

**Relationship of Organization Socialization with Organizational
Citizenship Behavior and Its Dimensions Among University
Administrative Staff**



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A Research report submitted in partial fulfillment of the Degree of Masters of Science in
Psychology

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Dedicated to

My Father

For supporting and encouraging me to believe in ALLAH and myself

My Mother

A strong woman who taught me to trust in ALLAH, believe in hard work and encouraging me

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Acknowledgements

It is the grace and mercy of Almighty ALLAH that he bestowed me with this honor of a small contribution to the field of knowledge. My humble effort is unachievable without the inspiration, support, encouragement and unconditional positive regard of some precious personalities.

First of all I want to present my gratitude to my research supervisor Imran Bukhari. His continuous guidance and faith in me were great sources of encouragement for me to make use of my potentials. I also concede that I am blessed with the best teachers and study environment for which all credit goes to Dr. Anila Kamal for maintaining our department as one of the best.

Furthermore, I am highly indebted to my family specially my Father who have tolerated and guided me throughout this period. I am also thankful to all my friends who have helped me during the period of data collection and research.

I am highly obliged to all of you, who made me achieve this.

Wardah Noor

Abstract

The present study was undertaken to investigate the Relationship of Organization Socialization with organizational citizenship behavior and its dimensions among university administrative staff. Organizational Socialization Inventory Questionnaire (Taormina, 1997), Organizational Citizenship Behavior Scale (Lee & Allen, 2002) were used in the study. The reliabilities of the scales were found to be satisfactory. The research was carried out on a sample of 300 employees of administrative staff. The findings indicating that there is positive relationship of organizational socialization with organizational citizenship behavior and its dimensions. Age is negatively related to organizational socialization, organizational citizenship behavior and its dimensions. There is non-significant relation between organizational socialization and gender. There is non-significant relation between organizational socialization and job experience. There is non-significant relation of education with organizational socialization, organizational citizenship behavior and its dimensions. Limitations and implications of the study have also been discussed.

INTRODUCTION

Chapter 1

Introduction

The point of the current examination is to investigate the connection between organizational socialization with organizational citizenship behavior and its dimensions among university administrative staff. This study will also explore the relationship of these variables with demographic factors, for example, sexual orientation, age, training and employment encounter among university administrative staff.

As indicated by Smith (1989) Organizational socialization is “the practice by which an individual enlists in an organization and turns into a totally supportive and influential member. It incorporates recruiting and selection of employees, preparing them, makes them fit for the job, and in the end permitting them to create professionalism, and to help the improvement of the organization”. Non-selective implications of socialization are detailed and non-specific. For example, Mead (1972) described it as “the procedure by which human kids born potentially human get to be human, ready to capacity inside the social orders in which they are born” and Williams (1972) portrayed it as “the methodology of transmission of human society”. Organizational socialization is more particular. Its area targets grown-ups instead of youngsters, who are frequently the subjects of psychosocial examinations.

Organizational citizenship behavior is embraced as substitutable with the idea of relevant execution, characterized as “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997, p. 95). While this mirrors the adaptable idea of specialists’ parts in the cutting edge working environment, and recognizes the way that representatives do get perceived and compensated for taking part in OCB (Scotter, Motowidlo & Cross, 2000; Werner, 1994) the conversational perception of OCB as going ‘the extra mile’ or ‘well past’ to help other individuals at work is a pondered, and these contemplations continue being a celebrated strategy for conceptualizing OCB. Normal instances of OCB fuse offering to empower a newcomer to get settled with his/her part and the working environment, a partner who may fight with due dates, or volunteering to change shifts. Basically, OCB in like manner

consolidates definitive related acts, for instance, working additional time without (want for) pay, or volunteering to deal with broad limits.

OCB has two dimensions:

- 1- Organizational citizenship behavior towards individuals (OCBI)
- 2- Organizational citizenship behavior towards organization (OCBO)

Organizational Socialization

Socialization is a procedure of adjustment that happens as people endeavor to take in the qualities and standards of work parts. When we discuss mingling and preparing representatives, we allude to a procedure of helping new representatives adjust to their organizations and work duties. These projects are intended to help representatives completely comprehend what working is about in the association and help them turn out to be completely profitable as quickly as time permits. Fundamentally, it is tied in with taking in the ropes. At the point when representatives better comprehend and acknowledge practices the association sees as alluring, the probability expands that every worker will accomplish his or her objectives and turn into an upbeat, balanced worker. When you start another activity, acknowledge a parallel exchange, or are advanced, you should make alterations. You adjust to another condition that incorporates distinctive work exercises, another supervisor, an alternate and doubtlessly differing gathering of collaborators, and most likely an exceptional arrangement of guidelines for what constitutes fruitful execution. In spite of the fact that we perceive that this socialization will go ahead all through individual's vocations inside an organization and additionally between organizations the most significant alteration happens when one makes the main move into an association the move from being an untouchable to being an insider (DeCenzo & Robbins, 2010).

Organizational socialization is one of the procedures through which the representative takes in the essential data to make a fruitful change for turning into a coordinated individual from the organization in the wake of getting enlisted (Maanen & Schein, 1979). Socialization is widely described as "a methodology in which an individual obtains the state of mind, practices and information expected to effectively take part as an

organizational member” (Maanen & Schein, 1979). Maanen (1976) expressed that organizational socialization is the “procedure by which an individual takes in the qualities, models, and obliged rehearses which enable him to partake as a piece of the association”.

Assumptions of Employee Socialization

A few suppositions underlie the procedure of socialization:

1. Socialization firmly impacts worker execution and authoritative soundness.
2. Organizational solidness additionally increments through socialization.
3. New individuals experience the ill effects of uneasiness.
4. Socialization does not happen in a vacuum.
5. Individuals change in accordance with new circumstances in amazingly comparative ways.

Socialization firmly impacts worker execution and authoritative soundness. Your work execution depends to an extensive degree on realizing what you ought to or ought not to do. Understanding the correct method to carry out an occupation demonstrates legitimate socialization. Moreover, evaluation of your execution incorporates how well you fit into the association. Would you be able to coexist with your collaborators? Do you have worthy work propensities? Do you exhibit the correct disposition and present suitable practices? These characteristics contrast among occupations and associations. For example, on a few employments you will be assessed higher on the off chance that you are forceful and demonstrate that you are driven. On others, or in different associations, such an approach may be assessed contrarily. Thus, legitimate socialization turns into a huge factor in affecting both your genuine activity execution and how others see it (Maanen, Eastin, & Schein, 1977).

Organizational solidness additionally increments through socialization. At the point when, over numerous years, employments are filled and cleared with at least disturbance, the association will be more steady. Its goals and culture exchange all the more easily as long-term workers encourage instruct and fortify the way of life to new representatives. Dedication and responsibility to the association ought to be simpler to keep up in light of the fact that the association’s theory and destinations seem reliable

after some time. Given that most directors esteem high representative execution and authoritative security, the best possible socialization of workers ought to be imperative (Maanen, Eastin, & Schein, 1977).

New individuals experience the ill effects of uneasiness. The outsider–insider entry produces uneasiness. Stress is high on the grounds that the new part feels an absence of recognizable proof—if not with the work itself, positively with another chief, new associates, another work area, and new principles and controls. Dejection and a sentiment of disconnection are not abnormal. This nervousness state has no less than two ramifications. To begin with, new representatives require exceptional thoughtfulness regarding set them quiet. This typically implies giving sufficient data to lessen vulnerability and vagueness. Second, pressure can be certain in that it frequently persuades people to take in the qualities and standards of their recently expected part as fast as could reasonably be expected. The new part is normally restless about the new part however roused to take in the ropes and quickly turn into an acknowledged individual from the association (Maanen, Eastin, & Schein, 1977).

Socialization does not happen in a vacuum. Learning related with socialization goes past grasping the formal set of working responsibilities and the desires for HR individuals or chiefs. Socialization is impacted by both unpretentious and not all that inconspicuous explanations and practices offered by partners, administration, workers, customers, and other individuals with whom new individuals come in contact. Businesses need to ensure the new worker's experience is reliable with the way of life or "work mark" that was advanced in the selecting procedure (Maanen, Eastin, & Schein, 1977).

Individuals change in accordance with new circumstances in amazingly comparative ways. This remains constant despite the fact that the substance and sort of modifications may fluctuate. For example, as pointed out beforehand, uneasiness is high at section and the new part more often than not has any desire to lessen that tension rapidly. Data got amid enlistment and choice is constantly deficient and can be mutilated. New representatives, along these lines, must clear up their comprehension of their part once they are at work. Changes require some serious energy—each new part experiences

a settling-in period that has a tendency to take after a moderately standard example (Maanen, Eastin, & Schein, 1977).

The Socialization Process

Socialization can be conceptualized as a procedure made up of three phases: pre-arrival, experience, and transformation. The main stage envelops taking in the new representative has picked up before joining the organization. In the second stage, the new worker picks up clearer comprehension of the association and manages the acknowledgment that desires and reality may contrast. The third stage includes enduring change. Here, new representatives turn out to be completely prepared in their employments, perform effectively, and fit in with the qualities and standards of colleagues. These three phases eventually influence new workers' efficiency at work, their responsibility to the organization's objectives, and their choice to stay with the organization (Lord & Dawson, 2002).

Pre-arrival phase. This socialization procedure arranges perceives that people land in an association with an arrangement of authoritative qualities, mentalities, and desires (Lord & Dawson, 2002).

Encounter phase. The socialization arranges where people stand up to the conceivable polarity between their hierarchical desires and reality (Lord & Dawson, 2002).

Metamorphosis phase. The socialization arrange amid which the new worker must work out irregularities found amid the experience organize (Lord & Dawson, 2002).

The pre-arrival stage expressly perceives that every individual lands with an arrangement of hierarchical qualities, states of mind, culture, and desires. These may cover both the work to be done and the organization. In numerous occupations, especially high-gifted and administrative employments, new individuals will have impressive earlier socialization in preparing and in school. Some portion of showing business understudies is to mingle them about what business resembles, what's in store in a business vocation, and what sort of demeanors teachers accept will prompt effective osmosis in an organization. Pre-arrival socialization, be that as it may, goes past the particular

occupation. Most organizations utilize the choice procedure to illuminate forthcoming workers about the organization overall. Likewise, obviously, determination meets additionally help guarantee picking the correct kind of representative—one who will fit the organization's way of life. Imparting that culture frequently turns into the duty of HR. For instance, how Sun Microsystems utilizes a web based diversion to impart their way of life in the selecting procedure, and additionally with new representatives (Lord & Dawson, 2002).

On section into the association, new individuals enter the experience arrange. Here, people go up against the conceivable differentiation between their assumptions regarding occupations, collaborators, chiefs, and the association by and large and reality. On the off chance that desires demonstrate to have been pretty much precise, the experience organize only reaffirms observations produced before. Be that as it may, this isn't generally the case. Where desires and reality vary, new representatives must be associated to segregate themselves from past suppositions and supplant these with the association's essential gauges. Socialization, in any case, can't fathom all desire contrasts (Lord & Dawson, 2002).

At long last, the new part should work out any issues found amid the experience arrange. This may mean experiencing changes—consequently this is known as the transformation organize. Be that as it may, what is an alluring transformation? Transformation is finished—as is socialization—when new individuals wind up alright with the organization and their work groups. They disguise colleague and organization standards, and they comprehend and acknowledge these standards. New individuals will feel acknowledged by their associates as trusted and esteemed people. They will feel skilled to finish their occupations effectively. They will comprehend the authoritative framework—their own errands as well as the guidelines, systems, and casually acknowledged practices also. At last, they will know how they will be assessed. That is, they've picked up a comprehension of what criteria will be utilized to quantify and assess their work. They'll realize what is anticipated from them and what constitutes a great job. Therefore fruitful transformation ought to positively affect new representatives' profitability and the worker's responsibility to the association, and ought to decrease the probability that the worker will leave the association at any point in the near future. In the

event that HRM perceives that specific suspicions hold for new workers entering an association and that they commonly take after a three-arranged socialization process, they can build up a program to start helping these representatives adjust to the association (Lord & Dawson, 2002).

Organizational Socialization Models and theories

Following are the speculations and models of hierarchical socialization:

Model of socialization Maanen and Schein. As per Maanen and Schein (1979), hierarchical socialization inquires about is a standout amongst the most energetically contemplated territories. Six bipolar procedures were proposed by them which are consecutive against arbitrary; settled against variable; aggregate against singular; formal against easygoing; serial against disjunctive; and instatement against divestiture were the six bipolar systems proposed by them. Jones (1986) conceived scales to evaluate the six techniques of socialization. He included further three level measurements into the model of Maanen and Schein with the assistance of confining the vertical socialization.

Uncertainty reduction theory. The most extensively perceived hypothesis associated with socialization procedure is the Uncertainty reduction theory (Falcione & Wilson, 1988, Lester, 1987). According to Uncertainty reduction theory newcomers encounter convincing level of delay all through their authoritative passageway methodology. Recently non-proficient representative needs to reduce their vulnerability so the workplace may wind up unsurprising, controllable and understandable. Vulnerability is limited through the data passed on through various sources like correspondence channels and social trades with associates and chiefs. With time as vulnerability diminishes, the new laborers get happier with their activity and more capable to remain in their association (Morrison, 2002). According to Uncertainty reduction theory, institutionalized socialization frameworks have an association with part strife, bring down part vulnerability and less turnover intensions which bring authoritative responsibility and better employment fulfillment (Bauer & Erdogan, 2011).

Social cognitive theory. Bandura (1997) gave social cognitive theory. Social cognitive theory and self-viability hypothesis are two distinct speculations that can be

used to clear up a basic piece of the socialization procedure. As per social cognitive theory (SCT) (1997), execution of human, and psychosocial working might be depicted by an approach in which singular segments, comprehensions, practices and regular procedures mix and impact each other bi-directionally (Bandura, 1986). Vicarious learning and strength show three levels of social cognitive theory which are destinations, structures and self-viability. Among these three levels viability toward oneself is the most critical for hierarchical work (Wood & Bandura, 1989).

Cognitive and sense making theory. Newcomers confront unmistakable sorts of awes in their activity stages, as shown by Louis (1980) new laborers endeavor to make a sentiment of the astonishments they encounter amid their underlying times of progression. This gave the motivation to examine on the focuses like picking up data and searching for information about the association. This is the approach through which new specialists entered in any association reason importance from different encounters, with the help of speaking with the kindred laborers (Louis, 1980; Reichers, 1987). Katz's (1980) suggested that with the help of trade of information with the allies at workplace, new laborers endeavor to characterize conditions of part personality in the organization. In this strategy mappings are made which can be translated, and subjective guide of the workplace is additionally made (Falcione & Wilson, 1988; Weick, 1995).

Taormina's Organizational socialization spaces. Taormina (1997) has proposed four spaces of authoritative socialization. It was prescribed that each region has a particular specific substance and every one of the areas meets desires correspondingly and reliably with each other. Collaborator support and future prospects, preparing and understanding are the four measurements of authoritative socialization. It is demonstrated in the model that the four spaces overlies each other. Each region of hierarchical socialization is taken as reasonable circle concentrating on the structure and substance. The parts, estimations and various highlights of authoritative socialization examination can be found in each circle. Six measurements of authoritative socialization have their starting points in these territories (Chao, Kelly, Wolf, Klein, & Gardner, 1994). The collaborator bolster is the person's measurement in which bolster from the kindred laborers is offered, future prospects are the destinations of a worker as time goes on,

preparing incorporates introduction aptitude measurement, understanding contains the getting and learning of history, governmental issues, targets, qualities and semantics of the organization. At whatever point a variable is either rationale itself or data about something, a cover appeared. Learning names of people goes under the zone of comprehension and coordinated effort with them goes under the space of colleague bolster (Taormina, 1997).

The four OS areas occur in fluctuating levels for different people and their amounts change as time goes on also. All these four strategies happen constantly.

Understanding. Understanding is portrayed as having significance, legitimization of something and clear thought regarding the sort and the twisted to apply these thoughts as a zone of authoritative socialization. It can be described as the degree and level of data of a specialist about his or her association, people, occupation and culture of that association (Taormina, 2004).

Co-worker support. Colleague support is something that is given by interchange individuals from the gathering and is seen by the general population as being mingled. Like other human exercises collaborator bolster has various characteristics and elucidations. Due to its ability of being a convincing section of awareness, feeling is a striking component of human action as it is the real piece of the human conduct. The socialization of laborers is advanced by moral, enthusiastic and moral assistance from other individual representatives. Thusly, feelings can be considered as the key point of view for social associations. This enthusiastic part will be a bona fide help to use in various structure and procedures of colleague bolster (Taormina, 2004).

Future prospects. It is how much a specialist perceives to have a fulfilling and supporting profession in future, on the off chance that he remains the individual from that association. In an association numerous variables are engaging and compensating which make that activity more alluring for workers. Therefore, the association ought to have such engaging and reasonable elements which assist the association with sustaining its representatives in that association and make them more capable. These cautious highlights incorporate specialist's feeling about the compensation. The association which

has factors like remuneration benefits, pay increases, professional stability, rewards, points of interest, chances for advancement and so on give more opportunity to the representatives to stay in that association for the long run. (Taormina, 2004).

Factors Affecting Organizational Socialization

Organizational socialization is a multidimensional procedure affected by numerous parts, relating to association and furthermore the newcomer entering any association. The fundamental three wide groupings are: characteristics of new specialist, conduct of new representative, and tries made by association (Bauer, 2007). The traits of newcomers are once in a while described as dissimilarities amongst association and them. These dissimilarities are reduced through authoritative socialization. Conduct of new worker suggests the correct exercises that are finished by them all through the method of socialization. At last, endeavors made by authoritative help to animate the procedure of alteration of another laborer by sketching out exercises, for instance, introduction or tutoring programs (Bauer & Erdogan, 2011).

Newcomers three individual complexities (i.e. learning presentation, execution presentation, and proactivity) impact their tendency to participate in the three socialization methodologies delineated in the past portion. Past examinations (Kammeyer, Mueller & Wanberg 2003; Walle & Cummings, 1997) hint that the three individual stands out are expressively recognized from learning, data chasing, and flexible responses in the latest condition. While these individual differences are comparatively they can change in light of the agents' condition.

It is in like manner settled by observational verification that specialists who are proactive in nature are related with amplified scores of word related execution and fulfillment (Erdogan & Bauer, 2009). The newcomer's learning looking for is especially related with satisfaction with one's employments, execution, part lucidity, errand strength and it is conflictingly identified with turnover designs (Morrison, 2002). For the examination reason numerous procedures are connected for acquiring data about the association. Criticism assumes imperative part in picking up the information about association. It would look at the alliance of a worker with its association.

Newcomers are not effectively mingled and are not dedicated towards their organization in early stage, since they are not ready to spare profit in this stage (Cohen, 2003). As the residency in the organization expands, OS additionally expanded. Right when the laborer gets experienced in his work, the specialist has the ability to aggregate the ventures and contribute his work towards the association. Those specialists who believe that the reserve funds and commitments are adequate would support in that association for longer period. Then again specialists who surmise that they can't get enough results or can't give their best in that association would abandon it soon.

Adkins (1995) watched the modification of specialists in the association and he found that unassuming arrangement of socialization may yield workers who show less great efficiency since they don't know about their obligations and errands legitimately. Affirmation, self-viability, comprehension of the hierarchical condition is the essential components which assist the representatives with getting mingle and lessen turnover (Kammeyer & Wanberg, 2003).

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is not generally formally perceived or compensated, and ideas like 'accommodation' or 'amicability' are additionally hard to evaluate. However OCB has been appeared to have an impressive positive effect at the authoritative level, upgrading hierarchical viability from 18 to 38% crosswise over various measurements of estimation (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004) Being useful and steady of partners in a way that advantages the association, working towards the association's objectives – this is exemplified in the meaning of citizenship conduct.

Representatives were ascribed as reason of progress by numerous associations. The majority of associations depend for their success on persevering and imaginative workers. These workers not just total their appointed obligations; they utilize their imagination well past their doled out undertakings to benefit the association. This additional part execution is alluded to as Organizational Citizenship Behavior (OCB).

Katz (1964) proposed that supportive and cooperative practices by representatives assume imperative part in hierarchical activities. He showed three distinct practices that upgrades hierarchical achievement. Initially, worker's inspiration is to remain with association. Second, specialists must appreciate and fulfill requirements related to their sets of responsibilities. Thirdly, he recommended that those specialists are required by association who can accomplish more than is expected of them. This last claim of Katz prompted the advancement of OCB develop. Hierarchical Citizenship Behavior (OCB) is representative's commitments to the upkeep and improvement of the social and mental setting that backings errand execution (Organ, 1990).

Williams and Anderson (1991) sorted OCB into two kinds: Organizational citizenship behavior coordinated towards individual (OCBI) and Organizational citizenship behavior coordinated towards association (OCBO).

Organizational citizenship behavior toward individuals. It involves behaviors that directly benefit specific organizational members and, in so doing, indirectly benefit the organization because employee's performance contributes to organizational performance (Williams & Anderson, 1991).

Organizational citizenship behavior towards organization. According to Williams and Anderson (1991), organizational citizenship behavior toward organization refers to the voluntary behaviors directed toward the organization.

Podsakoff, et al. (2009) found that reward distribution allocations and performance appraisals ratings among employees are related to individual-level behavior. While employee efficiency, organizational turnover and productivity among employees are related to organizational level behaviors.

Organizational citizenship behavior (OCB) refers to behaviors that are not part of employee's formal job descriptions or behaviors for which employees are not formally rewarded. Even though such behaviors are not formally mandated by organizations, in the aggregate they are believed to enhance the effectiveness of groups and organizations (George & Bettenhausen, 1990; Katz & Kahn, 1978; Podsakoff, Ahearne, & MacKenzie, 1997). The antecedents of OCB are different from those of in-role and extra-role

performance. One way of classifying OCB has been adopted by Organ (1977, 1994), where OCB in organizations can be categorized into five different types

1. Altruism speaks to what we ordinarily consider as "helping practices" in the work environment. This type of OCB is now and again alluded to as prosocial conduct. A case of philanthropy would be a representative's willfully helping an associate who is experiencing issues working his or her PC.
2. Courtesy speaks to practices that reflect fundamental thought for others. A case of conduct inside this class would be occasionally "meeting up" with one's collaborators to discover how things are going, or telling others where one can be come to.
3. Sportsmanship is not the same as different types of OCB on the grounds that it is commonly shown by not taking part in specific types of practices, for example, grumbling about issues or minor bothers.
4. Conscientiousness includes being a decent national in the work environment and doing things, for example, touching base on schedule for gatherings.
5. Civic temperance is to some degree not quite the same as the others in light of the fact that the objective is the association—or, now and again, the work gathering—as opposed to another person. A case of this type of OCB would go to a magnanimous capacity supported by the association.

Despite the fact that this order conspire speaks to a sensible method for cutting up OCB, different specialists have composed OCB in an unexpected way. For instance, Organ and Konovsky (1989) recognized OCB that helped other people at work when they had an issue (benevolence) from following guidelines and doing whatever is expected to take care of business (consistence). At last, McNeely and Meglino (1994) recognized OCBs that are coordinated at helping other people (OCBI) from those that are coordinated toward the association in organization (OCBO). These last sorts of refinements are regularly guided by an analyst's particular enthusiasm for looking at the indicators of various kinds of OCB.

Dimensions of Organizational Citizenship Behavior

Podsakoff, Mackenzie, Paine, and Bachrach (2000) exhibited the thirty unique kinds of OCB. Number of scientific categorizations was created for the characterization

of these citizenship practices (Organ, 1990). Organ (1988) proposed a standout amongst the most well-known sorts of characterization with the separation of five elements or aspects including selflessness, municipal excellence, civility, reliability and sportsmanship. After that Organ (1990) included two more factors that are cheerleading and peacekeeping.

Three out of these seven variables including metro civic virtue, sportsmanship, and conscientiousness, can be effectively recognized by chiefs and directors (Hui, Lee, and Rousseau, 2004). Civic excellence incorporates the capacities like intrigue, dynamic cooperation in the hierarchical exercises including gatherings, occasions and capacities. Sportsmanship incorporates the representatives having the inclinations of enduring challenges in work environment for the change of association, taking out undesirable grievances and feedback. Conscientiousness incorporates the practices demonstrating consistence, reflecting certified acknowledgment and adherence to tenets, controls and strategies, kept up by the working environment. The other four components can't be promptly recognized, for example, selflessness, obligingness, cheerleading and peacekeeping (Bachrach, Bendoly, & Podsakoff, 2001). Podsakoff, Ahearne, and Mackenzie (1997) recommended that these variables has a place with the more extensive measurement marked as making a difference.

William and Anderson (1991) exhibited an alternate scientific categorization giving the qualification between the practices which are coordinated towards people as OCBI incorporates the practices towards association. For example, OCBI can incorporate the conduct like selflessness (Williams & Anderson, 1991) alongside other helping practices including affability, cheerleading and peacekeeping. OCBO can incorporate uprightness (Williams & Anderson, 1991), alongside sportsmanship and civic excellence.

The OCBI and OCBO separation covers some different features of citizenship behavior which were being withdrawn barely from the grouping given by Organ (1988, 1990). For example, OCBI may incorporate social amicability (Farh, Early, & Lin, 1997), assistance among connections (Scotter & Motowidlo, 1996), and helping other people (Graham, 1989). OCBO may incorporate voice conduct (Lepine & Dyne, 1998), work commitment (Scotter & Mtowidlo, 1996), person's capacity to start or to assume

responsibility (Morrison & Phelps, 1999), the capacity to underwrite, bolster, and protect the hierarchical targets (Borman & Motowidlo, 1997), steadfast worries for association (Graham, 1991) and propensity to advance an association or organization (Farh, Zhong, & Organ, 2004).

This refinement is being used in a few investigations, reflecting distinctive forerunners, relates and outcomes of OCBI and OCBO (Graham & Dyne, 2006). For example, there exists a positive connection of passionate depletion to OCBI however negative with OCBO (Halbesleben & Bowler, 2007). What's more, pioneer part trade, speaking to the nature of the connection amongst pioneers and their workers, is some way or another more identified with OCBI than OCBO (Ilies, Nahrgang, & Morgeson, 2007).

Reasons for Organizational Citizenship Behavior

For what reason do representatives take part in OCB? There are really three unique clarifications. As per the principal, the essential determinant is sure effect, commonly as employment fulfillment. Hypothetically, this view originates from a genuinely long history of social– mental research demonstrating that a positive state of mind expands the recurrence of aiding and of different types of unconstrained prosocial conduct (George & Brief, 1992). Besides, constructive inclination and helping conduct are entirely strengthening since helping other people more often than not influences individuals to rest easy. Bettencourt, Gwinner, and Meuter (2001) found that positive occupation states of mind were identified with various sorts of OCB in benefit situated workers. Scientists have additionally discovered that activity contribution, a connect of occupation fulfillment, is decidedly related with manager evaluations of OCB (Diefendorff, Brown, & Kamin, 2002). A second clarification for OCB needs to do with intellectual assessments of the decency of worker's treatment by an association. This view is hypothetically established in Equity Theory (Adams, 1965), which expresses that representatives assess their work circumstances by intellectually contrasting their contributions with the association with the results they get consequently. In the event that representatives see that the association is treating them decently or fairly, at that point they are probably going to respond the association by taking part in OCB. It appears to be, be that as it may, that specific types of reasonableness or equity anticipate OCB

superior to others. For instance, Moorman (1991) found that the best indicator of OCB was interactional equity, or the way in which chiefs regard workers as they complete authoritative arrangements and methodology. Interestingly, different investigations have discovered that procedural equity is a superior indicator of OCB than is distributive equity (e.g., Konovsky & Pugh, 1990). Procedural equity alludes to representative's view of the decency of systems used to settle on choices, for example, increases in salary; distributive equity alludes to impression of reasonableness of the results one gets because of those methodology. Late research recommends that impression of authoritative equity are particularly critical indicators of OCB for workers who are delegated entitled (Blakely, Andrews, & Moorman, 2005). These sorts of representatives like their results to be more prominent than different workers notwithstanding when inputs are practically identical. These people might probably base their choice to take part in OCB on the degree to which they believe they are being dealt with reasonably by the organization. A third clarification for OCB is that it is because of manners. As indicated by this perspective, certain identity attributes incline people to take part in OCB. At the end of the day, a few people are normally more accommodating than others are. Contrasted with the initial two clarifications of OCB, the dispositional perspective has gotten substantially less consideration in the OCB writing since advocates of this view have been ambiguous with regards to the particular identity attributes that ought to be identified with OCB. This has been a feedback of dispositional clarifications of different types of worker states of mind and conduct (Blake & Pfeffer, 1989). Other than influence, reasonableness, and auras, a bunch of different elements have been proposed to clarify the execution of OCB, albeit none of these has gotten broad exact investigation. For instance, Chattopadhyay (1998) discovered confirmation that OCB is anticipated by the statistic structure of work gatherings. It has likewise been discovered that the execution of OCB might be affected by variables, for example, work related stressors (Jex, 1998; Jex, Adams, Bachrach, & Rosol, 2001) and representative's level of authoritative responsibility (Williams & Anderson, 1991). Wang, Law, Hackett, and Chen (2005) have as of late demonstrated that authority is a critical indicator of OCB. Utilizing workers from associations all through the People's Republic of China, these creators found that constructive view of and trust in pioneers were identified with a more noteworthy inclination to perform OCB.

At last, Finkelstein and Penner (2004) found that thought processes encompassing the longing to encourage colleagues and having a citizenship-part personality were more emphatically identified with OCB than intentions related with impression administration.

Special Issues in Organizational Citizenship Behavior Research

Since Organ (1977) first presented the idea of OCB, there has been significant research on the subject. Likewise with most very much inquired about points, numerous issues have produced contention and discussion among specialists here. In this area, four of these issues are talked about quickly. The hidden introduce behind OCB inquire about is that this type of gainful conduct is vital with the goal for associations to be powerful (Katz & Kahn, 1978). What is commonly contended is that if representatives played out their occupations precisely as composed, and did nothing past that, associations would not have the capacity to work adequately. Shockingly, this claim had gotten for all intents and purposes no observational investigation until as of late. It has now been indicated exactly, in any event for gatherings, that OCB is decidedly identified with viability (Karambayya, 1989; Podsakoff et al., 1997). As would be normal, bunches in which individuals take part in more OCBs have a tendency to be more compelling than bunches in which individuals take part in less of these practices. For instance, scientists have discovered that OCB is identified with parts of authoritative adequacy (e.g. benefit, consumer loyalty) among bank offices in Taiwan (Yen & Niehoff, 2004). What is as yet uncertain from inquire about on OCB and its adequacy is the bearing of causality hidden this relationship. Analysts have to a great extent worked under the presumption that OCB causally affects gathering and hierarchical adequacy. In any case, it is additionally conceivable that the heading of causality could be turned around. Individuals from compelling gatherings may report elevated amounts of OCB, paying little mind to whether they really exist. At the point when a gathering is fruitful, aggregate individuals may see elevated amounts of OCB as they loll in the gleam of this achievement. In a related report, Staw (1975) found that gathering individual's review reports of gathering cohesiveness could be controlled in light of false criticism about gathering execution. In this examination gathering, individuals who were informed that their gathering had been effective revealed more elevated amounts of cohesiveness than grouped individuals who were informed that their gathering had been unsuccessful. Utilizing an indistinguishable

worldview from Staw (1975), Bachrach, Bendoly, and Podsakoff (2001) as of late discovered proof that review view of OCB might be affected by bunch execution. This issue will without a doubt be tended to in future OCB explore. A second issue concerns the legitimacy of the OCB idea itself. As initially characterized by Organ (1977), OCB speaks to conduct that is over worker's formal occupation obligations, and for which there are no formal prizes. With respect to the main issue, it is ending up progressively flawed that, in playing out their everyday exercises, representatives make the activity clear versus no job graphic refinements whereupon OCB is based. This proposes numerous workers see exercises, for example, helping different representatives, being obliging to others, and sometimes going to capacities for the benefit of their association, as a component of their formal part obligations. This thinking is upheld by Morrison (1994), who found, in an example of administrative workers, that numerous practices that are viewed as OCB were grouped by these representatives as a major aspect of their ordinary employment obligations. She additionally found that there was next to no relationship amongst representative's and chief's groupings of OCBs. Hence, huge numbers of the practices that directors consider OCB may just speak to worker's doing things that they consider to be a piece of their employments. Another fascinating finding from Morrison's (1994) think about was that workers were well on the way to arrange OCBs as in-part practices when they revealed large amounts of both occupation fulfillment and emotional authoritative responsibility. Expanding on this discovering, Bachrach and Jex (2000) directed a research center examination in which they utilized a mind-set enlistment system to explore the effect of temperament on the arrangement of OCB for a mimicked administrative position. In this investigation, it was discovered that inciting a positive mind-set state had no effect on arrangement of OCB. Strangely, however, subjects who encountered a negative state of mind enlistment method arranged less of the OCBs as being a piece of their normal parts, contrasted with those in the positive or impartial disposition conditions. These discoveries propose that negative influence may result in a more tight meaning of one's part. Taken together with Morrison's investigation, these discoveries raise doubt about the in-part versus additional part qualification that has been certain in OCB explore. A third issue in OCB explore is whether workers truly take part in OCB without the desire that such practices will be

compensated. In spite of Organ's (1977) beginning case, ongoing proof recommends that this presumption might be fairly faulty. For instance, it has been indicated observationally that performing OCB emphatically impacts formal execution examinations (Eastman, 1994), and it is dubious that representatives are ignorant of this. As indicated by Bolino (1999), when OCB is performed with the desire for future prizes, it at that point turns into a type of impression administration as opposed to really charitable conduct. Impression administration practices are basically strategies individuals use to impact other's perspectives of them. As per Bolino, OCB is well on the way to be utilized as an impression administration apparatus when it is very noticeable to others, especially those in charge of the agreement of prizes. For instance, a worker may help different representatives just when his or her administrator is around to watch. One could absolutely contend that as long as OCB is played out, the inspiration is unessential. Be that as it may, the explanations for such conduct are vital if associations need to impact the execution of OCB. On the off chance that workers perform OCB fundamentally in light of the fact that they are happy with their occupations, or feel that they have been dealt with decently, associations can impact the execution of OCB by treating representatives reasonably and finding a way to improve fulfillment. Then again, if OCB is performed with the desire for rewards, or for impression administration purposes, associations ought to specifically or by implication interface prizes to the execution of OCB. Basically, this proposes OCB ought to be unequivocally perceived as another type of employment execution. A last issue in OCB examine is whether OCB will remain a feasible idea in the work environment without bounds. Scaffolds (1994), among others, have called attention to an unmistakable pattern as of late. Organizations have been moving far from formal sets of expectations. Indeed, Bridges has anticipated that the idea of an occupation will in the long run stop to exist. This has not happened so far, but rather the reality of the matter is that crafted by workers in numerous associations has moved toward becoming progressively venture driven, and their exercises rotate increasingly around venture culmination instead of satisfying their activity obligations. Given this pattern, one may ask whether the in-part/additional part refinement whereupon OCB rests will be important in the working environment without bounds. Practices thought to be OCB will in any case be important in a de jobbed situation, yet representatives later on

will have a tendency to think about them "a player in the activity," at any rate to the degree that they encourage venture finishing. As Morrison's (1994) examine appears, this is now happening yet will most likely turn into a more articulated pattern on the grounds that numerous representatives might not have formal sets of responsibilities to direct their practices.

Antecedents to Organizational Citizenship Behavior

As legitimate citizenship direct is useful to affiliations, it is basic to assess the causes and harbingers of OCB. There is much research supporting the most observable purposes behind participating in OCB. These reasons consolidate occupation satisfaction, the evident respectability of the affiliation, agent properties, for instance, character fitting with the definitive culture, and the association among executives and subordinates.

Job Satisfaction. Research has inspected the parts that mind-set plays on OCB. George and Brief (1992) discovered that a more positive state of mind frequently results in a craving to perform all the more helping conduct. At the point when work fulfillment is included into the condition, the outcomes reliably bolster the model of a positive inclination prompting work fulfillment, which prompts a higher recurrence of OCB (Netemeyer, Boles, Mckee, & McMurrian, 1997). This suggested a fascinating conversation starter. Does state of mind prompt employment fulfillment which prompts OCB or does work fulfillment prompt a more positive inclination which prompts OCB? Shoenfelt and Battista (2004) investigated this inquiry by analyzing the impacts of occupation and life fulfillment on inclination and authoritative citizenship conduct. Their examination was among the first to explore the impacts of both life and employment fulfillment on temperament state and OCB expectations. Shoenfelt and Battista (2004) guessed that positive life or employment fulfillment would result in more OCB aims than would no life or occupation fulfillment and negative life or occupation fulfillment. The members were requested to peruse a business related situation and after that asked to pretend a person who was either fulfilled or disappointed with either occupation or life. An adjusted Faces Scale (Kunin, 1955) and the Satisfaction with Life Scale (Diener, Emmons, Larsen, & Griffin, 1985) were utilized to check the actuated activity or life fulfillment state. The outcomes recommended that the individuals who are emphatically

happy with either their life or their activity will probably report a positive temperament and more OCB goals.

Perceived Fairness. Another indicator of OCB includes the representative's apparent decency of the association. This thought gets from Equity Theory (Adams, 1965). Value Theory expresses that representatives are continually estimating the exertion and information sources that they provide for the association with the yields that they get from the association. In the event that a representative feels that they are putting in more than they are escaping the association, the worker will see the association as uncalled for. Be that as it may, if the worker feels that the information sources and yields are equivalent then they will see the association as reasonable and might expand their OCB as a method for profiting the association (MacKenzie, Podsakoff, & Fetter, 1993). Organ and Ryan (1995) led a meta-investigative examination intended to test some proposed indicators of OCB. Their examination of 55 considers established that activity fulfillment and saw hierarchical equity was emphatically connected with OCB roughly a similar degree. Occupation fulfillment and saw authoritative equity were the two best indicators of OCB.

Individual Organization Fit. Each worker and association is interesting. The way to discovering quality representatives includes finding which individuals are the best fit for every association. O'Reilly, Chatman, and Caldwell (1991) characterized individual association fit as the cross section of a person's identity, convictions, and qualities with the organization's way of life and qualities. In principle, a solid cover amongst individual and hierarchical qualities should result in higher employment fulfillment. Netemeyer et al. (1997) estimated that the individual association fit would indirectly affect OCB through its immediate impact on work fulfillment. Netemeyer et al. (1997) discovered noteworthy constructive connections between individual organization fit and occupation fulfillment. They likewise found a noteworthy constructive connection between individual organization fit and OCB. These outcomes demonstrate that individual organization fit impacts both OCB and employment fulfillment. These outcomes recommend that businesses ought to consider surveying the potential individual organization attack of new worker competitors as a piece of the procuring procedure.

This will foresee which competitor's identity, qualities, and convictions will no doubt coordinate the association's qualities and convictions. These applicants will probably perform OCB.

Leader Member Exchange. The connection between authoritative citizenship conduct and pioneer part trade (LMX) was investigated by Lapierre and Hackett (2007) to decide if LMX is a precursor of OCB. Pioneer part trade hypothesis alludes to the connections amongst administrators and subordinates. The analysts additionally inspected the connection between quality good faith and OCB. Lapierre and Hackett recognized a causal model that fuses quality principles, OCB, LMX, and employment fulfillment. They found that faithful representatives will perform OCB keeping in mind the end goal to upgrade their LMX quality. A higher quality LMX will influence work fulfillment, which will then outcome in more OCB events. These outcomes show that surveying honesty ought to be a necessary piece of the employing procedure for associations. The model additionally proposes that OCB can be a precursor and also a result of OCB. For instance, OCB can result from higher quality honesty; however it likewise can result in work fulfillment. Since there are a few factors that impact OCB, it is essential likewise to inspect any conceivable outcomes to partaking in OCB at the individual level and the authoritative level.

Relationship between Organizational Socialization and Organizational Citizenship Behavior

Cavus and Mustafa (2012) directed an examination on authoritative socialization and hierarchical citizenship conduct among Turkish essential and optional teachers. The point of the examination was to explore the impacts of authoritative socialization on hierarchical citizenship conduct (OCB). The discoveries recommend that abnormal state of authoritative socialization underpins hierarchical citizenship conduct in essential and optional teachers. Ozdemira and Ergunb (2015) directed an examination to quantify the connection between hierarchical socialization and authoritative citizenship conduct and the intervening part of individual condition fit. The aftereffects of discoveries recommended that a positive connection between authoritative socialization and hierarchical citizenship conduct.



Balci, Ozturk, Polatcan, Saylik and Bill (2016) directed an examination to gauge authoritative socialization among guys and females. The discoveries exhibited that females indicate larger amount of authoritative socialization when contrasted with their male partners. Burton (1986) directed an examination that researched contrasts in the socialization encounters of people who are getting to be software engineering Ph.D. It was shown that the nonappearance of good examples and the lessened social help structure for ladies would result in a more negative socialization encounter than for men in a similar program.

Kowtha (2013) directed an examination to research the directing impact of sexual orientation on socialization practices and socialization results. Female newcomers tend to profit more through the coaching and connection gave through social strategies while male newcomers appear to profit by organized learning. Cameron and Nadler (2013) lead an examination on look at the sexual orientation contrasts in OCB. The discoveries are that ladies were viewed as more prone to partake in OCBs contrasted with men. Allen and Jang (2016) additionally led an examination to discover a relationship of sexual orientation and OCB. The outcomes are that female workers tend to report that they perform more common OCB than do male representatives. Farrell and Finkelstein (2007) lead an examination to discover a connection amongst sexual orientation and OCB. Research proposes that ladies will probably take an interest in hierarchical citizenship conduct (OCB) when contrasted with men.

Adkins (1995) directed an examination to explore the connection between work understanding and authoritative socialization. The discoveries are that the representatives with more work encounter are more associated than the low work encounter workers. Lubaba (2015) led an examination to research the connection between authoritative socialization with work involvement. The outcomes showed a negative connection between work understanding and hierarchical socialization.

Kegans, McCamey, and Hammond lead an examination to investigate the connection of OCB and work understanding. Results demonstrated that authoritative citizenship conduct has a positive relationship with long periods of work involvement in this examination. The examination (2014) demonstrated that laborers who did not have a

ton of work encounter were available to hopping into hierarchical citizenship behavior. Kooij (2012) directed an examination to research the connection between authoritative citizenship conduct and occupation encounter. Results exhibited that there is a positive connection between work understanding and authoritative citizenship conduct in this investigation.

Driscoll and Roche (2015) direct an investigation to discover a connection between age, hierarchical citizenship practices and counterproductive work practices. The exploration prove recommends that, more established specialists will probably take part in positive work practices (citizenship) and are for the most part more inclined to take part in less counterproductive practices than more youthful laborers. Gyekye and Haybatollahi (2015) led an examination that was intended to look at the degree to which age and occupation fulfillment levels were prescient of authoritative citizenship practices (OCB). The discoveries of the outcome are that more seasoned specialists were more dynamic in citizenship practices than their more youthful partners. Mauritz (2012) lead an exploration to research the connection between representative age and hierarchical citizenship conduct (OCB). The discoveries are that more established individuals were required to show a greater amount of these OCB perspectives than their more youthful partners.

Rationale of the study

The aim of the study is to explore the relationship of Organizational Socialization with Organizational Citizenship Behavior and its dimensions. In starting a career and its development, the role of organizational socialization holds a key role. New representatives who enter a bustling workplace may feel somewhat like Alice in Wonderland. Associating with the new representative is a demonstrated strategy that adapts the new specialist to her new office, work group and obligations. Driving the new representative through the offices and acquainting her with every individual is the manner by which independent ventures utilize associating at work.

The section of new workers into the association speaks to a noteworthy change for both the new representative and the association. New workers are empowered to assume a proactive part in their socialization. The nature of these social communications

fundamentally relies upon singular qualities which are basically thought to be through the crystal of social abilities. The advantages of organization socialization at work place are knowledge sharing, socializing new employees, encourage teamwork and build alliances.

Organizational citizenship behaviors is considered as one of the most intriguing construct in enhancing workers' job performance, satisfaction with the work environment and many other organizational work outcomes. Organizational socialization holds a key role in developing OCB among employees. Passionate depletion and struggle between home life and work are both higher for principled representatives, and these impacts are more grounded among workers showing high in-part execution. At the point when a representative emphatically relates to your organization's motivation, he may feel a feeling of hierarchical citizenship. You ought to urge a representative to build up a sentiment of hierarchical citizenship, on the grounds that the worker may play out his typical activity obligations all the more adequately, consider new work methods that assistance your organization and elevate your organization to different representatives and network individuals. Hierarchical citizenship conduct alludes essentially to deliberate exercises. This is useful, on the grounds that you don't need to burn through cash to grant her an execution reward or invest your energy in disciplinary measures

At the point when a representative feels like a national of your organization, he additionally feels that his colleagues are his kindred natives. Your representative might probably comfort another specialist who is experiencing a separation or an ailment. Your representative may volunteer to enable another laborer to move into another house or care when he takes an excursion. These activities enable the other laborer to focus on his activity. The representative may likewise enlighten you concerning outer variables that could influence your organization, for example, a buyer amass that trusts that your organization is creating low-quality items. Hierarchical citizenship does not require work fulfillment, in spite of the fact that activity fulfillment adds to this inclination. A worker may perform additional assignments that she wouldn't like to perform or endeavor to work with a director that she doesn't care for, on the grounds that she feels an association with the motivation behind your organization.

Administrative staff of universities is the most ignored population in majority of the researches related to university settings. Administrative and support staff are now

playing an increasingly central role in higher education, as a result of three key developments i.e. the development of data innovation, changes in the conveyance of advanced education and the advancement of advanced education.

Due to organization socialization, newcomers perceived benefits by their supervisors. OS contributes to the success and make relationships strong among employees and is reflected on productivity and dedication to the organization. Due to OCB, employees know about their jobs and their responsibilities.

METHOD

Chapter 2

Method

Objectives

Current study aims at the following key points.

1. This study shall explore the relationship of Organization Socialization with organizational citizenship behavior and its dimensions among university administrative staff.
2. This study shall also explore the relationship of gender, age, education and job experience with organizational socialization, OCB and its dimensions.

Hypotheses of study

1. Organizational socialization has a positive relationship with organizational citizenship behavior and its dimensions among university administrative staff.
2. Females show higher level of organizational socialization as compared to their male counterparts.
3. Employees with more job experience show higher OCB and organizational socialization.

Operational Definitions of Variables

The aim of the current study is to find out the relationship of organization socialization with organizational citizenship behavior and its dimensions. All the variables used in the study are operationally defines as follows:

Organizational Socialization. The procedure, in which a worker gets to know legitimate employment abilities, accomplishes an effective level of comprehension about the association, gets steady condition from his colleagues, and by and large concurs upon the set up customs of a specific association (Taormina, 1997). High score on hierarchical socialization stock (Taormina, 1997) demonstrate abnormal state of authoritative socialization and low score is the sign of low authoritative socialization.

Organizational Citizenship Behavior. Organizational Citizenship Behavior was characterized as "OCBs are worker practices that, despite the fact that not basic to

the undertaking or occupation, serve to encourage authoritative working" (Lee & Allen, 2002). Authoritative citizenship conduct is operationally characterized as people scores on Organizational Citizenship Behavior scale (Lee & Allen, 2002). High scores mean high Organizational citizenship Behavior and low scores mean low Organizational citizenship Behavior.

Organizational citizenship Behavior toward people. OCBI includes conduct that specifically advantage particular association individuals and, in this manner, in a roundabout way advantage the association since representative's execution adds to authoritative execution (Williams & Anderson, 1991). In the present examination, OCBI was estimated through Lee and Allen's (2002) OCB scale. High score on this scale is demonstrative of high OCBI and the other way around.

Organizational citizenship Behavior toward organization. As per Williams and Anderson (1991), OCBO alludes to the deliberate practices coordinated toward the organization. In the present examination, OCBO was estimated through Lee and Allen's (2002) OCB scale. High score on this scale is characteristic of high OCBO and the other way around.

Sample

The sample consisted of 300 administrative staff from different government and private universities. It was collected through purposive convenience sampling. Minimum age of the sample was 20 years and maximum age was 60 years. Mean of age is 31.46 and standard deviation of age is 8.21. Minimum job experience was 1 year and maximum job experience was 25 years. Mean of job experience is 5.20 and standard deviation is 4.18.

Table 1
Demographic Profile of the Sample (N=300)

Demographic variables	F	%
Gender		
Male	179	60
Female	121	40
Education		
Undergraduates	204	68
Graduates	96	32

Table 1 illustrates the demographic description of the sample participated in the current research. As seen in the table Gender wise, male (60%) and females (40%). 68% were undergraduates and 32% were graduated.

Instruments

For measuring proposed variables following questionnaire scales were used.

Organization socialization inventory. Organizational socialization inventory was created by Taormina (1997). Organizational socialization is measured by organizational socialization inventory. The original English version scale has been used. It consists of 20 items. It is 5 point likert scale vacillating from 1 (strongly disagree) to 5 (strongly agree). Possible range score is 20-100. It has four sub scales that are training (5 items), understanding (5 items), coworker support (5 items), future prospects (5 items) having coefficient alpha reliabilities of .76, .79, .81, and .76 respectively (Taormina, 2004). Reliability of the scale is .89 (Taormina, 2004). High scores indicated high level of organizational socialization and low scores reflected low level of organizational socialization. There are no negative items in this scale.

Organizational citizenship behavior scale. Organizational citizenship behavior scale was developed by Lee and Allen (2002). The scale consists of 16 items, divided into two subscales, first eight items measuring Organizational Citizenship Behavior targeted at Individuals (OCBI) having reliability of .88 while last eight items measuring Organizational Citizenship Behavior targeted at Organization (OCBO) having reliability of .83 (Lee & Allen, 2002). The scale consists of 5-point

Likert scale ranging from “Never as 1” to “Always as 5”. Minimum score on the scale is 16 and maximum score is 80.

Procedure

The administration of authoritative staff of various colleges private and government were reached to gather the information. After the official authorization, the representatives were reached independently in their separate divisions and asked for to take an interest in the investigation. Willing workers were advised about the motivation behind the examination and gave a booklet containing educated assent, statistic data and scales. Confirmation was given to the members about the classification of the information and that the data is utilized just for the examination reason. At long last, the members were generously expressed gratitude toward for their interest, support and collaboration.

RESULTS

Chapter 3**Results**

In this chapter results of the study, the role of organizational socialization and organizational citizenship behavior in an organization are discussed. Data was analyzed by using Statistical Package for Social Sciences (SPSS 21.0 for Windows) for quantitative analysis. All the results are presented in the tabulated form because the study is based on the empirical data. The statistical analysis consists of descriptive and inferential statistics. In descriptive statistics it includes mean, standard deviation, skewness, kurtosis, range and Cronbach α . whereas in inferential statistics Pearson Product Moment Correlation, t-test, and ANOVA were included. All these analysis were conducted to analyze the hypothesis of the study.

Table 2

Cronbach's Alpha Reliabilities Coefficients of the Study Variables (N=300)

Measures	No. of Items	α	M	SD	Range		Skewness	Kurtosis
					Potential	Actual		
OS	20	.85	74.38	10.44	20-100	43-96	-.36	-.44
OCB	16	.79	58.70	8.18	16-80	39-77	-.02	-.83
OCBI	8	.68	28.74	4.57	8-40	17-38	-.05	-.83
OCBO	8	.71	30.14	4.46	8-40	17-38	-.49	-.45

Note. OS = Organizational Socialization, OCB = Organizational Citizenship Behavior, OCBI = Organizational Citizenship Behavior towards Individuals, OCBO = Organizational Citizenship Behavior towards Organization.

Table 2 shows the alpha reliabilities, means, standard deviation, range (actual and potential), skewness and kurtosis for all the variables of the study. Reliability of OS is .85. The reliability of OCB is .79. The subscales of OCB that are OCBI and OCBO have .68, .71. Reliabilities of all the scales are good and satisfactory.

Table 3

Correlation Between OS, OCB and its Dimensions (N=300)

		1	2	3	4
	Variables	OSTOT	OCBTOT	OCBITOT	OCBOTOT
1	OS	-	.75**	.64**	.88**
2	OCB		-	.86**	.77**
3	OCBI			-	.61**
4	OCBO				-

Note. OS = Organizational Socialization, OCB = Organizational Citizenship Behavior, OCBI = Organizational Citizenship Behavior towards Individuals, OCBO = Organizational Citizenship Behavior towards Organization.

** $p < .01$

Table 3 represents correlations between all study variables which include OS, OCB and its dimensions OCBI and OCBO. Table reflects that OS is positively related to OCB and its dimensions.

Table 4

Mean Differences in Gender Among Variables of the Study (N=300)

Variables	Male		Female		<i>t</i> (298)	<i>P</i>	95% CI	
	(n=179)		(n=121)				<i>LL</i>	<i>UP</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>				
OS	74.9	10.4	73.6	10.4	1.04	.29	-1.14	3.69
OCB	58.7	8.36	58.6	7.94	.10	.92	-1.79	1.99
OCBI	28.8	4.55	28.6	4.63	.39	.69	-.851	1.27
OCBO	30.3	4.48	29.9	4.45	.76	.45	-.634	1.44

Note. OS = Organizational Socialization, OCB = Organizational Citizenship Behavior, OCBI = Organizational Citizenship Behavior towards Individuals, OCBO = Organizational Citizenship Behavior towards Organization.

Table 4 shows mean differences in gender among all the variables of study. Results show that there is more organizational socialization in males as compared to females. Results also showed that organizational citizenship behavior is more in males as compared to females.

Table 5

T-test For Education Based on Study Variables (N=300)

Variables	Education				t	P	95% CI	
	Undergraduate (n=204)		Graduate (n=96)				LL	UL
	M	SD	M	SD				
OS	74.99	9.52	73.12	12.09	1.33	.18	-.90	4.62
OCB	58.84	7.71	58.42	9.13	.39	.70	-1.70	2.53
OCBI	29.03	4.38	28.11	4.92	1.57	.12	-.24	2.08
OCBO	30.31	4.13	29.78	5.10	.89	.38	-.65	1.70

Note. OS= Organizational Socialization, OCB= Organizational Citizenship Behavior, OCBI= Organizational Citizenship Behavior towards Individuals, OCBO= Organizational Citizenship Behavior towards Organization.

Table 5 shows mean differences regarding effect of education among all the variables of the study. Results showed the non-significant relation.

Table 6

Linear Regression Predicting Effect of Age on Study Variables (N=300)

OS					
Variables	B	S.E	β	95%CI	
				LL	UL
Constant	47.27	3.3		40.78	53.75
Age	-.21	.04	-.23***	-.29	-.13
R	.07				
F	23.4***				
OCB					
Constant	44.88	3.36		38.27	51.47
Age	-.23	.06	-.23***	-.34	-.12
R	.05				
F	16.30***				
OCBI					
Constant	42.88	2.95		37.08	48.69
Age	-.40	.10	-.22***	-.59	-.19
R	.05				
F	15.37***				
OCBO					
Constant	46.29	3.13		40.15	52.45
Age	-.49	.10	-.27***	-.69	-.29
R	.07				
F	23.01***				

Note. OS= Organizational Socialization, OCB= Organizational Citizenship Behavior, OCBI= Organizational Citizenship Behavior towards Individuals, OCBO= Organizational Citizenship Behavior towards Organization.

*** $p < .001$

Table 6 shows linear regression analysis used for age. Results showed that all variables have negative relationship with age.

DISCUSSION

Discussion

The current study was aimed at finding out how organizational socialization, organizational citizenship behavior and its dimensions of employees influence each other. Organizational Socialization is the practice by which an individual enlists in an organization and turns into a totally supportive and influential member. Organizational citizenship behavior is both towards employees and towards organization. The study investigated the relationship between these constructs. Several hypotheses were formulated to find out these relationships and one hypothesized relationship was supported by the results and the others were not supported by the results.

For the determination of psychometric properties, alpha reliabilities of the scales and subscales that were used in the study were calculated. It was evident that the reliability values for all scales in the present study were psychometrically sound. It ranged from .68 to .85 (see Table 2). The reliabilities of scales indicated that scales are reliable and internally consistent. In addition to that, descriptive statistics were computed for all scales to determine the mean, standard deviation, potential and actual range, skewness and kurtosis.

The correlation coefficient was ascertained to access the quality of the connection between the investigation factors (see Table 3). The first hypothesis of the present study was "Organizational socialization has a positive relationship with organizational citizenship behavior and its dimensions among university administrative staff". The results supported the hypothesis and significant positive relationship was found. Table 3 indicates that OS is significantly and positively related to OCB ($p < .01$). The relationship was also consistent with the previous researches. Research by Cavus and Mustafa (2012) found the effects of organizational socialization on organizational citizenship behavior (OCB). Their findings suggest that high level of organizational socialization supports organizational citizenship behavior in primary and secondary school teachers. This reveals that higher the employees' organizational socialization, higher they put their

effort to improve the working environment of organization by indulging more in organizational citizenship behavior.

The second hypothesis of the present study was “females show higher level of organizational socialization as compared to their male counterparts”. The results were not supported by the hypothesis. Table 4 indicates non-significant relation in gender. Mean difference through independent sample t-test revealed that no significant difference between gender lies on organizational socialization, organizational citizenship behavior and its sub scales. The finding is also supported by a research that indicated no significant impact of gender on organizational socialization (Kowtha, 2013).

The third hypothesis of the study was “Employees with more job experience show higher OCB and organizational socialization”. The results showed non-significant mean difference. Research by Adkins (1995) found a non-significant relationship between organizational socialization and job experience. Similarly, research by Podsakoff and MacKenzie (1994) found the effect of job experience on OCB. They found a non-significant relationship of OCB and job experience.

To explore the role and relationship of demographic variables including age, gender, education and job experience with study variables, mean difference by independent sample t-test, Anova and correlation analysis were used. First of all correlation analysis for demographic variables with study variables were computed. Regression analysis was also used for age. Results showed age as significant predictor of OS and also significant predictor of OCB and its dimensions. Results show negative relationship. Kulas and Dages (2003) found a negative relationship of age and organizational socialization. They suggested that older workers are less involved in organizational socialization. Huang, McDowell, and Vargas (2015) found a negative relationship of age and organizational citizenship behavior. Tsai (2012) also found a negative relationship of age and organizational citizenship behavior.

Mean differences for gender was also calculated and the results revealed no significant difference between male and females along organizational citizenship behavior. Organizational citizenship behavior also showed no significant difference between males and females which means that both genders are equally satisfied with

organizational citizenship behavior. This finding is steady with the past research that stating that there is no significant effect of gender on organizational citizenship behavior. The findings are that women were seen as more likely to participate in OCBs compared to men (Cameron & Nadler, 2013).

Mean difference through independent sample t-test was used to analyze the variance of sample belonging from different educational background. The results showed no significant difference between individuals belonging from different educational background on organizational socialization, organizational citizenship behavior and its sub scales. It reveals that higher educated as well as lower educated employees both are involved in organization socialization and organizational citizenship behavior. Education was not effected on the employees. They are equally involved.

Correlation analysis for job experience with study variables was computed. Results showed non-significant differences. It reveals that newcomers as well as experienced employees both are equally involved in organizational socialization and organizational citizenship behavior.

Conclusion

The current study was aimed at finding out how organizational socialization, organizational citizenship behavior and its dimensions of employees influence each other. The study shows that organizational socialization is positively related to organizational citizenship behavior and its dimensions. Study shows that an organizational socialization in the employees increasing by increasing organizational citizenship behavior. For demographic variables age showed significance variance for OS, OCB and its dimensions. Gender showed non-significant difference. Males and females equally involved in OS, OCB and its dimensions. Education also showed non-significant difference. Job experience also showed non-significant relation. New comers and experienced employees both are highly involved in organizational socialization, organizational citizenship behavior and its dimensions.

Implications of the Study

In the way of Psychology and related fields, authoritative socialization inquires about were inadequate in the Pakistan. The vast majority of the investigations were dissected the socialization amongst educators and understudies. Consequently, this investigation plans to make a critical commitment to Pakistani scientists as far as directing examination to representatives. The connection amongst OS and OCB can be examined with various examples. In addition, this examination intends to empower bosses to investigate their representatives with a specific end goal to quantify their socialization levels. With the assistance of this investigation, the businesses can decide the lacking parts of socialization substance of their representatives and compose their introduction programs as per these outcomes. Associations can lessen their enlisting and turnover costs regarding profiting from this investigation

Limitations and Suggestions

Following are the limitations of the present study.

1. Use of self-report measure is the first limitation of this study. The problem with the use of self-report measures is the response bias due to response set. So, interviews should also be conducted with the self-report measures to get more refined results.
2. Sample is collected from particular region of Pakistan, so it won't be conceivable to sum up the aftereffects of the examination to other population of the association in different districts of Pakistan.
3. As the data is collected from specified organization i.e. universities. In this case the results cannot be generalized to other organizational settings like medical sector, army and police departments as every organization has different working environment. So, future research should focus on taking data from other organizational settings as well.

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APPENDICES

Appendix I**Informed Consent**

I am a student of MSc at National Institute of Psychology, Quaid-I-Azam University and doing research on the relationship of organizational socialization with organizational citizenship behavior and its dimensions. Current research is the very important part of my degree.

It is your right to withdraw from the participation in this research at any step. If you have decide to take part in this research then sign at the end of the page. Your information will only be used for research purposes and otherwise kept confidential.

I have to provide all information about this research and also given opportunity to ask any question. I have to know that I am participating in that research with my will. I am agreeing to take part in this research.

Researcher's Email. wardahnoor1996@gmail.com

Signature



Appendix II

Demographic sheet

Date of Birth _____

Gender Male _____ Female _____

Education Matric _____ Intermediate _____ Graduate _____

Post Graduate _____

Job Experience _____

Appendix III

Organization Socialization Inventory

Listed below are the statements that represent your possible behaviors that you may have while working in this organization. Read the following statements carefully and indicate the degree of your agreement or disagreement with each statement by selecting the option that best describes your behavior on job in the best way.

S. No	Items	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	This organization has provided excellent job training for me.					
2	I know very well how to get things done in this organization.					
3	Other workers have helped me on the job in various ways.					
4	There are many chances for a good career with this organization.					
5	The training in this company has enabled me to do my job very well.					
6	I have a full understanding of my duties in this organization.					
7	My coworkers are usually willing to offer their assistance or advice.					
8	I am happy with the rewards offered by this organization.					
9	This company offers thorough training to improve employee job skills.					
10	The goals of this organization have been made very explicit.					

11	Most of my coworkers have accepted me as a member of this organization.					
12	Opportunities for advancement in this organization are available to almost everyone.					
13	Instructions given by my supervisor have been valuable in helping me do better work.					
14	I have a good knowledge of the way this organization operates.					
15	My coworkers have done a great deal to help me adjust to this organization.					
16	I can readily anticipate my prospects for promotion in this organization.					
17	The type of job training given by this organization is highly effective.					
18	This organization's objectives are understood by almost everyone who works here.					
19	My relationships with other workers in this organization are very good.					
20	I expect that this organization will continue to employ me for many more years.					

Appendix IV

Organizational Citizenship Behavior Scale

Listed below are the statements that represent your possible behaviors that you may have while working in this organization. Read the following statements carefully and indicate the degree of your agreement or disagreement with each statement by selecting the option that best describes your behavior on job in the best way.

S. No	Items	Never	Rarely	Sometime	Mostly	Always
1	Helps others who have been absent					
2	Willingly give your time to help others who have work-related problems					
3	Adjust my work schedule to accommodate other employees' requests for time off					
4	Go out of the way to make newer employees feel welcomed in the work group					
5	Show genuine concern and courtesy toward my coworkers, even under the most trying business or personal situations					
6	Give up time to help others who have work or non-work problems					
7	Assist others with their duties					
8	Share personal property with others to help in their work					
9	Attend functions that are not required but that help the university image					
10	Keep up with the developments in the university					
11	Defined the university when other employees					

	criticize it					
12	Show pride when representing the university in public					
13	Offer ideas to improve the functioning of the university					
14	Express loyalty toward the university					
15	Take action to protect the university from potential problems					
16	Demonstrate concern about the image of the university					