

Combined Role of Organizational Socialization & Person Job Fit on Supervisor Rated Job Performance of Newcomers

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Abstract

The core objective of this study was to comprehend the role of organizational socialization in predicting job performance of new employees who were working in various banks of Pakistan. Besides that, to find out whether person job fit moderated between this connection. Data was gathered from 300 respondents working in various banks, located in Pakistan. The outcomes bolstered hypothesis of current study. Where OS was proven as a significant predictor of supervisor rated job performance while Person Job Fit as a significant moderator between them. The study confirmed the endorsements of congruence theorists and validated the role of organizational socialization. Findings are expected to exploit genuine capabilities of newcomers. Therefore, current study expected to add value in the existing literature.

Keywords: Organizational Socialization, Person Job Fit, Newcomers, Job Performance, Human Capital, Theory of Congruence.

Introduction

In the extremely competitive business markets, human capital is treated as the most important source to attain competitiveness (Torres, Ferraz, Rodrigues, 2018; Delery & Roump, 2017). Consideration of research analysts has significantly moved from physical capital toward more elusive forms of capital including intellectual and social capital (Hoskissen, Gambeta, Green & Li, 2018; Soltis, Brass & Lepak, 2018). The theory of social capital talks about social relations among workers, trustworthiness between organization and the workforce, and the intentions of workers toward cooperation (Akdere, 2005). In light of this social capital viewpoint; various OS components have been concentrated by the scholars (Nifadkar, 2018, Zhu, Tatachar, & Chattopadhyay, 2016, Batistici & Kase, 2015). Where few have concluded a positive association between OS & JP whereas few others have concluded its positive connection with job satisfaction, career growth and identity (Taormina, 2019; Ashforth & Saks, 1996; Chao et al, 1994). Most significant OS components comprise training, Peer support, understanding & career prospects (Taormina, 2019). Firms are required to focus upon socialization strategies as in the case of negligence to socialize newcomers may cause unmet expectations, breach of contract (psychological) and employees' negative deeds (Wanous, 1992). Firms with effective socialization strategies become able to exploit the genuine capabilities of their workers which will assist them to achieve competitive advantage and increased level of organizational gains.

Where ‘Training’ assists to enhance the skills of the newcomers, ‘Understanding’ helps in comprehension of organization’s strategic based objectives and ways to achieve to achieve these objectives, ‘Coworker support’ assists to receive cooperation from coworkers, and ‘Future prospects’ are necessary in provision of successful career path within organization (Taormina, 2019).

The connection between OS & JP prevails in previous literature but the level of its effect diverges in these studies that requires introduction of such moderators that can strengthen this association (Nifadkar, 2020; Saks & Ashforth, 1997). Gruman, Saks & Zweig (2006) proved the moderating role of proactive behaviors “Information seeking & Feedback Seeking” between OS & JP. Previous work thus suggests to verify new moderators. Keeping in view, new situational moderators are expected to play their role in this relationship.

Likewise, PJ Fit has acquired higher concentration by various research specialists who have tested its role as an eloquent moderator that influence job outcomes (Nifadkar, 2020; Chang et al, 2010). Correspondingly, another research was conducted that found the substantial significance of PJ Fit in the linkage of ‘Training investment’ & ‘Turnover intentions’ (Chang et al; 2010). In light of this, PJ Fit is taken as a moderator in current study.

Current investigation explicitly recognizes the interactional role of PJ Fit between OS & JP through configurational viewpoint, study purposes to exploit the genuine capability of workers in order to bring synergetic advantages for their organizations.

The significance of current investigation is manifold; theoretical as well as practical. Firstly, Proposed model contributes in literature as none of the research was carried out before where this relationship was examined. Secondly, the proposed model approves the congruence theory presented by Nadler & Tushman (1980). Thirdly, from practical viewpoint, HR managers can be advantageous through hiring right person for the right job (PJ Fit) and then socializing them to accomplish the ideal outcomes. In this way, study will be useful to achieve synergetic benefits.

Literature Review

Competitive business markets of today, which are described by globalization, product-market rivalry and changeability in customers preferences consider the human capital as a significant wellspring in the way to achieve long term competitiveness (Delery & Roumpi, 2017; Rothaermel, 2008). The resource-based view outlines as the possession of valuable, rare, inimitable, not easily substitutable organizational resources which have ability to achieve long term competitiveness (Barney, 1991). Along these lines, human capital is viewed as an extraordinary and sustainable source of competitiveness. Conversely, natural resources and economies of scale are the traditional resources which are easily imitable and thus less feasible (Perez & Falcon, 2002). Consideration of research specialists is extensively moved from physical towards more elusive forms of capital which are social and intellectual. (Nasr, Akremi, & Coyle-Shapiro, 2019; Stone et al., 2015; Wright et al., 1998). Theory of social capital is related with social relations among workers, shared trust between worker & organization and workers’ attitudes toward cooperation (Akdere, 2005). Various sources of social capital pertain to those qualities & skills, a person possess to make social networks within organization (Berkelaar & Harrison, 2019; Subramony, Segers, Chadwick & Shyamsunder, 2018).

The social viewpoint on the basis of which various components of OS were concentrated by various analysts in previous years (Nifadkar, 2020; Saks et al, 2006). Components identified by Chao (1994) were” People, Politics, Performance proficiency, History, Language and Organizational goals/values”. Subsequently, four components introduced by Taormina (1994), ‘Training’, ‘Understanding’, Coworker support, and Future prospects”. The later model is closefisted as its three components cover entire components/dimensions presented by Chao et al, (1994), thus, Taormina’s work is considered as an

indicator of efficacious socialization (Taormina, 1997). Keeping in view, its dimensions/components have been used in current study.

Various scientists affirm a positive connection between OS and JP (Taormina, 2019; Batistic et al. 2015; Saks et al, 2006).

‘Training’, first OS component is considered as most tenacious approach to convey organization’s objectives to workers for improved performance and execution. Likewise, it is a path by which one secures any sort of practical expertise or ability to work (Taormina, 2019; Hausdorf & Risavy, 2015; Arthur, Bennett, Edens, & Bell, 2003).

‘Understanding, second OS component alludes the degree to which individuals completely acquire and apply the knowledge that pertains to the organization, workers, job and culture (Taormina, 1997). It is the complete knowledge about values, objectives, politics & history of the firm. Along these lines, understanding is pre imperative of expected outcomes of job including performance (Chao et al, 1994 & Saks et al, 2006). It is fundamental to perform any job as it relates to the acquiring and utilizing of knowledge.

‘Coworker Support’, third OS component is about emotive, moral or instrumental help provided without any financial return by other colleagues where one works with a mindset to remove fear, anxiety or doubt (Taormina, 1997). It safeguards newcomers against the stress and pressure they face and assist them to become more creative and innovative (Zaitoun & Ouakouak, 2018). Furthermore, coworkers support assists newcomers to exert entire efforts on their jobs. In this way, job performance is viewed as a significant outcome of Coworker/Peer support (Taormina, 2019; Nagam, Tsutsum, Tsuchiya, Morimoto, 2010).

‘Future Prospects, fourth OS component refers to the extent to which individuals expect a good and rewarding career in their working organizations (Taormina, 1997). FP comprises career opportunities that inspire employees to perform well (Bai & Liu, 2018; Taormina, 2019).

Overall, OS components of Taormina are proven as substantially important in the field of socialization (Taormina, 2019). He defined OS on the basis of its components in following way; A process that helps individuals in seeking job related techniques, attaining organizational understanding (functional level), getting social support of coworkers, and accepting standardized and established ways of an organization (Taormina, 2019).

Scholars argue that OS increases commitment, identification as well as job related performance of the newcomers (Awan & Fatima, 2018; Batistic et al. 2015). Since, failing to socialize newcomers causes unmade expectations, breach of contract (Psychological) and adverse behaviors (Wanous, 1992), in light of these, firms must recognize OS strategies in order to adjust newcomers at early stage. In light of the discussion of each component of OS, it is unequivocal that OS has strong connection in increasing job performance of newcomers.

The connection between OS and JP is upheld by ‘Congruence Theory’ that was introduced by Nadler & Tushman (1980). The theory states that compatibility among task, structure, people and culture enhance job related performance. In current examination, organizational socialization assumes to bring congruency among every element of congruence theory. Training dimension of OS contributes in erudition of tasks, Understanding dimension to know about organization’s structure, Coworker support dimension bolster to acquire social support from ‘People’ and future prospects dimension affirms the adoption of an organization’s established ways. Consequently, each component of OS adds to bring compatibility among four elements of congruency theory. Along these lines, it is assumed that;

H1 : Organizational socialization is positively associated with supervisor rated job performance of new employees.

Connection between OS and JP has been verified in the previous literature, however, level of its effect diverges in various studies that demands for introduction of such moderators that strengthen this association. Gruman, Saks & Zweig (2006) validated the moderating role of proactive behaviors between OS & JP. Previous work thus asks for introduction of new moderators. Keeping in view the gap in literature, new situational moderators are expected to contribute between OS & JP.

Likewise, PJ Fit has received high attention of scholars from various fields such as Psychology, Sociology, Management, OB & SHRM (Sylva, Mol, Hartog & Dorenbosch, 2019; Weeks & Fournier, 2010; Brown et al, 2005). A meta-investigation also delineates the significance of PJ Fit (Brown, et al., 2005). It has strong impact on various types of job outcomes (Ivancevich, 1979; Deci et al, 2000). Few scholars affirmed the substantial role of PJ Fit upon job outcomes for example; job performance (Reilly et al, 1999).

Numerous scholars proved the person job fit as a key moderator (Lee et al, 2008 ; Chang et al, 2010). Correspondingly, various research studies carried out which found substantial significance of PJ Fit between the following;

- a. Training investment and Turnover intentions (Chang et al; 2010).
- b. Job Demands and Job Performance (Janssen, 2001).
- c. Emotional Intelligence and Job Performance (Lee et al, 2008).

Theoretically speaking, Congruence theory supports the interactional role of PJ Fit. Nadler and Tushman (1980) introduced this theory who state that compatibility among task, structure, people and culture increases job performance. It is worth mentioning here that compatibility among the elements of congruence theory is possible through person job fit and therefore it is expected that person job fit being moderator will increase the job performance of newcomers. In this way, it is assumed that;

H2: P-J fit moderates between organizational socialization and supervisor rated job performance of new employees.

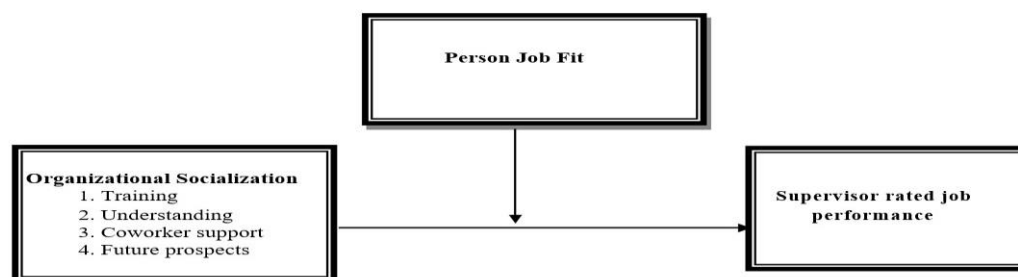


Figure 1: Theoretical Framework

Methods

Sample & Data Collection

Audience in current study was new banking employees working in various banks, located in Lahore and Islamabad. Data was gathered from these cities because of availability of sufficient population of the study. Information was gathered through self-administrated surveys. Data was gathered from new banking

employees working in various commercial and Islamic banks. The major banks were MCB Bank, HBL, UBL, NBP & Meezan Bank. The sample of the study was 300 new banking employees.

The reason to select banking sector was that the employees in this sector work in a much closer liaison and for longer period of time with their peers and supervisors. In light of this, it was much needed to conduct a research study for early socialization and better adjustment of those individuals who have newly joined.

Simple random sampling technique was used to gather data from newcomers working in various banks of Islamabad & Lahore. The justification to use this technique was that it was very difficult to collect data from newcomers who have recently joined any bank.

Measures of the Study

Measures of all the taken variables of the study were adopted from earlier work of researchers and 7-point Likert scale was used wherein 1 = 'totally disagree' to 7 = 'Totally agree'.

OS, the independent variable, was self reportedly measured through its four components including; training, understanding, coworker support & future prospects (Taormina, 2004). The sample item is 'Most of my co-workers have accepted me as a member of this company'. PJ Fit, the moderator in this study is also self reportedly measured (A-Halim, 1981). Sample item is; 'I feel competent and fully able to handle my job'. Whereas, JP, the dependent variable was measured through supervisory responses. Gender' and 'Age' were controlled.

Data Analysis

Alpha reliability ranged from 0.830 to 0.911 against threshold level of 0.70 which confirms that all the measures of the study are reliable.

Data Analysis Techniques

SPSS 23 version, Process Macro by Hayes was used for data analysis purpose. Before hypothesis testing (SEM), Bi-variate correlation and CFA was conducted. The correlation table confirms sufficient level of correlation among the variables of the study. Confirmatory Factor Analysis (CFA) shows that all the latent variables have discriminant validity. Moderation analysis was done using PROCESS macro.

Descriptive Statistics

Table I: - Frequency Distribution- Control Variables (GENDER & AGE)

		Frequency	Valid percentage	Cumulative percentage
Gender	Male	201	67.0	67.0
	Female	99	33.0	100.0
	Total	300	100.0	
Age	21-25	55	18.3	18.3
	26-30	143	47.7	66.0
	31-35	62	20.7	86.7
	36-40	22	7.3	94.0
	41-45	18	6.0	100.0
	Total	300	100.0	

Table I reveals good representation of both of the genders where 33% were female and rest 67% were male respondents. Furthermore, data depicts the representation of different ages of newcomers ranging from 21 to 45. However, majority of newcomers were between the ages of 26-30, a major reason of which is start of new career after completion of graduate degree.

Table 2: Mean, Standard Deviation, Reliability & Correlation

				1	2	3	4	5
S. N	Variable	Mean	SD					
1	Gender	1.33	0.47	-				
2	Age	2.35	1.05	.227*	-			
3	Organizational Socialization (OS)	5.43	0.82	.014*	.008*	.91		
4	Person-Job Fit (PJ Fit)	5.41	1.04	.061*	.072**	.437*	.83	
5	Job Performance (JP)	5.90	0.81	.063**	.067**	.443**	.506**	.87

Correlational values reveal that PJ Fit and OS ($r = .437$, $P < .05$), OS & JP ($r = 0.443$, $P < .01$) and PJ Fit & JP ($r = .506$, $P < .01$) are all positively correlated along with literature support (Deci & Ryan, 2000; Brown et al, 2005). These positive correlations confirm the possibility of attaining desired regression results.

Confirmatory Factor Analyses (CFA)

In order to establish validities of measures, we used confirmatory factor analysis using AMOS with confirmation of Convergent and Discriminant validities (Hair et al., 2010).

The CR for constructs is between 0.92-0.94 against the acceptable value of .60 and therefore all the constructs are internally reliable (Fornell and Larcker, 1981; Bagozzi and Yi, 1989;).

The standard AVE value should be more than 0.50 (Hair et al., 2006). AVE values ranged between 0.72-0.78 that further confirms the high reliability of these constructs.

Table 3: Factor Loadings, Reliabilities & AVEs

Items	Factor Loadings						S.M. Correlation	AVE	CR
	TR	UND	CW	FP	PJ Fit	JP			
OST1	.89					.79			
OST2	.90					.81			
OST3	.88					.77			
OST4	.81					.65			
OST5	.92					.84		.77	0.945
OSU1		.86				.74			
OSU2		.81				.65			
OSU3		.84				.70			
OSU4		.87				.75			
OSU5		.80				.64		.70	0.921
OSCW1			.84			.70			
OSCW2			.89			.79			
OSCW3			.93			.86			
OSCW4			.90			.81			
OSCW5			.82			.67		.76	0.943

OSFP1	.81	.65		
OSFP2	.82	.67		
OSFP3	.91	.82		
OSFP4	.85	.72		
OSFP5	.88	.77	.72	0.931
PJ 1	.85	.72		
PJ 2	.89	.79		
PJ 3	.91	.82		
PJ 4	.87	.76		
PJ 5	.86	.74	.78	0.943
JP1	.81	.65		
JP2	.90	.81		
JP3	.91	.82		
JP4	.86	.74		
JP5	.91	.82		
JP6	.78	.61	.74	0.946

Structured Equation Modeling

Subsequent to the measurement mode, tests for structural model was run using SEM where 'Age' and 'Gender' were controlled.

Figure II about the direct effect model shows that Hypothesis 1 (H1) of the study confirms the positive relationship between OS & JP. The extracted beta value ($\beta = 0.34$) confirms that one-unit change in OS brings 0.34 units change in supervisor rated job performance of newcomers. Thus, OS has quite stronger impact on job performance and proves our hypothesis 1.

Table 4: Tests of Fitness (Organizational Socialization & Job Performance)

Chi-square	46.53
D.F	22
Significance	.000
RMSEA	.053
SRMR	.050
TLI	.88
CFI	.93

Figure 2: Direct Effect Model

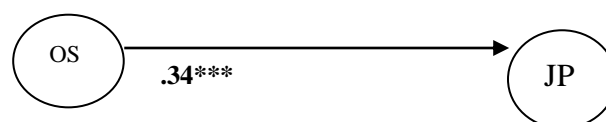


Figure 2: Direct Effect Model (Organizational Socialization and Job Performance)

Moderated Regression Analysis

Table 5: Moderation Analyses predicting Job Performance

	b	SE	T
	Dependent variable = Job Performance		
Constant	19.87	.3426	79.0416
Organizational Socialization	.1142	.0982	1.1439
Person Job Fit	.1046	.0621	1.4269
Interaction effect (OS x PJ Fit)	.0242	.0128	2.0030

In Table 5, interaction is significant at ($p < 0.05$, Confidence level = 95 %, CI = LLCI .004 & ULCI .0463 because zero does not lie b/w LLCI & UCLI. Hence, PJ Fit moderates therefore hypothesis 2 is accepted.

Conditional effect of X on Y at values of the moderator(s):

	β	Confidence level	CI		t	p
			LLCI	ULCI		
Low score value of moderator	0.002	95%	-.081	.301	210	.25 (Insignificant)
High score value of moderator	0.384	95%	.021	.474	207	.043(Significant)

Figure 3: The Moderating Effect of Person Job Fit Between Organizational Socialization and Job Performance.

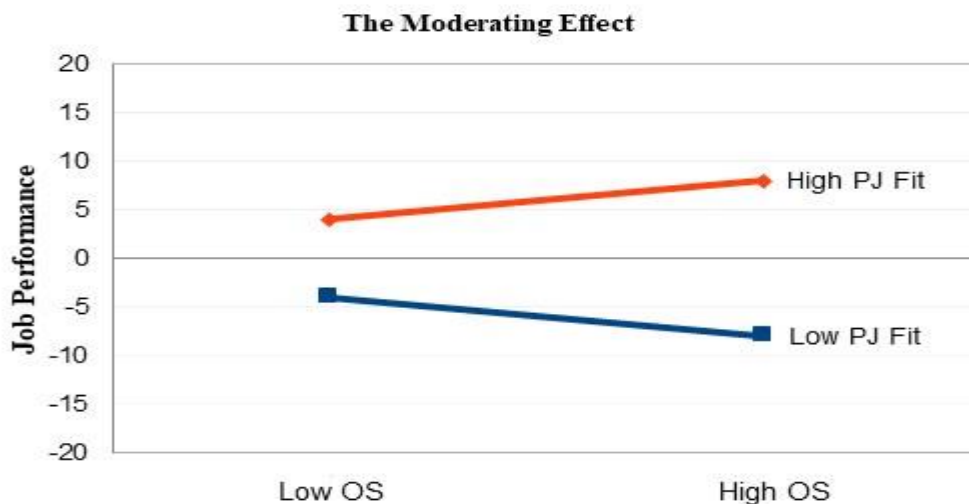


Figure 3: The Moderation Effect of PJ Fit b/w OS & JP.

Conclusion

The main motivation of the study was to first time investigate the interactive effects of OS and PJ Fit on JP (H1 & H2). There have been different studies in various times where direct relationship was tested but up to the best knowledge of researchers, there is not yet a single study where PJ Fit has been tested as a moderator between this relationship. Thus, it contributes well in the socialization and HRM literature. Furthermore, it is worth to mention that ‘Congruence theory’ also supports the research model. Results show that when newcomers are socialized and have compatibility between job and their personalities, are in better position to perform their tasks in a more efficient and effective way.

Implications

The study contributes well both theoretically as well as practically. First, there was no examination led to test the interactional effects of OS & PJ Fit on newcomers’ job performance. In these lines, current work contributes well in the current body of knowledge. Furthermore, current study validates the ‘Theory of Congruence’ through proposed framework which is a good contribution. Practically speaking, managers can exploit the genuine capabilities of newcomers through using this model at the time of hiring and socializing newcomers in order to get synergetic benefits. Moreover, practitioners can save high cost of recruitment & selection by hiring right person for the right job and simultaneously, socializing them within organization.

Limitations & Future Research

There are certain limitations of the current study. The findings are not generalizable across country/to other industries because of choosing audience from only Lahore and Islamabad and also because of choosing sample size only from banking sector. Likewise, the study is cross sectional due to shortage of time and therefore cannot strongly validate the current research model.

Future research venues are suggested at the end of the study. First, it is suggested to replicate the study in other industries as well as in other cities of Pakistan for getting better results. Moreover, a longitudinal study can provide better results by comparing data of different time frames for strong validation of current research model. Additionally, some new moderators for example; person environment fit can give better insight of the phenomena.

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