

Effects of organizational socialization (OS) on organizational citizenship behavior (OCB)

Adel salavati

Islamic Azad University - Sanandaj branch, IRAN

Freyedon Ahmadi

Public management Department, Payame Noor university, 19395-4697 Tehran, I.R. of IRAN

Saman Sheikhesmaeili

Islamic Azad University - Sanandaj branch, IRAN

Maryam Mirzaei

PHD Students of Osmania University Heidarabad (India)

Abstract

Purpose: This study has been in the field of organizational behavior and concepts of organizational culture. The main purpose of this research was to examine the relationship between organizational socialization levels with Organizational citizenship behaviors in higher education institutes. To this end, all employees of universities and higher education of the Sanandaj city, by way of statistical population have been evaluated. *Design/Methodology/Approach:* Method of this research is descriptive study, in kinds of the correlation, with view of purpose from the Applied Research, in terms of data collection, from a prospective, cross - sections and in particular, is based on Structural Equation Models. For Data collected, survey method is used. Accordingly, for measure the basic concept of research, respectively, organizational citizenship behavior questionnaires of Podsakoff (2000) includes 20 questions and organizational Socialization of Ralph Katz (1988) included 16 questions were applied. Cronbach alpha reliability of the questionnaire method for two variables, respectively referenced .92 & .95 were calculated and verified. Also using standardized questionnaires and consultation with experts will provide the Validity. *Findings:* Final results of study showed a significant correlation between organizational Socialization and organizational citizenship behavior in staff of higher education institutes. Also in accordance with the other results of study, organizational Socialization variable is effective on five dimensions of organizational citizenship behavior includes Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue. Finally, research Conceptual Model confirmed with goodness of fit.

Key words: Organizational Socialization, Organizational Citizenship Behaviors, Altruism, Conscientiousness, Courtesy, Sportsmanship, Civic Virtue, Higher Education Institutes.

1- Introduction

Organization is social institutional, which make for goals with their methods, values and beliefs (Etebarian & Khalili, 2008). When individuals join organizations, they must learn to understand and make sense of their new surroundings (Louis, 1980). The method by which this sense-making occurs is known as organizational socialization (Gruman & et al, 2006).

Louis (1980) defined organizational socialization as: The process by which an individual comes to appreciate the values, abilities, expected behaviors, and social knowledge essential for assuming an organizational role and for participating as an

organizational member (Louis, 1980). Several reasons showed particular importance of organizational Socialization, in both individuals and organizations role. But despite the importance of organizational Socialization, little research has been done about it (Becker, 2002).

It has been found that Organizational socialization plays a crucial role in the early stages of employment for newcomer (Shaemi Barzoki & asghari, 2010). In particular, Organizational socialization is an important consideration for both employees and organizations for a number of reasons (Cooper-Thomas & Anderson, 2006). Thus Organizational socialization has impacts on both organization and individual (Ge et al, 2010).

Researchers developed an integrated multi-level process model of organizational socialization, which indicated that organizational socialization influence a wide variety of outcomes at the organization, group, and individual levels (Saks & Ashforth, 1997). At the individual level, researchers have proposed variables, such as higher job satisfaction, organizational commitment, turnover, and job performance (Ostroff and Kozlowski, 1992). Others more emphasis on behavioral outcomes, such as organizational citizenship behaviors (Saks & Ashforth, 1997).

Organizational citizenship behavior is a personal and volunteer behavior that is not mentioned directly in official rewards system of an organization. However, it contributes to effectiveness and efficiency in an organization (Appelbaum et al, 2004). So successful organizations need employees who will do more than their usual job duties and provide performance that is beyond expectations. Organizational citizenship behaviours describe actions in which employees are willing to go above and beyond their prescribed role requirements. Therefore, development of Organizational citizenship behaviours is very important (Zarei Matin, et al. 2010).

Earlier researchers defined organizational citizenship behavior without regard to intra-role performance. They stressed that OCB should be considered as an extra-role behavior (Morrison, 1994). Thomas and Anderson (2006) paid attentions to extra-role performance as well, and pointed that OCB was not empirically tested in previous socialization research (Ge et al, 2010). Researches showed Compatibility and conformity of employees with the values and norms of organization are caused removed lack of overlap in some employee's value with enterprise values. And the staff accepting and internalize the values and norms, comply own behavior with their demands of organization, and showed extra-role for the encourage of organization in achieving its goals (sheikhesmaeili, 2011).

This framework includes two new concepts in management, which are known as Organizational Socialization and organizational citizenship behavior and refers to influence of organizational socialization on extra-role and OCB. In other hand, effective socialization can have lasting and positive effects, enhancing person- organization fit and person-job fit as well as OCB (Cohen & Veled-Hecht, 2010). At continue will be discussed influences of their dimensions and components.

2- Theoretical Framework

2-1- Organization Socialization

Definitions. With design of organizational culture, was considered the Organization Socialization issue in behavioral and managerial discussions. Individual in Socialization process provided the knowledge and skills that needed for organizational role (Feldman,

1981); Learns the organizational culture (*van vianen, 2000*); and learn the values, abilities, attitudes and organizational social knowledge (*Taormina, 2009*).

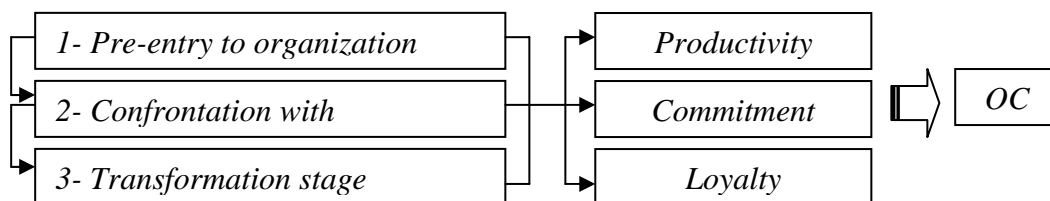
On this base, Organizational socialization has been defined as the process by which an individual acquires the attitudes, behavior, and knowledge needed to participate as an organizational member of on organization (*Van Maanen & Schein, 1979*). This definition, as with virtually all definitions of this concept, emphasizes the importance of socialization as being important in helping the person successfully adjust to the people and culture of an organization (*Taormina, 2009*). Thus, Organizational socialization refers to the process by which newcomers make the transition from being organizational outsiders to being insiders (*Bauer et al., 2007*). Through this process, employees acquire knowledge about and adjust to new jobs, roles, work groups, and the culture of the organization in order to participate better as an organizational member (*Saks et al., 2007*).

2-1-1- Organizational Socialization; Process, tactics & Communications.

Process. Most research on organizational socialization focused on its process (*Taormina, 1997*). Saks & Ashforth, 1997; Colella, Bauer, Morrison & Callister, 1998; Goparaju, 2000; Gruman, Saks & Zweig, 2006; Kim, Cable & Kim, 2005; Bauer, Bodner, Tucker, Erdogan & Truxillo, 2007, were showed Investigation of the socialization process has typically followed one of three approaches to understand socialization factors that influence newcomer adjustment (organizational, individualistic, or interaction). An organizational approach involves examining methods and processes (e.g., organizational socialization tactics) that organizations use to structure newcomers' socialization experiences. An individualistic approach focuses on newcomer attributes (e.g., personality) and proactivity (e.g., information seeking and acquisition). Recent work has taken a traditional person-by-situation interaction approach to understand how newcomer self-socialization proactivity works in tandem with organizational socialization tactics to influence newcomer (e.g., Griffin) adjustment (*fang et al. 2011*).

Other studies showed Organizational Process Socialization have divided into three stages: pre-entry stage, confrontation and transformation (*Schein & Maanen, 1979*). These three stages have severely effects of performance, productivity and individual commitment in providing organizational goal. In Figure 1, this process is presented.

Figure 1. Organizational Socialization Process



The other scholars defined organizational socialization with 3 stages:

- 1- Anticipatory socialization
- 2- Accommodation socialization
- 3- Role management socialization (*Cook et al., 1997*)

Tactics. There are differences ideas about the nature of this process. Some consider it a kind of learning process and the other groups consists of Socialization is a training process (*sheikhesmaeili, 2011*). And Socialization is done may be formal (with

organizations programs, staff training & job rotation) or informal shape (from supervisors and colleagues) (Husseini, 2007).

But the reconceptualizations by Chao et al. (1994) and by Taormina (1994) revealed distinct content areas of socialization. In the latter approach, four dimensions of socialization were described, namely, training, understanding, coworker support, and future prospects. This model is parsimonious (Taormina, 2004) as three of the dimensions cover all six areas identified by Chao et al. (1994), and added a fourth domain, i.e. future prospects. Also, the four areas have been considered to be indicators of successful socialization (Taormina, 1997).

Frameworks Related. Research has confirmed the relations of different variables with organizational Socialization, as role of individual differences in Socialization (Kammeyer-Mueller et al. 2005) The role of values in Organizational Socialization newcomers (Cooper-Thomas et al, 2004); effect of demographic variables on organizational Socialization (Colella, 1994)); the role of newcomers as active or passive factor in organizational Socialization (Louis, 1980); methods for obtaining information in Socialization (Ostroff & Kozlowsky, 1992); learning role in organizational Socialization (Taormina, 2004); effect of employers' performance on the Socialization process (Morrison, 2002); Socialization tactics (Van Mannen & Schien, 1979); practices impact on behavioral variables such as role conflict and intention to leave work (Bauer et al, 2007), anxiety (Saks & ashford, 1997) The role of innovation (Saks & ashford, 1997), job satisfaction and organizational commitment (Bauer et al, 2007); organizational citizenship behavior (Ang and et, al. 2003), and skills in the work (Saks and ashford, 1997).

2-2- Organizational Citizenship Behavior

Literature & Definition. Organizational citizenship behavior has rapidly become one of the most extensively studied topics in applied psychology and organizational behavior (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). The major research, in this relatively infant field of study has mainly taken place in the 1990s and still continuing at a stable pace. The first researchers to use the term citizenship behaviors were Bateman and Organ (Bateman and Organ, 1983). and early definitions of OCB by Barnard, 1938; Katz, 1964; Organ, 1988; Smith et al, 1983, purported to work actions which are discretionary and neither explicitly nor directly rewarded by formal organizational reward systems (Desivilya et al, 2006). Later terminology included labels such as organizational spontaneity (George and Brief, 1992) and prosaically organizational behavior (Brief & Motowidlo, 1986). Organ (1997) redefined the OCB construct as actions designed to assist in "the maintenance and enhancement of the social and psychological context that supports task performance" (Organ, 1997). Resent researches define OCB as favorable, natural and voluntary, nonobligatory behaviors of the workmen of an organization who have open general intentions (polat, 2009). But all of the definitions indicate the fact that OCB contains favorable behaviors which can be beneficial to the organization, administration, groups and the individuals (polat, 2009).

In subsequent research, several related concepts of OCB have been proposed and examined, including extra-role behavior (Van Dyne et al. 1995), civic citizenship (Van Dyne et al. 1994), prosocial behavior (Brief and Motowidlo, 1986), organizational

spontaneity (*George & Brief, 1992*), and contextual performance (*Motowidlo et al. 1997*).

Types of OCB. Graham (1989) believes that citizenship behavior is in the three modes; which are including organizational obedience, organizational loyalty and organizational participation:

1. *Organizational obedience*: The term refers to those behaviors that are identified to be necessary and desirable. These behaviors are acceptable within reasonable arrangements and requirements. Indicators of organizational obedience are behaviors such as respecting organizational regulations, conducting job duties completely and performing responsibilities with consideration for organizational resources (*graham, 1989*).

2. *Organizational loyalty*: organizational loyalty entails promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions (*Podsakoff et al., 2000*). Organizational loyalty consists of loyal boosterism (enthusiastic support) (*Graham, 1989*); protecting the organization (*George & Brief, 1992*); and endorsing, supporting, and defending organizational objectives (*Borman & Motowidlo, 1997*).

3. *Organizational participation*: This concept represents employee involvement in organization including attending meetings, sharing opinions and being aware of current organizational issues. (*Bienstock et al, 2003*).

2-2-1- Dimensions of organizational citizenship behavior

There hasn't been any reached consensus on the definition of OCB dimensions in the study of literature and it can be seen that there have been over 30 definitions of OCB in various studies (*Podsakoff and et al., 2000*). Thus there are many factors that can contribute to the determination of Organizational Citizenship Behavior (*Organ et al. 2006*). Although the exact dimensionality of the OCB construct is unclear (*LePine et al., 2002*), many empirical studies have used Organ's (1988) taxonomy, which Podsakoff et al. (1990) operationalized (*Bove et al., 2009*). Organ (1988) has provided five dimensions including, altruism (helping out coworkers), conscientiousness (doing an exceptional job in one's role), courtesy (being kind to coworkers), sportsmanship (not complaining about little inconveniences in the workplace) and civic virtue (staying up on company policies).

H₁: Altruism, Conscientiousness, Courtesy, Sportsmanship and Civic Virtue will be predicted organizational citizenship behavior.

In addition to this five case scholars defined other Dimension that showed in table 1.

Table 1: Dimensions of organizational citizenship behavior

Dimension	Definition	Source
Altruism	Discretionary behavior that has the effect of helping a specific other person with an organizationally relevant task or problem.	Smith et al. 1983; Organ 1988; Podsakoff et al. 1990; Van Dyne & LePine 1998; Graham, 1989; Moorman & Blakely 1995.
Conscientiousness	Discretionary behavior on the part of an employee that goes well beyond the minimum role requirements of the organization, in the areas of attendance, obeying rules and regulations, breaks, and so forth.	Smith et al. 1983; Organ 1988; Podsakoff et al. 1990; Van Dyne & LePine 1998; Graham, 1989; Moorman & Blakely 1995.

Sportsmanship	Willingness of employees to tolerate less than ideal circumstances without complaining to avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes.	<i>Organ 1988; Podsakoff et al. 1990.</i>
Courtesy	Discretionary behavior on the part of an individual aimed at preventing work-related problems with others.	<i>Organ 1988; Podsakoff et al. 1990.</i>
Civic virtue	Behavior on the part of individuals indicating that they responsibly participate in, are involved in, or are concerned about the life of the organization.	<i>Organ 1988; Podsakoff et al. 1990.</i>
Functional participation	Participatory contribution in which individuals focus on themselves rather than others in their organizations (e.g., performing additional work activities, volunteering for special assignments).	<i>Van Dyne et al. 1994</i>
Advocacy participation	Behavior targeted at others in an organization and reflecting a willingness to be controversial, such as encouraging quiet people to speak up in meetings and helping coworkers think for themselves.	<i>Van Dyne et al. 1994; Graham 1989; Moorman & Blakely, 1995</i>
Loyalty	Allegiance to an organization and promotion of its interests.	<i>Van Dyne et al. 1994; Graham 1989; Moorman & Blakely, 1995</i>
Voice	Primitive behavior that emphasizes the expression of constructive challenge intended to improve rather than merely criticize.	<i>Van Dyne et al. 1995; Van Dyne & LePine, 1998.</i>

Reference: Farh, Jiing-Lih; Zhong, Chen-Bo & Organ, Dennis W. (2004), "Organizational Citizenship Behavior in the People's Republic of China", *Journal of Organization Science*, Vol. 15, No. 2, pp. 241–253.

2-3- Organizational Socialization and organizational citizenship behavior

H₂: Organizational Socialization of the employees will be positively correlated with organizational citizenship behavior.

Creating organizational citizenship behavior requires a culture based on shared values. This type of behavior develops and spread in an environment wick that is emerged common values and attitudes among employees about voluntary compliance of regulations and institutional rules (Conscientiousness), tolerance to everyday problems and difficulties, and loyalty to Organization. Thus, remembered organizational citizenship behavior as culture or template (Zarei Matin et al, 2006). And Commitment to values and patterns in organization is realize with the organization Socialization process (Shaemi Barzoki & asghari, 2010).

In different research (*Moorman, 1991; Saks & Ashforth, 1997; Ang et al, 2003; Cooper-Thomas & Anderson, 2006; Ge & et al, 2010*) concluded that organizational commitment has been made a strong predictor for extra-role behaviors and organizational citizenship behavior. So we can guess that personnel's organizational socialization with mediating role of organizational commitment has affective on organizational citizenship behavior.

On the other hand, that employee's wick better socialized at their job and organizations will be further role in consolidate of corporate culture. Also in many studies has been investigated impact of various organizational culture organizational citizenship behaviors. The results of research show that as much as organizational culture includes of features such as process oriented, employee oriented, open system

and loose control, as well as organizational citizenship behavior will be possible to create (ahmadi, 2009).

Indeed, high level of values and goals, history, and language socialization will promote a common understanding and internalization of organizational values and goals, which motivate employees to perform organization citizenship behavior for personal and organizational goals. Meanwhile, socialization contributes to employees' understanding of organizational tradition and language, thus help employees communicate with coworkers and supervisors better, hence promote learning of OCB boundaries, coworker extra-role performance norms, and supervisor's actual performance criteria. Therefore, not only the internalization of organizational values and goals will promote individual's organization citizenship behavior, pursuing sound evaluation and future career development can bring individual's OCB as well (Ge & et al, 2010).

Cooper-Thomas and Anderson (2006) proposed that values and goals socialization is positively associated with extra-role performance (includes OCB), and they believed extra-role performance is strongly related to individual's learning from colleagues, supervisor and mentor (Cooper-Thomas & Anderson, 2006).

Saks and Ashforth (1997) refer to OCB in their OS model as an individual level outcome (Saks & Ashforth, 1997). Newcomers are likely to feel comfortable once they have the ability to be helpful if they choose, and savvy newcomers will recognize the importance of extra-role performance since this is often included in supervisor performance evaluations (Johnson, 2001).

Finally, if take in job satisfaction as one of affiliates organizational Socialization, we are inevitably take into account the impact of job satisfaction on organizational citizenship behavior. On the other hand Organizational citizenship can be viewed as a social resource that can be exchanged by individuals who have been the recipient of social rewards (Moorman, 1991). Thus, when employees feel as though they receive a lot from the organization, their citizenship behavior will be higher. When they feel their exchange relationship is less positive, they can withhold these discretionary behaviors with little fear of negative consequences. This is because organizational citizenship is not required by the job and there are no formal sanctions for failing to contribute these behaviors to the organization (Ang et al, 2003).

So we can predict wich if bring to pass the Socialization plan in organizations with good quality, can be caused extra-role behavior including organizational citizenship behavior in employees. Finally with this review of variables, we defined sub-hypotheses.

H_{2a}: Organizational Socialization of the employees will be positively correlated with Conscientiousness.

H_{2b}: Organizational Socialization of the employees will be positively correlated with Altruism.

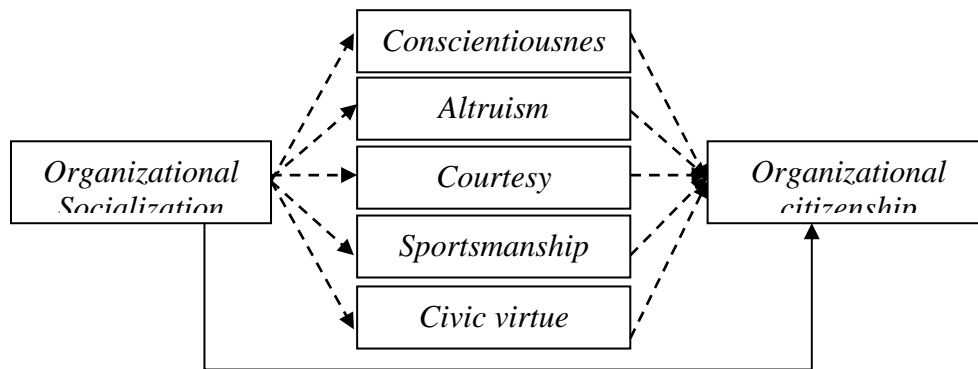
H_{2c}: Organizational Socialization of the employees will be positively correlated with Courtesy.

H_{2d}: Organizational Socialization of the employees will be positively correlated with Sportsmanship.

H_{2e}: Organizational Socialization of the employees will be positively correlated with Civic virtue.

Conceptual Model. Conceptual model of this research and the structural basis for hypotheses it showed in figure2. As follows:

Figure 2. Summary of the hypothesized pattern of relationships



3- Research methodology

3-1- Methods

3-1-1- procedure

The nature and methods of this study is in kinds of Descriptive- Survey Research, and with view of purpose, is among the Applied Research. Since that proposed relationship between two variables, the type of study is Correlation Research Method and in particular, is based on Structural Equation Modeling⁹. Finally, in terms of data collection is from a Cross - Sectional research.

3-1-2- Sample

The study sample is all of staff in higher education institutes of Sanandaj. Method of Sampling in accordance with university class type is Stratified sampling and selection of people to answer the questionnaire was used simple random sampling without replacement. Appropriate sample size at Formula Cochran¹⁰ takes into account 120 people. Questionnaires of research were distributed to 148 employees who had worked in all of higher education institutes of Sanandaj. One hundred and forty two usable questionnaires were returned.

3-2- Measures

3-2-1- data collection

The main tool for data collection in this research is questionnaire. For measure variables, organizational Socialization questionnaire of Ralph Katz (1988) included 16 questions and organizational citizenship behavior questionnaire of Podsakoff (2000) included 20 questions were applied. Participants provided responses on a 5-point Likert ranging from 1 (strongly disagree) to 5 (strongly agree). Reliability of the questionnaire by Cronbach alpha method for two variables, were calculated 0.92 & 0.95 and verified. Also using standardized questionnaires and consultation with experts will provide the Validity.

⁹ SEM

$$^{10} n = \frac{N(z_{\alpha/2})^2 p \cdot q}{z^2(N-1) + (z_{\alpha/2})^2 p \cdot q} = 148$$

3-3- Data Analysis

In this study for the data processing, were used a combination of descriptive and inferential statistics methods. In the first section, frequency, means, standard deviations, reliability coefficients, from the dimensions of variables were calculated and explained. In other part of statistics analyzing was used Kolmogorov Smirnov test to determine Normal or non-normal data. After Correlation analysis was applied to present the interrelationships among the research variables and to examine the confirmation of hypotheses. The multiple regression analysis was used to predict the rate estimation of organizational citizenship behavior with this Dimension and independent variable. And finally the path analysis was performed to determine causal relationships between variables. For this purpose, data collected was analyzed in the spss & lisrel analytical software.

4- Results

Demographic data collected. Demographic variables were descript at *Table 2*, According information of this table, the mean age of the respondents was 40.8 years and 84 per cent are in range of 25-45 years. 66 per cent of the employees were male, 92 per cent had an academic education, and almost employee's record of service is below 15 years.

Table 2
Description of demographic variables

Gender		Age		Education		record of service	
range	Per cent	range	per cent	range	per cent	range	per cent
male	66 %	below 25	1.5 %	diploma & below	8 %	below 5	31 %
female	34 %	25-35	52 %	associate diploma	15 %	5-10	22 %
		36-45	32 %	bachelor	45 %	11-15	26 %
		46-55	14 %	master	29 %	16-20	16 %
		on top 55	.5 %	doctoral	3 %	on top 20	5 %

Notes: n = 142

Descriptive statistics and correlations. Descriptive statistics includes means, SDs¹¹ and intercorrelations among the research variables are reported in *Table 3*. Results showed between 1 to 5 point of Likert ranging, the mean of age, education and record of service at the respondents was 2.51, 2.65 & 2.68. With other results of *Table 3*, If we adopt a continuous perspective, Pearson correlations performed between OS and dimensions of OCB, that higher correlation between the predictor variables is between organizational socialization and Conscientiousness ($r = 0.464, p < 0.01$). This association was mainly attributable to the factors Sportsmanship ($r = 0.372, p < 0.01$) and Courtesy ($r = 0.315, p < 0.01$), Civic virtue ($r = 0.299, p < 0.01$) and Altruism ($r = 0.194, p < 0.05$). It can be seen that there are large significant correlations amongst organizational socialization with the five Dimensions of OCB.

¹¹ standard deviations

Table 3

Descriptive statistics and correlations among studied variables (n=142)

Variables	Means	SD	correlation														
			1	2	3	4	5	6	7	8	9	10	11				
1. Gender ^a	.66	.47	(5.0)														
2. Age ^b	2.51	.79	.255**	(4.3)													
3. Education ^c	2.65	.88	-.117	-.124	(4.0)												
4. record of service ^d	2.68	1.41	.273**	.813**	-.165	(2.5)											
5. Altruism	16.45	2.51	-.039	.150	-.009	.139	(1.5)										
6. Conscientiousness	17.20	2.43	-.021	.200*	-.110	.186*	.266**	(2.2)									
7. Sportsmanship	16.61	2.12	.100	.293**	-.132	.225**	.478**	.463**	(1.6)								
8. Courtesy	16.26	2.42	-.036	.196*	-.009	.083	.512**	.377**	.470**	(1.8)							
9. Civic virtue	16.70	2.13	.022	.056	.011	.016	.483**	.323**	.429**	.584**	(1.5)						
10. OS	61.12	9.72	.004	.041	-.052	-.024	.194*	.464**	.372**	.315**	.299**	(.75)					
11. OCB	83.24	8.62	.003	.240**	-.066	.175*	.748**	.660**	.755**	.797**	.750**	.444**	(.76)				

Notes: ^a female:0 & male:1. ^b below 25:1; 25-35:2; 36-45:3; 46-55:4 on top 55. ^c below diploma & diploma: 1, associate diploma:2, bachelor:3, master:4 & doctoral:5. ^d below 5:1; 5-10:2; 11-15:3; 16-20:4 on top 20. Numbers in square brackets represent Cronbach's α . *p < 0.05, **p < 0.01, ***p < 0.001

Results of multiple regression. With using Multiple Regression we can predict the dimensions of organizational citizenship behavior by organizations trying to make employees socialization. Table 4 it shows the results of this test on data collected from the questionnaire. A multiple regression analysis revealed that, when the weight of the other factors are controlled, the most significant predictors OCB, respectively were Conscientiousness ($\beta = .255$, $p < 0.01$), Civic virtue ($\beta = .247$, $p < 0.01$), Altruism ($\beta = .230$, $p < 0.01$), Courtesy ($\beta = .255$, $p < 0.01$) and Sportsmanship ($\beta = .211$, $p < 0.01$).

Table 4

The multiple regression analysis for predicting OCB

Dependent variable	predictors	B	β	t	sig	R ²	F	d _f
Organizational citizenship behavior	Altruism	.234	.230	3.29**	.001	.38***	36.12***	2,850
	Conscientiousness	.263	.255	4.06**	.000			
	Sportsmanship	.187	.184	2.28**	.007			
	Courtesy	.214	.211	2.65**	.025			
	Civic virtue	.253	.247	3.66**	.000			

p < 0.01 & *p < 0.001

According to Table 3, we accepted relationship between five dimensions of organizational citizenship behaviors with OCB. Therefore, the staff socialization predicts these five levels of citizenship behavior in organization. And the regression model obtained by considering the variables with significant coefficients is defined as follows:

$$Y = .678 + .230 X_1 + .255 X_2 + .184 X_3 + .211 X_4 + .247 X_5$$

Results of path analysis. The research model was analyzed by using least squares static-path analysis in Lisrel software to examine the direct and indirect effects of relationships presented in the model. The overall fit of the model was adequate ($\chi^2 =$

7.357, $DF = 18$; $GFI^{12} = .989$; $CFI = .974$; $RMR = .058$; $NFI = .925$) in Table 5, indicating that the model produced a reasonable fit to the data.

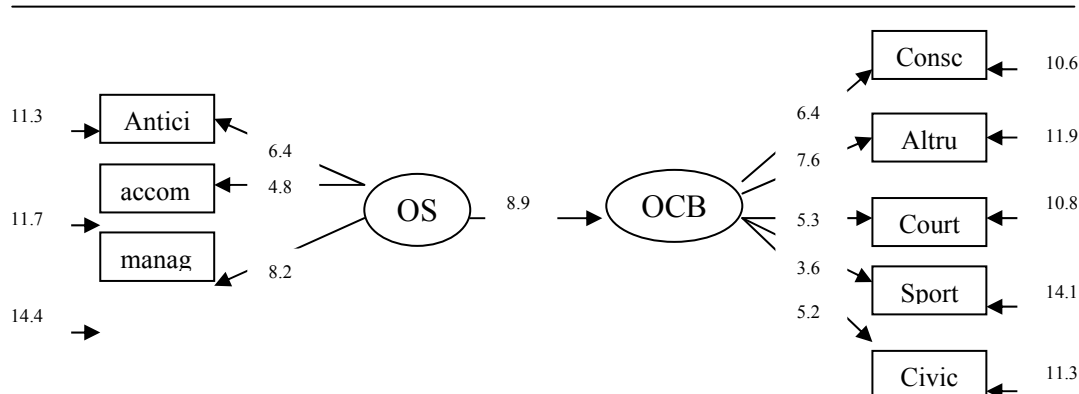
Table 5
The Index to accept or reject of fit in research model

Index of fit	goodness of fit	Agree with fit	results of this Research
P-value	$P < 0.05$	$0.05 < P < 0.1$	$P = 0.005$
X^2 / D_f	$0 < X^2 / D_f < 2$	$2 < X^2 / D_f < 3$	$X^2 / D_f = 0.408$
RMSEA	$0 < RMSEA < 0.05$	$0.05 < RMSEA < 0.08$	$RMSEA = 0.049$
GFI	$0.95 < GFI < 1$	$0.9 < GFI < 0.95$	$GFI = 0.99$
AGFI	$0.95 < AGFI < 1$	$0.85 < AGFI < 0.9$	$AGFI = 0.95$

Reference: Hoyle, R. H. (1995); "Structural equations modeling: concepts, issues, and applications", Thousand Oaks, CA: SAGE.

The results, including significant numbers of conceptual model, shown in figure 3. It means that the effect of organizational socialization variable on organizational citizenship behavior is direct & respected. In other words, our research model was supported.

Figure 3.
Structural equation model with standardized maximum likelihood parameter estimates



$Chi-square = 43.55$, $df = 18$, $p-value = 0.00500$, $RMSEA = 0.0080$

5- Discussion

Over the past 20 years, there has been a steady growth of research focusing on mentoring and organizational citizenship behavior, respectively (Farh et al., 2004). And in the past two decades, a large body of subsequent research has demonstrated that OCB makes important contributions to individual, group, and organizational effectiveness (Organ, Podsakoff, & MacKenzie, 2006). In other hand, the goal of this study was to examine the relationship between organizational socialization and organizational citizenship behavior. And research results show that we can accept this relation with significant correlation. In fact, getting a high level of internal values and organizational goals Socialization process, including proper understanding of history, social conditions, traditions, language and moral responsibilities, make you more closely and share with the organizational

¹² goodness of fit index

mission, in this issue organizational citizenship behaviors of employees to update and motivate personal and organizational goals in line makes them cooperated. Thus, suitable Socialization to employees helps to better communication with colleagues and their bosses, so its implementation promoted by the domains of organizational citizenship behavior, cooperation Extra- role, norms and performance criteria will be the true guardian of the performance.

In this concept, Organizational socialization is the process by which an individual comes to understand the values, abilities, expected behaviors, and social knowledge that are essential for assuming an organizational role and for participating as an organization member (Louis, 1980). And if the organization will be serious in using it in internal and external interactions and the specific situation in the organization perceived the point person to help conduct what is appropriate or inappropriate for the organization (Shine, 1968). Values and goals socialization includes an understanding of the rules or principles maintain the integrity of the organization (Schein, 1968)

So, not only inner values and organizational goals make organizational citizenship behavior in people due to staff promotion and performance evaluation of proper and expected future development activities in occupational citizenship behavior also can boost it. Fits with what was said, in this study using statistical it shows positive significant correlation between organizational socialization of employees and organizational citizenship behavior was confirmed (main research hypothesis). Given the results of hypothesis testing, that dimensions of citizenship behavior include Conscientiousness, Civic virtue, Altruism, Courtesy and Sportsmanship associated to Socialization staff (sub-hypotheses). This indicates that, in the present competition situation, the studied organizations can support to promote Extra-role behavior of their personnel by improving the socialization plans for staff and introducing training programs for new staff, such as to hold disciplined process of employment, holding seminars and workshops, and cultural programs.

References

- 1- Ahmadi, Freyedon, (2009), "factors affecting on development of organizational citizenship behavior and provide models for National Iranian Oil Company", PhD thesis, Tehran University, College of pardis in Qom, (in Persian).
- 2- Ang, Soon, Dye, Linn Van and Begley, Thomas (2003). "The employment Relationships of Foreign Workers Versus Local Employees: A Field of Organizational Justice, Job Satisfaction, Performance and OCB", *Journal of Organizational Behavior*, No. 24.
- 3- Appelbaum, Steven & Bartolomucci, Nicolas & Beaumier, Erika & Boulanger, Jonathan & Corrigan, Rodney & Dore, Isabelle & Girard, Chrystine & Serroni, Carlo. (2004), "organizational citizenship behavior; a case study of culture, leadership and trust", *management decision*, Vol.42, No.1, pp. 13-40.
- 4- Ashforth, B. E., & Saks, A. M. (1996). "Socialization tactics: Longitudinal effects on newcomer adjustment". *Academy of Management Journal*, vol. 1. No. 39, pp, 149-178.
- 5- Bateman, T. S., & Organ, D. W. (1983). "Job satisfaction and the good soldier: The relationship between affect and employee citizenship", *Academy of Management Journal*, vol. 26, pp, 587-595.
- 6- Bauer, T.N., Bodner, T., Erdogan, B., Truxillo, D.M. and Tucker, J.S. (2007), "Newcomer adjustment during organizational socialization: a meta-analytic review of antecedents, outcomes, and methods", *Journal of Applied Psychology*, Vol. 92, pp. 707-21.
- 7- Becker, T. (2002), "A mostly informal analysis of our marketplace of ideas", *journal of The Industrial Organizational Psychologist*, Vol. 40, No. 2, pp. 77-84.
- 8- Bienstock, C. Carol, Demoranville W. Carol and Smith K. Rachel. (2003). "Organizational Citizenship Behavior and Service Quality", *Journal of Services Marketing*, Vol. 17, No. 4.
- 9- Borman, W. C., & Motowidlo, S. J. (1997). "Task performance and contextual performance: The meaning for personnel selection research". *Human Performance*, vol. 10, pp, 99-109.
- 10- Brief, A.P. and Motowidlo, S.J. (1986), "Prosocial organizational behaviors", *Academy of Management Review*, Vol. 11, pp. 710-725.
- 11- Bove, Liliana L., Pervan, Simon J., Beatty, Sharon E. & Shiu, Edward. (2009), "Service worker role in encouraging customer organizational citizenship behaviors", *Journal of Business Research*, vol. 62, pp, 698-705.
- 12- Cohen, Aaron & Veled Hecht, Aya. (2010), "The relationship between organizational socialization and commitment in the workplace among employees in long-term nursing care facilities", *Personnel Review*, Vol. 39 No. 5, pp. 537-556.
- 13- Colella, A. (1994), "Organizational socialization of employees with disabilities: critical issues and implications for workplace interventions", *Journal of Occupational Rehabilitation*, Vol. 4, No. 2, pp. 87-106.
- 14- Cook, cutisw; Hunsaker, Philip, Coffey, Roberte. (1997). "management and organizational behavior", McGraw hill, 2nd Ed. In <http://www.siu.edu/departments/cola/pycho/psyc323/chapt03/ssd009.htm>
- 15- Cooper Thomas, Helena D. & Anderson, Neil. (2006), "Organizational socialization; A new theoretical model and recommendations for future research and HRM practices in organizations, *Journal of Managerial Psychology*, Vol. 21 No. 5, pp. 492-516.

- 16- Cooper-Thomas, H.D., Van Vianen, A. and Anderson, N. (2004), "Changes in person-organization fit: the impact of socialization tactics on perceived and actual P-O fit", *European Journal of Work and Organizational Psychology*, Vol. 13, No. 1, pp. 52-78.
- 17- Desivilya, Helena Syna, Sabag, Yoav & Ashton, Efrat. (2006), "Prosocial tendencies in organizations the role of attachment styles and organizational justice in shaping organizational citizenship behavior", *International Journal of Organizational Analysis*, Vol. 14, No. 1, pp. 22-42.
- 18- Etebarian, Akbar & Khalili, Massoud. (2008), "Relationship between quality of working life and its dimensions with organizational Socialization", *knowledge and research in psychology*, No. 35 & 36, p. 81-106, (in Persian).
- 19- Fang, Ruolian. & Duffy, Michelle K & Shaw, Jason D. (2011), " The Organizational Socialization Process: Review and Development of a Social Capital Model", *Journal of Management*, Vol. 37 No. 1, pp 127-152.
- 20- Farh, Jiing-Lih; Zhong, Chen-Bo & Organ, Dennis W. (2004), "Organizational Citizenship Behavior in the People's Republic of China", *journal of Organization Science*, Vol. 15, No. 2, pp. 241–253.
- 21- Feldman, D.C, (1981), "The Multiple Socialization of Organization Members", *Academy of Management Review*, p.310.
- 22- Ge, Jianhua. & Su, Xuemei & Zhou, Yan. (2010); "Organizational socialization, organizational identification and organizational citizenship behavior: An empirical research of Chinese high-tech manufacturing enterprises", *Nankai Business Review, International*, Vol. 1 No. 2, pp. 166-179.
- 23- George, J.M., & Brief, A.P. (1992). "Feeling good, doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship". *Psych Bull.* vol. 112, pp. 310-329.
- 24- Graham, J. W. (1989). "Organizational citizenship behavior: Construct redefinition, operationalization, and validation". Unpublished working paper, Loyola University of Chicago, Chicago, IL.
- 25- Gruman, Jamie, A. & Saks, Alan M. & Zweig, David I. (2006), "organizational socialization tactics and newcomer proactive behaviors; an integrative study", *department of management*, vol 69, no 1, pp 90-104.
- 26- Husseini, Abdolreza, (2007), "efficiency of organizational socialization", *journal of human Sciences*, vol. 15, no. 65, pp 75-93, (in Persian).
- 27- Johnson, J.W. (2001), "The relative importance of task and contextual performance dimensions to supervisor judgments of overall performance", *Journal of Applied Psychology*, Vol. 86, No. 5, pp. 984-96.
- 28- Kammeyer-Mueller, J.D., Wanberg, C.R., Glomb, T.M. and Ahlburg, D. (2005), "The role of temporal shifts in turnover processes: It's about time", *Journal of Applied Psychology*, Vol. 90, pp. 644-58.
- 29- LePine, J.A., Erez, A. & Johnson, D.E. (2002), "The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis". *Journal of Appl Psychol*, vol. 7, no, 1, pp, 52-65.
- 30- Liang Hsiung, Tung. & Kwang Chen, Han. & Yu Chiu, Chien. (2010), "Supervisory Feedback and Newcomer Accommodation ", *Journal of International Management Studies*, Vol 5, No 1.
- 31- Louis, M.R. (1980), "Surprise and sense making: what newcomers experience in entering unfamiliar organizational settings", *Administrative Science Quarterly*, Vol. 25 pp.226-51.

- 32- Markoczy, Livia and Xin, Katherine (2004), "The virtues of omission in organizational citizenship behavior", University of California.
- 33- Moorman, R. H. (1991). "Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship?", *Journal of Applied Psychology*, vol.76, pp, 845-855.
- 34- Morrison, E. W. (1994); "Role definitions and organizational citizenship behavior: The importance of the employee's perspective", *Academy of Management*, vol. 37, pp. 1543-1567.
- 35- Morrison, E.W. (2002), "Newcomers' relationships: the role of social network ties during socialization", *Academy of Management Journal*, Vol. 45, No. 6, pp. 1149-60.
- 36- Motowidlo, S. J, W. C. Borman, M. J. Schmit. (1997). "A theory of individual difference in task and contextual performance". *Journal of Human Performance*, vol. 10, pp, 71-83.
- 37- Organ, D.W. (1997), "Organizational citizenship behavior: it's construct clean-up time", *Human Performance*, Vol. 10, pp. 85-97.
- 38- Organ DW, Konovsky MA (1989). Cognitive versus affective determinants of organizational citizenship behavior, *J. Appl. Psychol.*, 74: 157-164.
- 39- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Thousand Oaks, CA: Sage Publications.
- 40- Ostroff, C. and Kozlowski, S.W. (1992), "Do organizational socialization tactics influence newcomer embeddedness and turnover?" *Personnel Psychology*, Vol. 45, pp. 849-74.
- 41- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000), "Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research", *Journal of Management*, 26, PP. 513-563.
- 42- Polat, Soner, (2009), "Organizational citizenship behavior display levels of the teachers at secondary schools according to the perceptions of the school administrators", *Procedia Social and Behavioral Sciences*, vol. 1, pp, 1591-1596.
- 43- Saks, A. M., & Ashforth, B. E. (1997). "Organizational socialization: Making sense of the past and present as a prologue for the future", *Journal of Vocational Behavior*, vol. 51, pp 234-279.
- 44- Saks, A.M., Uggerslev, K.L. and Fassina, N.E. (2007), "Socialization tactics and newcomer adjustment: a meta-analytic review and test of a model", *Journal of Vocational Behavior*, Vol. 70, pp. 413-46.
- 45- Schein, E.H. (1968), "Organizational socialization and the profession of management", *Industrial Management Review*, Vol. 2 pp.1-16.
- 46- Shaemi Barzoki, Ali & Asghari, Jhila. (2010), "the relationship between organizational socialization and organizational commitment in Kurdistan Gas Company", *Journal of development Management*, vol. 2, no. 3, (in Persian).
- 47- Sheikhesmaeili, Saman, (2011), " A Survey on Relationship between emotional intelligence with organizational citizenship behavior (A Case Study: personnel of governmental and private banks of Sanandaj)", Thesis for degree of master, School of management, Islamic Azad University of Sanandaj, (in Persian).
- 48- Taormina, R.J. (1997), "Organizational socialization: a multi domain, continuous process model", *International Journal of Selection and Assessment*, Vol. 5, No. 1, pp. 29-47.

- 49- Taormina, R.J. (2004), "Convergent validation of two measures of organizational socialization", *International Journal of Human Resource Management*, Vol. 15, No. 1, pp. 76-94.
- 50- Taormina, Robert J. (2009). "Organizational socialization: the missing link between employee needs and organizational culture ", *Journal of Managerial Psychology*, Vol. 24 No. 7, pp. 650-676.
- 51- Van Dyne, L. L, Cummings, J. M. & McLean, Parks. (1995). "Extra-role behaviors: In pursuit of construct and definitional clarity (A bridge over muddied waters)". *Research Organ. Behavioral*, vol. 17, pp, 215-285.
- 52- Van Dyne, L., J. W. Graham, R. M. Dienesch. (1994). "Organizational citizenship behavior: Construct redefinition, measurement, and validation". *Academia gerent J*, vol. 37, pp, 765-802.
- 53- Van Maanen, J. & Schein, E.H. (1979), "Toward a Theory of Organizational Socialization". *Research in Organizational Behavior*, vol. 1, pp 209-264.
- 54- Van vianen. A.E.M. (2000), "person-organization fit: the match between newcomers and recruiters preferences for organizational culture", *personnel psychology*, vol. 53, no. 1, pp, 49-113.
- 55- Zarei Matin, Hassan; Jandaghi, Gholamreza & Ahmadi, Freyedon. (2010), "A comprehensive model for identifying factors impacting on development of organizational citizenship behavior", *African Journal of Business Management*, Vol. 4, no 10, pp. 1932-1945.