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THE EFFECTS OF PERCEIVED CO-WORKER AND SUPERVISOR SOCIAL SUPPORT ON ORGANIZATIONAL SOCIALIZATION AND BUSINESS RESULTS

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ABSTRACT

The objective of the study is to investigate the possible effects of organizational socialization on business results such as affective commitment, intention to quit and job satisfaction. Besides, the study aims to examine to determine the mediator roles of co-worker and supervisor social support in the relationships between organizational socialization and affective commitment, intentions to quit and job satisfaction. The study was conducted in Konya, which is a province of Turkey, among 385 healthcare workers. In the study, organizational socialization scale of Chao *et al*. (1994), co-worker and supervisor social support scale that is belonging to the study of McCaughey (2008), affective commitment scale of Meyer *et al*. (1993), intentions to quit scale of Wayne, Shore, and Liden (1997), job satisfaction scale of Weiss *et al*. (1967) were used. Organizational socialization has a negative effect on intention to quit, however it has a positive relation with affective commitment and job satisfaction. Co-worker social support has a partial mediator role in the relationships between organizational socialization and intention to quit and affective commitment. Co-worker social support has not a partial mediator role in the relationship between organizational socialization and job satisfaction. The mediator role of supervisor social support was not determined. The other variables would be discussed in the following sections in the study.

Keywords: Co-worker and supervisor social support, organizational socialization, affective commitment, intentions to quit and job satisfaction.

Organizational Socialization

Organizational socialization can be identified generally as tactics or plans for newcomers to the organization in order to provide the learning position organizational roles and work groups as separated from organizational member or through their experiences [1]. Organizational socialization literature has a framework about the entry process such as how the organization can accustom a newcomer to the organizational issues as possible or from the employee perspective how he/she can adapt the work issues and succeed in job [2].

Socialization factors are divided into three aspects as organization factors that socialization tactics, orientation programs, training programs and mentoring programs, group factors that socialization tactics, social support and social learning processes and individual factors that proactive strategies and behaviors [3].

Organizational socialization process is consisted of various components such as performance feedback, sharing information, reaching resources, involvement in work related activities, behavioral self- management and observation [4]. Supporting working environment, fostering

open communication and involving staff in decision-making are milestones in order to prevent leaving job or organization and also support voluntary extra efforts to obtain organizational benefits [5].

Co-worker and supervisor social support

Social support can be identified as a perception that the individual believes in being loved, cared, and esteemed and a member of a network with reciprocal responsibilities and obligations [6].

Co-worker support is a concept that has relationships with many variables. For instance, perception of high level of co-worker support by the employees can lead them to stay with the organization as an obligatory feeling that their leave can burden their co-workers [7]. There are many studies in the literature that discuss the main effects and relationships of coworker support with the other variables such as organizational commitment [7], error management [8], employee well- being [9], employee attitudes and behavior [10], work engagement [11], loyalty of employees [12], job performance [13].

Supervisor support includes many activities such as communicating about errors, helping subordinates in error situations, sharing knowledge, encouraging for quick detecting and handling problems and learning from the errors [8]. Social exchange theory, which has been emphasized and focused on workplace relationships, explains the association between supervisor and co-worker social support and organizational outcomes such as being thankful and feeling obligatory for supporting organizational well- being because of norm of reciprocity [14] Accordingly, high level of perception of supervisor support may lead organizational identification that is the degree of feeling to define the organization and so, it is expected to contribute higher job satisfaction [15].

Tian, Zhang and Zou (2014) highlighted that many emotional stressors perceived by the employees can effect on affective commitment and supervisor support has a mediating role in the relationships between affective commitment and the other variables in the workplace [16]. Besides, perceived supervisor support contributes to satisfaction within the workplace by enhancing the willingness of employees to stay with the organization and work [17]. In a nutshell, social support within the workplace may reduce the intention to quit and increase the loyalty of the employees, since it allows enhancing role enrichment and accordingly it can be a facilitator to identify organizational socialization implications clearly [18].

Intentions to Quit

Intention to quit is identified as to a person's subjective probability to leave job, organization or the current issue by exhibiting withdrawal behaviors, plans or thoughts related with his/her efforts [19]. Job stress, contextual factors are the main concepts that effect on intention to quit [20, 5]. Besides, low level of affective commitment and additionally job and life related stress factors cause intention to quit [20]. Education level can be an effective tool to eliminate job stressors that have impact on intention to quit. In an explanatory viewpoint, high education level creates a participative environment to hospital related issues such as projects and committees highly and employees, who have high education level, can find themselves a policy maker position within the organization and among their counterparts [21]. Quality and improved relationship between the employees and organization will create an environment that allows employees to want remaining within the organization [5]. Çalışır *et al.* (2011)

expressed that intention to quit reflects an employee's thoughts and intention to leave current work conditions or organization due to dissatisfaction related with organizational issues [22].

Intention to quit among nurses is strongly associated with job satisfaction and therefore, reports on intention to quit should be typed in detail with the reasons and effects of this concept and also important determinants should be decided in order to prevent leaving the job and organization among nurses without negative feedbacks and reflections to patient care [23]. Employees, who have high tendency to leave their organization, will be less committed to their supervisor, work by overlooking opportunities and advances presented by the organization [19]. In the light of literature review above, Hypothesis 1, 2 and 3 were developed.

H1. Organizational socialization is negatively associated with intentions to quit.
H2. Co-worker support has a mediator role in the relationship between organizational socialization and intention to quit.
H3. Supervisor social support has a mediator role in the relationship between organizational socialization and intention to quit.

Affective Commitment

Affective commitment is consisted of many dimensions as sense of belongingness, being happy of being a customer, feeling emotionally attached and feeling part of the family of an organization or provider. Furthermore, affective commitment generates loyalty feeling by effacing complaining behaviors [24]. Affective commitment is a key point for providing employees' willingness to engage the organization by developing organizational citizenship behavior; hence organizational tenure can be enhanced with social capital. In other words, committed employees are prone to exhibit extra beneficial roles for or within the organization, in the light of these behaviors and attitudes it can be emphasized that affective organizational commitment has an impact on interactions among employees and provides longer organizational tenure [25]. Affective commitment can be related with more challenging and less stressful job conditions in order to help adaption and provide completing tasks more efficiently. Moreover, affective commitment provides to decrease turnover intention and emotional exhaustion and enhance psychological bond with the organization [26].

Organizational policies at the workplace should allow creating a competitive environment, so employees' commitment is a key concept in order to prevent employees from quitting and negative consequences. Therefore, human resource management in this way should present opportunities to enhance policies and implementations for providing and strengthen the tie between employee and organization [27]. Besides, job security is another concept to enhance affective commitment. In other words, if the employees feel themselves in a safe job environment, then high productive behaviors can be supported and improved by expanding relationship between employee and organization [16]. Since affective organizational commitment is associated with staying in job of employees and feeling loyalty to the organization by exhibiting extra role behaviors, this concept represents an important and survival goal of human resource management [28].

Social exchange theory explains affective commitment as that if organization policy provides opportunities to meet social and emotional needs of employees and to reach favorable job conditions, the employees can possess a sense of responding to gratefulness by making effort to achieve organizational goals and benefits and generating psychological tie with the

organization [29]. Trusty behaviors and interaction among employees and organizational members is a required tool in order to enhance affective commitment, so motivate employees for contributing to organizational beneficial activities [30]. Anvari *et al.* (2014, p. 116) highlighted that affective organizational commitment has a close relationship with psychological contract and hence, it provides strategic compensation and emotional bond to the organization [31]. Omar (2013, p. 11) emphasizes that work- life balance is an important determinant of job related functions such as job satisfaction, perception of work status and particularly providing committed relationship between the organization and employee [32]. Based on social support and organizational socialization literature, Hypothesis 4, 5 and 6 were considered as:

H4.Organizational socialization is positively associated with affective commitment
H5.Co-worker support has a mediator role in the relationship between organizational socialization and affective commitment.
H6. Supervisor social support has a mediator role in the relationship between organizational socialization and affective commitment.

Job Satisfaction

Job satisfaction is related with organizational learning [33] motivational tendencies [34] strategic leadership, empowerment, inquiry and dialogue [35]. In health care, job satisfaction can be identified based on managerial support and respectful relationship among employees, so healthcare staff can effort extra role behaviors [15]. Satisfied employees have willingness for taking new responsibilities, helping counterparts and the other members of organization and develop job requirements or job related issues to support organizational goals and position to a higher level [33].

Job satisfaction can be measured by life and work satisfaction related with physical and psychological environment, management style and behaviors and also relationships between employees, the other organizational members and target groups [36]. Multiple dimensions of job satisfaction as expectations of employees and performance based satisfaction are impacted by personality and achievement orientations [34]. Psychological well-being of employees related with job characteristics allows for employees and optimistic, high positive perception of job standards and self- efficient environment, so employees can feel themselves that they are working in a safety and satisfied climate [37]. Reflective and critical thinking, participation in decision making process can improve the sense of job satisfaction of employees [33]. According to the study results, employees prefer a friendly and trusty working environment in their organization and in the light of this result organizational culture is highlighted as an important concept to provide job satisfaction. On the other hand, job dissatisfaction is shaped with low level of salaries and high hierarchical organization structure [38]. Higher motivated and empowered employees, more increasing organizational outcomes and continuous self- enhancement and advancement will be occurred accordingly commitment and satisfaction related with job can be monitored among employees [35]. According to literature review mentioned above, Hypothesis 7, 8 and 9 were developed.

*H7.Organizational socialization is positively associated with job satisfaction*
H8.Co-worker support has a mediator role in the relationship between organizational socialization and job satisfaction.
H9. Supervisor social support has a mediator role in the relationship between organizational socialization and job satisfaction.

METHOD

Research Model

The objective of the study is to investigate the possible effects of organizational socialization on business results such as affective commitment, intention to quit and job satisfaction. Besides, the mediator effect of supervisor and co-worker social support in the relationships between organizational socialization and affective commitment, intentions to quit and job satisfaction were proved to be investigated. The data was evaluated by the packet program of SPSS 10.0. In order to examine the content validity of these measures, we performed confirmatory factor analysis (CFA) and path analysis with LISREL VIII. Besides the descriptive statistics analysis were also carried out.
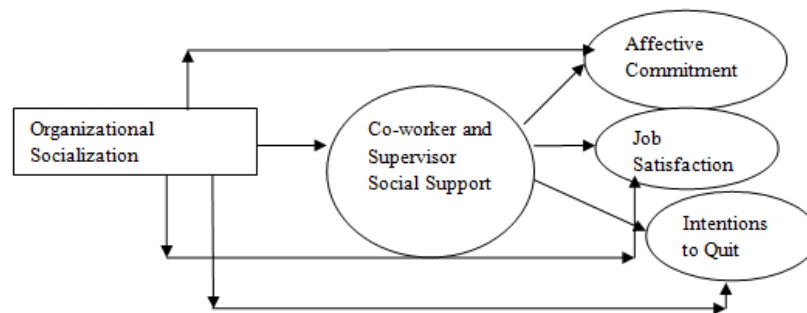
Figure 1.model of the research

Participants

The research was conducted in Konya, a province of Turkey, at 4 school 160 healthcare workers that were selected with random sample method. Age average of the participants is 32,72. Work duration of the participants is determined as 6.65. 64.4 % of all participants are women and 35.6 % of them are men. The participants' education levels were consisting of collage (50.0 %). Majority of the participants are married (66.2 %), 30% of all participants are single and 3.8 % of them are divorced or widowed. *Instrumentation*

In the study co-worker and supervisor social support scale, organizational socialization, affective commitment, intentions to quit and job satisfaction scales were used. More detailed information is given about the scales below.

Co-worker and supervisor social support scale: The scale, which was originated from Caplan, Cobb, French, Van Harrison, Pinneau's (1975) study, was obtained from the thesis of McCaughey (2008).The sub-dimensions of the scale as co-worker and supervisor social support and each of them insists of four questions. Cronbach Alpha coefficient was found between .81 and .90 within the conducted analysis. The scale was rated with 5- point Likert (1: there is no such a person, 5: too much). In this study was performed validity and reliability of the scale into Turkish.

Organizational socialization scale: 34 questioned scale was obtained from the study of Chao and etc. (1994). Scale has 6 sub-dimensions. This sub-dimension could be classified as history (5 items), language (5 items), politics (6 items), people (6 items), organizational goals and values (7 items), performance proficiency (5 items). Each item was rated on a five-point fully anchored scale. In this study was performed validity and reliability of the scale into Turkish.

Affective commitment scale: The scale was obtained from the study of Meyer *et al*. (1993), consisted of just six questions and rated with 5- point Likert. In this study was performed validity and reliability of the scale into Turkish.

Intentions to quit scale: Five questioned scale was obtained from the study of Wayne, Shore, and Liden (1997) and rated with 5- point Likert. In this study was performed validity and reliability of the scale into Turkish.

Job satisfaction scale: The scale was developed by Weiss *et al*. (1967) and it consisted of 20 questions and two sub- dimensions. The items of internal satisfaction are listed as 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, 20. The items of external satisfaction are consisted of 5,6,12,13,14,17,18,19. The scale was firstly translated into Turkish by Baycan (1985) and was used among health professionals in order to determine job satisfaction of employees by studying validity and reliability. Cronbach Alpha coefficient was found as .77 in the result of Baycan's (1985) reliability analysis study.

Table 1. Items and Item Loadings from Confirmatory Factor Analyses for Co-Worker and Supervisor Social Support Scale

Items	(CFA) Result Version Standardized Loadings	t-Value	Mean	SS	Item-Total Correlations
	Alpha=.864				
Your immediate supervisor	**.874**				
1.	.75		2.68		.860**
3.	.92	15.21	2.66	1.12	.931**
4.	.84	11.95	2.62	1.13	.881**
Other people at work	**.833**				
2	.72	9.65	3.34	1.04	.792**
3	.84	12.07	3.02	1.09	.861**
4	.79	11.59	3.01	1.09	.868**

Note: **Standardized item loadings reported for CFA. $p < .001$ for all loadings.**
**Correlation is significant at the 0.01 level (2-tailed).

Co-worker and supervisor social support scale has been formed 8 items at initial version. Confirmative Factor Analysis (CFA) has been applied. It has been not achieved validity initial version scale (Goodness-of-Fit Statistics: $\chi2/df$ =108.86/19=5.72, NNFI=.80, NFI= .84, CFI=.86, AGFI=.72, GFI=.85, RMSEA=.17). 2 items have been removed from the scale because of item which had been factor loadings lower than .60. CFA has been applied. As a result of confirmatory factor analysis, some of the fit indices values are supposed to be acceptable. Goodness-of-Fit Statistics*: $\chi2/df$ =22.69/8=2.83, NNFI=.94, NFI=.96, CFI=.97, AGFI=.88, GFI=.95, RMSEA=.01. The item-total correlations for scale items were: .86 with 93. According to this, scale shows a good level of internal consistency. As a result of CFA analysis, the scale has reached its valid form consisting of 6 questions and 2 dimensions. The scale's Cronbach Alpha coefficient was .864. The scale has been found to be high reliability.

Table 2. Items and Item Loadings from Confirmatory Factor Analyses for Organizational Socialization Scale

Items	(CFA) Result Version Standardized Loadings	t-Value	Mean	SS	Item-Total Correlations
	Alpha=.854				
History	**.870**				
9. (R).	.87	12.98	3.09	1.12	.882**
14.	.90	13.72	3.14	1.07	.889**
29.	.74	10.40	3.04	1.14	.827**
Language	**.796**				
6.(R).	.71	9.43	3.53	1.02	.778**
18.	.79	10.69	3.76	.88	.843**
30.	.78	10.64	3.84	.85	.808**
People	**.636**				
10.(R).	.68	7.39	3.38	1.06	.854**
27. (R).	.68	7.40	3.41	1.01	.797**
Organizational Goals and Values	**.787**				
16.	.75	9.88	3.56	.98	.806**
25.	.79	10.41	3.58	.88	.825**
34	.69	8.88	3.57	.89	.758**
Performance Proficiency	**.838**				
19.	.77	10.72	3.98	.89	.797**
22.(R).	.85	12.24	3.80	.95	.845**
24.	.78	10.83	3.77	.97	.863**

Note: **Standardized item loadings reported for CFA.** $p < .001$ **for all loadings.**
**Correlation is significant at the 0.01 level (2-tailed).

Organizational socialization scale has been formed 34 items at initial version. Confirmative Factor Analysis (CFA) has been applied. It has been not achieved validity initial version scale (Goodness-of-Fit Statistics: $\chi2/df$ =981.51/512=1.91, NNFI=.79, NFI= .69, CFI=.81, AGFI=.69, GFI=.73, RMSEA=.07). 12 items have been removed from the scale because of item which had been factor loadings lower than .60. 8 items have been removed from the scale because of item which had been needed modification indices. CFA has been applied. As a result of confirmatory factor analysis, some of the fit indices values are supposed to be acceptable. Goodness-of-Fit Statistics*: $\chi2/df$ =86.27/67=1.28, NNFI=.96, NFI=.91, CFI=.97, AGFI=.89, GFI=.93, RMSEA=.04. The item-total correlations for scale items were: .75 with 88. According to this, scale shows a good level of internal consistency. As a result of CFA

analysis, the scale has reached its valid form consisting of 14 questions and 5 dimensions. The scale's Cronbach Alpha coefficient was .854. The scale has been found to be high reliability.

Table 3. Items and Item Loadings from Confirmatory Factor Analyses for Affective Commitment Scale

Items	(CFA) Result Version Standardized Loadings	t-Value	Mean	SS	Item-Total Correlations
	Alpha=.917				
1.	.76	11.15	2.79	1.23	.835**
2.	.83	12.66	2.95	1.18	.876**
3. (R)	.83	12.53	2.89	1.15	.857**
4. (R).	.90	14.40	2.82	1.23	.907**
6. (R).	.83	12.48	2.78	1.18	.860**

Note: **Standardized item loadings reported for CFA. *p* < .001 for all loadings.**
**Correlation is significant at the 0.01 level (2-tailed).

Affective commitment scale has been formed 6 items at initial version. Confirmative Factor Analysis (CFA) has been applied. It has been not achieved validity initial version scale (Goodness-of-Fit Statistics: $\chi2/df$ =29.90/9=3.32, NNFI=.95, NFI= .96, CFI=.97, AGFI=.86, GFI=.94, RMSEA=.12). 1 item has been removed from the scale because of item which had been needed modification indices. CFA has been applied. As a result of confirmatory factor analysis, some of the fit indices values are supposed to be acceptable. Goodness-of-Fit Statistics*: $\chi2/df$ =12.02/5=2.40, NNFI=.97, NFI=.98, CFI=.99, AGFI=.91, GFI=.97, RMSEA=.09. The item-total correlations for scale items were: .83 with 90. According to this, scale shows a good level of internal consistency. As a result of CFA analysis, the scale has reached its valid form consisting of 5 questions and 1 dimension. The scale's Cronbach Alpha coefficient was .917. The scale has been found to be high reliability.

Table 4. Items and Item Loadings from Confirmatory Factor Analyses for Intentions to Quit Scale

Items	(CFA) Result Version Standardized Loadings	t-Value	Mean	SS	Item-Total Correlations
	Alpha=.895				
1.	.68	9.53	2.59	1.29	.780**
2.	.81	12.09	2.67	1.36	.870**
3.	.94	15.33	2.38	1.29	.886**
4.	.87	13.54	2.51	1.30	.881**

Note: **Standardized item loadings reported for CFA. *p* < .001 for all loadings.**
**Correlation is significant at the 0.01 level (2-tailed).

Intentions to quit scale have been formed 6 items at initial version. Confirmative Factor Analysis (CFA) has been applied. It has been not achieved validity initial version scale (Goodness-of-Fit Statistics: $\chi2/df$ =4.63/5=.92, NNFI=1.00, NFI= .99, CFI=1.00, AGFI=.97, GFI=.99, RMSEA=.00). 1 item has been removed from the scale because of item which had been factor loadings lower than .60. CFA has been applied. As a result of confirmatory factor analysis, some of the fit indices values are supposed to be acceptable. Goodness-of-Fit Statistics*: $\chi2/df$ =1.40/2=.7, NNFI=1.00, NFI=1.00, CFI=1.00, AGFI=.98, GFI=1.00, RMSEA=.00. The item-total correlations for scale items were: .78 with 88. According to this, scale shows a good level of internal consistency. As a result of CFA analysis, the scale has reached its valid form consisting of 4 questions and 1 dimension. The scale's Cronbach Alpha coefficient was .89. The scale has been found to be high reliability.

Table 5. Items and Item Loadings from Confirmatory Factor Analyses for Job Satisfaction Scale

Items	(CFA) Result Version Standardized Loadings	*t*-Value	Mean	SS	Item-Total Correlations
	Alpha=.882				
14	.64		2.69	1.24	.823**
17	.69		2.78	1.12	.785**
19	.75	9.80	2.95	1.21	.828**
22	.81	12.11	2.95	1.18	.879**
23	.83	12.47	2.89	1.15	.877**
24	.92	14.91	2.82	1.23	.921**
26	.82	12.38	2.78	1.18	.870**

Note: **Standardized item loadings reported for CFA. *p* < .001 for all loadings.**
**Correlation is significant at the 0.01 level (2-tailed).

Job satisfaction scale has been formed 20 items at initial version. Confirmative Factor Analysis (CFA) has been applied. It has been not achieved validity initial version scale (Goodness-of-Fit Statistics: $\chi2/df$ =1691.01/298=5.67, NNFI=.57, NFI= .54, CFI=.61, AGFI=.47, GFI=.55, RMSEA=.17). 6 items has been removed from the scale because of item which had been factor loadings lower than .60. 7 items has been removed from the scale because of item which had been needed modification indices. CFA has been applied. As a result of confirmatory factor analysis, some of the fit indices values are supposed to be acceptable. Goodness-of-Fit Statistics*: $\chi2/df$ =27.01/13=2.07, NNFI=.96, NFI=.96, CFI=.98, AGFI=.90, GFI=.95, RMSEA=.08. The item-total correlations for scale items were: .78 with 92. According to this, scale shows a good level of internal consistency. As a result of CFA analysis, the scale has reached its valid form consisting of 7 questions and 2 dimensions. The scale's Cronbach Alpha coefficient was .88. The scale has been found to be high reliability.

FINDINGS

In order to determine the relation between the variables, we benefited from the path analysis. The path analysis was given in Fig. 2.

The structural model
    The hypothesized model is depicted in Fig. 2.
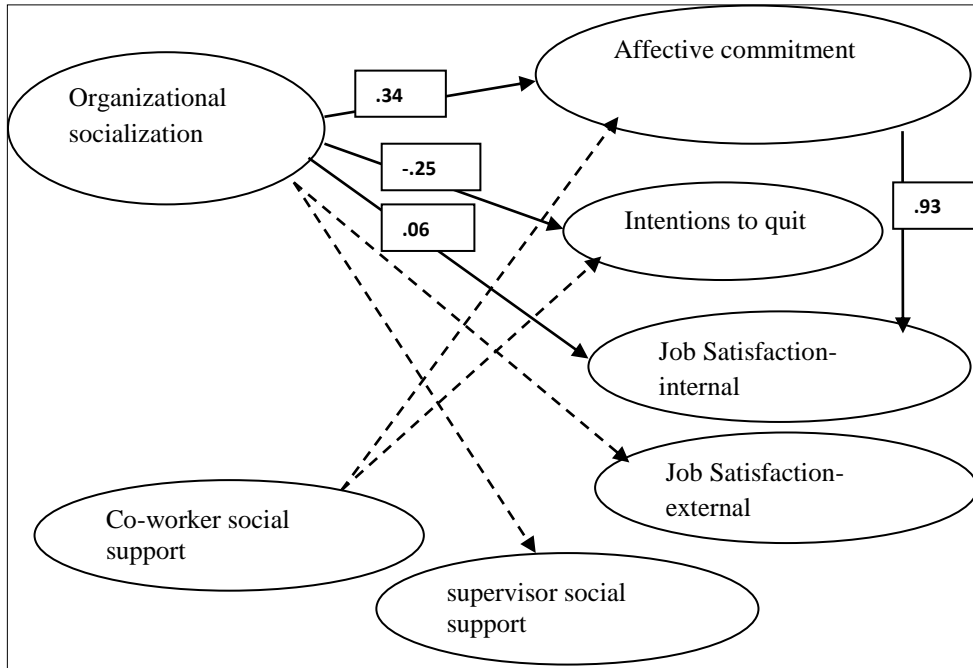
Figure 2. model of the research   Figure 1. model of the research
….. (indicates the invalid relationship)

In initial phase, path analysis from organizational socialization to affective commitment, intention to quit, internal job satisfaction and external job satisfaction was performed. Paths from organizational socialization to affective commitment (.34); to intention to quit (.-25) and to internal job satisfaction (.06) were found, however path to variable of external job satisfaction was found as invalid (t:.77)(Goodness-of-Fit Statistics: $\chi2/df$ =248.20/6=41.36, NNFI=.48, NFI= .12, CFI=.11, AGFI=.03, GFI=.62, RMSEA=.05).The path between organizational socialization and external job satisfaction was removed from the model due to lack of the relation. In the model, which was required fix index, a new path between affective commitment and internal job satisfaction was confirmed and this path was attached into the model (Goodness-of-Fit Statistics: $\chi2/df$ =3.15/2=1.57, NNFI=.99, NFI= .99, CFI=1.00, AGFI=.95, GFI=.99, RMSEA=.06).The resulted model is depicted in Fig. 3.
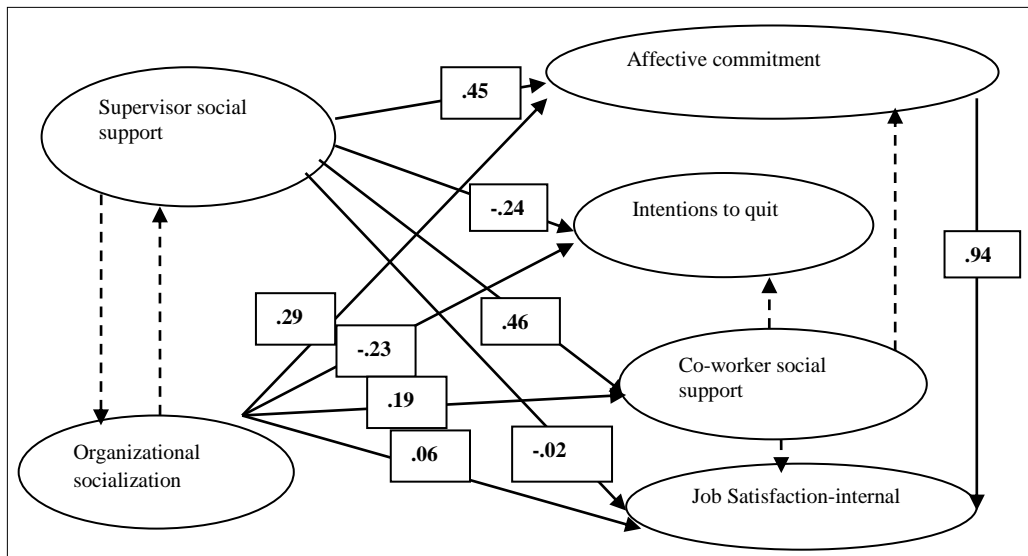
Figure 3.model of the resulted ….. (indicates the invalid relationship)

In the second phase of model, the paths form organizational socialization to supervisor support (t:1.37); from co-worker support to intention to (t:-.85) and to affective commitment (t: 1.93) were removed from the model because of invalid of *t* value (Goodness-of-Fit Statistics: χ^2/df =224.26/7=32.03, NNFI=.72, NFI= .21, CFI=.20, AGFI=.04, GFI=.68, RMSEA=.44).

According to path analysis, organizational socialization impact on intention to quit negatively (-.23), affective commitment positively (.29), co-worker social support positively (.19), and internal job satisfaction positively (.06). A new path was attached to the variables of organizational socialization, intention to quit and internal job satisfaction, which were required fix index. Similarly, a new path from supervisor social support to co-worker support was attached. The paths from co-worker social support to internal job satisfaction (*t*: 2.10) and from supervisor social support to organizational socialization (*t*: 1.37) were found as invalid and removed from the model (Goodness-of-Fit Statistics: χ^2/df =0.98/5=.19, NNFI=1.00, NFI= 1.00, CFI=1.00, AGFI=.99, GFI=1.00, RMSEA=.00).

In the first phase, the path from organizational socialization to internal job satisfaction (.06) and in the second phase, the same path (.06) did not change. Accordingly, co-worker social support has not a partial mediator role in the relationship between organizational socialization and internal job satisfaction.Since a significant path from organizational socialization to supervisor social support was not reached as the first condition of partial mediator role (*t*: 1.37), supervisor social support has not a mediator role in the relationship between organizational socialization and internal job satisfaction. In the first phase, the path from organizational socialization to intention to quit (-.25) and in the second phase the path from organizational socialization to intention to quit (-.23) were found as lower. According to that, this decline shows that co- worker social support has a partial mediator role. In the first phase, the path from organizational socialization to affective commitment (.34) and in the second phase, the same path (.29) was found as lower. Accordingly, this decline shows that co-worker social support has a partial mediator role. As to the all results, H1, H2, H4, H5 and H7 have been accepted and H3, H6, H8 and H9 have been rejected.

CONCLUSION

Organizational socialization has a negative effect on intention to quit, however it has a positive relation with affective commitment and job satisfaction. Co-worker social support has a partial mediator role in the relationships between organizational socialization and intention to quit and affective commitment. Co-worker social support has not a partial mediator role in the relationship between organizational socialization and job satisfaction. The mediator role of supervisor social support was not determined. Based on the intention to quit literature especially in the field of health care, various job satisfaction tools can be savior such as achievement, autonomy at work, balancing in stress levels, suitable workload, time and opportunity for participating in decision making in order to provide staying longer at work especially for nurses [39]. According to the study of Arshadi and Hayavi (2013) affective commitment provides supportive opportunities by increasing job performance in order to benefit the organization. High emotionally committed employees to the organization are willing to provide discretionary effort and share individual knowledge with the organizational members in order to develop policies and strategies for organizational facilities and functions [31].

Erosion of affective organizational commitment can be defined as a consequence of psychological contract breach, that is to say changing quality interaction between employee and organization can effect on psychological tie of employees with the organization [26]. While job expectations reflect individual orientation related with job or work issues, achievement orientations are associated with job characteristics within the organization [34]. Besides, immediate superior support, working conditions and work itself are more effective on job satisfaction rather than promotion opportunities offered by the institution as to the overall picture of the organizational culture and climate [38].

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