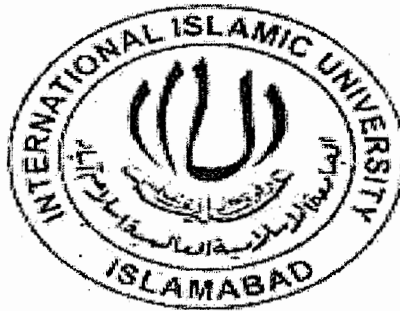


# **Interactive effects of organizational socialization and person job fit on employee's job performance**



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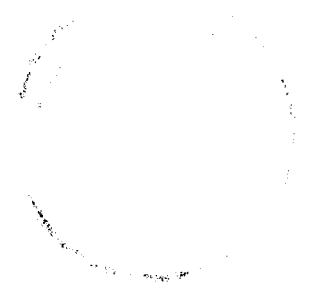
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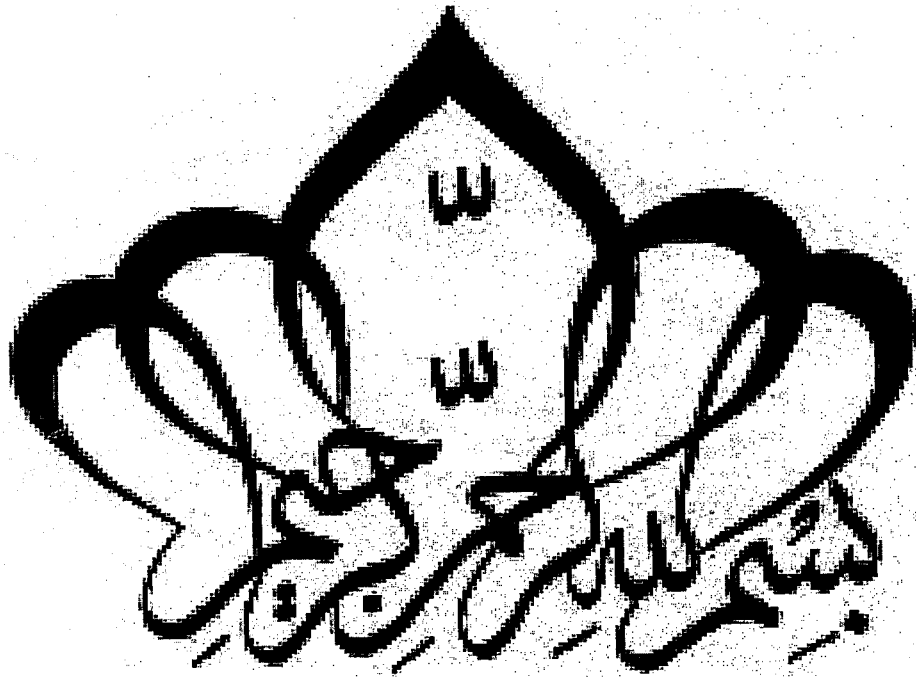


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- ② organizational Behavior





# **Interactive effects of organizational socialization and person job fit on employee's job performance**

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REG NO. 22-FMS/MSMGT/S08**

**A thesis submitted in partial fulfillment of the requirements for the Degree of  
Master of Philosophy/Science in Management with specialization in Management at  
the Faculty of Management Sciences  
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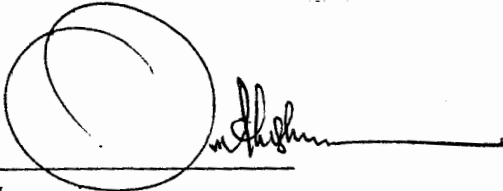
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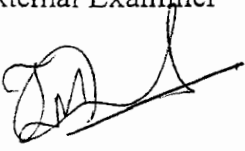
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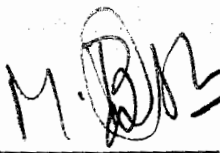
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## FORWARDING SHEET

The thesis entitled "Interactive effects of organizational socialization and person job fit on employee's job performance" submitted by Mr. Nadeem Ahmed Awan in partial fulfillment of MS degree in Management Sciences with specialization in Management has been completed under my guidance and supervision. I am satisfied with the quality of student's research work and allow him to submit this thesis for further process as per IIU rules & regulations.

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Name : \_\_\_\_\_

# **DEDICATION**

**To my Mother (*late*), Brother (*late*),  
my Father (Abu G) and Family**

## **ACKNOWLEDGEMENTS**

Foremost, All praise and glory to Almighty ALLAH, who blessed me health, patience, knowledge and also enabled me to complete this work. I offer countless Darood and Salaam to the Holy Prophet (Peace be upon Him) who is forever a source of knowledge and inspiration for the whole mankind.

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**Nadeem Ahmed Awan**



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# **DECLARATION**

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No portion of the work, presented in this thesis, has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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## ABSTRACT

The purpose of this study was to examine the impact of organizational socialization on employees' job performance and to investigate the interactive effects of organizational socialization and person job fit on employees' job performance in the banking industry of Pakistan.

The constructs of Taormina (1994), A. Halim (1981) and William & Anderson (1991) have been used for measuring organizational socialization (, Person job fit and job performance of employees respectively. This study highlighted the significance of organizational socialization and person job fit on the job performance of employees by analyzing the data collected from the sample of 300 employees and their supervisors through convenience sampling technique.

Major findings of this research study indicated that the organizational socialization has positive and direct impact on employees' job performance whereas person job fit further strengthened the relationship between organizational socialization and job performance. This study confirmed that organizational socialization can enhance the employee's job performance and person job fit moderated the relationship between organizational socialization and job performance of employees.

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## LIST OF ABBREVIATIONS

OS	Organizational Socialization
PJ Fit	Person Job Fit
TR	Training (OS dimension)
FP	Future prospects(OS dimension)
CS	Coworker support (OS dimension)
UN	Understanding (OS dimension)
JP	Supervisor rated job performance
HC	Human Capital
SC	Social Capital
CV	Control Variables
IV	Independent variable
DP	Dependant variable
Mod	Moderating variable



# **CHAPTER 1**

## **INTRODUCTION**

# CHAPTER 1

## INTRODUCTION

### 1.1 Background

In our highly competitive business world of today, human capital is considered to be a major source of competitive advantage (Perez & Falcon, 2002; Barney, 1991; Wright & Snell, 1998). Attention of researchers has considerably shifted from tangible forms of capital to more intangible ones i.e social, intellectual & relational capital etc (Wright *et al.*, 1998; Akdere, 2005). Social capital theory is concerned about social relations among employees, mutual trust between employees & organizations and employees attitude towards cooperation (Akdere, 2005). Based on this social capital perspective; different dimensions of organizational socialization have been studied by a number of researchers over the last two decades (Chao, Kelly, Wolf, Klien, & Gardner, 1994; Saks, Uggerslev, & Fassina, 2006; Taormina, 2009). Where some researchers concluded a positive relation between organizational socialization and job performance (Chao et al, 1994; Ashforth & Saks, 1996; Saks et al, 2006; Taormina, 2009). Some others have highlighted its significance as a lubricant to achieve high level of organizational commitment, organizational identification and job satisfaction etc (Ashforth, 1996 & Saks et al, 2006). The major dimensions of organizational socialization as concluded by Taormina include training, understanding, coworker support & future prospects (Taormina, 1997). Since, neglecting to socialize individuals causes high level of unmet expectations, psychological contract breach, poor attitudes and negative behaviors (Wanous, 1992), organizations need to develop a strategy to socialize individuals as soon as possible. This will not only assist organizations in exploiting the true potential of their employees, it will also be helpful to increase overall organizational performance.

Where training dimension assists organizations to polish the skills and abilities of their employees, understanding dimension appraises how an employee understands the strategic objectives of their organization and how he/she can contribute towards accomplishment of those objectives. Similarly, coworker support explains the level of assistance provided to an employee by his/her colleagues/peers. Finally, future prospects dimension includes the career growth opportunities available to employees within organization.

The direct impact of organizational socialization on job performance is a proven fact but level of its impact varies in different studies (Ashforth, 1996; Saks & Ashforth, 1997). Therefore, gap exists that requires to discover the moderating role of those variables which strengthen this relationship. There are some important situational moderators which may impact the association between OS and JP .For example it was explored in a study that the relationship between organizational socialization and job outcomes is moderated by proactive behaviors which are information seeking & feedback seeking behaviors (Gruman, Saks & Zweig; 2006).

Similarly, person job fit has received high attention by different researchers of organizational behavior, sociology, strategic management & human resource management etc (Edwards,1991;Brkich, Jeffs & Carless, 2002; Erdogan & Bauer, 2005; Brown et al, 2005; Ehrhart, 2006; Weeks & Fournier, 2010). There have been a number of scholars who studied person job fit as key moderator that influences job outcomes (Lee et al, 2008; Chang et al, 2010). A study proved person job fit as moderator in the relationship of creativity, emotional intelligence and job performance (Lee et al; 2008). Similarly, another study also proved its moderating role in the relationship of training investment and employees turnover

intentions (Chang et al; 2010). Based on these findings and importance of person job fit, it is to be tested as a moderator in present study.

This study specifically aims at identifying the moderating role of person job fit in the relationship of organizational socialization (dimension wise & as whole) and employees job performance following configurational perspective, the study aims in exploiting the true potential of their employees by creating synergetic benefits for their firms.

## **1.2 Objectives of the Study**

The purpose of study is to demonstrate and identify the direct impact of organizational socialization (also dimension wise) on job performance of employees and to empirically test moderating role of person job fit in this direct relationship. The main objective of the study was to understand the interactive effects of OS & PJ Fit on JP. Therefore, it was much needed to propose such study that extend the existing literature of OS,PJ fit & JP.

## **1.3 Rationale of the Study**

Organizational socialization is one of the most emerging fields of human resource management (Chao et al, 1994; Ashforth, 1996; Saks et al, 2006;Taormina, 1997 & 2009). Previous studies on the relationship between organizational socialization and job outcomes are differing and therefore makes it difficult to generalize the results. Therefore, in order to generalize the theory of organizational socialization, it is needed to re-investigate the relationship proposed by earlier researchers (Chao et al, 1994; Ashforth, 1996; Saks et al, 2006;Taormina,2009). Moreover, the previous literature shows the possibility of moderating variables that may influence the relationship of organizational socialization and job

performance. Hence, it is essential to investigate the relationship of organizational socialization and job performance with moderating role of person job fit in this relationship. The knowledge to be gained by this research study will help contribute towards extension of theories of organizational socialization and person job fit and to improve the modern management practices.

The present study is conducted in the banking industry of Pakistan because employees working in this sector have socialization problems as they have to spend relatively longer hours than the employees in other sectors. Secondly, to ensure the quality data collection banking industry was chosen because author has enough experience/references in the banking industry.

Based on literature review, it has been observed that no other research has investigated the moderating role of person job fit in the relationship of organizational socialization and job performance. The current research will have unique contribution in the field of both organizational socialization and person job fit. Similarly, job outcome of the study i.e employees' job performance could assist the practitioners to enhance the productivity of their employees by interactional use of organizational socialization and person job fit.

#### **1.4 Statement of Research Problems**

1. Does training dimension of organizational socialization positively impact job performance of employees working in banking industry of Pakistan?
2. Does understanding dimension of organizational socialization positively impact job performance of employees working in banking industry of Pakistan?

3. Does coworker support dimension of organizational socialization positively impact job performance of employees working in banking industry of Pakistan?
4. Does future prospects dimension of organizational socialization positively impact job performance of employees working in banking industry of Pakistan?
5. Does organizational socialization positively impact job performance of employees working in banking industry of Pakistan?
6. Does P-J fit plays a moderating role in the relationship between training and job performance of employees working in banking industry of Pakistan?
7. Does P-J fit plays a moderating role in the relationship between understanding and job performance of employees working in banking industry of Pakistan?
8. Does P-J fit plays a moderating role in the relationship between coworker support and job performance of employees working in banking industry of Pakistan?
9. Does P-J fit plays a moderating role in the relationship between future prospects and job performance of employees working in banking industry of Pakistan?
10. Does P-J fit plays a moderating role in the relationship between organizational socialization and job performance of employees working in banking industry of Pakistan?

## **1.5 Significance of the Study**

The study has high significance from both theoretical as well as practical perspectives;

### **a. Theoretical perspective**

1. Based on 'Congruence Theory', moderating role of person job fit is introduced to bridge the literature gap that is to strengthen the relationship b/w OS & JP.
2. The real contribution of the study is to examine the interactive effects of organizational socialization and person job fit on the job performance of employees of the banking industry of Pakistan.

**b. Applied perspective**

3. HR managers face complex issues that even after organizational socialization of employees, they are not getting desired results. Thus, person job fit is important to achieve desired results for them in form of high productivity and motivated employees etc.
4. Through interactive use of OS & PJ fit with JP, the study will be helpful in exploiting/developing true potential of employees to achieve higher level of job performance and also to create synergetic benefits for banks.

## **1.6 Organization of the Study**

The present study has been divided into five chapters. The first chapter is about introduction that includes background of the study, objectives of the study, rationale of the study, problem statement, significance of the study and organization of the study. The second chapter consists of the literature review of the proposed model that briefly discusses about organizational socialization, employee's job performance and person job fit and their different relationships as proposed in the study. Third chapter is about the methodology of present study and includes brief discussion about sampling design, data collection, measures, procedures and data analysis tools. The fourth chapter is about data analysis and includes descriptive statistics, reliability, correlation and regression analysis. The Fifth chapter is about conclusion, limitations, implications for researchers and managers and future directions.

# **CHAPTER 2**

## **LITERATURE REVIEW**



## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Literature Review & Hypothesis Development

In our highly competitive business world of today characterized by globalization, variability in customer demands and increasing product-market competition, human capital is considered to be a major source of competitive advantage (Perez & Falcon, 2002; Barney, 1991; Wright *et al.*,1998. According to resource based view of the firm, those organizations who have the resources which are valuable, rare, difficult to imitate and not easily substitutable are able to obtain sustained competitive advantage (Barney, 1991),thus, human capital is considered a special and sustainable source of competitive advantage (Barney, 1991).On the other hand, traditional sources of competitive advantage including natural resources and economies of scale etc are easy to imitate and therefore are less sustainable (Perez & Falcon, 2002). Attention of researchers is considerably shifted from tangible forms of capital to intangible including social, intellectual and relational capital etc (Wright *et al.*,1998; Akdere, 2005). Social capital theory is concerned about social relations among employees, mutual trust between employees & organizations and employees attitude towards cooperation (Akdere, 2005), social capital resources correspond to those qualities and skills that characterize the network of relationships one has with peers, subordinates and supervisors (James,2000). Based on this social capital perspective; different dimensions of organizational socialization have been studied by a number of researchers over the last two decades (Chao et al, 1994; Ashforth, 1996; Saks et al, 2006;Taormina, 2009). The six dimensions presented by Chao (1994) include performance proficiency, politics, language,

people, organizational goals/values & history. Subsequently, four dimensions were presented by Taormina (1994) namely, training, coworker support, understanding and future prospects. The latter model is parsimonious as three of the dimensions cover all the six areas identified by Chao et al, (1994) and added fourth domain i.e future prospects (Taormina, 1994), these dimensions are considered to be indicators of successful socialization (Taormina, 1997).

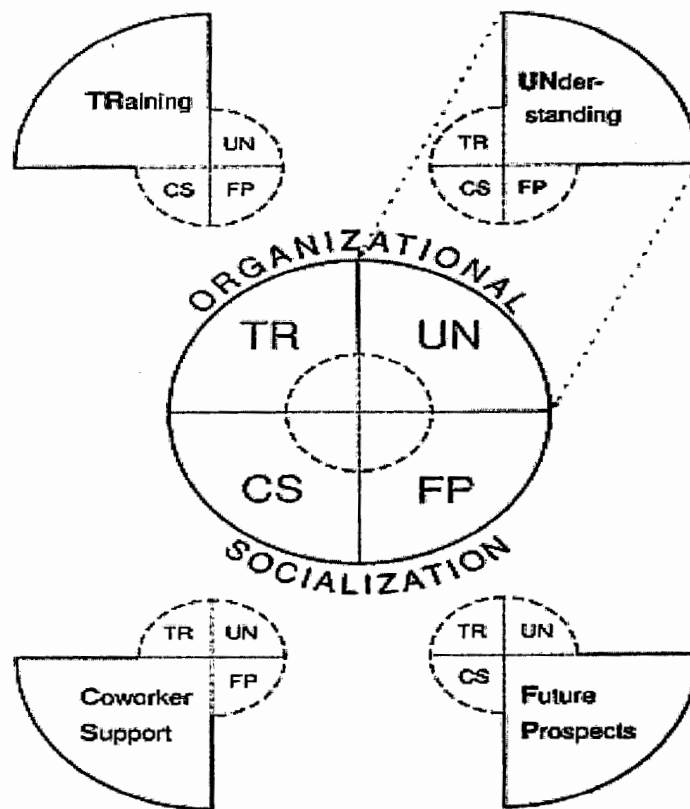
Different researchers have identified the dimensions of organizational socialization, where some have concluded a positive relation between organizational socialization and job performance (Chao et al, 1994; Ashforth, 1996; Saks et al, 2006; Taormina, 2009). An empirical study has identified positive relation between organizational socialization and job performance, where individuals with low socialization have shown decrease in performance and ultimately left the organizations to re-socialize in other organizations (Chao et al, 1994). This relation has also supported by another researcher who identified a positive relation of Taormina's four dimensions of organizations socialization with performance proficiency (Taormina, 1997). These dimensions include training, coworker support, understanding and future prospects.

### **Hypothesis 1**

#### **Direct effect of training on supervisor rated job performance.**

Training dimension is the act, process or method by which one acquires any type of functional skill or ability that is required to perform a specific job (Taormina, 1997). It is one of the most persistent way to enhance employees skills and abilities and to communicate organizational goals and objectives to new employees (Arthur, Bennett, Edens, & Bell,

2003) for ultimate purpose to achieve better results in terms of increase in job satisfaction, job commitment, job performance and organizational commitment etc.



*Figure 1. Four Dimensions Of Organizational Socialization*

*Source: (Taormina, 1997)*

Thus, firms are greatly concerned to assure the success of training in order to enhance skills/abilities of employees and to socialize them in organizations. As the meta analysis study conducted by Arthur et al, 2003 suggests that training is helpful source for practitioners to make informed choices and decisions in the process to design and implement successful trainings (Arthur et al, 2003).

Similarly, another meta analysis carried out by (Colquitt, LePine, & Noe, 2000) explains the importance of training to enhance employees' job performance. Authors suggested that how individual and situational characteristics are important to bring training motivation in employees that results in enhanced performance. They argued that individual characteristics like job involvement, self efficacy, valence (Job/Career variables), locus of control, cognitive ability and situational characteristics like climate and support from supervisors/peers have positive relationship with training motivation that leads toward skill acquisition, training transfer and job performance of employees (Colquitt et al, 2000).

Based on above discussion, it can be argued that training will likely enhance the job performance of employees. Therefore, it is hypothesized that ;

**H1:** Training is positively associated with employee's job performance.

## **Hypothesis 2**

**Direct effect of understanding on supervisor rated job performance.**

Understanding dimension of organizational socialization refers to the extent to which an employee fully comprehends and can apply knowledge about his or her job, the organization, its people and its culture (Taormina, 1997). It appraises an employee's

understanding of strategic objectives of their organization and how they can contribute towards accomplishment of those objectives. It is also about the cognitive conception that involves all aspects of human and organizational behavior (Taormina, 1997). Understanding is more broadly explained by Chao et al (1994) who suggested that it is the fully comprehension of 'organizational goals and values', politics, language and history'.

The significance of understanding dimension to achieve desired job/organizational outcomes is quite high because understanding that is about acquisition and application of knowledge about job, culture of organization, its values, politics, language, history & people (Chao et al, 1994) is pre requisite of desired job/organization level outcomes (Taormina, 1997; Chao et al, 1994 & Saks et al, 2006). These outcomes can not be achieved without prior knowledge about job, organizational culture, its history and people etc. While discussing the significance for employees' job performance, Taormina (1997) has commented that understanding is essential in order to perform any kind of job because it deals with acquisition and application of knowledge about the job itself and organization. Moreover, it has been obvious from the literature reviewed that both understanding and job performance have strong relationship because understanding is pre requisite of job performance (Taormina, 1997; Chao et al, 1994 & Saks et al, 2006). The reason is that understanding is knowledge about job and job performance is attitude to perform that job about which an employee has enough knowledge. Moreover, it is of common sense that when a person/s have no/less knowledge to perform a certain task , it is impossible/difficult for them to perform that task rather they should first have to gain knowledge to perform that specific task.

Based on above discussion regarding understanding dimension, it is argued that understanding will likely enhance the job performance of employees. Therefore, it can be hypothesized that ;

**H2: Understanding is positively associated with employee's job performance.**

### **Hypothesis 3**

#### **Direct effect of coworker support on supervisor rated job performance.**

Coworker Support dimension of organizational socialization is defined as "the emotional, moral or instrumental sustenance which is provided without financial compensation by other employees in the organization where one works with the objective of alleviating anxiety, fear or doubt" (Taormina, 1997). This conceptual definition of coworker support given has three elements that include emotional and moral support (i.e. about verbal encouragement/buck up to the new employee), instrumental social support (i.e. to assist new employee in provision of material) and finally to support new employee without any financial return/ free of cost support (Taormina, 1997). Further, he suggested that primarily coworkers are those who provide social support to the newcomers and must be differentiated from those who are considered representatives of learning process (e.g. trainers, teachers etc), even though some persons may play different roles on the same time.

The objective of coworker support as mentioned above is to reduce anxiety, fear or doubt of employees (Taormina, 1997). Thus, it can be argued that coworker support is helpful to reduce job stress of employees. Job stress is "*the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker*" that results even in form of different chronic diseases to employees like cardiovascular disease, musculoskeletal disorders, and psychological disorders (The

National Institute for Occupational Safety and Health [NIOSH],2011). On the other hand, author suggests that coworker support is actually shock absorber against the stress which newcomers face (Taormina,1997).Thus, coworker support is not only to socialize employees in organizations but also to ensure their better health to achieve better job/ organization level outcomes. Therefore, more chances exist that in absence of coworker support, there will be stressful and less motivated environment which resists employees to put entire efforts toward their tasks in order to achieve better job/organization level outcomes. These outcomes may include job satisfaction, job performance, organizational commitment and organizational performance etc. In literature, job performance has been considered as an important outcome of coworker support (Taormina, 1997; Nagami, Tsutsumi, Tsuchiya, Morimoto, 2010) In this regard, an empirical cross sectional study, recently conducted in Japan reveals the importance of coworker support to enhance job performance of employees (Nagami et al, 2010). In their study, they have found that coworker support in year 2008 and employees job performance in year 2009 is positively related and suggested that it is quite sensible to provide equally supportive environment to ensure better job performance of employees. In addition to this, a qualitative study conducted on dimensions of organizational socialization proposes that perceived high level of coworker support have positive relation with the job, performance proficiency, job involvement, affective commitment, normative commitment and job tenure (Taormina, 1997).

Based on above discussion, it is argued that coworker support will likely enhance the job performance of employees. Therefore, it is hypothesized that ;

**H3:Co-workers support dimension of organizational socialization is positively associated with employee's job performance.**

#### Hypothesis 4

##### **Direct effect of future prospects on supervisor rated job performance.**

Future Prospects (FP) dimension is defined as “the extent to which an employee anticipates having a rewarding career within his or her employing organization”(Taormina, 1997). This dimension includes promotion of career growth opportunities available to employees within the organization. In literature, number of job aspects have been considered to make rewarding career within the organization like chances to remain in the employing organization, current and potential pays, expected future job tasks, chances of promotion in the employing organization, bonuses, benefits, recognition and awards ( Taormina, 1997;Saks et al, 2006). In addition to these job aspects, eight categories of career orientations presented by Schein (1987) are also helpful to make a rewarding career within an organization. These career orientations include security (both job and geographical security), autonomy, managerial competence, technical competence, creativity and entrepreneurship, sense of service (service oriented employee), pure (difficult) challenge and life style integration (integration of family and work concerns (Schein, 1987). Based on above all, it is summarized that employees may have monetary/non monetary rewards or combination of both that force them to remain part of the employing organization.

The relationship of future prospects dimension with various job/organizational outcomes like job performance is based upon ‘Hope Theory’. Snyder et al (1991) had introduced the construct of hope quite different from its general 'meaning in literature of organizational behavior and defined it as *‘a cognitive set that is based on a reciprocally derived sense of successful agency (goal-directed determination) and pathways (planning to meet goals)’*. Thus, pathways and agency components are helpful in achieving goals because these provide both the ‘will’ and the ‘way’ to do so. ( Peterson et al, 2008). In order to more



elaborate the hope theory two important things should be considered. Firstly, hope should be differentiated from the false hope concept that is based on unrealistic results and is about expectations which people have when nothing left with them and say like 'hope for the best' etc. (Snyder, 2002). Secondly, goals are defined by Snyder et al (2002) as different from the general definition of goals given in literature. They defined that "*goals are anything that individuals desire to get, do, be, experience, or create*".

As discussed above, future prospects dimension is anticipation of an employee to have a rewarding career in his/her employing organization. Thus, this dimension helps as a strong motivator for the employees to have 'hope' as defined by Snyder's (1991) in his hope theory. This is because when employees anticipate rewarding careers then both components of hope i.e agency (goal directed determination/will) and pathways (planning to meet goals/way) increase and in result have hope in the organization. Here, it is worth mentioning that degree of their hope will depend on the degree of future prospects dimension. More simply, if there will be more rewarding career in the employing organization, then degree of hope in that organization will also be higher.

Thus, it can be argued that hope of employees will likely enhance their job performance. In this regard, Peterson et al (2008) argued that because hope leads toward goal and task accomplishment, therefore enhances job performance of employees. In order to prove the hypothesis i.e 'hope leads toward increase in job performance', three studies were conducted in their study on different job levels (service workers, non-managerial professional employees, and executives) and all resulted in significant positive results.

Thus, after brief discussion about future prospects dimension, it can be argued that this enhances job performance of employees. Therefore it is hypothesized that;

H4: Future prospects is positively associated with employee's job performance.

## Hypothesis 5

### **Direct effect of Organizational socialization on supervisor rated job performance.**

Organizational socialization on the basis of above discussed dimensions is defined as

*“A process through which an individual seeks relevant job skills, acquires a functional level of organizational understanding, attains supportive social interactions with coworkers, and generally accepts the established ways of a particular organization (Taormina, 1997)”*.

In addition to the above discussion of each dimension of organizational socialization, some other researchers have also highlighted the significance of organizational socialization as a lubricant to achieve high level of organizational commitment, organizational identification and job satisfaction etc (Ashforth, 1996 & Saks et al, 2006). A longitudinal study on business school graduates has found a positive relation between organizational socialization and organizational commitment, organizational identification and job satisfaction (Ashforth, 1996). In addition to this, a meta analysis been carried out to verify a positive relation between organizational socialization and organizational commitment, organizational identification and job satisfaction (Saks et al, 2006). Since, neglecting to socialize individuals causes high level of unmet expectations, psychological contract breach, poor attitudes and negative behaviors (Wanous, 1992), organizations need to develop a strategy to socialize individuals as soon as possible. In this regard, dimensions of organizational socialization have considered essential to formulate such a strategy to socialize individuals

in an organization. This will not only assist organizations in exploiting the true potential of their employees, it will also be helpful to increase overall organizational performance. Based on above discussion of each dimension of organizational socialization, it is explicit/clear that how important organizational socialization is to enhance job performance of employees. Therefore, it is hypothesized that;

**H5:**Organizational socialization (as whole) is positively associated with employee's job performance.

The direct impact of organizational socialization on employee's job performance has been frequently studied as discussed above. However, degree of the impact that OS has on job performance varies in the studies conducted by different scholars (Ashforth, 1996; Saks & Ashforth, 1997). Therefore, gap exists that needs to identify the moderating role of those variables which can strengthen the relationship between OS and job performance for better outcomes. There are some important situational moderators which may impact the association between organizational socialization and job performance and can bridge the gap that exists between this relationship. For example it was explored that the relationship between organizational socialization and job outcomes is moderated by proactive behaviors which are information seeking & feedback seeking behaviors (Gruman, Saks & Zweig; 2006).

Similarly, person job fit has received high attention by different researchers of organizational behavior, sociology, strategic management & human resource management etc (Edwards,1991;Brkich, Jeffs & Carless, 2002; Erdogan & Bauer, 2005; Brown et al, 2005; Ehrhart, 2006; Weeks & Fournier, 2010). There have been a number of scholars who

studied person job fit as key moderator that influences job outcomes (Lee et al, 2008; Chang et al, 2010). A study proved person job fit as moderator in the relationship of creativity, emotional intelligence and job performance (Lee et al; 2008). Similarly, another study also proved its moderating role in the relationship of training investment and employees turnover intentions (Chang et al; 2010). Based on these findings and importance of person job fit, it is to be tested as a moderator in present study. A meta analysis study about person environment fit is recently conducted which illustrates that various types of fit like person job fit, person organization fit, person group fit & person supervisor fit do matter to achieve various level of outcomes (Brown, et al., 2005). They argued that even during pre-entry encounters, attitudes and decisions are strongly influenced by different types of fit e.g. person job fit. Brown, et al., (2005) found in their meta analysis study of person environment fit that different types of job outcomes are influenced by person job fit e.g. job satisfaction. (Ivancevich,1979; Reilly et al, 1999;Deci et al, 2000). An empirical study conducted on marketing representatives of a main frame company revealed that person job fit has positive and significant impact on job performance and job satisfaction of employees (Reilly et al, 1999).Another study was conducted by Vancevich (1979) that concluded a positive relationship between person job fit and job performance of employees. His empirical investigation in a large engineering development and construction firm found that engineers who had match between the willingness to participate in decision making and the number of decisions offered by their organization to make had significant positive impact on their job performance.

The basis to apply person job fit as a moderator is that employees who feel misfit in the organization become dissatisfied, have higher level of job related stress and intentions to leave (Lovelace & Rosen, 1996). Due to these factors, they have less chances to get

socialized which ultimately leads toward low job performance. However, if the organization hires those people who has person job fit as well as they become socialized in organization can perform better because they will have intentions to stay, motivation to work and abilities to perform their jobs.

Therefore, while focusing upon organizational socialization and its relationship with job outcomes, it is not feasible to ignore the significance of person job fit which is a strong predictor of various job level outcomes and also because both the constructs have major role in employees' selection and their attitudes/behaviors toward their jobs & organization. There has been a tremendous amount of literature available which explains the role of organizational socialization and person job fit in predicting different job outcomes like job performance .However, no study as yet been carried out to understand whether or not person job fit plays a moderating role in the relationship of organizational socialization and job performance.

Thus, based on the discussion about moderating role of person job fit and brief discussion about organizational socialization (dimension wise & as whole) (Hypothesis 1 to 5) , further hypothesis are formulated as mentioned underneath.

#### **Hypotheses 6**

##### **Moderating role of PJ Fit in the relationship b/w Training and JP**

Training dimension of organizational socialization is to enhance employees skills and abilities and to communicate organizational goals and objectives to new employees (Arthur, Bennett, Edens, & Bell, 2003) in order to achieve better results in terms of increase in job satisfaction, job commitment, job performance and organizational commitment . This is also obvious from the definition given by Taormina (1997) that it is “the act, process or

method by which one acquires any type of functional skill or ability that is required to perform a specific job (Taormina ,1997). The researchers argued that employees socialization in the organization partially depends upon the training given to employees in order to perform different tasks (Taormina, 2004).

It has also been hypothesized in hypotheses 1 that training dimension plays significant role to enhance skills/abilities and job performance of employees. However, variance between the relationship of training dimension of OS and job performance exists as discussed above that needs to identify such moderators that strengthen this relationship. Person job fit is one of the strong moderators that has been identified in previous studies to effect on various job outcomes like job performance, job satisfaction and employee's intentions to stay in the organization (Reilly et al, 1999, Janssen, 2001, Brown, et al., 2005, Lee et al, 2008; Chang et al, 2010). For example, person job fit was taken as moderator to test the association of creativity, emotional intelligence and job performance (Lee et al; 2008), to understand the relationship of training investment and employees turnover intentions (Chang et al; 2010) and to know the relationship between job demands and job satisfaction and job performance (Janssen, 2001).

Based on congruence theory, researchers argued that congruence between people and tasks produce better job outcomes. Person job fit is also about the congruence between personality (people component) and job (task component) and therefore lower the congruence or PJ fit lower will be the job performance. On the other hand, linkage between person job fit and training dimension based on the same congruence model is that when employees have low person job fit ( less congruence b/w people & tasks) , then there is low training motivation and therefore less chances of skill acquisition, training transfer and training performance that means low job performance. It means that significance of person job fit as a moderator is that if employees are given enough trainings to perform different tasks but they do not

have match between the job and personality, their performance will even remain low (Nadler & Tushman; 1980).

Thus based on the discussion, following hypotheses is developed;

**H6:** P-J fit moderates the relationship between training and employee's job performance.

## **Hypotheses 7**

### **Moderating role of PJ fit in the relationship b/w Understanding & JP**

Many researchers have carried out the studies and proved that understanding dimension has direct relationship with employees' job performance and called it as a pre-requisite of job performance (Taormina, 1997; Chao et al, 1994 & Saks et al, 2006). Thus, an employee can not perform his tasks & duties at the required level in the absence of enough knowledge about the job, the organization and its culture & history etc. However, degree of the impact understanding has on job performance varies that needs to discover such moderators which can strengthen this relationship. In literature, person job fit has been identified as one of the important variables which impact on job outcomes like job performance, job satisfaction and employee's intentions to stay (Reilly et al, 1999, Janssen, 2001, Brown, et al., 2005, Lee et al, 2008; Chang et al, 2010). A study was conducted by a group of researchers where PJ fit was used as a moderator in the relationship between creativity, emotional intelligence and job performance (Lee et al; 2008), Another study in the same decade has also proved it as a moderator in the relationship between job demands & job satisfaction and job performance (Janssen, 2001).

Based on congruence theory, person job fit is taken as moderating variable because when employee has understanding about his job, organization, its culture and on the same time has fit between job & his personality, it results in better performance. In such situation, due to

person job fit, employee likes his job and therefore makes efforts to understand about his job , organization and its culture etc. because of congruency between job & personality and therefore On the other hand, if person job fit does not exist, employee has low commitment towards job and therefore makes less efforts to make understanding about the job, organization & its culture that leads towards low job performance. Therefore, based on congruence theory, when there is congruence between person job fit and understanding dimension, organizations can get synergetic benefits from their employees.

Thus based on above, following hypotheses is developed;

H7: P-J fit moderates the relationship between understanding and employee's job performance.

#### **Hypothesis 8**

**Moderating role of PJ fit in the relationship b/w coworker support & JP.**

The research states that coworker support is actually shock absorber against the stress which employees face (Taormina,1997).Therefore, more chances exist that in absence of coworker support, there will be stressful and less motivated environment which resists employees to put entire efforts toward their tasks in order to achieve better job/organization level outcomes like job satisfaction, job performance, organizational commitment and organizational performance etc. In literature, job performance has been considered as an important outcome of coworker support (Taormina, 1997; Nagami, Tsutsumi, Tsuchiya, Morimoto, 2010). The direct relationship between coworker support and job performance is a proven fact in literature as discussed above. However, from different studies it is identified that degree of the impact that coworker support has on job performance varies. Therefore, gap exists to introduce the important moderators to strengthen this relationship. Person job fit has been proved as one of the significant moderators in literature that effect different job



outcomes. A meta analyses study was carried out which proved that person job fit has positive impact on different job outcomes like job satisfaction, job performance and intentions to stay in organization (Colquitt, LePine, & Noe, 2000). Moreover, many other studies have also proved person job fit as a moderator to check its impact on job performance etc. (Janssen, 2001; Lee et al, 2008; Chang et al, 2010).

Based on congruence theory, person job fit is taken as moderating variable because when employee has coworker support in the organization and same time has fit between job & his personality, it results in better job performance. In such situation, due to person job fit, employee likes his job and therefore makes good relationships with his/her coworkers for his formal as well as informal learning that obviously leads towards better job performance. On other hand, if employees do not have person job fit, it means they are less motivated/committed towards their jobs and therefore their job performance remains low. Therefore, based on congruence theory, when there is congruence between person job fit and coworker support dimension, organizations can get synergetic benefits from their employees.

Thus based on above, following hypotheses is developed;

**H8: P-J fit moderates the relationship between coworker support and employee's job performance.**

### **Hypotheses 9**

#### **Moderating role of PJ fit in the relationship b/w future prospects & JP**

Future Prospects (FP) dimension is the extent to which an employee anticipates having a rewarding career within his or her employing organization (Taormina, 1997). This dimension includes promotion of career growth opportunities available to employees within the organization. Based on 'hope theory', it has been suggested in hypotheses 4 that future

prospects dimension of organizational socialization has direct/positive relationship with job performance of employees. However, degree of impact that future prospects has on job performance varies. Therefore, it is needed to introduce such moderators that strengthen this relationship. As discussed earlier, many studies have introduced important moderators in different studies (Janssen, 2001; Lee et al, 2008; Chang et al, 2010).

Based on congruence theory, person job fit is taken as moderating variable because when employee feels about organization as a growth oriented and same time has fit between job & his personality, it results in better job performance. In such situation, due to person job fit, employee likes his job and therefore makes efforts to develop himself in the organization for future. On the other hand, if person job fit does not exist, employee has low commitment towards job and organization and therefore can not achieve high growth in the organization that leads towards low job performance. Therefore, based on congruence theory, when there is congruence between person job fit and future prospects dimension, organizations can get synergetic benefits from their employees.

Thus based on above, following hypotheses is developed;

H9: P-J fit moderates the relationship between future prospects and employee's job performance.

## **Hypotheses 10**

### **Moderating role of PJ fit in the relationship b/w OS & JP.**

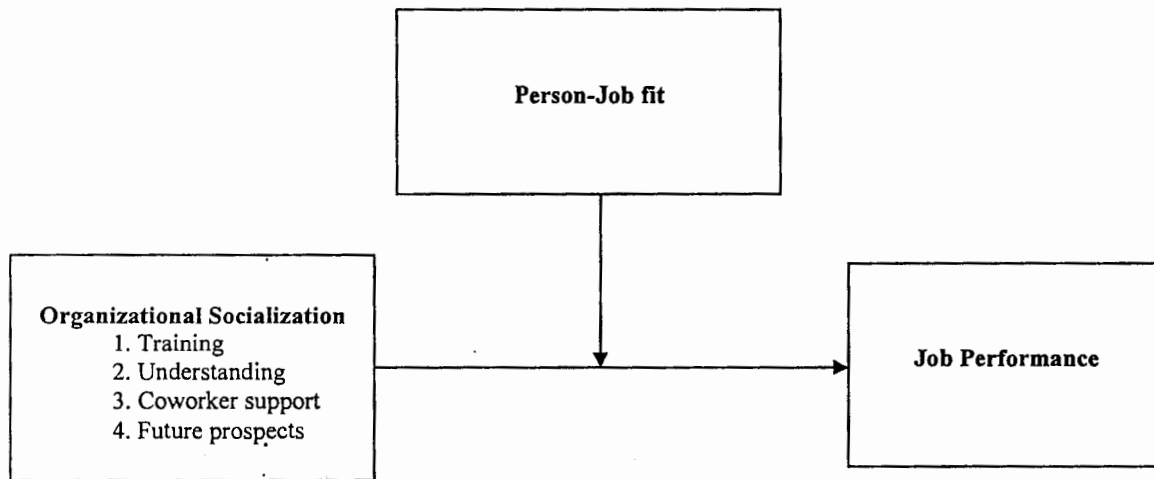
Based on brief discussion about direct relationship between organizational socialization and job performance of employees under discussion of hypothesis 1, it is proved that organizational socialization impacts on job performance of employees. However degree of impact that organizational socialization has on job performance varies (Ashforth, 1996; Saks & Ashforth, 1997) that needs to discover such moderators that strengthen this relationship.

In literature, person job fit is proved as an important moderator. A study was conducted by a group of researchers where PJ fit was used as a moderator in the relationship between creativity, emotional intelligence and job performance (Lee et al; 2008), Another study in the same decade has also proved it as a moderator in the relationship between job demands & job satisfaction and job performance (Janssen, 2001).

Based on congruence theory, person job fit is taken as moderating variable because when employee is socialized in the organization and on the same time has fit between job & his personality, it results in better performance. In such situation, due to person job fit, employee likes his job and therefore makes efforts to get understanding (Understanding dimension), learn from the training programs to perform well (training dimension), establish good relations with coworkers (Coworker support) and make all such efforts that benefits him for future growth in the organization (future prospects) . Thus based on congruence theory, when there is congruence between organizational socialization and person job then job performance increases. On the other hand, if person job fit does not exist, employee has low commitment towards job and therefore makes less efforts to become socialized in the organization. Therefore, based on congruence theory, when there is congruence between person job fit and organizational socialization, organizations can get synergetic benefits from their employees.

**H10: P-J fit moderates the relationship between organizational socialization (as a whole) and employee's job performance.**

## 2.2 Theoretical Framework



*Figure 2: Theoretical Framework ( Interactive effects of organizational socialization and person job fit on employee's job performance)*

# CHAPTER 3

## METHDODOLOGY

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## CHAPTER 3

### METHODOLOGY

#### 3.1 Sample and Data Collection

Data for this study was collected through personally administered questionnaires from various national and multinational banks of Pakistan. Employees working in the banking industry were targeted mainly because the employees working in this sector have to work in a much closer liaison with each other and also for relatively longer hours than the employees in other sectors. Thus, there was need to conduct a study for better adjustment of bankers to achieve better job/organizational outcomes. This research is intended to know the interactive effects of organizational socialization and person job fit on the job performance of employees.

Target population of this study was comprised of the employees from banking industry of Pakistan. In order to have more generalized results for the banking industry, data was collected from almost every bank located in Rawalpindi and Islamabad whether was a conventional or Islamic bank. Major ones include Askari Bank Ltd, Bank Alfalah Ltd, MCB Bank Ltd, National Bank of Pakistan, Habib Bank Ltd, Allied Bank Ltd, Faysal Bank, Silk Bank, Dubai Islamic Bank & Meezan Bank Ltd.

A self administered field survey was conducted from full time employees and their supervisors. Each questionnaire was enclosed with a cover letter ensuring that respondent's provided feedback will be kept confidential and never be disclosed at any forum. Before distribution of questionnaires, meetings were arranged with managers to obtain their consent for survey, then, presentations were given to the targeted employees and their supervisors on

individual basis to ensure accuracy of data. Initially, 388 questionnaires were distributed with assurance that participants will be able to easily understand all of the questions. Out of these, 327 questionnaires were returned with response rate of 85%. However, 27 were incomplete due to different reasons and therefore not included in analysis.

### **3.2 Measures**

All variables of the study were tapped by the help of self reported measures except job performance that was measured using supervisor rated scale to avoid from any biasness in data collection. Feedback is taken on 7-point likert scale that ranges from 1 = 'Total disagreement', 2 = 'Generally disagree', 3 = 'Slightly disagree', 4 = 'Neither agree nor disagree', 5 = 'Slightly agree', 6 = 'Generally agree', 7 = 'Total agreement'. Higher response values explain higher level of construct in the items. Moreover, participants were also asked to provide their gender (M/F) and age (in years) on the survey.

#### **3.2.1 Organizational socialization (OS)**

'Organizational socialization' being an independent variable was measured through self reported measures (Taormina, 2004). Organizational socialization was measured on the basis of four dimensions which include training, coworker support, understanding and future prospects (Taormina,1997). There were 20 items to measure this construct and each items was measured on 7 point likert-scale ranging from 1 to 7; 1 = 'Total disagreement', 2 = 'Generally disagree', 3 = 'Slightly disagree', 4 = 'Neither agree nor disagree', 5 = 'Slightly agree', 6 = 'Generally agree', 7 = 'Total agreement'. Items included are like '*This company offers thorough training to improve employee job skills*', '*My co-workers have done a great deal to help me adjust to this organization*', '*This organization's objectives are understood for almost every employee*' and '*There are many chances for a good career with this organization*', '*Opportunities for advancement in this organization are available to almost everyone*'.

### 3.2.2 Training dimension

'Training dimension of organizational socialization' being an independent variable was measured on 7 point likert-scale through self reported measures (Taormina, 1994). The scale has range from 1 to 7 where 1 = 'Total disagreement', 2 = 'Generally disagree', 3 = 'Slightly disagree', 4 = 'Neither agree nor disagree', 5 = 'Slightly agree', 6 = 'Generally agree', 7 = 'Total agreement'. There were 5 items to measure the construct and these items/ questions are like *'The training in this company has enabled me to do my job very well'*, *'This company offers thorough training to improve employee job skills'* and *'Instructions given by my supervisor have been valuable in helping me do better work'*.

### 3.2.3 Coworker support dimension

'Coworker support dimension' being an independent variable in this study was measured on 7 point likert-scale through self reported measures (Taormina, 1994). The scale is ranged from 1 to 7 where 1 = 'Total disagreement', 2 = 'Generally disagree', 3 = 'Slightly disagree', 4 = 'Neither agree nor disagree', 5 = 'Slightly agree', 6 = 'Generally agree', 7 = 'Total agreement'. There were 5 items to measure the construct and examples of these items/questions are *'Most of my co-workers have accepted me as a member of this company'*, *'My co-workers have done a great deal to help me adjust to this organization'* and *'My co-workers are usually willing to offer their assistance or advice.'*

### 3.2.4 Understanding dimension

'Understanding dimension' being an independent variable used in this study was measured on 7 point likert-scale through self reported measures (Taormina, 1994). The scale has range from 1 to 7 where 1 = 'Total disagreement', 2 = 'Generally disagree', 3 = 'Slightly disagree', 4 = 'Neither agree nor disagree', 5 = 'Slightly agree', 6 = 'Generally agree', 7 = 'Total



agreement'. 5 items scale was used and items included are like '*I have a full understanding of my duties in this organization*', '*The goals of this organization have been made very explicit/Clear*', '*I have a good knowledge of the way this organization operates*' and '*This organization's objectives are understood for almost every employee*'

### **3.2.5 Future prospects dimension**

'Future prospects dimension' being an independent variable was measured on 7 point likert-scale through self reported measures (Taormina, 1994). The scale is ranged from 1 to 7 where 1 = 'Total disagreement', 2 = 'Generally disagree', 3 = 'Slightly disagree', 4 = 'Neither agree nor disagree', 5 = 'Slightly agree', 6 = 'Generally agree', 7 = 'Total agreement'. There were 5 items included as used in earlier studies and include the questions like '*I am happy with the rewards offered by this organization*', '*There are many chances for a good career with this organization*', '*Opportunities for advancement in this organization are available to almost everyone*'.

### **3.2.6 Person Job Fit:**

Person job fit variable as moderating variable was measured through self reported measures (A-Halim, 1981). Each construct was measured on 7-points likert scale that ranged from 1 to 7 where 1 = 'Total disagreement', 2 = 'Generally disagree', 3 = 'Slightly disagree', 4 = 'Neither agree nor disagree', 5 = 'Slightly agree', 6 = 'Generally agree', 7 = 'Total agreement'. The variable was measured using 5 items which include '*I feel competent and fully able to handle my job*', '*I feel that my job and I are well-matched*', '*I feel my work utilizes my full abilities*' and '*my job gives me a chance to do the things I feel I do best*' etc.

### **3.2.7 Supervisor rated job performance:**

Job performance is the only variable in present study that was measured using supervisors' feedback. There were 5 items taken in the study to measure this construct and some of

which are ' *This person adequately completes assigned duties*' and reverse coded item include ' *This person fails to perform essential duties*'.

### **3.3 Control variables (CV)**

Two of the variables which are 'Gender' and 'Age' were controlled in this study to get actual impact of organizational socialization and person job fit on job performance as much as possible. , as they were not allowed to differ freely with independent variables.

**TABLE 1: Summary of measuring instruments**

Variable	Source	Number of items	Cronbach Alpha
1.Organizational Socialization	Taormina (1994)	20 items	0.890
1-a. Training	Taormina (1994)	5 items	0.760
1-b.Coworker support	Taormina (1994)	5 items	0.790
1-c.Understanding	Taormina (1994)	5 items	0.810
1-d.Future prospects	Taormina (1994)	5 items	0.760
2.Person job fit	A. Halim (1981)	5 items	0.800
3.Supervisor rated job performance	William & Anderson (1991)	7 items	0.850

# **CHAPTER 4**

## **DATA ANALYSIS**

## CHAPTER 4

### DATA ANALYSIS

Initially a pilot study was conducted upon 40 employees of different banks in order to know the authenticity of the measures taken in study. The alpha reliabilities ranged from 0.729 and 0.870. Then based on these results, further data was collected from employees of different public and private banks located in twin cities of Pakistan.

Based on significant results obtained from pilot study, data from additional 260 respondents was collected making total sample size of 300 participants. Reliability analysis after collection of responses from complete sample size confirms reliability of all variables taken in this study ranged from 0.870 to 0.911. It is worth mentioning that reliability of the measures had increased when compare with the reliability statistics of pilot study.

## 4.1 Descriptive Statistics/Correlation Analysis

**TABLE 2:- Frequency distribution of Control Variables (Gender & Age)**

GENDER		Frequency	Valid Percent	Cumulative Percent
	Male		201	67.0
Female		99	33.0	100.0
<b>Total</b>		<b>300</b>	<b>100.0</b>	
AGE	20-24	55	18.3	18.3
	25-29	143	47.7	66.0
	30-34	62	20.7	86.7
	35-39	22	7.3	94.0
	40-44	18	6.0	100.0
	<b>Total</b>		<b>300</b>	<b>100.0</b>

Table 2 shows the frequencies and percentages of gender and age of employees who participated in this survey. According to statistics, 201 employees (67%) were males and 99 (33%) were females who were divided into 5 age groups which are (1) 20-24, (2) 25-29, (3) 30-34, (4) 35-39 and (5) 40-44. According to statistics, 56 employees fall in group 1, 143 employees fall in group 2, 61 in group 3, 22 fall in group 4 and 18 fall in group 5 with highest ratio of 48% of employees who fall in age group of 25-29.

**TABLE 3: Mean, Standard Deviation, Reliabilities and Correlations among Variables**

S.No	Variable	Mean	SD	1	2	3	4	5	6	7	8	9
1	Gender	1.33	0.47	-								
2	Age	2.35	1.05	.227*	-							
3	Training	5.37	1.21	.095*	.080**	<b>.89</b>						
4	Coworker Support	5.76	0.91	.035**	.055*	.195*	<b>.85</b>					
5	Future Prospects	4.92	1.33	.018*	.014**	.559*	.295*	<b>.88</b>				
6	Understanding	5.64	0.86	.038**	.045**	.455**	.290**	.582**	<b>.81</b>			
7	Organizational Socialization	5.43	0.82	.014*	.008*	.450*	.544*	.563**	.498*	<b>.91</b>		
8	Person Job Fit	5.41	1.04	.061*	.072**	.367*	.182*	.597*	.410**	.437*	<b>.83</b>	
9	Job Performance	5.90	0.81	.063**	.067**	.313*	.198**	.316*	.561**	.445**	.506**	<b>.88</b>

\* p < 0.05

\*\* p < 0.01

The descriptive statistics for variables are presented in Table 1 along with the correlation matrix. The mean for Gender ( $M=1.33$ ;  $SD=0.47$ ), for age ( $M=2.35$ ;  $SD=1.05$ ) training was ( $M=5.37$ ;  $SD=1.21$ ), for coworker support was ( $M=5.76$ ;  $SD=0.91$ ), for future prospects was ( $M=4.92$ ;  $SD=1.33$ ), for understanding was ( $M=5.64$ ;  $SD=0.86$ ), for organizational socialization was ( $M=5.43$ ;  $SD=0.82$ ), for person job fit was ( $M=5.41$ ;  $SD=1.04$ ) and finally the mean for job performance was ( $M=5.90$ ;  $SD=0.81$ ).

The correlation between understanding and future prospects ( $r=0.582$ ,  $P<0.01$ ) and between training and future prospects ( $r = 0.559$ ,  $P<0.05$ ) is positive and strong . It is evidenced from the previous studies that when employees have understanding about the organization and have more trainings then have better chances of a rewarding career in the organization. ( Taormina, 1997;Saks et al, 2006). The correlation of future prospects and coworker support with organizational socialization is ( $r = 0.563$ ,  $P<0.01$ ) and ( $r = 0.544$ ,  $P<0.05$ ) respectively which shows positive and strong association between them. It is because future prospects and coworker support are the proven dimensions of organizational socialization which contribute significantly to the process of organizational socialization (Taormina, 1997). The correlation between understanding and job performance ( $r = 0.561$ ,  $P<0.01$ ) have positive association and also shows strong relationship. Literature supports this relationship because understanding is considered a pre requisite of job performance (Taormina, 1997; Chao et al, 1994 & Saks et al, 2006) . The reason is that understanding is about acquisition of knowledge and job performance is the attitude to perform that job. Moreover, Person job fit and Job performance ( $r=0.506$ ,  $P<0.01$ ) are also positively correlated with each other which is evidenced from previous studies (Vancevich,1979; Reilly et al, 1999;Deci & Ryan, 2000; Brown et al, 2005). These studies illustrate that when people perceive a person job fit feel



more competent to perform their jobs and who feel more competent perform better than the formers.

The relationship of understanding ( $r = 0.498, P < 0.05$ ) and training ( $r = 0.450, P < 0.05$ ) with organizational socialization is noteworthy and quite strong because these are proven dimensions of organizational socialization which contribute significantly and largely in the process of organizational socialization (Taormina, 1997).

The correlation between understanding and training shows positive and strong relationship ( $r = 0.455, P < 0.01$ ). The relationship has support from the literature where on the job/off the job trainings help out employees to get understanding of peoples, values, politics & history of the organization because training is to enhance the skills and knowledge of employees (Taormina, 1997). The organizational socialization and job performance ( $r = 0.445, P < 0.01$ ) are positively associated with each other which is supported by the literature as well. In this regard, different researchers have proved the relationship of Organizational socialization with different outcomes like organizational commitment, organizational identification, job satisfaction and job performance (Ashforth, 1996; Taormina, 2004; Saks et al, 2006) and argued that neglecting to socialize individuals causes high level of unmet expectations, psychological contract breach, poor attitudes and negative behaviors (Wanous, 1992).

Correlation results have further shown that training and person job fit ( $r = 0.367, P < 0.05$ ) are positively associated with each other. In support of this relationship, authors argue that training is about learning how to perform job increases the strength of person job fit. This is also because training may also change the attitude of an employee to perform job. Further, future prospects and job performance ( $r = 0.316, P < 0.05$ ) is positively correlated because

more rewarding career in the employing organization leads toward higher job performance (Snyder, 1991). Similarly, training and job performance are also positive and related with each other ( $r = 0.313$ ,  $P < 0.05$ ). The last but not the least dimension of organizational socialization is coworker support that also found to have positive association with job performance ( $r = 0.198$ ,  $P < 0.01$ ). This dimension has similar type of relationship with future prospects ( $r = 0.295$ ,  $P < 0.05$ ), understanding ( $r = 0.290$ ,  $P < 0.01$ ) and training ( $r = 0.195$ ,  $P < 0.05$ ) that has support from studies conducted by Taormina (2004) in the field of organizational socialization.

Moreover, coworker support, future prospects, understanding and organizational socialization (as a whole) have been found positively associated with person job fit showing correlation figures as ( $r = 0.182$ ,  $P < 0.05$ ), ( $r = 0.597$ ,  $P < 0.05$ ), ( $r = 0.410$ ,  $P < 0.01$ ) and ( $r = 0.437$ ,  $P < 0.05$ ) respectively. The reason why person job fit has positive associations with socialization and its dimensions is that person job fit is about employees' need-supply fit and employee's socialization need (need aspect) that is one of the important need for employees is greatly fulfilled by the help of these dimensions of organizational socialization on individual as well as collective basis (supply aspect) (Taormina, 2004).

The relationship strength of person job fit with organizational socialization ( $r = 0.398$ ,  $P < 0.01$ ) and understanding ( $r = 0.410$ ,  $P < 0.01$ ) is positive. It is also evidenced from the literature that when employees have person job fit, they have more intentions to stay in organization and therefore put maximum efforts to understand the values, norms, history & politics etc of the organization and in result get socialized (Deci & Ryan, 2000 ; Brown et al, 2005).

## 4.2 Regression Analysis

### → Moderated Regression Analysis

**TABLE 4: Direct effects of Training & Interactive effects of Training & PJ Fit on Employee's Job Performance.**

Predictors	Job Performance		
	$\beta$	$R^2$	$\Delta R^2$
<b>Step 1:</b>			
Controls		0.010*	0.010*
<b>Step 2:</b>			
Training	0.320**	0.112**	0.102**
<b>Step 3:</b>			
Person Job Fit	0.252*	0.204*	0.092*
<b>Step 4:</b>			
Training x PJ Fit	0.149*	0.215*	0.011*

\*p < 0.01

\*\*p < 0.05

In the first step, control variables were regressed with employees' job performance which yielded an  $R^2$  value of 0.05 which indicates that there is only 1% variation in employees' job performance being explained by the control variables which are Age and Gender.

In the second step training was regressed with employees' job performance which yielded a beta value of 0.320 ( $P < 0.05$ ) and  $R^2$  value of 0.112, which means that one unit change in the training dimension of OS will bring a change of 0.320 units in the employees' job performance. The change in  $R^2$  at this stage was 0.102 which showed that an additional

10.2% variance in our dependant variable i.e employees' job performance is being explained by training dimension of organizational socialization. Thus, hypothesis 1 (*H1*) of this study is accepted .Further, results of our study are consistent with previous work of Taormina (1997) in this regard.

In the third step, moderating variable was entered and  $R^2$  value raised to 0.204 showing an incremental 9.2% variance as reflected by change in  $R^2$  at this stage.

In the final stage, the interaction between independent and moderating variable was entered into the equation with  $R^2$  value of 0.215 indicating an additional variance of 1.1% being explained by this interaction between the two. On the other hand, since beta value also shows an incremental value of 0.149 which is significant at  $P$  value  $< 0.01$ . Thus, it is concluded that person job fit does play moderating role in the relationship of training dimension of OS and employees' job performance. Therefore, hypothesis 6 of this study which was intended to test the moderating role of person job fit in a relationship between training dimension and employees' job performance is hence validated.

**TABLE 5: Direct effects of Understanding & Interactive effects of Understanding & PJ Fit on Employee's Job Performance.**

Predictors	Job Performance		
	$\beta$	$R^2$	$\Delta R^2$
<b>Step 1:</b>			
Controls		0.010*	0.010*
<b>Step 2:</b>			
Understanding	0.495*	0.126*	0.116*
<b>Step 3:</b>			
Person Job Fit	0.198**	0.166*	0.040*
<b>Step 4:</b>			
US x PJ Fit	0.232*	0.175*	0.009*

\* $p < 0.01$

\*\* $p < 0.05$

In the first step, control variables were regressed with employees' job performance which yielded an  $R^2$  value of 0.01 which indicates that there is only 1% variation in employees' job performance being explained by the control variables which are Age and Gender.

In the second step understanding was regressed with employees' job performance which yielded a beta value of 0.495 ( $P < 0.01$ ) and  $R^2$  value of 0.126, which means that one unit change in the understanding dimension of OS will bring a change of 0.495 units in the employees' job performance. The change in  $R^2$  at this stage was 0.116 which showed that an additional 11.6% variance in our dependant variable i.e employees' job performance is being explained by understanding dimension of organizational socialization. Thus, hypothesis 2 (H2) of this study is accepted. Further, results of our study are consistent

with previous studies of (Taormina, 1997; Chao et al, 1994 & Saks et al, 2006) conducted in this respect.

In the third step, moderating variable was entered and  $R^2$  value raised to 0.166 showing an incremental 4% variance as reflected by change in  $R^2$  at this stage.

In the final stage, the interaction between independent and moderating variable was entered into the equation with  $R^2$  value 0.175 indicating an additional variance of 0.90% being explained by this interaction between the two. On the other hand, since beta value also shows an incremental value of 0.232 which is significant at  $P$  value  $< 0.01$ . Thus, it is concluded that person job fit does play moderating role in the relationship of understanding dimension of OS and employees' job performance. Therefore, hypothesis 7 of this study which was intended to test the moderating role of person job fit in a relationship between understanding dimension and employees' job performance is hence validated.

**TABLE 6: Direct effects of Coworker Support & Interactive effects of Coworker Support & PJ Fit on Employee's Job Performance.**

Predictors	Job Performance		
	$\beta$	$R^2$	$\Delta R^2$
<b>Step 1:</b>			
Controls		0.010*	0.010*
<b>Step 2:</b>			
Coworker Support	0.197**	0.068*	0.058*
<b>Step 3:</b>			
Person Job Fit	0.139*	0.110*	0.042*
<b>Step 4:</b>			
CS x PJ Fit	0.282*	0.124**	0.014**

\*p < 0.01

\*\*p < 0.05

In the first step, control variables were regressed with employees' job performance which yielded an  $R^2$  value of 0.01 which indicates that there is only 1% variation in employees' job performance is being explained by the control variables which are Age and Gender.

In the second step coworker support was regressed with employees' job performance which yielded a beta value of 0.197 ( $P < 0.05$ ) and  $R^2$  value of 0.068 , which means that one unit change in the coworker support dimension of OS will bring a change of 0.197 units in the employees' job performance. The change in  $R^2$  at this stage was 0.058 which showed that an additional 5.8% variance in our dependant variable i.e employees' job performance is being explained by coworker support dimension of OS. Thus, hypothesis 3 (H3) of this is study is

accepted .Further, results of our study are consistent with previous studies of (Taormina, 1997; Nagami, Tsutsumi, Tsuchiya, Morimoto, 2010) conducted in this respect.

In the third step, moderating variable was entered and  $R^2$  value raised to 0.110 showing an incremental 4.2% variance as reflected by change in  $R^2$  at this stage.

In the final stage, the interaction between independent and moderating variable was entered into the equation with  $R^2$  value 0.124 indicating an additional variance of 1.4% being explained by this interaction between the two. On the other hand, since beta value also shows an incremental value of 0.282 which is significant at  $P$  value  $< 0.01$ . Thus, it is concluded that person job fit does play moderating role in the relationship of understanding dimension of OS and employees' job performance. Therefore, hypothesis 8 of this study which was intended to test the moderating role of person job fit in a relationship between coworker support dimension and employees' job performance is hence validated.



**TABLE 7: Direct effects of Future Prospects & Interactive effects of Future Prospects & PJ Fit on Employee's Job Performance.**

Predictors	Job Performance		
	$\beta$	$R^2$	$\Delta R^2$
<b>Step 1:</b>			
Controls		0.01*	0.01*
<b>Step 2:</b>			
Future Prospects	0.319**	0.107**	0.097**
<b>Step 3:</b>			
Person Job Fit	0.495*	0.157*	0.050*
<b>Step 4:</b>			
FP x PJ Fit	0.153*	0.171*	0.014*

\*p < 0.01

\*\*p < 0.05

In the first step, control variables were regressed with employees' job performance which yielded an  $R^2$  value of 0.01 which indicates that there is only 1% variation in employees' job performance is being explained by the control variables which are Age and Gender.

In the second step future prospects was regressed with employees' job performance which yielded a beta value of 0.319 ( $P < 0.05$ ) and  $R^2$  value of 0.107, which means that one unit change in the future prospects dimension of OS will bring a change of 0.319 units in the employees' job performance. The change in  $R^2$  at this stage was 0.097 which showed that an additional 9.7% variance in our dependant variable i.e employees' job performance is being explained by future prospects dimension of OS. Thus in this way a positive impact of

future prospects on job performance is confirmed (H4). Further, results of our study are consistent with previous studies of (Schein ,1987; Taormina, 1997; Peterson et al ,2008) conducted in this respect.

In the third step, moderating variable was entered and  $R^2$  value raised to 0.157 showing an incremental 5% variance as reflected by change in  $R^2$  at this stage.

In the final stage, the interaction between independent and moderating variable was entered into the equation with  $R^2$  value 0.171 indicating an additional variance of 1.4% being explained by this interaction between the two. On the other hand, since beta value also shows an incremental value of 0.153 which is significant at P value  $< 0.01$ . Thus, it is concluded that person job fit does play moderating role in the relationship of understanding dimension of OS and employees' job performance. Therefore, hypothesis 9 of this study which was intended to test the moderating role of person job fit in a relationship between future prospects dimension and employees' job performance is hence validated.

**TABLE 8: Direct effects of Organizational Socialization & Interactive effects of Organizational Socialization & PJ Fit on Employee's Job Performance.**

Predictors	Job Performance		
	<i>B</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
<b>Step 1:</b>			
Controls		0.01*	0.01*
<b>Step 2:</b>			
Organizational socialization	0.447*	0.168*	0.158*
<b>Step 3:</b>			
Person Job Fit	0.374**	0.220*	0.052*
<b>Step 4:</b>			
OS x PJ Fit	0.144*	0.236*	0.016*

\*p < 0.01

\*\*p < 0.05

In the first step, control variables were regressed with employees' job performance which yielded an R<sup>2</sup> value of 0.01 which indicates that there is only 1% variation in employees' job performance is being explained by the control variables which are Age and Gender.

In the second step organizational socialization was regressed with employees' job performance which yielded a beta value of 0.447 (P < 0.01) and R<sup>2</sup> value of 0.168, which means that one unit change in the organizational socialization will bring a change of 0.447 units in the employees' job performance. The change in R<sup>2</sup> at this stage was 0.158 which showed that an additional 15.8% variance in our dependant variable i.e employees' job performance is being explained by organizational socialization. Thus, it supported

hypothesis 5 of this study (*H5*). Further, results of our study are consistent with previous studies of (Wanous, 1992; Ashforth, 1996; Taormina, 1997 & Saks et al, 2006) conducted in this respect.

In the third step, moderating variable was entered and  $R^2$  value raised to 0.220 showing an incremental 5.2% variance as reflected by change in  $R^2$  at this stage.

In the final stage, the interaction between independent and moderating variable was entered into the equation with  $R^2$  value 0.236 indicating an additional variance of 1.6% being explained by this interaction between the two. On the other hand, since beta value also shows an incremental value of 0.144 which is significant at  $P$  value  $< 0.01$ . Thus, it is concluded that person job fit does play moderating role in the relationship of organizational socialization and employees' job performance. Therefore, hypothesis 10 of this study which was intended to test the moderating role of person job fit in a relationship between understanding dimension and employees' job performance is hence validated.

**TABLE 9:**

**Summary of Hypothesis Results**

Proposed Relationship of Taken Variables	Statement of Hypothesis	Results/Findings of Proposed Hypothesis
<b>H1=</b> Training → Job Performance	Training has positive relationship with job performance of employees.	H 1 is supported on the basis of significant beta value and $R^2$ .
<b>H2=</b> Understanding→ Job Performance	Understanding has positive relationship with job performance of employees.	H 2 is supported on the basis of significant beta value and $R^2$
<b>H3=</b> Coworker support→ Job Performance	Coworker support has positive relationship with job performance of employees.	H 3 is supported on the basis of significant beta value and $R^2$ .
<b>H4=</b> Future prospects→ Job Performance	Future prospects has positive relationship with job performance of employees.	H 4 is supported on the basis of significant beta value and $R^2$ .
<b>H5=</b> Organizational socialization → Job performance.	Organizational socialization (as a whole) is positively associated with employee's job performance.	H 5 is supported on the basis of significant beta value and $R^2$ .
<b>H6=</b> Training*PJ Fit → Job performance	P-J fit moderates the relationship between training and employee's job performance	H 6 is supported on the basis of significant beta value and $R^2$ .
<b>H7=</b> Understanding*PJ Fit → Job performance	P-J fit moderates the relationship between understanding and employee's job performance.	H 7 is supported on the basis of significant beta value and $R^2$ .
<b>H8=</b> CS*PJ Fit → Job performance	P-J fit moderates the relationship between coworker support and employee's job performance.	H 8 is supported on the basis of significant beta value and $R^2$ .
<b>H9=</b> FP*PJ Fit → Job performance	P-J fit moderates the relationship between future prospects and employee's job performance.	H 9 is supported on the basis of significant beta value and $R^2$ .
<b>H10=</b> OS*PJ Fit → Job performance	P-J fit moderates the relationship between organizational socialization and employee's job performance.	H 10 is supported on the basis of significant beta value and $R^2$ .

# **CHAPTER 5**

# **CONCLUSION**

## CHAPTER 5

### CONCLUSION

Based on social capital and human capital theories, the aim of this study was to investigate the impact of organizational socialization on the employee's job performance and the role of person job fit as moderator on the relationship between organizational socialization and job performance in the banking industry of Pakistan. The results have clearly supported and confirmed the hypotheses from *H1* to *H5* of this research study that was about direct effects of different independent variables on dependant variable. These independent variables were organizational socialization (as a whole) and four dimensions of organizational socialization also taken as independent variables which were training, understanding, coworker support and future prospects. Those employees who were socialized in the organizations had higher level of job performance in comparison to those who were less/not socialized. The findings of positive and significant impact of organizational socialization dimensions on job performance are consistent with the research findings of (Chao et al, 1994; Ashforth, 1996; Saks et al, 2006).

The major contribution of this study was the confirmation that interactive effects of organizational socialization and person job fit enhance job performance more than that of just organizational socialization. In this respect, results have clearly supported and confirmed hypotheses from *H6* to *H10* of this research study that was about moderating effects in the relationship of direct and indirect variables. This interactive effect was able to explain more variation as compared to the variation explained by organizational

socialization alone. This shows that firms must also focus upon person job fit when formulating strategy of organizational socialization in order to achieve synergetic benefits.

### **5.1 Implications**

The present study has important implications both for researchers as well as practitioners. Previously, there was no study conducted to test the moderating impact of person job fit b/w the relationship of Organizational Socialization & Job Performance. Thus, it contributes in the existing body of knowledge. On other hand, role of HR managers in banks has become vital and complex. They face complex issues that even after implementation of OS strategy can not get the desired results. Therefore, through moderating role of PJ fit study will help out banking managers for development of true potential of employees and to create synergetic benefits for organizations. By this, managers can save cost of hiring new employees and on other side current employees can have more benefits/rewards that makes conducive environment to retain the human capital.

### **5.2 Limitations**

This research also has some limitations. The data is collected from the banks located in Rawalpindi and Islamabad and therefore can not be generalized all over Pakistan. Moreover, results would only be applicable to the banking industry and can not be generalized to other industries/sectors. Moreover, a longitudinal study could not be conducted due to time constraints. However, this type of study can produce better results for the purpose to understand the interactive role of organizational socialization and person job fit on employee's job performance.

### **5.3 Future Research**

Future research should be based upon configurational perspective in order to know combined role of different organizational variables on outcomes. Secondly, moderating role of different organizational variables including different styles of leadership, political



behavior, and employees' perceived justice should be tested to investigate how the relationship of OS & Job performance can be strengthened . Moreover, this study is recommended to conduct in other industries/sectors with the purpose to know its significance for them and by this it will be helpful to generalize the results. Further, it is highly recommended to conduct an empirical study in other countries/cultures with the purpose to know its significance for practitioners and researchers of those specific areas. Since this study is proven to have moderating impact of person job fit between the relation of organizational socialization and job performance, it can also be investigated to take person environment fit as moderator to have a broader picture of the relationship between organizational socialization and job performance.

#### **5.4 Discussion**

The study has proved the moderating role of person job fit in relationship between organizational socialization (dimension wise & as whole) and supervisor rated job performance. The need to conduct this study was the variance identified through different studies that pushed to introduce the role of moderator that can further explain this relationship.

This study is unique with respect to its interactional role to create synergetic benefits for the organizations. No study as yet been carried out that have introduced moderating role of person job fit in the relationship of OS & JP. Moreover, this is the first study that measured moderating role between each dimension of OS & JP on individual basis also e.g moderating role person job fit in the relationship between coworker support (OS dimension) and job performance. The significance of the study for practitioners is that HR managers face complex issues that even after organizational socialization of employees they are not getting desired results. Thus, person job fit is important to achieve desired results for them in form of high productivity and motivated employees.

The limitations of the study are that because of time constraint, study can not be conducted through out the country and therefore we are unable to generalize it all over Pakistan. Moreover, results would only be applicable to the banking industry and can not be generalized to other industries/sectors. Moreover, a longitudinal study could not be conducted due to time constraints that might produce better results.

Directions to conduct studies in future are to introduce moderating role of different organizational variables including different styles of leadership and political behaviors. It is highly recommended to conduct this study in other countries/cultures as well with the purpose to know its significance for practitioners and researchers of those specific areas. It should also be investigated to take person environment fit as moderator to have a broader picture of the relationship between organizational socialization and job performance.

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# Questionnaire

## Part 1 (Employee Feedback Questionnaire)

**Dear Respondents:**

I am research student (MS-Management) at International Islamic University, Islamabad, conducting research on "Interactive Effects of Organizational Socialization and Person Job Fit on Employee's Job Performance."

The aim of this research paper is to empirically examine the impact of organizational socialization on the employees' job performance and explore the role of 'person job fit' to strengthen/weaken the relationship of organizational socialization and employees' job performance.

You are requested to please provide us true information because this will be the base of our research and without this it would be difficult for us to conduct the study. Therefore, your cooperation is highly appreciated. If you need findings of this research please send a request to [malik\\_nadeem456@yahoo.com](mailto:malik_nadeem456@yahoo.com).

a. Gender:- -----

b. Age: -----

### TRAINING

Scale	Total Agreement 7	Generally Agree 6	Slightly Agree 5	Neither agree nor disagree 4	Slightly Disagree 3	Generally Disagree 2	Total Disagreement 1
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1. This organization has provided excellent job training for me. ....7 6 5 4 3 2 1
2. The training in this company has enabled me to do my job very well. ....7 6 5 4 3 2 1
3. This company offers thorough training to improve employee job skills. ....7 6 5 4 3 2 1
4. Instructions given by my supervisor have been valuable in helping me do better work.  
7 6 5 4 3 2 1
5. The type of job training given by this organization is highly effective. ....7 6 5 4 3 2 1

### 2. COWORKER SUPPORT

Scale	Total Agreement 7	Generally Agree 6	Slightly Agree 5	Neither agree nor disagree 4	Slightly Disagree 3	Generally Disagree 2	Total Disagreement 1
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1. Other workers have helped me on the job in various ways. ....7 6 5 4 3 2 1
2. My co-workers are usually willing to offer their assistance or advice. ....7 6 5 4 3 2 1
3. Most of my co-workers have accepted me as a member of this company.....7 6 5 4 3 2 1
4. My co-workers have done a great deal to help me adjust to this organization...7 6 5 4 3 2 1
5. My relationships with other workers in this company are very good. ....7 6 5 4 3 2 1

### 3. FUTURE PROSPECTS

Scale	Total Agreement 7	Generally Agree 6	Slightly Agree 5	Neither agree nor disagree 4	Slightly Disagree 3	Generally Disagree 2	Total Disagreement 1
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1. I am happy with the rewards offered by this organization. ....7 6 5 4 3 2 1
2. There are many chances for a good career with this organization. ....7 6 5 4 3 2 1
3. I can readily anticipate my prospects for promotion in this company. ....7 6 5 4 3 2 1
4. I expect that this organization will continue to employ me for many more years 7 6 5 4 3 2 1
5. Opportunities for advancement in this organization are available to almost everyone. ....7 6 5 4 3 2 1

4. UNDERSTANDING AND PJ FIT

Scale	Total Agreement 7	Generally Agree 6	Slightly Agree 5	Neither agree nor disagree 4	Slightly Disagree 3	Generally Disagree 2	Total Disagreement 1
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- |                                                                               |   |   |   |   |   |   |
|-------------------------------------------------------------------------------|---|---|---|---|---|---|
| 1. I know very well how to get things done in this organization. ....7        | 6 | 5 | 4 | 3 | 2 | 1 |
| 2. I have a full understanding of my duties in this organization. ....7       | 6 | 5 | 4 | 3 | 2 | 1 |
| 3. The goals of this organization have been made very explicit/Clear. ....7   | 6 | 5 | 4 | 3 | 2 | 1 |
| 4. I have a good knowledge of the way this organization operates. ....7       | 6 | 5 | 4 | 3 | 2 | 1 |
| 5. This organization's objectives are understood for almost every employee..7 | 6 | 5 | 4 | 3 | 2 | 1 |
| 6. I feel that my work utilizes my full abilities.....7                       | 6 | 5 | 4 | 3 | 2 | 1 |
| 7. I feel competent and fully able to handle my job.....7                     | 6 | 5 | 4 | 3 | 2 | 1 |
| 8. My job gives me a chance to do the things I feel I do best.....7           | 6 | 5 | 4 | 3 | 2 | 1 |
| 9. I feel that my job and I are well-matched.....7                            | 6 | 5 | 4 | 3 | 2 | 1 |
| 10. I feel I have adequate preparation for the job I now hold.....7           | 6 | 5 | 4 | 3 | 2 | 1 |

**Thanks for sparing your precious time.**

## Part 2 (Supervisor Feedback Questionnaire)

**Dear Respondents:**

I am research student (MS-Management) at International Islamic University, Islamabad, conducting research on "Interactive Effects of Organizational Socialization and Person Job Fit on Employee's Job Performance."

The aim of this research paper is to empirically examine the impact of organizational socialization on the employees' job performance and explore the role of 'person job fit' to strengthen/weaken the relationship of organizational socialization and employees' job performance.

You are requested to please provide us true information because this will be the base of our research and without this it would be difficult for us to conduct the study. Therefore, your cooperation is highly appreciated. If you need findings of this research please send a request to [malik\\_nadeem456@yahoo.com](mailto:malik_nadeem456@yahoo.com).

Gender: ----- Age: -----

### Employee's Job Performance Rated By Supervisor

Scale	Total Agreement 7	Generally Agree 6	Slightly Agree 5	Neither agree nor disagree 4	Slightly Disagree 3	Generally Disagree 2	Total Disagreement 1
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1. This employee adequately completes assigned duties.	7	6	5	4	3	2	1
2. He fulfills responsibilities specified in job description.	7	6	5	4	3	2	1
3. Performs tasks that are expected of him/her.	7	6	5	4	3	2	1
4. Meets formal performance requirements of the job.	7	6	5	4	3	2	1
5. Engages in activities that will directly affect his/her performance evaluation.	7	6	5	4	3	2	1
6. Neglects aspects of the job he/she is obligated to perform.	7	6	5	4	3	2	1
7. Fails to perform essential duties.	7	6	5	4	3	2	1

**THANKS FOR SPARING YOUR PRECIOUS TIME**

