



Global Advanced Research Journal of Management and Business Studies (ISSN: 2315-5086) Vol. 3(6) pp. 274-286, June, 2014
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Full Length Research Paper

Role of Perceived P-O Fit on Employee Commitment, Employee Engagement and OCB. The moderating role of organizational socialization

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Accepted 19 May 2014

Research on organizations has focused on multifaceted perspectives of HRM. The increasing need to have a fit between employees and organizations to attain long term benefits is growing need of organizations. This research sought to focus on newcomer employee perceptions towards their organizations that ultimately develops POF towards selecting for the job and carrying their responsibilities in organizations leading to development of varying behaviors. As moderator organizational socialization was also considered that how it was strengthens the relationship between perceived POF and employee commitment, employee engagement and OCB. From literature it was evident that newcomer perceived POF do impact their attitudes and behaviors while organizational socialization strengthened the relation. Data was collected from four organizations of textile sector in Pakistan. Results of the study indicated newcomers with experience of less than a year and of one year both held strongly to their attractive values in particular that developed their POF perceptions. Perceived POF of newcomers proved positive significant impact on employee commitment and OCB while organizational socialization strengthened the relation. Whereas, in the current organizational environment, employee engagement was negatively impacted and organizational socialization further dampened the relation.

Keywords: Perceived POF, Employee engagement, Employee commitment, OCB.

INTRODUCTION

For an organizational success, the assets of the organization that is workforce and their particular

behaviors are important. Behaviors like, organizational citizenship behavior, employee engagement and long-term commitment to an organization shows how both parties that are individuals and organization, value each other. Building the commitment is not a matter of single day rather the effort starts from day one. Caldwell, David

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and Charles (1990) said, some individuals can perform better at some jobs than others and to develop and maintain a good fit between individuals and their work, organizations allocate resources. The process of learning and development starts not only from the time of recruitment and selection of newcomers or internally moving the employees but also before an individual joins the organization. Even though the organizations of today select and hire employees that can well fit in the culture (Bowen, Ledford and Nathan, 1991), the role of newcomers perceived POF about the organizations cannot be denied. Newcomers perceived POF is highly based upon their perceptions about the organization which alters their behaviors and shape choices to work (Goede, Vianen and Klehe, 2013). From a newcomers perspective, they are attracted to an organization and make a final choice, if they perceive that organization culture matches with their self-values and choices and also the amount of information they hold about a particular organization (Judge and Cable, 1997; Dineen and Noe, 2009; Carless, 2005). Maanen and Schein (1979) stated, in order to make employee an effective insider, on boarding or organizational socialization is an effective way to retain employees and develop positive human behaviors. Organizational socialization is one way to equip them with performance criteria, knowledge and skills which enables them to measure their contributions against it (Maanen and Schein, 1979). A newcomer should be made familiar with the norms, values and policies of the organization as this leads to individual values alignment with the organizational values at greater level, which results in willingness to adjust and be proactive leading to greater work engagement and greater individual commitment (Cable and Parsons, 2001).

The feeling of being valued and respect can be created or maintained in new employees by organizational socialization as the social interaction can boost morale and create an environment of learning resulting in greater positive individual behaviors (Kato, 2010). Organizational socialization practices can alter perceptions of individuals and creates an adjustable environment for them to work (Jones, 1986). Being a weakness in some organizations, it required devising such measures that can identify individual characteristics and then match with the job requirements and organization at stage of staffing, thus, it strengthened the employees identification and build commitment (Nair, 2010).

Cohen and Hecht (2010) stated in their article, many studies have treated commitment as outcome of socialization or treating it as a mediator. Yet, the research still lacks in describing the relation. Sekiguchi (2003) states, the type of fit, either being P-O fit, P-J fit or P-E fit, in selection from either perspective of job seeker or recruiter, any of three can play as an influencing role.

As per the future directions of some recent studies, it was recommended to conduct industry specific studies (Biwas and Bhatnagar, 2013). Secondly, organizational socializations impact on OCB and work engagement can be studied (Wayne, Casper, Matthews and Allen, 2013; Seong, Hong and Park, 2011). Third, rather than assessing perceived POF in general or from a perspective of a recruiter (selection process), perceived POF can be assessed based on its specific dimensions like attractive fit and aversive fit from newcomers perspective (Goede et al., 2013).

This research aimed at how newcomers perceived person-organization fit results in various employee behaviors like employee commitment, employee engagement and OCB and how organization socialization moderated the relationship between perceived POF and employee behaviors. This would enable the organization to staff and retain individuals best suited for the organization leading to long term profitable employee behavior. Previous studies have worked on these variables yet in different contexts. Considering the future directions as per previous researches, it provided a direction to conduct this study.

The delimitations of study are, perceived POF was considered from perspective of newcomers, that how based upon their perceptions and values they work in organization and develop behaviors. Whereas, organizational socialization in the study was treated as a moderator and its impact was tested on employee behaviors that whether or not the perceived POF of newcomers is facilitated by organizational socialization. Secondly, a specific industry was targeted for the current research. Employees working at middle levels of management with an experience of a year or less than a year (inducted generally after MTO programs) in the current organizations were targeted for this current research. Thirdly, POF is studied in context to newcomers perceptions fit about organizational values and their match with the self-values, that in long run develops various employee behaviors. Along with this, how organizational socialization strengthens the relationship between them.

Literature review

Newcomer's perceptions of person-organization fit (POF) play a vital role to make choices to either opt for the organization/job or not (Goede et al., 2013). Having shared values creates a win-win situation for both newcomers and organizations thus creating positive employee behaviors (Bretz and Judge, 1993). They also stated, newcomers, if at any time feel a mismatch, they are likely to quit or remain demotivated. Socialization can here play its role in adjusting the newcomers in particular.

Newcomers Perceived POF

An alignment of values, needs and interests creates greater effectiveness among individuals and organizations (Cable and Judge, 1997). The contemporary antecedents of POF are explained well in the model of person-organization fit developed by (Chatman, 1989) (Figure 1). There has been much argument over objective and subjective fit, which is better indicator of individual attitudes. Carless (2005) argued, subjective fit tends to be better since it allows applicants to see the match between themselves and organization that influences the attraction towards a job/organization and guides in decision making. Chatman (1991) has defined POF as a relation between need of employees and reinforcers in the organization, relation between behaviors of employees and characteristics of the organization, value congruence and goal congruence. Cable and Judge (1997) wrote individual values are stable beliefs that ultimately shape the choices, behaviors and attitudes of individuals. The perceived POF of newcomers are usually based on the organizational values they know about and this shapes their decision making process about opting for jobs. Thus, perceived POF based on values directly and indirectly influences the employee's long term behavior towards the organization (Bretz and Judge, 1993). Goede et al. (2013) argued, when making job decisions, POF perceptions of newcomers are inclined more towards the attractive values over aversive values. They do not usually make comparison of values of self and organization but rather focus on set of values. They also mentioned, newcomers perceived POF should increase when one finds more attractive values in organizations and evaluate accordingly. Yet, the lack of information or overlooking some important information regarding organization can create misalignment between decision making and being aware (Goede et al., 2013). Newcomers POF perceptions will be strongest if the fit is based on attractive values yet, balanced information also helps in developing POF perceptions.

Newcomers Perceived POF and Employee Commitment

Whenever the individuals perceived values and organizational value matches, this defines the culture of organization leading to individual commitment (Finnegan, 2000). Higher the person and organization fit, higher the resultant perceptions of affective commitment and fair psychological contract to their organization (Behery, 2009). The value alignment of individuals and organizations as mentioned earlier leads to effectiveness that includes employee commitment, contentment and willingness to stay (Cable and Judge, 1997; Chatman,

1991). Finnegan (2000) states, higher the perceived values of individuals and organization match, greater will be the commitment compared to differing values of individuals and organization. Study conducted by Behery (2009) also proved that perceived POF of newcomers being high leads to employee commitment. The positivity of person-organization fit can be seen by the individual outcomes like job attitudes and behaviors, reduced turnover, satisfaction, self-responsibility, job performance and employee commitment (Kristof, 1996; Karren and Graves, 1994; Chatman, 1991). Organizational success outcomes like higher dedication, willingness to do more efforts, commitment to work and satisfaction from work can be a result of higher perceived POF of newcomers, as it creates higher employee identification (Saleem, Adnan and Ambreen, 2011). Goede et al. (2013) stated, once the newcomer with a high perceived POF joins the organization they are likely to remain devoted and have lower quitting intentions. Secondly, the attractive value fit does over power aversive values since it develops attraction to opt for a certain organization that leads to long lasting commitment.

H1: Perceived POF impacts employee commitment

Newcomers Perceived POF and Employee Engagement

Hamid and Yahya (2011) in their study stated, in today's deteriorating economic times, it is important to increase employee engagement towards work and organization for long-term organizational success. They also mentioned the level of fit between an organization and employee can influence the level of engagement. Those who fit well within system based on attractive values in particular, possessing right KSAs are likely to show high level of engagement at work. Employee engagement does not only lead to achievement of short term motives of both individuals and organization but also has long-term benefits (Bakker, Demerouti and Verbeke, 2004). Impacts of employee engagement can be on in-role employee performances and also the extra-role efforts (Bakker et al., 2004), on keeping safety at workplace (Lockwood, 2007) and also on employees quitting intentions (Sonnentag, 2003). When perceived POF is considered, the way an individual behaves in response cannot be ignored. The way new individual perceives about organization and their role directly impacts the way they opt for an organization and its outcomes. If there is positive perceived POF, usually the attractive values, individuals in organization are likely to be engaged (Edwards, 2008; Lewin, 1951). Having a perceived POF helps in making right choice, develops a feeling amongst individuals that they will be a valuable asset of the company and will be more contributing using their KSA fully. This would lead individuals in putting efforts and

results in meaningful work (Scroggins, 2008).
H2: Perceived POF impacts employee engagement.

Newcomers Perceived POF and OCB

For organizations image growth, the willingness to work is result of an environment that is open, well connected and secure, resulting in enhanced organizational image (Turnipseed and Murkison, 1996). The role of perceived POF has a direct impact on OCB. If a job decision was made based on perceived POF and employees are assigned tasks, it is likely that employees would behave and respond in favor of the organization as their needs, wants and choices are already aligned with the organization (Lara, 2008). Coldwell, Billsberry, Meurs and Marsh(2008) stated applicants choose to work in organizations were their perceived view is they will fit in the organization and this familiarity causes them to attract to such organizations. This fit results in value match that reduces turnover, increases commitment and flexibility and employees openness to learn. Perceived POF can influence quality of work and workforce that in turn influences the OCB (Goede et al., 2013). Influencing the role behaviors or OCB by focusing on the fit between newcomer and organization, is a long-term investment by company (Gupta and Singh, 2010).
H3: Perceived POF impacts OCB.

Organizational Socialization

Organizational socialization (OS) is a transforming process of individuals into effective organizational members, to learn about organizational and also to share knowledge for adjustment and understanding (King, Xia, Quick and Sethi, 2005). Organization spends good amount of resources and time in order to fit employees in their jobs. Therefore, a reasonable perceived POF followed by entry into the organization can make successful socialization programs that can further adjust the individuals at all levels (Cable and Parsons, 2001). In an article by Thomas and Anderson (2006), it is rightly stated about importance of organizational socialization and its impact on organization and individuals. They mentioned, firstly, recruitment and selection being a sensitive process requires close monitoring and resources. Socialization being the next step capitalizes this process in order to adjust and clarify the expectations of individuals. Not being able to socialize results in poor and negative behaviors. Secondly, socialization enables individuals to perform in various roles according to the criteria. Thirdly, OS is a learning process that builds a base for newcomers about various organizational aspects, like,

culture, norms, goals, communication and even politics. Fourth, for lasting and quantifiable outcomes, OS plays important role since new members are keen to learn and adapt. Lastly, OS helps both individuals and organizations to stay flexible and be dynamic according to competition.

Socialization and Employee Commitment

Adjusting newcomers in a setting is effort of both an individual and organization. King et al. (2005) stated that many researches have mentioned about various socialization tactics and their effect on organizational behavior variables like job satisfaction, employee commitment and voluntary exit. Similarly, if there is perceived POF from a newcomer, organizational socialization would not only act as a guider but also make them adjust in new setting (Cohen and Hecht, 2010). An effective socialization process translates the KSAs and experiences of newcomers, either graduates or experienced professionals, into results that more desirable and rapid in nature, like, job satisfaction, reduced turnover, intentions to quit and employee commitment (Thomas, Anderson and Cash, 2012; Kammeyer, Wanberg, Glomb and Ahlburg,2005). Commitment is one behavioral outcome that has been studied in various researches but, in context to organizational socialization, the studies are few in number (Cohen and Hecht, 2010; Mitus, 2006). Once there is perceived POF, newcomers are likely to be participative and here socialization would enable employees to go through structured experiences that will empower them to develop further organizational understanding and role clarity leading to increased attachment, and thus reducing anxiety, pressure and confusion.

H4: Organizational socialization moderates relation between perceived POF and employee commitment.

Socialization and Employee Engagement

Employee engagement occurs when employees are dedicated and clear about what roles to perform. According to authors Shuck, Rocco and Albornoz (2011) companies invest today in organizational processes that benefit the individuals so to achieve the goals. Processes like recruitment and selection, on boarding, appraisal and feedback. A company's health system invested in its socialization and training and development process. This resulted in 96 percent retention rate, increased profits and greater patient satisfaction. Organizations do acknowledge the importance of employee engagement yet, reality today is different. Saks and Gruman (2010)

Conceptual Framework

This section highlights about the proposed model for the current study.

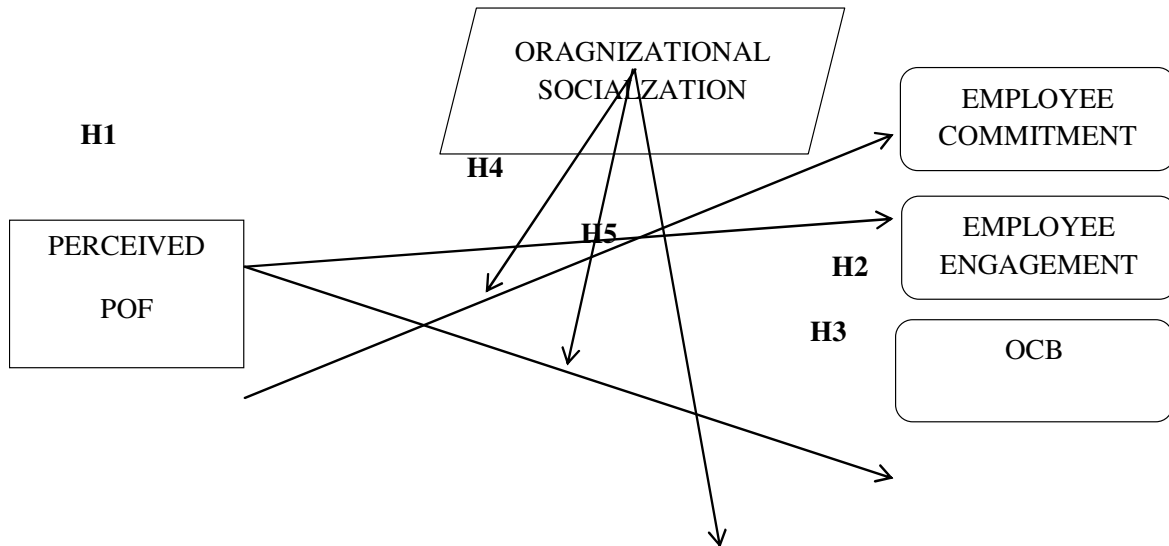


Table 5.1.
Means, Standard Deviations And Intercorrelations For Employee Commitment, Employee Engagement And OCB And Predictor Variables Perceived POF And Organizational Socialization (N=130)

Variables	M	SD	1	2	3
Employee commitment	3.05	.84	.57**	.60**	.72**
Employee engagement	2.95	.79	-.25**	-.39**	-.37**
OCB	3.02	1.01	.65**	.53**	.71**
Predictor variables					
1. Perceived POF	2.97	.64	-	.34**	.77**
2. Organizational socialization	2.86	.85		-	.84**
3. POF_OS	8.69	3.46			-

p* < .05; *p* < .01.

mentioned the levels of disengagement is raising thus causing and engagement gap. This gap has caused a loss of \$300 billion/year to the US businesses. To overcome this issue of disengagement and enhancing the concept of engagement, organization socialization plays a vital role. Employees opting for an organization based on their perceived fit specially based on realistic job previews (RJPs) and good amount of information available to them are more engaged and responsible towards their roles and organization (Goede et al., 2013).

H5: Organizational socialization moderates between perceived POF and employee engagement.

Socialization and OCB

Culture based on shared values and norms results in OCB. Socialization is one such way to share the values,

norms and information about the organization especially to the newcomers. Individuals that are well involved in socialization process tend to be more flexible and develop common understanding for better communication that leads to learning (Ge, Su and Zhoy, 2010). Perceived POF of newcomers about organization also builds OCB and socialization helps newcomers to further adjust in organization (Biwas and Bhatnagar, 2013). This develops a feeling amongst individuals that they are being valued and guided which in turn builds OCB (Ang, Van and Thomas, 2003). According to Gupta and Singh (2010), organizational socialization is not treated as a high performance HR practice. Yet, it is an important human resource practice needed to be conducted by the organization. Some recent researches have been conducted on socialization and OCB.

Table 5.2.
Simultaneous Multiple Regression Analysis Summary For Perceived POF Predicting Employee Commitment (N=130)

	IV	DV	B	SEB	β	T	Sig
a	Perceived POF	EC	.76	.09	.57	8.02	.000
b	Perceived POF	EC	.55	.08	.42	6.45	.000
	OS	EC	.46	.06	.46	7.11	.000
c	POF	EC	.39	.31	.30	1.26	.208
	OS	EC	.31	.28	.31	1.11	.267
	POF OS	EC	.05	.10	.22	.52	.602

Note. (a) $R^2 = .335$; $\Delta R^2 = .330$; $F(1,128) = 64.401$, $p < .001$

(c) $R^2 = .525$; $\Delta R^2 = .514$; $F(3,128) = 46.458$, $p < .001$

* $p < .05$; ** $p < .01$.

Table 5.3.
Simultaneous Multiple Regression Analysis Summary For Perceived POF Predicting Employee Engagement (N=130)

	IV	DV	B	SEB	β	T	Sig
a	Perceived POF	EE	-.31	.10	-.25	-2.99	.003
b	Perceived POF	EE	-.17	.10	-.13	-1.61	.109
	OS	EE	-.32	.08	-.34	-3.43	.000
c	POF	EE	-.91	.38	-.73	-2.37	.019
	OS	EE	-1.00	.34	-1.06	-2.87	.005
	POF OS	EE	.25	.12	1.09	2.00	.047

Note. (a) $R^2 = .066$; $\Delta R^2 = .058$; $F(1,128) = 8.989$, $p < .001$

(c) $R^2 = .195$; $\Delta R^2 = .176$; $F(3,128) = 10.186$, $p < .001$

* $p < .05$; ** $p < .01$.

H6: Organizational socialization moderates between perceived POF and OCB.

RESEARCH METHODOLOGY

Population and Sample Selection

Using convenience and snowball sampling, the target was to focus on textile industry of Pakistan, specifically, four private organizations. The time limitation led to the study being cross-sectional. This cross-sectional study (one-shot), aimed at the data collection from the specified sample at one point of time. Employees at middle management levels having work experience with current organizations for a period of a year or less were considered. These newcomers were inducted in the organization via MTO programs and after the completion of these programs their final selection was done to be hired for the respective organizations.

Instrument selection

The independent variable of the study was perceived

POF. The questionnaire for perceived POF used by Goede et al. (2013) in their study was OCP. Organization culture profile (OCP) was developed by O-Reilly, Chatman and Caldwell (1991). It was to measure the POF in terms of culture by matching values of individuals and organizations. The items of organization socialization were adapted from study of Haueter et al. (2003) that developed a newcomer socialization questionnaire (NSQ). For current study purpose, only items related to organizational socialization were considered, inquiring about newcomer's organization acquaintances. Employee commitment was measured by Meyer et al. (1993) TCM Employee Commitment Survey, which is used to measure the behavior of individuals. Employee engagement was measured in this study by adapting SAIC Employee Engagement Survey (Gallup, 2011). OCB was measured by adapting questionnaire from study of Williams and Anderson (1991). Two classes of OCB were measured that were OCBs-individual and OCBs-organization. OCB-individual benefits the individual in particular and OCB-organization benefits the organization on whole (Liang, 2012).

For all items, a five-point likert scale was used ranging from strongly disagree to strongly agree. Responses were measured accordingly.

Table 5.3.
Simultaneous Multiple Regression Analysis Summary For Perceived POF Predicting OCB (N=130)

	IV	DV	B	SEB	β	T	Sig
a	Perceived POF	OCB	1.03	.10	.65	9.88	.000
b	Perceived POF	OCB	.84	.10	.53	8.42	.000
	OS	OCB	.41	.07	.35	5.47	.000
c	POF	OCB	.52	.36	.33	1.43	.154
	OS	OCB	.12	.33	.10	.36	.714
	POF OS	OCB	.11	.12	.37	.91	.365

Note. (a) $R^2 = .433$; $\Delta R^2 = .429$; $F(1,128) = 97.784$, $p < .001$

(c) $R^2 = .544$; $\Delta R^2 = .534$; $F(3,128) = 50.191$, $p < .001$

* $p < .05$; ** $p < .01$.

Data collection procedure

The data was collected through questionnaires from textile sector, focusing on four organizations. Nearly, 210 questionnaires were floated. The data gathered by this method was used for further analysis. Out of 210 floated questionnaires, 167 were returned. But for analysis only 130 were used as 37 questionnaires were returned incomplete.

After the collection of sufficient amount of data from the targeted respondents, statistical analysis software IBM SPSS 20 was used for the analysis of the data. Analysis that was carried out after obtaining data was demographic analysis, descriptive analysis, reliability analysis, correlation and regression analysis for independent, dependent and moderator that were variables of this current study. Other statistical techniques that were used in this research were correlation and multiple regression analysis along with moderation.

Reliability Analysis

Content validity ratio was done for the current study. Two industry specialists and two academicians were provided with the questionnaire for reviewing before circulating to target audience. For validity of questionnaire the questionnaire was adapted from authentic sources that were previously published in literature and widely used by many researchers and practitioners.

Data Analysis

Pilot Study Are liability test was conducted to check the value of cronbachs alpha that shows the inter-item consistency reliability. A sample of total 29 questionnaires was used to check the reliability of items. Alpha values above than .60 are favorable (Sekaran,2003). For the pilot study of the current

research, the alpha values were above .60 and ranged between .80 to .88.

Reliability Analysis

Cronbachs Alpha values for all the variables under consideration for the current study were observed. Independent variable, perceived POF, had a total of 15 items and its cronbachs Alpha value was .83. Moderator of the study, organizational socialization had a total of 08 items and cronbachs alpha value was .80. Dependent variables included in study were employee commitment, having 13 items and cronbachs alpha was .90, employee engagement had 09 items and cronbachs alpha was .82 and OCB had 13 items and cronbachs alpha value was .95. Overall the cronbachs alpha values showed good internal consistency of all the items selected for the current study since all alpha values were above .60.

Demographic Analysis

For the current study experience (Exp) was chosen for demographics. Demographic analysis was carried out since the study aimed to find the role of perceived POF of newcomers that generate various employee behaviors in the organizations. From a total of 130 questionnaires, 75 respondents had an experience of less than a year in their current organization and 55 respondents had an experience of a year in the current organization. The frequency and percentages both show that major respondents of current study were having an experience of less than a year in their respective organizations hired by the organizations after completing their MTO program duration.

Descriptive Analysis

This study used a five point likert scale to obtain

responses from the target sample. For this scale, 1 was regarded as strongly disagree and 5 was regarded as strongly agree. The Min value here represented 1 being strongly disagree and Max value being 5 as strongly agree. The mean are the averages of the data obtained from target sample.

For this study values for mean ranged between 2.86 to 3.05. This was either close to 3 or greater than 3. This interprets that responses were mostly inclined towards agreement.

RESULTS AND INTERPRETATION

Table 5.1. expresses about the correlation between the variables of study and table 5.2, table 5.3 and table 5.4 shows regression analysis of variables under study that perceived POF predicting employee behaviors like employee commitment, employee engagement and OCB. Each variable is regressed individually to check its effect. The sample size for the study is 130.

Correlation Matrix

The means, standard deviations and inter-correlation can be found in Table 5.1. for the variables.

Regression

Baron and Kenny (1986) method was used to run the statistical tests. For moderation check, Gaskin (2012) method was used to confirm the results.

Table 5.2., Table 5.3. and Table 5.4. shows the multiple regression using Baron and Kenny (1986) to conduct multiple regression along with a moderator (steps a, b and c). The step (a) used independent variable perceived POF and regressed on dependent variables (EC, EE and OCB). Step (b) used perceived POF and moderator OS as independent variable and regressed it on DVs. Step (c) used perceived POF, moderator OS and product of perceived POF and OS and regressed on DV (EC, EE and OCB).

Hence, the hypotheses H1 proved that there was an impact of perceived POF on EC. Also OS played a moderating role between them and had a significant impact as value of R square increased from .33 to .51.

Hence, hypotheses H2 and H5 stated as the perceived POF had an impact on EE and OS moderated the relationship. The moderator OS also impacted on the relation between them yet was negatively.

Hence, hypotheses H3 proved to have a positive impact of perceived POF on OCB and the moderator OS also had a significant impact and enhanced the relationship between perceived POF and OCB as value of R square increased from .43 to .54.

DISCUSSION

The values of individuals towards the organization are at

core of this study since they develop the perceptions leading to perceived POF. The perceived POF of newcomers was of great importance for this study and might be a less researched area in literature. But the way newcomers opt for jobs after the MTO programs based upon their developed values and perceptions about the organization impacts their long-term behaviors. Becoming an insider of the organization lay in hands of these individuals and once they accept the offer based on values and perceptions then how organizational socialization helped in developing and shaping their behaviors further.

As per the hypotheses for the current study, H1 stated the impact of perceived POF on employee commitment. Regression analysis showed significant relationship between these variables as the t-value and significance were both in acceptable limits. H1 proved to have a positive impact on employee commitment. The perceived POF that focused on individual inclined towards attractive values develops a sense of positivity towards work and newcomers are likely to show favorable behaviors at work. Results for perceived POF on employee engagement were proved to have a negative impact. The hypothesis H2 was accepted since negative impact had occurred in the current organizational context and wasn't leading towards employee engagement amongst newcomers. The reason for this negative impact can be various. Since the study used particular items specially in newcomers perceptions that lead to POF, it can be stated sometimes individuals hold strongly to their values and principles to an extent that they don't show flexibility when it comes to ethical climate of the organization thus creating conflicts and creates disengagement (Billsberry, Ambrosini, Marsh, Moss and Meurs, 2005). This can also be seen by the current results have perceived POF was negatively impacting the employee engagement. Also sometimes conflicts of sorts develops individual behavior where they start perceiving organizations principle oriented value system to be as odd depending on their ethical orientation that creates a weak relation with their current work thus reducing their engagement towards work temporarily (Coldwell et al., 2008). In current organizational context, external factors can also play a major part in disengaging employees even if they have opted to work and carry out jobs based on their perceived POF. These factors can be manager's way to delegate tasks, the level of trust they show and the way they communicate with newcomers can all create disengagement towards work (Shuck et al., 2011). Hypothesis H3 was accepted for this current research where there was a significant impact of perceived POF on OCB. The data analysis on textile sector of Pakistan proved this hypothesis. Since the perceptions of individuals towards an organization and job develop a POF, similarly these values and perceptions also cater to the OCB benefiting the

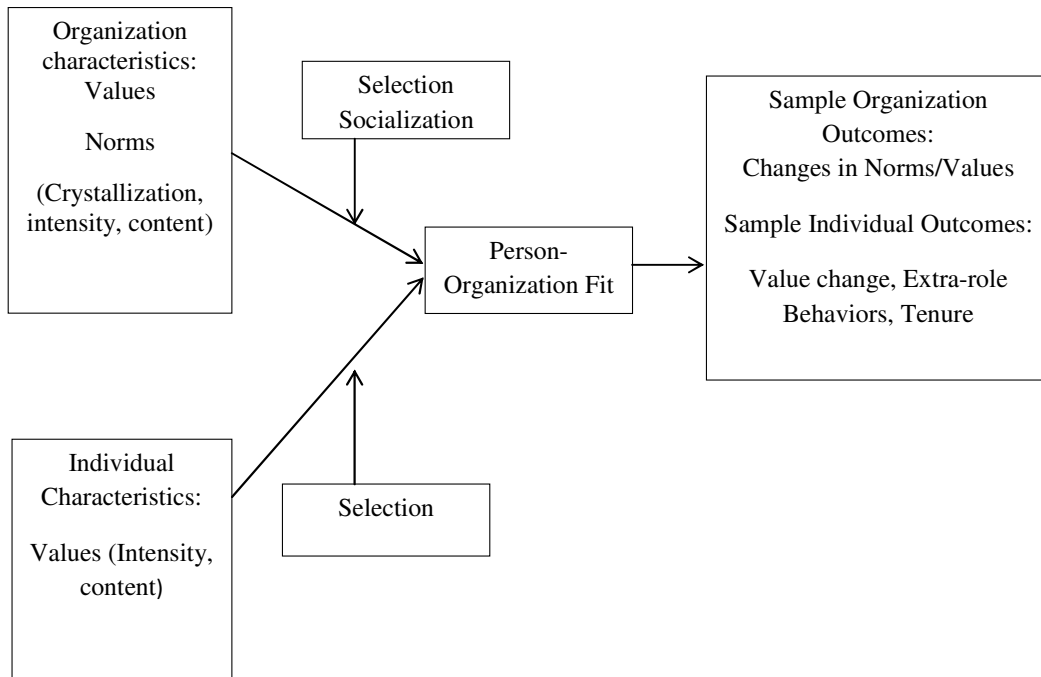


Figure 1: Model of Person-Organization Fit (Chatman, 1989)

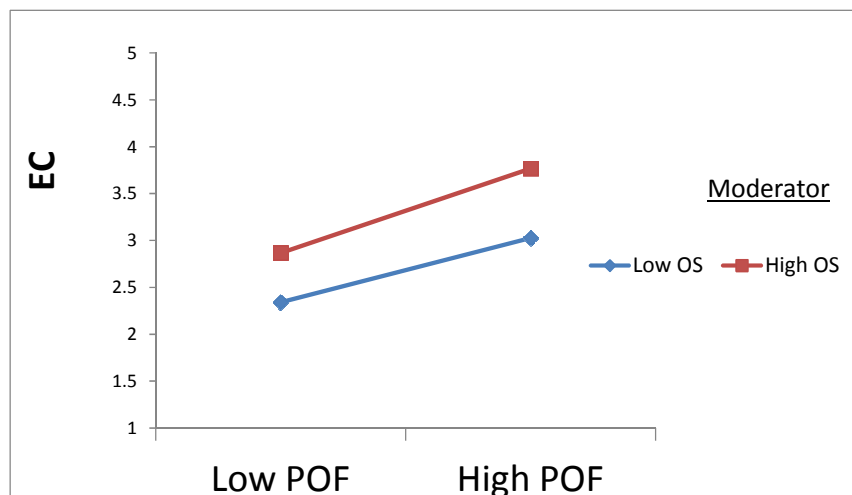


Figure 2. OS strengthened the positive relationship between perceived POF and employee commitment (Gaskin, 2012).

individual and the organization.

The second section of this study explained the role of a moderator of the study that was organizational socialization and how it impacted the relationship. For further check the effect of moderation Gaskin (2012) method was used which showed the impacts had occurred amongst the variables. Figure 2, Figure 3 and

Figure 4 are related to the Gaskin (2012) moderation check.

For the current study organizational socialization acted as a moderator between the relation between perceived POF and employee commitment as seen by the increase in R square values. Hypothesis H4 was accepted showing a significant positive impact of socialization on process.

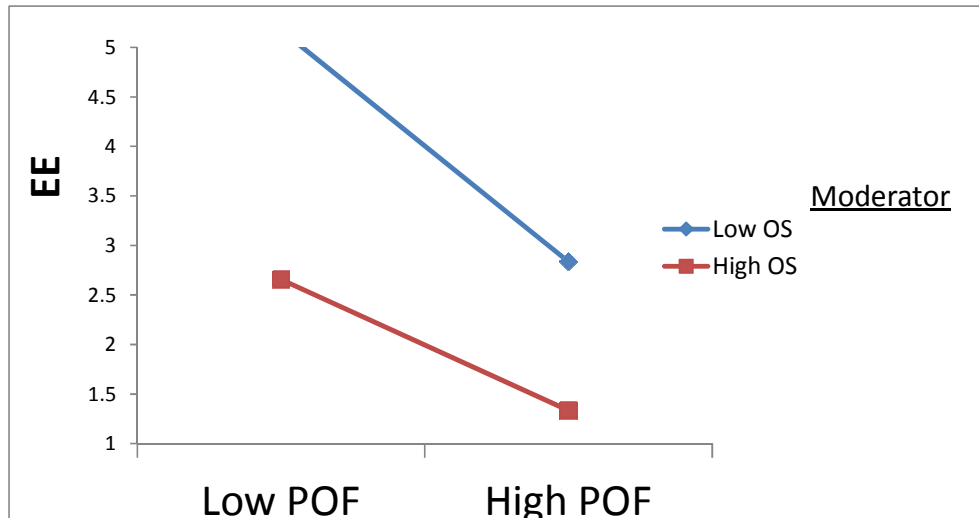


Figure 3. OS dampened negative relationship between perceived POF and employee engagement (Gaskin, 2012).

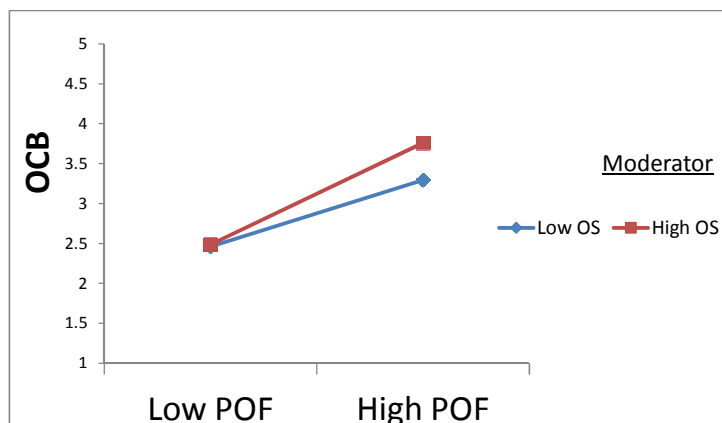


Figure 4. OS strengthened the positive relationship between perceived POF and OCB (Gaskin, 2012).

Thomas et al. (2012) stated organizational socialization is one such tool that converts the KSAs of newcomers into meaningful, desirable and rapid results that develops commitment. According to Gaskin (2012) results, OS strengthened the positive relationship between perceived POF and employee commitment. Organizational socialization had a moderating role between perceived POF and employee engagement in the current study. Yet, the impact of the moderator was negative. As per literature, perceived POF had positive impact on employee engagement, the addition of moderator to the study showed a relationship but OS was weakening the relation. Hypothesis H5 was accepted as there was a moderating role of OS. Based on the perceived attractive values of newcomers towards job and organization, newcomers are likely to show behaviors where they

weigh more on the attractive values thus creating a POF for them. According to Goede et al. (2013), accurate amount of information about job responsibilities and sometimes RJPs are better way for newcomers to develop a POF by having right expectations. Even though hired after being a trainee of the respective organization, the newcomers should have balanced expectations yet it might be true as well that nature of responsibilities do change once becoming a permanent member of organization which temporarily creates disengagement. According to Gaskin (2012) moderation test, OS dampened the negative relationship between perceived POF and employee engagement. Hypothesis H6 was accepted as OS had a moderating role on perceived POF and OCB. Results for the current research also justified the literature as values were obtained after the analysis

which proved that OS being a moderator did impact and strengthened the relation between newcomers perceived POF and OCB. According to Gaskin (2012) results, OS strengthened the positive relationship between perceived POF and OCB.

Implications

Researchers conducted by previous researchers have worked on relationship between POF and employee behaviors and socialization and employee behaviors. But testing the role of perceived POF of newcomers on employee behaviors with moderating role of organizational socialization especially in Pakistani context is significantly original research. Secondly, newcomers perceived POF was not only taken in general sense but also focused on individual values like attractive and aversive values of newcomers.

For the managerial implications, firstly, the newcomers POF perceptions develop and alter with time and depend mainly upon the values of organization. So every individual has a unique and distinguished set of preferences that led them to opt for a job and organization based on attractive values they hold. In the current organizational scenario, findings show that attractive values are of greater importance yet need is to practically work on various value aspects that might be affecting employee behaviors at stages of their careers. Secondly, personality can be one of the factors of creating engagement and disengagement towards work as every individual being different personality wise, view work differently. This can be dealt by either providing dynamic environment or culture where employee can fit in properly as they will perceive about a value match and secondly the manager's support along with right opportunities towards development can also be useful. Thirdly, individuals inducted as a trainee in the organization does not mean to go easy on the organizational socialization process once they are being hired to be part of permanent workforce. Need is to design well defined socialization programs that are source of information and knowledge for newcomers in every aspect.

Limitations and Future Recommendations

This research has certain limitations. Firstly, the textile sector was opted as a sample of this research. As for future, the number of organizations can be increased that will also increase the number of respondents for the study. Secondly, a limit to generalize ability of results to other organizations and professions is there since this research was focused on textile industry of Pakistan only. Third, the study used organizational socialization as a

moderator of the study. The other two aspects of socialization that are task socialization and group socialization were not considered in current study, which might depict different results of socialization. Future research can use these two domains of socialization as well.

For future researchers, Shuck and Wollard (2010) stated that managers are a driver of the culture of organization and organizational culture drives work engagement. This states that organizations should focus on skill set of managers by carrying out the recruiting process carefully and sensibly. Since managers are required to be situation handlers as well, they also need to deal with various individuals in these situations. Secondly, apart from perceptions of newcomers towards development of POF, their needs can also play a role towards their behavior development. Other fits like P-J fit and P-E fit can be added to this study to see impact in generating employee behaviors in presence of organizational socialization. Also other moderators and mediators can be added to study to measure new dimensions. Seventh, gender can also affect the values of individuals in any environment. Since this study did not involve the role of gender, future studies can use this as a demographic variable and test that effect of varying gender empirically on the values and perceptions they develop and how OS can impact these values leading to employee behaviors.

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