



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A
ADMINISTRATION AND MANAGEMENT
Volume 14 Issue 7 Version 1.0 Year 2014
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Examining the Relationship between Socialization Tactics and OCB: Mediating Role of OC

By Umer Nasir & Dr. Muhammad Mohtasham Saeed

International Islamic University Islamabad, Pakistan

Abstract- Organizational citizenship behavior has always been of paramount importance for organizations to work at their best and despite the huge amount of research on it little is known of the processes that can ensure the salvation of such behavior. The present study has laid down a blueprint of how the implicit processes affect OCBs. In this study we have proposed a complete process by which extra-role behaviors can be ensured by the use of socialization tactics regardless of personality traits of the employees. Furthermore, organizational commitment has been proposed to act as a lubricant between socialization tactics and OCB. The implications for future research are proposed for an empirical evidence of the conceptual model proposed after a critical analysis of literature.

GJMBR-A Classification: JEL Code: M14, H83



Strictly as per the compliance and regulations of:



Examining the Relationship between Socialization Tactics and OCB: Mediating Role of OC

Umer Nasir ^α & Dr. Muhammad Mohtasham Saeed ^ο

Abstract- Organizational citizenship behavior has always been of paramount importance for organizations to work at their best and despite the huge amount of research on it little is known of the processes that can ensure the salvation of such behavior. The present study has laid down a blueprint of how the implicit processes affect OCBs. In this study we have proposed a complete process by which extra-role behaviors can be ensured by the use of socialization tactics regardless of personality traits of the employees. Furthermore, organizational commitment has been proposed to act as a lubricant between socialization tactics and OCB. The implications for future research are proposed for an empirical evidence of the conceptual model proposed after a critical analysis of literature.

I. INTRODUCTION

Organizational socialization is an extensively researched area in social sciences. However, there is still a continuous debate upon the acceptance of its real dimensions and so its dimensions have been divided in to two broad domains; the process and the content domains (Taormina, 2007). The dimensions presented in both of these domains are considered equally valuable by most social scientists (Chao, Kelly, Wolf, Klein, and Gardner, 1994; Filstad, 2010; Atzori, Lombardi, Fracearoli, Battisteli and Zaniboni, 2008). These domains are differentiated on the basis that one domain treats organization socialization (OS) as a process through which a new comer goes as he/she advances in the organization (Van-Maanen and Schein, 1979), while the other domain emphasizes that OS is basically the content learnt by the individual during the advancement in the organization (Taormina, 1994). OS, therefore, has been defined in many ways. It is a process by which an individual transforms in to a full member from an outsider (Feldman, 1981; Wanous, 1980; Lave and Wenger 1991) through the acquisition of skills and social & technical knowledge (Van-Maanen and Schein, 1979) and comprehends a complete understanding of appreciated behaviors, values, history and social knowledge (Taormina, 1997).

Significant amount of research shows that OS has effects over employee behavior such as leadership

(Taormina, 2007; Filstad, 2010; and Allen, 2006). Only about a handful of studies have been conducted which link OS with organizational commitment, identification and citizenship behavior. These elements are considered as the most valuable resources required for an organization to achieve its goals with maximum efficiency (Mayfield and Taber, 2009; Westover, Westover and Westover, 2009).

Organizational Citizenship Behavior (OCB) is one of the most important employee behaviors that affect the organizational performance and has been of paramount importance for both researchers and managers. Ozer (2011) found that there is a positive relationship between OCB and job performance. OCB is also considered to have a positive effect on the overall organizational performance (Organ, 1988). Furthermore, extensive research has shown that OCB has great influence over the productivity and effectiveness of an organization (Organ, Podsakoff and Mackenzie, 2006; Podsakoff, Mackenzie, Paine and Bacharach, 2000; Gong, Cheng and Cheung, 2010). So at this point there is no doubt that OCB is one of the most important social factors that have a powerful effect over an organization's effectiveness and productivity. Organ (1988) presented a framework of five dimensions of OCB, and defined it as a discretionary behavior, which is not directly or explicitly recognized by the formal reward system of the organization.

There are many researchers who have tried to find out the antecedents of such discretionary behaviors (See Choi, 2007; Chen, Niu, Wang, Yang and Isaur, 2009; Gong and Chang, 2010; Mayfield and Taber, 2009). But still a definite key has not yet been found that can assure one of embedding OCBs in daily routine at work place.

Organizational commitment (OC) has been one of the main focuses for both researchers and managers because it has a significant effect over both in-role and extra-role behaviors. Many researchers have studied OC in pursuit of finding out both its outcomes and antecedents (Wiener and Vardi, 1980) but it has never been studied as a mediator between socialization tactics and the outcomes of OC such as extra role behaviors (Meyer, Punonen, Gellatly, Goffin and Jackson, 1989). Before going on into further details it is of paramount importance to define OC because many

Author ^α : International Islamic University Islamabad, Pakistan.
e-mail: ain_noon@hotmail.com

researchers have defined it in their own ways, for instance Salancik (1977) defined it as an employee's psychological bond with the organization, Mowday, Porter and Steers (1982) defined it as an individual's strong belief in the organization and his/her willingness to exert considerable efforts for the achievement of organizational goals and to stay as a long term member of that organization. Research has elaborated that OC has significant, both direct and indirect, positive effects on in-role and extra-role behaviors through job satisfaction (Westover et al., 2009).

In this study we aim to find a possible solution to this problem. As OCB is considered crucial for organizational success and companies spend a lot of resources including time and money as well and still undesired happenings take place from employees' side. In this research we will try to find out if OS tactics can influence OCB or not. Furthermore, this study will also elaborate the interactive effects of OS and OC on OCB as well as it will also explore as to how the implicit processes in the socialization can affect OCBs. OC has been studied as one of the outcomes of OS (for example, see Cohen and Veled-Hecht, 2008), but its nature of relationship has never been studied while discussing the effects of OS on employee behavior especially in context of extra role behaviors. This study will show that how OS can help in embedding extra role behaviors in employees with OC acting as a lubricant/mediating role between the former two elements.

II. LITERATURE REVIEW

The concepts like OCB and OS emerged after Granovetter (1973) conceptualized social capital for the first time when he presented the weak ties theory. The weak ties theory originally focused on how an individual uses his/her social ties to find a job. The social network researchers use the term "Ego" for the focal person and the people he/she is connected to in a network are called "Alters". So, basically weak ties theory built up the argument that ego uses alters, present in his/her network or social circle, as a means to find a job (Granovetter, 1973). Later on, Burt (1992) used the structural holes approach to connect the social ties with ego's material benefits. The structural holes theory states that when two alters in an ego's social network are not connected with each other, then such a gap between alters provides ego with three core benefits throughout the social circle and these benefits are; more timely and unique access to information, more bargaining power which in turn provides more control over the resources and ultimately the results, and more visibility and career opportunities (Burt, 1992). These gaps between alters in an ego's social circle are called structural holes. Structural holes theory is considered another step towards a better explanation of social capital.

After structural holes theory, the third major advancement in the conceptualization of social capital was social resources theory. The nature of the resources embedded in ego's social network is the focal point of this theory. According to social resources theory, it is neither the strength of the ties nor the structural holes that are the source of advantage but in fact it is the resources, required by the ego for the fulfillment of his/her instrumental objectives and so the ego is more likely to use his/her ties to reach the person who possesses such resources (Lin, Ensel and Vaughn, 1981).

a) *Organizational Socialization*

The literature given above reveals that there has been an ongoing debate regarding the proper conceptualization of social capital. The weak ties theory mainly focuses the nature of the ties present in the network while the pattern of these ties has been focused in the structural holes theory and social resources theory put forward that ego deliberately makes ties with the people based on the characteristics of the resources they hold. These theories can only be integrated if we understand that the former two theories consider the design and structure of the network as the social capital while the latter one considers the nature of the resources embedded in that network. This leads to the argument that social capital should be discussed under two main heads; the content and the form (Seibert, Kraimer and Liden, 2001).

Organizational socialization has been defined by a number of researchers. Each of these definitions has also been criticized by others, but there is one definition upon which socialization scientists seem to have consensus. Organizational socialization is defined as an "ongoing long term process through which an individual learns and secures relevant job skills, acquires the knowledge of organizational understanding, becomes an acceptable member of social group of organization and accepts and understands values and expected behavior within the organization (Fisher, 1986; Van Maanen and Schein, 1979; Taormina, 1997; Louis, 1980; Feldman, 1989; Morrison & Hock, 1986).

The "Stage Models" of OS (e.g. Buchanan, 1974; Feldman, 1976, 1981; Schein 1978, Van Maanen, 1976) which were presented by some of the pioneers of OS described it as events, distinct from each other. This explanation lead to a general misunderstanding about the "Stage Models" in OS theory, even though the developers of the stage models defined it as a continuous process, (e.g. Feldman, 1989; Van Maanen and Schein, 1979) while both reviews (e.g. Takahashi, 1994, Chao, Kelly, Wolf, Klein and Gardner, 1994) and practical research (Takahashi, 1993; Fisher, 1986) explicitly showed and confirmed the fallacy of viewing OS as a process which occurs in stages. After the presentation of stage models, OS was viewed as a

process of discrete steps which had a very negative affect over further theoretical developments in OS. But later on, while the concerns about OS evolved, a space opened up for the construction of a new model which was explicitly continuous (Taormina, 1997).

After reviewing the OS literature, domains presented by Taormina (1997) truly uphold the spirit of continuity in OS. Which is why, four domains of OS which were described by Taormina (1997) have been used to be the factors affecting the dimensions of OCB. The four domains or content areas of OS are as follows:

1. Training.
2. Understanding.
3. Co-worker Support.
4. Future Prospects.

The model presented by Taormina (1997) is parsimonious as three domains cover all the six dimensions presented by Chao et al. (1994) and added a fourth domain i.e. future prospects (Taormina, 2004). The above mentioned four domains are also considered to be indicators of successful socialization (Taormina, 1997; Cooper-Thomas and Anderson, 2006).

Cooper-Thomas and Anderson (2006) presented a model of five domains to determine the "Success" of organizational socialization. In their model, it was found that co-worker support is in correspondence with their "coworker, social and group domain", training is in correspondence with their "task, role and performance domain", future prospects is an exact match with their "future prospects domain", and understanding is in correspondence with their "history, goals and values, and organization" as well as with the "politics domain" (Taormina 2009). These aspects, clearly, corroborate the original model of OS presented by Taormina (1997).

OS is considered to be a process by which an individual is taught and learns "the ropes" of an organizational role (Van-Maanen & Schein, 1971). Therefore, it has a great influence over an individual's personality, behavior, performance, commitment, leadership skills, turnover intention and learning attitude from the time he/she enters the organization to the time of departure from that organization (Taormina, 2009; Cohen and Veled-Hecht, 2008; Simosi, 2009; Allen, 2006; Lankau and Scandura, 2002). Newcomers or the recruits make the transition, to become a full member from being the outsiders, through the process of OS. (Bauer et al, 2007). The newly hired employees acquire the knowledge and build up the notion about their new jobs, culture, roles and work groups of the organization to become implicitly legit members of the organization and to participate effectively in the work of achievement of organizational goals (Hauter, Macan and Winter, 2003; Saks, Uggerslev and Fassina, 2007). As explained by the definition, OS is a continuous process and can occur at any stage, it is the socialization of the newly

hired recruits which is particularly considered crucial. The reason is, at the initial stage of entry to the organization, learning and adjustment are most important and to some extent, problematic (Gregersen, 1993). At this point effective socialization can have a paramount positive effect upon the newcomer while also enhancing person-job and person-organization fit as well as embedding the new and accepted behaviors into that individual (Ashforth and Saks, 1996; Cooper-Thomas and Andersen, 2002). The four aspects/domains presented by Taormina (1997) are defined below for the purpose of clarity.

b) Training

This domain is related to any act, development of skills or process by which an employee attains the ability to perform job related assignments and becomes a more effective and efficient member of the organization. (Taormina, 1997, 2009)

c) Understanding

This term refers to extent of comprehension and ability to apply knowledge, of an employee's notion/cognitive development about his/her job, organizational members, organizational culture and organization as a whole. Therefore, understanding is related to knowledge about organization and how well it operates (Taormina, 1997).

d) Co-worker Support

Coworker support is sustenance, whether moral, emotional or instrumental, provided by other employees of the organization without financial compensation or any explicit rewards. This term refers to the social circle/relations at work place and the acceptance by other workers in the organization (Taormina, 1997; Adler and Kwon, 2002).

e) Future Prospects

Future Prospects are related to how promising the career is in a certain organization i.e. what will be the future in the organization in terms of career advancement. It is the employees' perceptions about the disparity between present and future position of career. It is measured by the employees' perceptions about the reward system and fairness of distribution of these rewards in the organization (Taormina, 1997).

f) Organizational Citizenship Behavior

Previous research from several disciplines has shown that interpersonal relationships are a great source of strength for the organization (Baker, 1990; Burt, 1997; Coleman, 1988; Fukuyama, 1995). Similar to this, contemporary research suggests that social capital is one of the most valued resources, because it minimizes resistance for information to flow fluently between individuals (Lazega and Pattison, 2001; Lin, 2001). Complementary to previous argument, research has provided evidence that some organizations gain a

sustainable competitive advantage over their rivals through the use of their social capital because it is rare, non-substitutable and inimitable (Bolino, Tunely and Bloodgood, 2002). Bolino et al. (2002) suggested that OCB plays a crucial role in the creation of a more effective and efficient social network. This point builds up the argument that OCB's do not only promote the overall organizational performance but also ignite processes which work strongly in favor of achievement of

g) *organizational goals*

Almost forty-seven years ago, a class of discretionary and spontaneous actions and behaviors was identified by Katz (1964). These discretionary behaviors are beyond the explicit job requirements and so there is no reward system for such behaviors, but they are also identified as crucial for organizational effectiveness (Katz, 1964). Such behaviors were later on, called as Organization citizenship behaviors (OCB) (Smith, Organ and Near, 1983). Almost all the literature on OCB defines it as discretionary, and neither explicitly explained by job requirement nor recognized explicitly by the reward system of organization (Smith et al., 1983; Organ, 1988; Kamdar, Mcallister and Turban, 2006; Vigoda-Gadot and Angert, 2007; Padskott, Whiting, Podsakoff and Blumie, 2009). Although, OCB is not rewarded or required explicitly by the organization but it has a great impact over organizational performance. OCB is also considered as one of the most important factors that affect the overall efficiency and ultimately the performance of an Organization (Bolino, Turnley and Bloodgood, 2002).

As important as it is, the antecedents of OCB are still somewhat abstruse (Oplatka and Studi, 2010). Organ (1988) presented a comprehensive definition of OCB and also highlighted the importance and positive effects of OCB on a firm's performance. He defined it as:

"An individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system, which, in the aggregate, promotes the effective functioning of the Organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description" (Organ, 1988 p.4).

The above definition points out three main characteristics of OCB. First, the OCBs solely depend upon the individual's choice i.e. whether he/she wants to go beyond the call of duty or not. Second, OCB is crucial for effective Organizational performance. Third, even if the individual chooses to go for an extra mile for the sake of organization, there is no explicit reward for such an action which means that the individual has no materialistic or extrinsic motivation. Li (2004) related individual actions with organizational culture but once again, many employees seem to be working in

organizations where they do not fit with the culture, (Kotter, 1995).

Bulk of research is available which has been carried out to explore the dimensions of OCB. Podsakoff, Mackenzie, Paine and Bachrach (2000) in their study on OCB found a total of 30 potentially differing dimensions of OCB. They drew up seven dimensions based on previous research studies and the rest of the thirty dimensions were actually found out to be originating from seven dimensions. These dimensions were helping behaviors, sportsmanship, organizational loyalty, Organization compliance, individual initiative, civic virtue and self-development. Bateman & Organ (1983) presented only five dimensions of OCB. These dimensions are discussed below for the purpose of clarity.

Discretionary behavior of an employee that has the effect of helping another person at the work place with a task or problem relevant to organization is known as altruism. Dimensions like inter personal helping (Graham, 1989; Moorman and Blakely, 1995) and helping (Van-Dyne and LePine, 1998) are similar to this dimension. This dimension is also in accordance with the dimension "helping" put forth by Podsakoff et al. (2000) (Farh, Zhong and Organ, 2004).

A discretionary behavior of obeying rules and regulations of an organization even when no one is watching, such a behavior is known as conscientiousness. Attendance and not taking too many breaks, without a cause, are the examples of conscientiousness (Smith et al, 1983; Organ, 1988). Dimensions like obedience (Graham, 1989) and personal industry (Mooreman and Blakely, 1995) are similar to this dimension. Conscientiousness is also in accordance with "organizational loyalty" and "organizational compliance" dimension of Podsakoff et al. (2000) (Farh et al., 2004).

Sportsmanship refers to the discretionary behavior of taking matters in high and positive spirits. It also includes not complaining about and tolerating less than ideal circumstances without petty grievances and railing against real or imagined slights (Organ, 1988; Podsakoff et al. 2000). This dimension is same as presented by Podsakoff et al. (2000) (Farh et al., 2004).

Courtesy is a discretionary behavior on an individual's part is aimed at consideration for others and prevention of problems with others, related to work (Organ, 1988, Podsakoff, P.M, Mackenzie, Moorman and Fetter, 1990). Courtesy is in accordance to Podsakoff et al.'s (2000) individual initiative dimension (Farh et al. 2004).

Civic-virtue refers to the discretionary behavior on individual's part to responsibly participating in, involved in, or concerned about the life of organization by keeping abreast of news and events about the organization as well as attending informal meetings even if they are not important (Organ, 1988, Podsakoff

et al., 1990). The two dimensions, civic virtue and self-development, are in accordance with this single dimension (Farh et al., 2004).

Organizational Commitment

OC is most commonly defined as psychological attachment of an employee with his/her organization (Mowday et al., 1982). Cook and Wall (1980) defined OC in three inter-related components; the first component is an employee's pride which he/she holds towards the organization and internalization of overall organizational goals. The second component is an employee's willingness to invest personal effort for the sake of his/her organization. Employee's affection for and attachment to the organization is the third component and due to this attachment and affection employee decides to remain a member of the organization for a longer period of time (Cook and Wall, 1980).

These components show the cognitive development in favor of the organization and its goals and further elaborate the employee's positive behavior towards the organization based on that cognitive development. This positive behavior provides organization with many sustainable advantages for example better job performance, job satisfaction, less absenteeism and turnover (Lok-Crawford, 2001; Yousaf, 2000).

Allen and Meyer (1990) further explained three forms of OC. According to them OC exists in forms explained below:

- Affective:

This form is defined as an employee's emotional attachment with the organization he/she works for. Affective commitment elaborates the point that employee develops some kind of positive feelings towards the organization which results in a lower turnover intention and better job performance (Brunetto and Farr-Wharton, 2003).

- Continuance:

The second form "continuance" is the employee's own perceived cost associated with leaving the current job (Yiing and Ahmad, 2008). This form of commitment shows as to how much lucrative it is to stay with and work for the present organization.

- Normative:

This third form defines commitment in terms of obligation an employee feels towards the organization to stay with it (Yiing and Ahmad, 2008). This form of commitment has not received much attention because most scholars and researchers think that it is almost same as the affective commitment (Lok-Crawford, 2001; Yousaf, 2000).

Most researchers have agreed that affective commitment is the true form of commitment and is recognized as stronger, more valid and more reliable

representative of OC than the normative or continuance form (Cohen, 2003). Moreover, Solinger, Van-Olffen and Roe (2008) and Cohen (2007) recently criticized that normative and continuance forms should not even be considered as OC because these forms are more like the outcomes of an employee's behavior towards his/her organization. For these reasons, we have considered only the affective commitment as OC in the present study.

The above definitions, components and forms show a clearer picture of OC and it follows that the managerial and organizational decisions and strongly effect an employee's commitment (Porter, Steers, Mowday and Boulian, 1974; Mowday et al., 1982). It is an ongoing debate as to which factors effect OC since this concept has grabbed boom in 90's till now. But still there is a particular factor that has rarely been studied or examined in relation to OC. The possible reason for not considering socialization tactics as a determinant of OC can be the lack of related data (Meyer et al., 2002). Recently Bauer et al. (2007) and Saks et al. (2007) showed that only a handful of studies have actually examined the relationship between OS and OC (e.g. see Allen and Meyer, 1990; Ashforth and Saks, 1996; Baker and Feldman, 1990; Mitus, 2006). But most of these studies have examined OC as a dependent variable only and never as a mediator between OS and OCB.

III. ORGANIZATIONAL SOCIALIZATION AS A PREDICTOR OF OCB

The literature above clears out a specific but brief picture of all the dimensions of both OS and OCB. On the basis of this literature the dimensions of OS can now be connected as a predictor of/with those of OCB.

Bridle (2010) found out that people who know how to do something in the best way are more willing to tell others who do not possess enough skills to get the job done in an efficient way. Furthermore, the research also suggests that it is more likely for a professional to be more helpful in doing a job he/she knows how to do best even if he/she is not asked to help (Bridle, 2010). This argument shows that a person will be more help if he/she has ample knowledge about the job. Research on human behavior shows that lack of knowledge makes people reluctant to participate in any matter and availability of knowledge makes people more confident and bold (Pfeffer and Fong, 2005).

H1: There is a positive relationship between training and OCB.

As explained before in Co-worker Support dimension of OS, it is the sustenance provided by other employees without any financial compensation (Taormina, 1997). It is evident from the previous research that most people tend to repay kindness with kindness (Cialdini, 2001). It has also been observed that people,

when not following a specific guideline tend to attain more qualities of people around them (Cialdini, 2001) and another research shows that when an individual is helped by someone shows a high level of respect, regard and consideration towards the helper (Cabrera, 2009). This means that if one person helps another at work place, then it is most likely that the helped will do the same when the time comes and will be respectful towards the helper. So now we can build our second proposition.

Proposition 2: There is a positive relationship between Co-worker support and OCB.

The dimension Understanding refers to the ability of a person to comprehend and apply the knowledge about the organization (Taormina, 1997, 2007, 2009). Previous research shows that a person is more willing to comply if the blank of reason is filled in his mind (Ellingsen and Johanneson, 2008). This means that a person is more likely to comply if he/she understands a particular situation and can reason with self. In another research it has been elaborated that if the employee has the notion that whatever is being done in the organization is for the betterment then he/she holds a high spirit towards any situation even if it is less than the anticipated one (Oplatke&Stundi, 2010). This part of literature builds up the argument that employees who have a clear understanding the organization will tolerate any problem without wasting time in bragging about that situation being less than the perfection, and so they will keep a positive approach towards that particular situation. So:

Proposition 3: There is positive relationship between Understanding and OCB.

Future prospects refer to the rewarding system of an organization whether in the shape of financial compensation or a promotion (Taormina, 1997). Smooch and Ron (2007) concluded that those, who are interested in making a better future in the same organization, are more motivated to abide by the rules and regulations of the organization under any circumstances. Another research concluded that employees who could foresee chances of career growth in the organization were more motivated and interested to keep abreast of things and happenings in the organization (Dyne and Pierce, 2004). Based on these arguments we can now construct our forth proposition.

Proposition 4: There is a positive relationship between Future prospects and OCB.

Surely, towering level of qualities and objects, history, and dialect socialization will further a normal perceiving and disguise of organizational qualities and targets, which convince representatives to perform OCB for private and organizational objectives. In the interim, socialization commits to agents' grasping of

organizational convention and dialect, in this manner help agents convey with coworkers and bosses preferred, consequently support studying of OCB verges, coworker additional-function exhibition standards, and boss' exact appearance criteria. Consequently, not just the disguise of organizational qualities and targets will advance single's OCB, following sound assessment and fate profession infrastructure can carry single's OCB too (Ge, Su and Zhou; 2010).

The above literature can provide for the gestalt form of proposition which is;

Proposition 5: There is positive relationship between organizational socialization and OCB.

IV. ORGANIZATIONAL SOCIALIZATION AS A PREDICTOR OF ORGANIZATIONAL COMMITMENT

Significant amount of research has found that most of the new comers depart from the organization at an early stage because of the anxiety related to their work and role requirements (Saks et al., 2007; Yishai and Cohen, 1997; Mueller and Lawler, 1999). Almost, the same amount of research has also found that if a new comer is able to secure adequate amount of job related skills soon after the formal job training programs, then that particular employee is most likely to stay with the present organization for a longer period of time because the acquisition of those skills strongly affects the negative impact of anxiety (Mitus, 2006; Meyer, Stanely, Herscovitch and Topolyntsky, 2002). This means that if the organization has established its training programs efficiently and effectively then it will have a negative effect over role confusion and turnover intention while imposing a strong positive affect over affective commitment of employees (Klein, Fan and Preacher, 2006; Kanungo, 1982).

The above literature, thus, sets the base for the following proposition:

Proposition 6: There is positive relationship between training and organizational commitment.

The domain understanding refers to the employee's knowledge about his/her organization and its operations (Toarmina, 1997). A significant amount of research has elaborated the point that understanding processes and their keys reduce anxiety to minimum, which leads to a negative effect over role conflict and role confusion because the newcomer or the employee builds up an overall notion about the organization, it's norms, values and culture (Jones, 1988; Saks et al, 2007; Ash forth et al, 2007). Once employee understands his/her organization and its culture and informal operations, he/she draws a crude blue print of that organization making his/her adjustment to the organization easy and decides to become a long term member of that organization (Gherardi, 2009).

This piece of literature builds a string base for the next proposition;

Proposition 7: There is positive relationship between Understanding and organizational commitment.

Co-workers play a role of paramount importance in the adjustment of a new employee and have a great impact over intentions and behaviors of that employee (Morrison, 2002). Morrison (1993-2002) argued that newcomers can access required information easily through social network to perform the required task and so this process makes the newcomers feel accepted as a permanent member of the organization. When the newcomer feels comfortable and accepted in the new environment he/she is most likely to stay with the organization breaking the emotional attachment with the member of these organizations becomes harder (Lave & Wenger, 1991; Brown and Dugmid, 2001). So, now it is safe to propose the next proposition with the support of both empirical and conceptual research:

Proposition 8: There is a positive relationship between Co-Worker support and organizational commitment.

Extensive research has made it an established fact that if a newcomer foresee a clear line for the advancement in the organization then he/she will remain a permanent member of that organization for a longer period of time because then he/she will have clear path in front of him/herself and this clear path will help overcome the anxiety related to career advancement and turnover intention (Nespor, 2003; Baefs, 2006;

Edwards et al, 2009; Filistad, 2004; Grittin et al, 2000). This shows that if the organization has structured its orientation programs, regarding career growth, effectively then the newcomer is, most likely, psychologically attached to the organization.

Proposition 9: There is a positive relationship between Future Prospects and organizational commitment.

Organizational commitment is demarcated as a recognized unity with an organization and the interaction of the organization's achievements and disappointments as one's particular (Mael and Ashforth, 1992). At this instant, individual will for the most part intertwine himself with organization he fits in (Mael and Tetrick, 1992). Around the same time as the socialization course of action of history dialect, qualities and objects, single shape discerned OC – an individual's acceptances regarding the dissimilar, midway, and persevering characteristics of the organization– can serve as a compelling picture impacting the degree to which the individual relates to the organization (Dutton et al. , 1994). Socialization of organization history, interesting dialect, and qualities and objects will fortify individual's organizational recognizable proof when the discerned organizational personality is alluring to individual. Some academic works have found that socialization has positive impact on OC. Hence:

Proposition 10: There is a positive relationship between organizational socialization and organizational commitment.

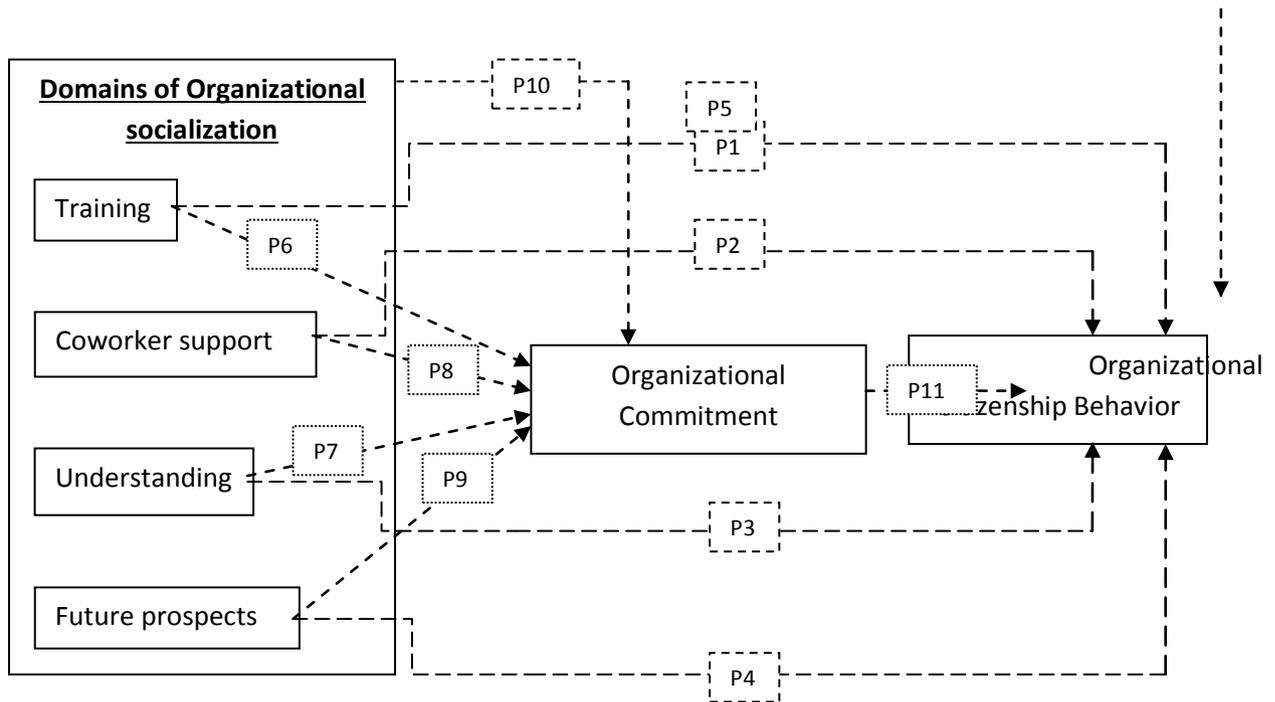


Figure : Relationship between organizational socialization and OCB with the mediation of organizational commitment

V. ORGANIZATIONAL COMMITMENT AS A PREDICTOR OF OCB

People who define themselves in terms of membership of a certain group often depends survival (Fisher and Wakefield, 1998). Tajfel (1972) defined this identification as an emotional bond between the member and the group and later this concept became the commitment with the group. We see the outcome of such commitment in our daily lives as fans buying the t-shirts of the favorite football team, or shouting or even fighting with the fans of the opposite team. This emotional bond or commitment affects individual's behavior to a great extent. In the same manner if an employee is committed with his/her organization then he/she will exhibit cooperative behavior towards the betterment of that organization (Kelman, 1961; Tajfel, 1972; Haslam, 2001). Dutton et al (1994) empirically proved that when employees are strongly committed to their organizations then they actually tie their sense of survival with the survival of the organization.

Therefore, employees are most likely to focus on engaging in activities that benefit the organization of a whole rather than focusing on self-interested ones only (Bergami and Bagozzi, 2000). This behavior is OCB (Dutton et al, 1994). Bukerich et al (2002) also found in his research that OC is strongly positively related to OCB. A meta-analysis from Ricketta (2005) also pointed out a positive correlation between OC and OCB. This analysis showed that employees committed to their organizations will actually go above and beyond the formal job environments to play a positive role in the process of achieving the organizational goals (Ge, Su and Zhou, 2010). Therefore:

Proposition 11: There is a positive relationship between organizational commitment and OCB.

VI. ORGANIZATIONAL COMMITMENT AS A MEDIATOR BETWEEN ORGANIZATIONAL SOCIALIZATION AND OCB

Huge measure of examination has found that the greater part of the brand new comers withdraw from the organization at an early arrange in light of the anxiety identified with their work and part prerequisites (Saks et al., 2007; Yishai and Cohen, 1997; Mueller and Lawler, 1999). Very nearly, the same measure of examination has additionally found that if a newfangled comer is ready to secure satisfactory measure of work identified dexterities soon after the formal work related training programs, then that specific worker is perhaps to stay with the present organization for a longer period of time on the grounds that the securing of those dexterities negatively affects the anxiety related to new job requirements (Mitus, 2006; Meyer, Stanely, Herscovitch and Topolyntsky, 2002). This connotes that if the organization has designed its training programs

prudently and viably then it will have a negative impact over function turmoil and turnover plan while infringing a robust positive influence over emotional duty of agents which is the affective type of commitment (Klein, Fan and Preacher, 2006; Kanungo, 1982). Individuals who characterize themselves in terms of participation of a certain gathering frequently depend upon that gathering to thrive (Fisher and Wakefield, 1998). Tajfel (1972) outlined this identification as an impassioned bond among the individual and the group and later this notion came to be the affection/commitment with the group. This passionate bond or responsibility changes individual's conduct to a terrific degree. In the same way if a representative is dedicated with his/her organization then he/she will display agreeable conduct towards the enhancement of that organization (Kelman, 1961; Tajfel, 1972; Haslam, 2001). Dutton et al (1994) experimentally confirmed that when representative are robust conferred to their organizations then they in reality tie their instinct concerning survival with the survival of the organizations. Hence, agents are most exceptionally to center on taking part in exercises that profit the group of an entire instead of centering on just self-fascinated ones (Bergami and Bagozzi, 2000).

On the basis of above literature we can now propose the following proposition:

Proposition 12: Organizational commitment mediates the relationship between training and OCB.

Co-workers play a function of fundamental essentialness in the conformity of a unique agent and have an excellent effect over plans and conducts of that agent/individual (Morrison, 2002). Morrison (1993, 2002) contended that newcomers can access required information effortlessly through social lattice to perform the needed work and so this methodology makes the newcomers feel affirmed as a lasting part of the group. When the newcomer feels pleasing and received in the new organization he/she is most likely to stay with the organization and breaking the enthusiastic connection with the part of the aforementioned groups comes to be harder (Lave & Wenger, 1991; Brown and Dugmid, 2001). People who describe themselves in terms of interest of a certain assemble often depends survival (Fisher and Wakefield, 1998). Tajfel (1972) plot this identification as an ardent bond right around the part and the cluster and later this thought approached is the trustworthiness with the cluster. This vehement bond or mindfulness updates individual's lead to a spectacular degree. In the same way if an agent is devoted with his/her organization then he/she will showcase amenable direct towards the upgrade of that organization (Kelman, 1961; Tajfel, 1972; Haslam, 2001). This motivation will undoubtedly engage the individual in activities that profit the organization as a whole and not only in self-preserving activities (Bergami and Bagozzi, 2000).

This piece of literature lays foundation for our next proposition:

Proposition 13: Organizational commitment mediates the relationship between co-worker support and OCB.

The domain Understanding points to the individual's information about his/her organization and its operations (Toarmina, 1997). A noteworthy sum of exploration has expounded the focus that comprehending courses of action and their keys lessen tension to least, which heads to a negative impact over function clash and function chaos being as how the newcomer or the agent advances an on the whole idea regarding the organization, its standards, esteem and society (Jones, 1988; Saks et al, 2007; Ash forward et al,2007). Once agent fathoms his/her group and its society and casual operations, he/she draws a rough blue print of that conglomeration making his/her conformity to the conglomeration effortless and chooses to come to be a lifelong part of that group (Gherardi, 2009).A considerable number of past academic works showed OC is decidedly identified with OCB. Bergami and Bagozzi (2000) and Dukerich et al. (2002) found that OC has a critical positive effect on OCB. Meta-analysis from Riketta (2005) in addition showed a positive connection between OC and OCB. Individuals who have an elevated level of commitment with the organization will think and act from the edge of bunch standards and qualities, even if the work contract or control mechanism makes a point not to need expressly, they have melded the organizational standards and qualities with their self-idea.

Based on above literature, the next proposition is proposed as under:

Proposition 14: Organizational Commitment mediates the relationship between understanding and OCB.

Broad exploration has made it a made truth of the matter that if a newcomer predicts a clear line for the headway in the organization then he/she will remain a perpetual part of that organization for a longer period of time being as how then he/she will have clear way in front of him/herself and this clear way will help beat the anxiety identified with lifework headway and turnover intention (Nespor, 2003; Baefs, 2006; Edwards et al, 2009; Flilstad, 2004; Grittin et al, 2000). This shows that if the organization has structured its introduction programs, noticing profession development strongly, then the newcomer is, perhaps, mentally appended to the organization. This psychological bond motivates the employee to engage in activities that benefit organization as a whole rather than concentrating on self-serving actions and these selfless activities for the betterment of the organization are extra-role behaviors (Roberson and Strickland; 2010). Hence:

Proposition 15: Organizational commitment mediates the relationship between future prospects and OCB.

Effective OS promotes an employee's belief in its values, norms, culture, rules, infrastructure and policies and procedures and these elements create a foundation for affective commitment with the organization (Cooper-Thomas & Anderson, 2006). Affective commitment is of form of psychological attachment with the organization when the employees start to adopt the characteristics of them. This psychological bond then forms the foundation of for engagement in the activities which promote the overall agenda of the organization while putting self-interests aside (Ge et al, 2010).

Now, on the basis of above literature we can propose a gestalt hypothesis, which is:

Proposition 16: Organizational commitment mediates the relationship between organizational socialization and OCB.

VII. IMPLICATIONS AND FUTURE RESEARCH

Based on a critical review of the relevant literature and following the critical rationalism philosophy (Popper, 2002) we have tried to develop a theoretical framework. This theoretical framework provides the answer to the question as to how socialization tactics affect employee behaviors.

The implicit processes that link different frames of sets with each other have been of undoubted importance and always will be (Morris and Steve, 2001). These processes that link one frame to another hold the key to better understanding of these frames (Myers and Milderred, 2001). In this study we have not only proposed the relationship between different frames but we have also explored that how these frames are linked with each other based upon the hidden implicit processes in the socialization process. OS has not only been shown to affect the extra-role behaviors of employees but it has also been elaborated that how does OS actually affect them. Furthermore, the relationship between employee behaviors and socialization tactics has been explored and explained, through a critical analysis of the related literature, in both gestalt and reduced form. The gestalt propositions basically show the existence of relationship between socialization and employee behavior while the reduced form shows how OS actually effects or embeds citizenship behaviors in employees.

The future researchers may empirically test the propositions above by using the scale to measure OS provided by Toarmina (2004) and commitment can be measured using scale developed by Allen and Meyer (1996) while for the measurement of OCBs, Podsakoff *et al's* (1990) scale can be used. Further investigation related to this theoretical framework can be done by using different dimensions of organizational socialization mediated by different forms of commitment. In this study we have considered only the extra-role behaviors as an

outcome of socialization tactics while more research can be conducted considering in-role behaviors as an outcome as well.

REFERENCES RÉFÉRENCES REFERENCIAS

1. Adler, P.S. and Kwon, S. (2002), "Social capital: Prospects for a new concept", *Academy of Management Review*, Vol. 27 No. 1, pp. 17-40.
2. Allen, N.J. and Meyer, J.P. (1990), "The measurement of affective, continuance and normative commitment to the organization", *Journal of Occupational Psychology*, Vol. 63, pp. 1-18.
3. Allen, D.G. (2006), "Do organizational socialization tactics influence newcomer embeddedness and turnover?", *Journal of Management*, Vol. 32 No. 2, pp. 237-256.
4. Ashforth, B.E. and Saks, A.M. (1996), "Socialization tactics: longitudinal effects on newcomer adjustment", *Academy of Management Journal*, Vol. 39, pp. 149-78.
5. Ashforth, B.E., Sluss, D.M. and Harrison, S.H. (2007), "Socialization in organizational contexts", *International Review of Industrial and Organizational Psychology*, Vol. 22, pp. 1-70.
6. Atzori, M., Lombardi, L., Fraccaroli, F., Battistelli, A., and Zaniboni, S. (2008), "Organizational socialization of women in the Italian army: learning processes and proactive tactics", *Journal of Workplace Learning*, Vol. 20 No. 5, pp. 327-347.
7. Baets, W. (2006), *Complexity, Learning and Organizations: A Quantum Interpretation of Business*, Routledge, London.
8. Baker, H.E. and Feldman, D.C. (1990), "Strategies of organizational socialization and their impact on newcomer adjustment", *Journal of Managerial Issues*, Vol. 2, pp. 198-212.
9. Bateman, T. S., & Organ, D. W. (1983), "Job satisfaction and the good soldier: The relationship between affect and employee "citizenship."", *Academy of Management Journal*, Vol. 26, pp. 587-595.
10. Bauer, T.N., Bodner, T., Erdogan, B., Truxillo, D.M. and Tucker, J.S. (2007), "Newcomer adjustment during organizational socialization: a meta-analytic review of antecedents, outcomes, and methods", *Journal of Applied Psychology*, Vol. 92, pp. 707-721.
11. Bergami, M. and Bagozzi, R.P. (2000), "Self-categorization and commitment as distinct aspects of social identity in the organization: conceptualization, measurement, and relation to antecedents and consequences", *British Journal of Social Psychology*, Vol. 4, pp. 555-577.
12. Bolino, M.C., Turnley, W.H. and Bloodgood, J.M. (2002), "Citizenship behavior and the creation of social capital in organizations", *Academy of Management Review*, Vol. 27 No. 4, pp. 505-522.
13. Bridle, P. (2010), "HR should be buried and then given a seat on the board", *Human Resource Management International Digest*, Vol. 18 No. 1, pp. 5-7.
14. Brown, J.S. and Duguid, P. (2001), "Knowledge and organization: a social-practice perspective", *Organization Science*, Vol. 12 No. 2, pp. 198-213.
15. Brunetto, Y. and Farr-Wharton, R. (2003), "The commitment and satisfaction of lower-ranked police officers: lessons for management", *Policing: An International Journal of Police Strategies & Management*, Vol. 26 No. 1, pp. 43-63.
16. Buchanan, B. (1974), "Building organizational commitment: the socialization of managers in work organizations", *Administrative Science Quarterly*, Vol. 19, pp. 533-546.
17. Cabrera, E.F. (2009), "Protean organizations: reshaping work and careers to retain female talent", *Career Development international*, Vol. 14 No. 2, pp. 186-192.
18. Choi, J.N. (2009), "Collective dynamics of citizenship behavior: What group characteristics promote group-level helping?", *Journal of Management Studies*, pp. 1396-1420.
19. Chen, L.C., Niu, H.J., Wang, Y.D., Yang, C. and Tsauro, S.H. (2009), "Does job standardization increase organizational citizenship behavior?" *Public Personnel Management*, Vol. 38 No. 3, pp. 39-49.
20. Chao, G.T., O'Leary-Kelly, A.M., Wolf, S., Klein, H.J. and Gardner, P. (1994), "Organizational socialization: its content and consequences", *Journal of Applied Psychology*, Vol. 79 No. 5, pp. 730-743.
21. Cialdini, R.B. (2001), "Harnessing the science of persuasion", *Harvard Business School*, pp. 72-79.
22. Cohen, A. (2003), *Multiple Commitments in the Workplace: an Integrative Approach*, Lawrence Erlbaum Associates, Mahwah, NJ.
23. Cohen, A. (2007), "An examination of the relationship between commitments and culture among five cultural groups of Israeli teachers", *Journal of Cross-Cultural Psychology*, Vol. 38, pp. 34-49.
24. Cohen, A. and Veled-Hecht, A. (2008), "The relationship between organizational socialization and commitment in the workplace among employees in long-term nursing care facilities", *Personnel Review*, Vol. 39 No. 5, pp. 537-556.
25. Cooper-Thomas, H. and Anderson, N. (2002), "Newcomer adjustment: the relationship between organization tactics, information acquisition and attitudes", *Journal of Occupational and Organizational Psychology*, Vol. 75, pp. 423-437.
26. Cooper-Thomas, H.D. and Anderson, N. (2006), "Organizational socialization: a new theoretical model and recommendations for future research

- and HRM practices in organizations”, *Journal of Managerial Psychology*, Vol. 21 No. 5, pp. 492-516.
27. Dukerich, J.M., Golden, B.R. and Shortell, S.M. (2002), “Beauty is in the eye of the beholder: the impact of organizational identification, identity, and image on the cooperative behaviors of physicians”, *Administrative Science Quarterly*, Vol. 3, pp. 507-533.
 28. Dutton, J.E., Dukerich, J.M. and Harquail, C.V. (1994), “Organizational images and member identification”, *Administrative Science Quarterly*, Vol. 2, pp. 239-263.
 29. Dyne, L.V. and Pierce, J.L. (2004), “Psychological ownership and feelings of possession: three field studies predicting employee attitudes and organizational citizenship behavior”, *Journal of Organizational Behavior*, Vol. 25, pp. 439-459.
 30. Edwards, R., Beista, G. and Thorpe, M. (Eds.) (2009), *Rethinking Contexts for Learning and Teaching*, Routledge, Abingdon.
 31. Ellingsen, T. and Johannesson, M. (2008), “Pride and Prejudice: The human side of incentive theory”, *American Economic Review*, Vol. 98 No. 3, pp. 990-1008.
 32. Farh, J.L., Zhong, C.B. and Organ, D.W. (2004), “Organizational citizenship behavior in the people’s republic of china”, *Organization Science*, Vol. 15 No. 2, pp. 241-253.
 33. Fisher, C.D. (1986), “Organizational socialization: an integrative review”, *Research in Personnel and Human Resources Management*, Vol. 4, pp. 101-145.
 34. Fisher, R.J., and K. Wakefield (1998), “Factors Leading to Group Identification: A Field Study of Winners and Losers”, *Psychology and Marketing*, Vol. 15, pp. 23-40.
 35. Filstad, C. (2004), “How newcomers use role models in organizational socialization”, *Journal of Workplace Learning*, Vol. 16 No. 7, pp. 396-409.
 36. Filstad, C. (2010), “Organizational commitment through organizational socialization tactics”, *Journal of Workplace Learning*, Vol. 23 No. 6, pp. 376-390.
 37. Feldman, D.C. (1976), “A contingency theory of Socialization”, *Administrative Science Quarterly*, Vol. 21, pp. 433-452.
 38. Feldman, D.C. (1981), “The multiple socialization of organization members”, *Academy of Management Review*, Vol. 6 No. 2, pp. 309-318.
 39. Feldman, D. C. (1989), “Careers in organizations: Recent trends and future directions”, *Journal of Management*, Vol. 15, pp. 135-156.
 40. Ge, J., Su, X. and Zhou, Y. (2010), “Organizational socialization, organizational identification and organizational citizenship behavior: An empirical research of Chinese high-tech manufacturing enterprises”, *Nankai Business Review International*, Vol. 1, No. 2, pp. 166-179.
 41. Gherardi, S. (2009), “Practice? It’s a matter of taste!”, *Management Learning*, Vol. 40 No. 5, pp. 535-550.
 42. Gong, Y., Chang, S. and Cheung, S. (2010), “High performance work systems (hpws) affect collective organizational citizenship behavior OCB: A collective social exchange perspective”, *Human Resource Management Journal*, Vol. 20 No. 20, pp. 119-137.
 43. Graham, J.W. (1989), “Organizational citizenship behavior: Construct redefinition, operationalization, and validation”, Unpublished working paper, Loyola University of Chicago, Chicago, IL.
 44. Gregersen, H.B. (1993), “Multiple commitments at work and extra-role behavior during three stages of organizational tenure”, *Journal of Business Research*, Vol. 26, pp. 31-47.
 45. Griffin, A.E.C., Colella, A. and Goparaju, S. (2000), “Newcomer and organizational socialization tactics: an interactionist perspective”, *Human Resource Management Review*, Vol. 10 No. 4, pp. 453-73.
 46. Haslam, S. A. (2001), “Psychology in organizations: The social identity approach”, (2nded.). London: Sage.
 47. Hauter, J.A., Macan, T.H. and Winter, J. (2003), “Measurement of newcomer socialization: construct validation of a multidimensional scale”, *Journal of Vocational Behavior*, Vol. 63, pp. 20-39.
 48. Jones, G.R. (1988), “Socialization tactics, self-efficacy, and newcomers’ adjustments to organizations”, *Academy of Management Journal*, Vol. 29, pp. 262-279.
 49. Kamdar, D., McAllister, D.J. and Turban, D.B. (2006), ““All in a Day’s Work”: How follower individual differences and justice perceptions predict ocb role definitions and behavior”, *Journal of Applied Psychology*, Vol. 91, No. 4, pp. 841-855.
 50. Kanungo, R.N. (1982), “Measurement of job and work involvement”, *Journal of Applied Psychology*, Vol. 67, pp. 341-349.
 51. Katz, D. (1964), “The motivational basis of organizational behavior”, *Behavioral Sciences*, Vol. 9, pp. 131-146.
 52. Kelman, H.C. (1961), “Processes of opinion change”, *American Association for Public Opinion Research*, Vol. 25, pp. 57-78.
 53. Klein, H.J., Fan, J. and Preacher, K.J. (2006), “The effects of early socialization experiences on contact mastery and outcomes: a meditational approach”, *Journal of Vocational Behavior*, Vol. 68, pp. 96-115.
 54. Kotter, J.P. (1995), “Leading change: Why transformation efforts fail”, *Harvard Business Review*, PN 4231, pp. 57-68.
 55. Lankau, M.J. and Scandura, T.A. (2002), “An investigation of personal learning in mentoring relationships: content, antecedents and consequ-

- ences", *Academy of Management Journal*, Vol. 45 No. 4, pp. 779-790.
56. Lok, P. and Crawford, J. (2001), "Antecedents of organizational commitment and the mediating role of job satisfaction", *Journal of Managerial Psychology*, Vol. 16 No.s 7/8, pp. 594-613.
 57. Louis, M.R. (1980), "Surprise and sense making: what newcomers experience in entering unfamiliar organizational settings", *Administrative Science Quarterly*, Vol. 25 No. 2, pp. 226-251.
 58. Lave, J. and Wenger, E. (1991), *Situated Learning: Legitimate Peripheral Participation*, Cambridge University Press, New York, NY.
 59. Mayfield, C.O. and Taber, T.D. (2009), "A prosocial self-concept approach to understanding organizational citizenship behavior", *Journal of Managerial Psychology*, Vol. 25 No. 7, pp. 741-763.
 60. Meyer, J.P., Paunonen, S.V., Gellatly, I.R., Goffin, R.D. and Jackson, D.N. (1989), "Organizational commitment and job performance: it's the nature of commitment that counts", *Journal of Applied Psychology*, Vol. 74, No. 1, pp. 152-156.
 61. Morris, S.W., (2001), "Critique without Criticism," *Asian Business*, Vol. 37 No. 8, pp. 64-84.
 62. Myers, M.S., (2001), "Missed Connections," *Across the Board*, Vol. 38 No. 4, 57-59.
 63. Meyer, P.J., Stanley, D.J., Herscovitch, L. and Topolnitsky, L. (2002), "Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences", *Journal of Vocational Behavior*, Vol. 61, pp. 20-52.
 64. Mitus, J.S. (2006), "Organizational socialization from a content perspective and its effect on the affective commitment of newly hired rehabilitation counselors", *Journal of Rehabilitation*, Vol. 72, pp. 12-20.
 65. Moorman, R.H., and Blakely, G.L. (1995), "Individualism-collectivism as an individual difference predictor of organizational citizenship behavior", *Journal of Organizational Behavior*, Vol. 16, pp. 127-142.
 66. Morrison, R.F. and Hock, R.R. (1986), "Career building: learning from cumulative work experience", In D.T. Hall (ed.) *Career Development in Organizations*, pp. 236-274.
 67. Morrison, E.W. (1993), "Longitudinal study of the effects of information seeking on newcomer socialization", *Journal of Applied Psychology*, Vol. 78 No. 2, pp. 172-183.
 68. Morrison, E.W. (2002), "Newcomers' relationship: the role of social network ties during socialization", *Academy of Management Journal*, Vol. 45 No. 6, pp. 1149-1160.
 69. Mowday, R.T., Porter, L.W. and Steers, R.M. (1982), "Employee Organization Linkages: The Psychology of Commitment", *Absenteeism and Turnover*, Academic Press, New York.
 70. Mueller, C.W. and Lawler, E.J. (1999), "Commitment to nested organizational units: some basic principles and preliminary findings", *Social Psychology Quarterly*, Vol. 62, pp. 325-346.
 71. Nespor, J. (2003), "Undergraduate curricula as networks and trajectories", in Edwards, R. and Usher, R. (Eds), *Spatiality, Curriculum, and Learning*, Information Age Publishing, Greenwich, CT, pp. 93-108.
 72. Oplatka, I. and Stundi, M. (2010), "The components and determinants of preschool teacher organizational citizenship behavior", *International Journal of Educational Management*, Vol. 25 No. 3, pp. 223-236.
 73. Ozer, M. (2011), "A moderated mediation model of the relationship between organizational citizenship behaviors and job performance", *Journal of Applied Psychology*, Vol. 96 No. 6, pp. 1328-1336.
 74. Organ, D.W. (1988), *Organizational Citizenship Behavior: The Good Soldier Syndrome*, Lexington Books, Lexington, MA.
 75. Organ, D.W., Podsakoff, P.M. and MacKenzie, S.B. (2006), *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*, Sage, Thousand Oaks, CA.
 76. Pfeffer, J., Fong, C.T., (2005), "Building organization theory from first principles: The self enhancement motive and understanding power and influence", *Organization Science*, Vol. 16 No. 4, pp. 372-388.
 77. Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H., Fetter, R. (1990), "Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors", *Leadership Quarterly*, Vol. 1, pp. 107-142.
 78. Podsakoff, P.M., MacKenzie, S.B., Paine, J.B. and Bachrach, D.G. (2000), "Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research", *Journal of Management*, Vol. 26 No. 3, pp. 513-63.
 79. Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M. and Blume, B.D. (2009), "Individual- and organizational-level consequences of organizational citizenship behaviors: a meta-analysis", *Journal of Applied Psychology*, Vol. 94 No. 1, pp. 122-141.
 80. Porter, L.W., Steers, R.M., Mowday, R.T. and Boulian, P.V. (1974), "Organisational commitment, job satisfy-action and turnover among psychiatric technicians", *Journal of Applied Psychology*, Vol. 59 No. 5, pp. 603-609.
 81. Riketta, M. (2005), "Organizational identification: a meta-analysis", *Journal of Vocational Behavior*, Vol. 2, pp. 358-384.

82. Saks, A.M., Uggerslev, K.L. and Fassina, N.E. (2007), "Socialization tactics and newcomer adjustment: a meta-analytic review and test of a model", *Journal of Vocational Behavior*, Vol. 70, pp. 413-446.
83. Salancik, G.R. (1977), "Commitment and the control of organizational behavior and belief". In B.M. Staw and G.R. Salancik (eds.), *New Directions in Organizational Behavior*, pp. 1-54, St. Clair Press, Chicago.
84. Schein, E.H. (1978), "Career Dynamics: Matching Individual and Organizational Needs", Reading, MA: Addison-Wesley.
85. Simosi, M. (2009), "The role of social socialization tactics in the relationship between socialization content and newcomers' affective commitment", *Journal of Managerial Psychology*, Vol. 25 No. 3, pp. 301-327.
86. Smith, C. A., D. W. Organ, J. P. Near. (1983), "Organizational citizenship behavior: Its nature and antecedents", *Journal of Applied Psychology*, Vol. 68, pp. 653-663.
87. Solinger, O., van Olffen, W. and Roe, R. (2008), "Beyond the three-component model of organizational commitment", *Journal of Applied Psychology*, Vol. 93, pp. 70-83.
88. Somech, A. and Ron, I. (2007), "Impact of individual and organizational characteristics promoting organizational citizenship behavior in schools: The impact of individual and organizational characteristics", *Educational Administration Quarterly*, Vol. 43 No. 1, pp. 38-66.
89. Tajfel, H. (1972), "Experiments in a vacuum". In Isreal, J. and Tajfel, H. (eds), *The Context of Social Psychology*. London: Academic Press.
90. Takahashi, K. (1993), "Research on organizational socialization: a review", *Keiei Kodo Kagaku*, Vol. 8 No. 1 pp. 1-22.
91. Takahashi, K. (1994), "An Empirical test of the stage model of organizational socialization: development of {an} integrated model and verification of its validity", *Keiei Kodo Kagaku*, Vol. 9 No. 1 pp. 51-70.
92. Taormina, R.J. (1994), "The organizational socialization inventory", *International Journal of Selection and Assessment*, Vol. 2 No. 3, pp. 133-145.
93. Taormina, R.J. (2007), "Interrelating leadership behaviors, organizational socialization, and organizational culture", *Leadership & Organization Development Journal*, Vol. 29 No. 1, pp. 85-102.
94. Taormina, R.J. (2004), "Convergent validation of two measures of organizational socialization", *International Journal of Human Resource Management*, Vol. 15 No. 1, pp. 76-94.
95. Taormina, R.J. (2009), "Organizational socialization: the missing link between employee needs and organizational culture", *Journal of Managerial Psychology*, Vol. 24 No. 7, pp. 650-676.
96. Taormina, R.J. (1997), "Organizational socialization: a multi-domain, continuous process model", *International Journal of Selection and Assessment*, Vol. 5 No. 1, pp. 29-47.
97. Van-Dyne, L., and LePine, J.A. (1998), "Helping and voice extra-role behaviors: Evidence of construct and predictive validity", *Academy of Management Journal*, Vol. 41, pp. 108-119.
98. Van Maanen, J. (1976), "Breaking in: socialization to work", In R. Dubin (ed.) *Handbook of Work, Organization, and Society*, Chicago: Rand McNally.
99. Van Maanen, J. and Schein, E.H. (1979), "Toward a theory of organizational socialization", in Staw, B.M. (Ed.), *Research in Organizational Behavior*, JAI Press, Greenwich, CT, pp. 209-264.
100. Vigoda-Gadot, E. and Angert, L. (2007), "Goal setting theory, job feedback, and OCB: Lessons from a longitudinal study", *Basic and Applied Social Psychology*, Vol. 29 No. 2, pp. 119-128.
101. Wanous, J.P. (1980), "Organizational Entry: Recruitment, Selection, and Socialization", Addison-Wesley, Reading, MA.
102. Westover, J.H., Westover, A.R. and Westover, L.A. (2009), "Enhancing long-term worker productivity and performance: The connection of key work domains to job satisfaction and organizational commitment", *International Journal of Productivity and Performance Management*, Vol. 59, No. 4, pp. 372-387.
103. Wiener, Y. and Vardi, Y. (1980), "Relationships between job, organization and work outcomes: an integrative approach", *Organizational Behavior and Human Performance*, Vol. 26, pp. 81-96.
104. Yousef, D.A. (2000), "Organizational commitment: a mediator of the relationships of leadership behaviour with job satisfaction and performance in a non-western country", *Journal of Managerial Psychology*, Vol. 15 No. 1, pp. 6-28.
105. Yiing, L.H. and Ahmad, K.Z.B. (2008), "The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance", *Leadership & Organization Development Journal*, Vol. 30 No. 1, pp. 53-86.
106. Yishai, Y. and Cohen, A. (1997), "(Un) representative bureaucracy: women in the Israeli senior civil service", *Administration and Society*, Vol. 28, pp. 441-465.

This page is intentionally left blank