

## Assessing Sociability among Employees of Sina Bank Branches in South East Region of Iran by Using Rough Set Theory

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### Abstract

*The objective of present study was to assess the level of sociability among employees using the rough set theory. This research is applied in terms of objective and population of study includes all employees of Sina Bank branches in South East region of Iran, which 140 of them were selected as sample of study using Morgan Table. Questionnaire with Cronbach's alpha of 0.90 was used as tool to collect data. In this study, the researcher examined the sociability of the organization using 4 factors including "receiving training, understanding, employees' support, and future vision of the organization". Rough set theory was used to analyze the data. Accordingly, after the formation of the standardized tables, incompatible and compatible cases were determined and reduction tables were formed. Finally, the overall results showed that when the level of training in the organization is high, sociability would be also at higher level. Additionally, the results showed that when the factors of understanding and employees' support are at the moderate level, sociability of employees increases. In addition, based on the results achieved, organization vision greatly increases the sociability of employees.*

**Key Words:** Sociability, Dimensions Of Sociability, Rough Set Theory.

### Introduction

Organizational sociability is essential for congruence between person and organization, since the primary goal of sociability is continuation of main values and providing a frame work for employees to respond their work environment and coordination with other employees (Kariminia et al, 2010). From other perspective, sociability of people in organization is a process in which people identify and learn organizational values, expectations related to job behaviors, and social knowledge needed for accepting the roles in the organization (Atashpour et al, 2007). This process involves methods that organizations use them to reduce uncertainty, anxiety associated with doubt, the reality of arrival of the new people to new organization and access to necessary knowledge, attitude, and behaviors (Etebarian et al, 2008). Movahed et al in a similar study concluded that the organizational sociability methods enable organizations to recruit new employees for organization. They also indicated that recruitment has a negative relationship with leaving job, and it mediates the relationships between some methods of sociability, organizational commitment, and leaving job (Karimi, 2009). On the other hand, efficient manpower is the major indicator of one organization's superiority over other organizations. One of the important points in selecting manpower of each organization is that after selecting, recruitment, and arrival of new people, strategies should be adopted for new people so that they can adapt themselves with culture governing on organization (Movahed et al, 2006).

Organization is a social institution that fulfills his goals with special methods, values, and beliefs. In order that newcomers can help organization achieve its goals, it is necessary that they learn the methods, values, and beliefs, or in other words, the culture of that organization (Mehrabi, 2008). Sociability is one of the most important processes in the organization that if it is implemented correctly, especially in organizations with diverse responsibilities and mission, it can reduce the tension and shocks obtained from the difference between the expectations of employees and the job realities and costs relating to occupational recruiting, hiring and financial losses (Nadi et al, 2009). As a result, organizational sociability is a powerful phenomenon that has several effects on employees. Therefore, in this study, the researcher aims to determine the level of sociability of employees in the organization.

## Literature Review

### Organizational Sociability

Organizational sociability is an effective factor in integrating new employees of the organization (Jones, 1986) and it has a very important role in the making of the values and attitudes of people and their social bias about many social issues (Bigliardi et al, 2005). The concept of sociability has no long history in the social sciences. Coordinated with the new job and task can be a daunting proposition. Newcomers in the organization require learning how to perform the tasks and achieve the normal and acceptable behavior by coworkers (Allen, 2006). In fact, the newcomer must learn how to understand a new environment and to be adapted with it (Doherty et al, 2004). Sociability involves change, new skills, knowledge, skills, attitudes, values and relationships, and correctly understanding of the work frameworks (Geuss, 1993). Through this process, an individual learns social and cultural knowledge and skills and he becomes familiar with the methods of action and learns what is expected in an organization. As a result, anxiety and lack of confidence on arrival to organization decrease (Baker, 1995).

### Dimensions of organizational sociability

(Chow, 2002) considers organizational sociability in four structures of receiving training, understanding, employees' support, and vision of the organization knows that will explained later:

Receive training: it includes receiving the skills presented by the organization, self-assessment, and these trainings are designed and implemented in institutions to promote and enhance the compatibility of employees in organizations.

Understanding: it involves the perception and understanding of the organizational operations and own and organization roles.

Employees' support: in the subject of support staff, this question arises that how employees assess the cooperation and support of the organization's members. This dimension includes positive and supportive interactions in the organization.

Organization future vision: in the future vision of the organization, the questions arises that hoe employees assess the opportunities and rewards of the organization in future. This dimension includes perceptions of the employees of their job vision and accepting it in the organization where they are working (Chow, 2002).

### Other dimensions of sociability

Chao et al suggest that organizational sociability has three domains of individual job role, organizational goals, and organizational values and it includes six dimensions of expertness (skill in individual tasks), individuals (coworkers in organization), politics, language, goals, organizational values, and history.

Expertness (skill in individual tasks): according to (Antonacopoulou, 2010), learning to perform required tasks is obviously an essential part of organizational sociability (Antonacopoulou, 2010). In addition, (Kammeyer, 2011) described the dimension of performance while saying it is not important how employee is motivated, since without adequate work skills, even with high motivation, he will have less chance for success in his work (Kammeyer, 2011).

Individuals (coworkers): the idea that sociability includes using successful and satisfying working relation with organization members is an important issue in the literature of organizational sociability. Organization politics: sociability in organizational politics area is associated with an individual's success in obtaining information related to structure and communications and relations and formal and informal work power within the organization. Learning and effective compatibility with new organization or job can be more efficient when he understands who have more power and knowledge than others (Gruman, 2005).

Language: this dimension of knowledge describes people in terms of their technical language such as special terms, every-day language, and technical language that is unique for the organization. One reasoning parallel with this issue can be used on members of the organization (Cooper et al, 2006)

Organization goals and values: according to sociability includes some of the roles and principles that maintains the organizational interrelation. Learning organizational goals and values include implicit, informal, and verbal vales, and goals of powerful people in organization. The area of organizational goals and values links an individual larger organization that is beyond the immediate environment and individual jobs (Filstad, 2004). It means that the person expands his perspective by understanding these goals and values and makes effort for larger goals that indicate high ethical growth in the organization (Taormina, 2007).

### **The reasons for importance of sociability**

Sociability is a process in which people obtain the attitudes, behaviors, and knowledge required for participation as a member of the organization (Taormina, 2009). This process includes methods that an organization uses them to decrease the anxiety associated with uncertainty in the new environment and the arrival of new people for new organization, and access to the attitudes, behaviors, and knowledge needed. In the process of sociability, the person acquires the knowledge and information required to perform organizational goals (Van Maanen et al, 1979) Organizational sociability is important for employees for several reasons. The lack of attention to sociability has negative effect new employee community and employees who have not sociability show high levels of unsatisfied expectations associated with weak attitudes and negative behaviors and higher level of job leaving (Feldman, 1981) It should be noted that recruiting and selecting impose much cost for organization (Schein, 1985) The second reason is that newcomers are employed to assist personal, group, and organizational performance criteria and organizational sociability is an essential issue in empowerment of employees (Wanous et al, 1989) It is important that new employees to know what are the performance criteria in organization. The third reason is that newcomers should know what are their duty in the organization, which it requires that employees to learn the values, norms, systems, and networks of the resources (Wanous, 1992) Therefore, organizational sociability is important due to its immediate and future effects. These factors along with high rate of leaving job have made organizational sociability to completely ordinary phenomenon for employees and employers (Brass, 1985) Studies on organizational sociability in the past decade have emphasized on secondary outputs of sociability such as job satisfaction and commitment against initial outputs including learning and compatibility. Sociological and management theorists believe that organizational sociability has several dimensions (Louis, 1980). According to them, organizational socialization has three general areas individual task or role, organizational goals, and organizational values. In [Figure 1] these dimensions were developed by Chao et al, which these dimensions include expertness (skill in individual tasks), individuals (coworkers in the organization), politics, language, goals, and organizational values, and history (Hall, 2004).

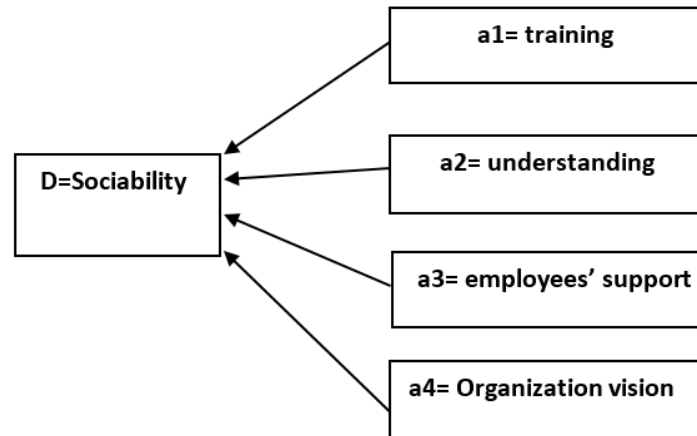


Figure 1: conceptual model of study

## Research Question

What is the level of employees' sociability?

## Methodology

Rough set theory can be a basis for detailed reasoning with uncertain information (Fisher, 1986). One of the most important applications of Rough Set is in issues related classification. The main purpose of Rough set analysis is to obtain approximate concepts of acquired data and it provides methods to eliminate surplus information. Rough set can be used in solving essential issues in the data analysis, including determining a set of objects in terms of value of features, finding the dependencies between features, eliminating (reduction) of surplus features (data), finding the most important features, and producing decision-making rules. Rough set theory method is the first step for analysis of incomplete, vague, and non-precise data. This theory uses only form input information (presented and available) and as other methods such as fuzzy and probability methods, it does require considering additional hypotheses in the model. In other words, this theory performs its analysis only based on the available information structure rather than by using additional variables and parameters. Rough set theory can identify and interpret the structures and relations and main and important factors affecting the data. The philosophy of the Rough sets is that each object in the world can be considered as information (data). Objects described by information are unrecognizable from the point of view of the information available about them. The unrecognizable relationship (causal relationship) obtained in this method is the base of mathematics of rough set theory. Each set of unrecognizable objects is called basic set and forms main element (atom) of the knowledge about the world. Human knowledge and information are based on experience of human of phenomena, samples, and findings. This information is stored in general system that is called as information system. This information system includes information about specific topics (subject, observations, samples, examples, results, events, etc.) and factors affecting it (features, specifications, variables, signs). This set of features is divided into two categories. A category of them that can be estimated from results of experiments and measurements or observational information is called situation features and the second category related to decision of experts is the result of events or the evaluation of the results based on features and this category is called as decision features. Accordingly, any happening or any issue and phenomenon can be defined with two categories of features. A category of features belongs to features and characteristics of the phenomena and other category of the features are decision features (evaluating). Therefore, according to the second category of the features and observation of the differences and different classifications between them in various topics, the features of the samples situation can be investigated (Feldman, 1981). In this study, two

types of decision variable and conditional variables are taken into account. In Rough, condition variables are based on the four levels of "receiving training, understanding, employees' support, and the organization's future vision. In this study, a survey was used to gather information, so it can be considered among the field studies. Population of the study included all employees of Sina Bank branches in the southeast region of the Iran, which it was determined 140 people using Morgan [table 1]. Tool of the study to collect data was a standard questionnaire developed by Taormina (Louis, 1980). This questionnaire has 20 items with Cronbach's alpha of 0.90. The factors investigated in the questionnaire were developed in the form of closed questions and with 4-point Likert scale. The minimum score is 20 and the maximum score is 80. In general, in this study, three levels for the decision trait were considered shown in the [table 1] below.

Table 1: tanking the features ( $a \in A$ )

Number code or value	Verbal value	Range of scores	row
1	Low	$20 \leq a(x) \leq 40$	1
2	Moderate	$41 \leq a(x) \leq 61$	2
3	High	$62 \leq a(x) \leq 80$	3

The decision trait and its classification are shown in [table 2] below:

Table 2: the decision feature and its verbal values

Decision trait	Conceived modes		
Sociability level of employees	High	Moderate	Low

Two types of rule in each decision [table 2] are implementable.

1- Inconsistent rules: they are rules that have same situational feature but they have different decision features.

2- Consistent rules: they are rules that have different situational features and diverse decision features.

Based on these two rules, decision and situation equivalence classes can be written and deducted after formation of the reduction matrix.

## Theoretical analysis results of Rough sets

Considering the sociability level in the column d as decision making feature and considering various situation features in the columns from a1 to a4, the analysis of data was performed and instead of numbers mentioned in the [table 1], their codes are replaced and in other words, we standardize them.

Information system has been shown in [table 3]:

Table 3: decision table

	a1=receiving training	a2=understanding	a3=employees' support	a4=organization vision	d=sociability level	N
X1	3	3	1	3	3	24
X2	1	1	2	3	3	25
X3	1	2	3	2	2	19
X4	1	1	2	1	1	27
X5	3	2	3	3	3	20
X6	3	1	1	1	1	22
X7	3	1	2	1	1	32
X8	2	2	3	2	2	19
X9	3	1	1	3	1	22
X10	3	1	1	3	3	30



Table 4: incompatible components in the decision table

	a1=receiving training	a2=understanding	a3=employees' support	a4=organization vision	d=sociability level
X9	3	1	1	3	1
X10	3	1	1	3	3

Table 5: compatible components of decision table

	a1=receiving training	a2=understanding	a3=employees' support	a4=organization vision	d=sociability level
X1	3	3	1	3	3
X2	1	1	2	3	3
X3	1	2	3	2	2
X4	1	1	2	1	1
X5	3	2	3	3	3
X6	3	1	1	1	1
X7	3	1	2	1	1
X8	2	2	3	2	2

In decision tables, we consider rules compatible. For this reason, the components of [table 4] are ignored and in the next stage, [table 5] is considered.

#### Equivalence set

If  $P \subseteq R$ , B share is not equal to the empty set, all equivalent equations that belong to P are also equivalent equation and displayed by  $IND(P)$ . Therefore,  $U/IND(P)$  or  $U/P$  refers to knowledge deals with equivalences family in p that base knowledge of p in relation with U is called dependency system.

$$A = \{a_1, a_2, a_3, a_4\}$$

Vector decision values  $V(d) = \{1, 2, 3\}$

$$D1 = \{x \in U : d(x) = 1\} = \{X4, X6, X7\}$$

$$D2 = \{x \in U : d(x) = 2\} = \{X3, X8\}$$

$$D3 = \{x \in U : d(x) = 3\} = \{X1, X2, X5\}$$

Equivalence classes set  $U/D = [\{X4, X6, X7\}, \{X3, X8\}, \{X1, X2, X5\}]$

$$X1 = \{X \in U \mid d(X) = 1\} = \{X4, X6, X7\}$$

$$X2 = \{X \in U \mid d(X) = 2\} = \{X3, X8\}$$

$$X3 = \{X \in U \mid d(X) = 3\} = \{X1, X2, X5\}$$

Based on three sets  $X_1, X_2, X_3$ , the low and high approximate for each of three sets are obtained. It should be noted that A is defined as following set in [table 6]:

$$A = \{a_1, a_2, a_3, a_4\}$$

Table 6: approximate of three conceptual sets  $X_1, X_2, X_3$

$X_1$	$X_2$	$X_3$
$[X 4]_A = \{X 4\}$	$[X 3]_A = \{X 3\}$	$[X 1]_A = \{X 1\}$
$[X 6]_A = \{X 6\}$	$[X 8]_A = \{X 8\}$	$[X 2]_A = \{X 2\}$
$[X 7]_A = \{X 7\}$		$[X 5]_A = \{X 5\}$

$$\frac{U}{IA} = \frac{U}{A} = \{\{X 1\}, \{X 2\}, \{X 3\}, \{X 4\}, \{X 5\}, \{X 6\}, \{X 7\}, \{X 8\}\}$$

$$\underline{AX} = \{X \in U \mid \frac{X}{A} = [X]_A \subseteq X\}$$

$$\underline{AX}_1 = \{X 4, X 6, X 7\}$$

$$\underline{AX}_2 = \{X 3, X 8\}$$

$$\underline{AX}_3 = \{X 1, X 2, X 5\}$$

The accuracy of Rough set can be determined based on accuracy coefficients in [table 7]:

$$\alpha_A(X_1) = \frac{|\underline{AX}_1|}{|\overline{AX}_1|} = \frac{3}{3}$$

$$\alpha_A(X_2) = \frac{|\underline{AX}_2|}{|\overline{AX}_2|} = \frac{2}{2}$$

$$\alpha_A(X_3) = \frac{|\underline{AX}_3|}{|\overline{AX}_3|} = \frac{3}{3}$$

Resolution Matrix (for reduction)

Table 7: resolution matrix

	x1	x2	x3	x4	x5	x6	x7	X8
X1								
X2	$\lambda$							
X3	a1,a2,a3,a4	a2,a3,a4						
X4	a1,a2,a3,a4	a4	a2,a3,a4					
X5	$\lambda$	$\Lambda$	a1,a4	a1,a2,a3,a4				
X6	a2,a4	a1,a3,a4	a1,a2,a3,a4	$\lambda$	a2,a3,a4			
X7	a2,a3,a4	a1,a4	a1,a2,a3,a4	$\lambda$	a2,a3,a4	$\lambda$		
X8	a1,a2,a3,a4	a1,a2,a3,a4	$\lambda$	a1,a2,a3,a4	a1,a4	a1,a2,a3,a4	a1,a2,a3,a4	

1- According to set  $\underline{AX}_1$ , it could be concluded that mentioned respondents in this set are sure that the sociability was at the low level and factors affecting the level of sociability are at the low level. In addition, according to  $\overline{AX}_1$  set, it could be stated that among the mentioned respondents, there are people in this set that sociability level might be low in them and factors affecting the sociability are probably at low level.

2- According to  $\underline{AX}_2$ , it could be stated that mentioned respondents in this set are sure that the sociability was at the moderate level and factors affecting the level of sociability are at the moderate level. In addition,

according to  $\bar{A}X_2$  set, it could be stated that among the mentioned respondents, there are people in this set that sociability level might be moderate in them and factors affecting the sociability are probably at moderate level.

3- According to  $\bar{A}X_3$ , it could be stated that a number of respondents in this set are sure that the sociability was at the high level and factors affecting the level of sociability are at the high level. In addition, according to  $\bar{A}X_3$  set, it could be stated that among the mentioned respondents, there are people in this set that sociability level might be high in them and factors affecting the sociability are probably at high level.

### Decision rules

Table 8: decision rules

IF $a_1=1, a_2=1, a_3=2, a_4=1$ THEN Result=1
IF $a_1=3, a_2=1, a_3=1, a_4=1$ THEN Result=1
IF $a_1=3, a_2=1, a_3=2, a_4=1$ THEN Result=1
IF $a_1=1, a_2=2, a_3=3, a_4=2$ THEN Result=2
IF $a_1=2, a_2=2, a_3=3, a_4=2$ THEN Result=2
IF $a_1=3, a_2=3, a_3=1, a_4=3$ THEN Result=3
IF $a_1=1, a_2=1, a_3=2, a_4=3$ THEN Result=3
IF $a_1=3, a_2=2, a_3=3, a_4=3$ THEN Result=3

According to data reduction and reduction [table 8];, we can have a description of  $d=1$  by  $a_2=1$  that is called as value reducer.

IF  $a_2=1$  THEN Result=1

Therefore, if the understanding factor is at the low level, the sociability level will be also low. Using the similar reasoning, 8 rules mentioned above can be summarized as follows:

IF  $a_2=1, a_4=1$  THEN Result=1

IF  $a_2=2, a_4=2$  THEN Result=2

IF  $a_4=3, a_3=3$  THEN Result=3

The second method in dealing with incompatibles is eliminating the objects that have low accuracy and correctness coefficient. According to [table 9 and 10], we have:

$D1=\{X4, X6, X7, X9\}$

$D2=\{X3, X8\}$

$D3=\{X1, X2, X5, X10\}$

In addition, for the set of equivalence classes relative to conditional features in A, that is,  $U/I$ , we have:

$$\frac{U}{IA} = \frac{U}{A} = \{\{x1\}, \{x2\}, \{x3\}, \{x4\}, \{x5\}, \{x6\}, \{x7\}, \{x8\}, \{X9, X10\}\}$$

Accordingly, for low and high approximates of each of the conceptual or preliminary sets  $D_i$ , according to set of conditional features in A, for  $i = 1, 2, 3$ , according to definition, we have:

$$\underline{AD}_i = U \{Y \in U/A \mid Y \subseteq D_i\}$$



$$\overline{AD_i} = U \{Y \in U/A \mid Y \cap D_i \neq \emptyset\}$$

Thus:

$$\overline{AD_1} = \{X 4, X 6, X 7\}$$

∪

$$\overline{AD_1} = \{X 4, X 6, X 7, X 9, X 10\}$$

$$\overline{AD_2} = \{X 3, X 8\}$$

∪

$$\overline{AD_2} = \{X 3, X 8\}$$

$$\overline{AD_3} = \{X 1, X 2, X 5\}$$

∪

$$\overline{AD_3} = \{X 1, X 2, X 5, X 9, X 10\}$$

Using the images, the following [Figure 2] shows the equivalence Sub – classes

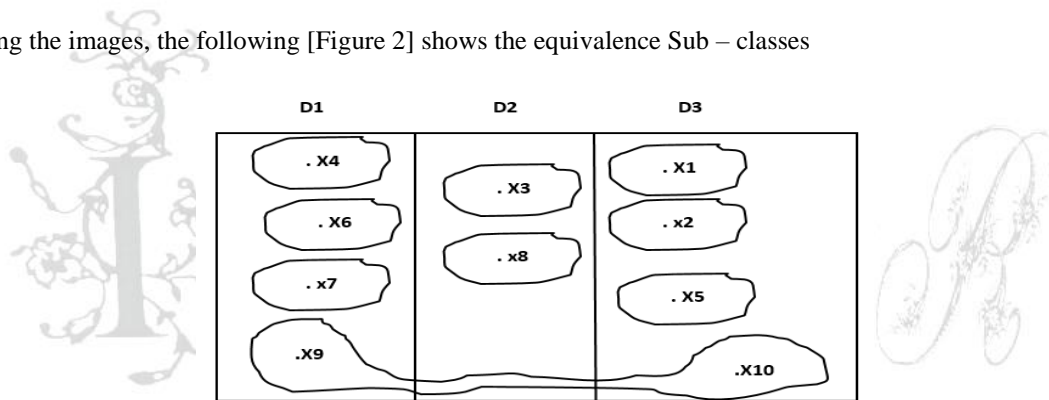


Figure 2: equivalence classes

As mentioned, elements incompatible with less correctness coefficient are eliminated.

Table 9: calculation table of correctness coefficient

Row	$D_i$	$\overline{AD_i} \setminus D_i$	$\underline{\gamma}(D_i)$	$\overline{\gamma}(D_i)$	$\gamma(D_i)$
1	{ X4,X6,X7,X9 }	{X 4, X 6, X 7}, {X 4, X 6, X 7, X 9, X 10}	$\frac{3}{10}$	$\frac{5}{10}$	$\frac{3}{5}$
2	{X3,X8}	{X 3, X 8}, {X 3, X 8}	$\frac{2}{10}$	$\frac{2}{10}$	$\frac{2}{2}$
3	{ X1,X2,X5,X10}	{X 1, X 2, X 5}, {X 1, X 2, X 5, X 9, X 10}	$\frac{3}{10}$	$\frac{5}{10}$	$\frac{3}{5}$

Therefore, X2, X7, X10 are eliminated.

Table 10: decision table

	a1=receiving training	a2=understanding	a3=employees' support	a4=organization vision	d= sociability level
X1	3	3	1	3	3
X3	1	2	3	2	2
X4	1	1	2	1	1
X5	3	2	3	3	3
X6	3	1	1	1	1
X8	2	2	3	2	2
X9	3	1	1	3	1

### Minimal set of features

As the decision variable (d) has three modes (high, moderate, and low), minimal sets can be developed in which respondents who give score 1 for decision variable are placed in one set, respondent who give score 2 to sociability level are placed in one set, and respondents who give score 3 for the decision variable are placed in one set. Three created sets are called decision equivalence classes.

$$X_1 = \{X \in U \mid d(X) = 1\} = \{X_4, X_6, X_9\}$$

$$X_2 = \{X \in U \mid d(X) = 2\} = \{X_3, X_8\}$$

$$X_3 = \{X \in U \mid d(X) = 3\} = \{X_1, X_5\}$$

Based on three sets of  $X_1$ ,  $X_2$ ,  $X_3$ , we obtain the low and high approximate for each of three sets. it should be noted that A is defined as following set in [table 11 and 12]:

$$A = \{a_1, a_2, a_3, a_4\}$$

Table 11: approximate of three conceptual sets  $X_1$ ,  $X_2$ ,  $X_3$

$X_1$	$X_2$	$X_3$
$[X_4]_A = \{X_4\}$	$[X_3]_A = \{X_3\}$	$[X_1]_A = \{X_1\}$
$[X_6]_A = \{X_6\}$	$[X_8]_A = \{X_8\}$	$[X_5]_A = \{X_5\}$
$[X_9]_A = \{X_9\}$		

$$\frac{U}{IA} = \frac{U}{A} = \{\{X_1\}, \{X_3\}, \{X_4\}, \{X_5\}, \{X_6\}, \{X_8\}, \{X_9\}\}$$

Resolution matrix (for reduction)

Table 12: resolution matrix

	x1	x3	x4	x5	x6	X8	X9
X1							
X3	a1,a2,a3,a4						
X4	a1,a2,a3,a4	a2,a3,a4					
X5	$\lambda$	a1,a4	a1,a2,a3,a4				
X6	a2,a4	a1,a2,a3,a4	$\lambda$	a2,a3,a4			
X8	a1,a2,a3,a4	$\lambda$	a1,a2,a3,a4	a1,a4	a1,a2,a3,a4		
X9	a2	a1,a2,a3,a4	$\lambda$	a2,a3	$\lambda$	a1,a2,a3,a4	

## Decision Rules

Table 13: decision rules

IF $a_1=1, a_2=1, a_3=2, a_4=1$ THEN Result=1
IF $a_1=3, a_2=1, a_3=1, a_4=1$ THEN Result=1
IF $a_1=3, a_2=1, a_3=1, a_4=3$ THEN Result=1
IF $a_1=1, a_2=2, a_3=3, a_4=2$ THEN Result=2
IF $a_1=2, a_2=2, a_3=3, a_4=2$ THEN Result=2
IF $a_1=3, a_2=3, a_3=1, a_4=3$ THEN Result=3
IF $a_1=3, a_2=2, a_3=3, a_4=3$ THEN Result=3

Given the data reduction and reduction [table 13], we can a description of  $d=1$  by  $a_4=1$  that is called as value reducer.

IF  $a_4=1$  THEN Result=1

Therefore, if the organization vision is at the lower level, the sociability level will be also at low level. Using the similar reasoning, seven rules mentioned above can be summarized as follows:

IF  $a_2=1, a_4=1$  THEN Result=1

IF  $a_2=2, a_4=2$  THEN Result=2

IF  $a_1=3, a_4=3$  THEN Result=3

## Conclusion

Based on obtained results, if the level of training or education in the organization is at the high level, the sociability level will be also high. Therefore, trainings should be developed and implemented in institutions to promote and enhance compatibility of the employees in the organization. In addition, results showed that the factors of understanding and employees' support at the moderate level increase the employees' sociability. In addition, based on the results obtained, the factor of organization vision that includes the perceptions of the employees of their job vision and accepting it increases the sociability of employees.

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