survey. The outcomes of the Pearson Correlation Analysis showed that all of the organizational socialization factors were strongly correlated with the organizational culture. This means that the employees in the organization perceived that the organization culture was supportive in the provision of training program, assistance in employees understanding about their job responsibilities, satisfactory in co-worker support and the future prospects of the organization which are the rewards and recognitions. The contributions of this study were discussed as well as some recommendations were suggested.
ABSTRAK

PERSEPSI PEKERJA TERHADAP FAKTOR SOSIALISASI ORGANISASI DAN
PERKAITANNYA DENGAN BUDAYA ORGANISASI

Kendren Anak George

Sosialisasi organisasi merupakan suatu faktor yang dapat mempengaruhi
persepsi terhadap budaya organisasi yang menyokong. Faktor sosialisasi
organisasi adalah latihan, pemahaman, sokongan rakan sekerja dan peluang
masa depan. Pemahaman terhadap perkaitan antara sosialisasi organisasi dan
budaya organisasi adalah penting untuk adaptasi pekerja ke dalam budaya
organisasi. Tujuan kajian ini dijalankan adalah untuk mengenalpasti hubungan
antara faktor sosialisasi organisasi dan budaya organisasi. Kajian ini dijalankan
di sebuah organisasi sektor awam dimana 160 borang soal selidik yang dapat
digunakan diperoleh daripada kajian tersebut. Hasil daripada analisis Korelasi
Pearson menunjukkan hubungan atau perkaitan antara semua faktor sosialisasi
organisasi dan budaya organisasi adalah berkait rapat. Hal ini bermakna
persepsi pekerja terhadap organisasi tersebut adalah organisasi yang menyokong
dalam pemberian latihan, bantuan dalam pemahaman pekerja dalam pekerjaan
mereka, sokongan rakan sekerja yang baik dan peluang masa depan, iaitu
ganjuran dan galakan. Sumbangan-sumbangan dan cadangan-cadangan untuk
kajian ini juga telah diketengahkan.
CHAPTER 1

INTRODUCTION

1.0 Introduction

In this chapter, it discussed the introduction of the research topic. This chapter was divided into ten sections. The first section discussed about the background of the study. The second section discussed the problem statements that have been identified for this research. The third section was about the research question that needs to be answered in this research. The fourth section discussed the research objectives. As for the fifth section, it discussed about the theoretical or conceptual framework of the research. Next, the sixth section discussed the research hypotheses. The seventh section discussed about the conceptual and operational definition of terms. The eighth section discussed about the significance of the study and followed by the ninth section that discussed about the limitations of the study. The last section was about the conclusion of this chapter.
1.1 Background of the Study

Organizational socialization is an important element to be linked to the context of organizational culture. This is because organizational socialization plays the role of ensuring the adaptability of individual workers in an organization for their capabilities to adjust and fit themselves into the culture of the organization. Four dimensions (factors) or content areas of socialization were focused in this research namely training, understanding, co-worker support and future prospects. In this research the facet of organizational culture that is of interest is the organizational culture that is supportive. Thus, the relationship between these four dimensions of organizational socialization and organizational culture that is supportive are the main concern of this research.

There are relationship between the organizational socialization and organizational culture. Theoretically, to ensure the individual fits into the organizational culture, the organizational socialization will come into place. According to McMillan (2005), socialization ascertains the level of cultural congruence between the individual and the organization in the cultural context. Organizational socialization is the process of assuming the responsibilities to the organization and for the participation as the member of the organization through the importance of one’s appreciation of the values, abilities, expected behaviours and social knowledge. As in the context of organizational culture, Adler (1986) defined culture as a particular group of people that have the shared attitudes, values, beliefs and behaviours. So, organizational culture means the culture of people with shared attitudes, values, beliefs and behaviours in the organization.

There are four dimensions of organizational socialization that can provide impacts on the organizational culture. The first dimension is the training given to the individual workers in the organization. Training is seen as an initiative to improve individual workers’ knowledge, skills and abilities in performing well in their work performance. It is important to provide training to the individual workers in the organization because in order for them to be able to adapt well in
the culture of the organization, they have to possess required and adequate capabilities to become good performers. As the result, they will have the capabilities to adapt and fit into the organizational culture.

The second dimension of organizational socialization is understanding. It is the perceptions of individual workers on their contributions to the organization through the application of their knowledge, skills and abilities in their work performance. It reflects the extent to which the individual workers in the organization understand and comprehend to the organizational operations.

The third dimension of organizational socialization is co-worker support. Co-worker refers to the social relationship among workers in the organization and to what extent a worker is accepted by the others. It is the relationship between the individual workers and colleagues where to what extent the co-workers support and provide assistance to each others in the work-related context.

The fourth and the last dimension which is future prospects refer to workers' perceptions on the possibilities to receive rewards, bonuses and opportunities for advancement in their organization and to what extent those possibilities and opportunities are available in the organization.

1.2 Problem Statement

Organizational socialization is important to an organization for its employees to be able to adapt to the culture of the organization to make it into their values through attending to proper and adequate training programmes, good understanding on job responsibilities and towards the extent of achieving the goals of the organization, assistance from other workers and the future prospects which are the expectations of employees towards the organization. Furthermore, it is crucial for the management people to take note about these factors because they need it as guidelines to assist them in developing and improving management
practices so that it will align the mutual expectations between the management people with the employees in the work context.

In this research, the current researcher was interested to examine the relationship between organizational socialization and organizational culture because this particular aspect of research has not largely being examined by other researchers. According to Taormina (2009), it has been stated that research related to organizational socialization and organizational culture has gone largely unexamined. So, the current researcher pinpointed this particular research as the main focus to find out the underlying relationship between organizational socialization and organizational culture.

The relationship between organizational socialization and organizational culture need to be examined regarding to its importance to the organization itself for aligning the aspects or contents of organizational socialization which are the training, understanding, co-workers support and future prospects to the organizational culture as a whole. According to Taormina (2009), although many studies had focused on socialization process and employees fit into organization, more attention should be placed to examine socialization content with regard to organizational culture. So, the current researcher was focused on the relationship between organizational socialization and organizational culture.

The current researcher also interested in this research since it had suggested in the previous research done by Taormina (2009), it has been suggested that future research should investigate the relationship of organizational socialization and organizational culture in different samples and in different part of the world. Since the culture in different parts of the world is various, so it is relevant to undergo this research in which the result may differ from the previous researches.
According to Jianhua, et al. (2010), the research in organizational socialization is still in the early and developing stage. So, this area of research is not widely being study and it is of the interest for this research to be implemented.

The gap that occurs which bring into the interest of this research to bridge the gap is because of the existing literature seems to suffer because the traditional approaches does not fully addressed the organizational socialization as an evolving process (Ponte & Rizzi, 2010). This means that the initial approaches to organizational socialization does not really being explored by the researchers. The existing literature does not fully addressed the importance of organizational socialization to organizational culture, so it need to be placed into concern as it seems to be an area of research that is not fully explored by other researchers.

As for the implications regarding the relationship between organizational socialization and organizational culture, the current researcher was interested in determining whether the organization was concern about the well-being of its workers and its workers contributions or dedications to their organization. As the result, this condition will determine the reciprocal expectations between the organization and its workers. It is interesting to know whether the organization provides sufficient training for the workers, rewards and opportunities for advancements. As for the contributions to the organization, it was interesting to know whether the workers work together from the co-worker support and the extent of their understanding to the operations of the organization.
1.3 Research Question

Research question was the inquiry that required to be answered in this research.

1) Does organizational socialization have significant relationship with organizational culture in the organization?

1.4 Research Objectives

1.4.1 General Objective

The purpose of the research is to investigate the employees’ perceptions on organizational socialization factors and its relationship to organizational culture.

1.4.2 Specific Objectives

Specifically, the research aimed to address and identify the following research objectives:

1) To determine whether there is any relationship between training and organizational culture.

2) To determine whether there is any relationship between workers’ understanding and organizational culture.

3) To determine whether there is any relationship between co-worker support and organizational culture.

4) To determine whether there is any relationship between workers’ future prospects and organizational culture.
1.5 Conceptual Framework

A conceptual framework was generated to assist the understanding of the overview of the organizational socialization factors (independent variables) and organizational culture (dependent variable). This conceptual framework was adopted and modified from the article titled “Organizational socialization: the missing link between employee needs and organizational culture” by Taormina (2009). In this conceptual framework, the independent variables are organizational socialization factors (training, understanding, co-worker support, future prospects). These variables were connected to the dependent variable which is the organizational culture so that the relationship between independent variables and dependent variable can be investigated.
1.6 Research Hypotheses

\textbf{Ha1}: There is a significant relationship between training and organizational culture.

\textbf{Ha2}: There is a significant relationship between understanding and organizational culture.

\textbf{Ha3}: There is a significant relationship between co-worker support and organizational culture.

\textbf{Ha4}: There is a significant relationship between future prospects and organizational culture.
1.7 Definition of Terms

1.7.1 Organizational Socialization

Conceptual definition
According to Louis (1980, pp. 229-30), organizational socialization can be defined as the process of assuming an organizational role to the and for the participation as the member of the organization through one’s appreciation the values, abilities, expected behaviours and social knowledge.

Operational definition
In this study, organizational socialization refers to the four dimensions of socialization factors which are training, understanding, co-worker support and future prospects.

1.7.2 Training

Conceptual definition
"Training consists of instructional experiences provided primarily by employers for employees, designed to develop new skills and knowledge that are expected to be applied immediately upon (or within a short time after) arrival on or return to the job" (Board & Newstrom, 1992).

Operational definition
In this study, training refers to the workers assessment to the extent of obtaining skills, knowledge and abilities to be able to perform well in jobs as well as the amount of training provided.
1.7.3 Understanding

**Conceptual definition**

Understanding refers to "the extent to which an employee fully comprehends and can apply knowledge about his or her job, the organization, its people, and its culture" (Taormina, 1997).

**Operational definition**

In this study, understanding refers to the extent to which the workers in the organization understand their job responsibilities and the operations of the organization.

1.7.4 Co-worker Support

**Conceptual definition**

Co-worker support can be defined as "the emotional, moral, or instrumental sustenance which is provided without financial compensation by other employees in the organization in which one works" (Taormina, 1997).

**Operational definition**

In this study, co-worker support refers to the workers' assessment to the extent of the assistance provided by other workers in work-related context.

1.7.5 Future Prospects

**Conceptual definition**

Future prospects can be defined as "the extent to which an employee anticipates having a rewarding career within his or her employing organization" (Taormina, 1997).
Operational definition
In this study, future prospects refer to the workers' perceptions on the rewards and advancement opportunities in the organization.

1.7.6 Organizational Culture

Conceptual definition
Organizational culture can be defined as "the pattern of shared values and beliefs that helps individuals understand organizational functioning and thus provide them with norms for behaviour in the organization" (Deshpande & Webster, 1989).

According to Wallach (1983), Organizational Culture Index (OCI) consists of three dimensions which are bureaucratic, innovative and supportive organizational culture.

According to Wallach (1983), supportive organizational culture refers to the cultures that are equitable, sociable, trusting and practice collaborative behaviours.

Operational definition
In this study, organizational culture that is supportive refers to the workers' perceptions on their shared values and beliefs that contribute to the organizational success.
1.8 Significance of the Study

As for the contribution to the knowledge, this research provides better understanding on the relationship between organizational socialization and organizational culture in one particular organization. It is very important to understand the underlying relationship or linkage between these two aspects because it will contribute to the abilities to comprehend and interpret the elements that will contribute to shared values and beliefs in an organization.

As for the contribution to practice, this research will lead to the practice by employer to provide sufficient needs to the workers to enhance their capabilities to adapt with the conditions of their works and surrounding environment as well as to encourage the contributions of the workers to the organization. As for the individual worker, he or she will aware of the existence of these provisions and will try to cope and adapt with it which will become the practice in an organization.

As for the contribution to policy, it will be a development of policy to the workers to attend trainings in order to ensure the enhancement of their competencies and understanding in performing their works. Furthermore, it will be a policy for the organization to ensure the positive interactions between co-workers are active in exchanging knowledge and experience in order to increase the knowledge capacities of workers.

As for the contribution to theory, it can assist in improving current theory in terms of additional information on the relationship between organizational socialization and organizational culture. Further, it can assist in enriching the current literature for the relationship among organizational socialization and organizational culture.
1.9 Limitations of the Study

One of the limitations in this study is the scope of this research is only focus on one organization. The culture in one organization may differ with other organizations that existed in the same industry or in the same territory as the organization. In addition, socialization factors such as training and co-worker support may be perceived differently in other organization compare to the organization itself as other organizations may perceive training is not an important aspect for workers to develop themselves but co-worker support are more valued in the organization. In short, it is the same variable but different perceptions. So, the result from this research cannot be generalized into other organizations even though the organizations are from the same industry or in the same territory.

Another limitation for this research is the utilization of the data collection method which is solely questionnaire. Since there is no other method or mixed methods used to collect questionnaire such as interview, the success of this research is depends on the respondent to fill in the questionnaire without giving any of the suggestion or opinion about this study. Furthermore, it also relies on the honesty of the respondents to answer the questionnaire. In addition, the respondents may not be able to pay full attentions to answer the questionnaire as the instruments are given during their working hours.

Next, the variables investigated will be the limitation for this research. This is because there are only four dimensions or factors of organizational socialization that are being investigated. Other variables might be ignored in this study in order to have in-depth investigation on those four organizational socialization factors that will have impacts on the organizational. Therefore, relationship between other independent variable such as interpersonal skills cannot be tested in this research.