

Organizational Socialization and Supervisor Rated Job Performance: The Moderating Role of Value Congruence

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Abstract

The aim of this study is to examine the direct relationship between organizational socialization and supervisor rated job performance along with moderating role of value congruence. The study is time lagged and data is collected in two time lags from the newly joined teachers of different colleges/universities. Sample size of the study is 300. Data was analyzed using Structure Equation Modeling technique and Hays' PROCESS model for moderation.

The authors found significant direct relationship between organizational socialization and newcomers' job performance. Further, moderating role of value congruence in the direct relationship is also proved. The study proves that organizations should hire those employees who have value congruence with organizational values and should focus upon organizational socialization strategies for them to increase their job performance. Moreover, the study proves that value congruence moderates the relationship between organizational socialization strategies and supervisor rated job performance.

Keywords: organizational socialization, supervisor rated job performance, coworker support, value congruence.

1. Introduction.

In today's business world, organizations face strong competition as a result of globalization and technological advancements (Rothaermel, 2016). This pushes the managers to achieve sustainable competitive advantage for their organizations (Stone & Deadrick, 2015). However, physical resources are unable to achieve this as compare to the human capital that provides sustainable competitive advantage to organizations (Rothaermel, 2016; Barney, 1991). Due to this, focus has been shifted towards human capital e.g. social, intellectual & relational capital (Stone & Deadrick, 2015; Akdere, 2005). Social capital theory is related to the social interactions and relations among workers, mutual trust between staff & organizations and employees attitude towards cooperation (Akdere, 2005). Therefore, based on social capital perspective; various aspects of organizational socialization (OS) have been studied in the last few decades (Batistic et al., 2015; Chao, Kelly, Wolf, Klien, & Gardner, 1994; Saks, Uggerslev, &

Fassina, 2007; Taormina, 2009). Where few researchers proved positive relationship between organizational socialization and job outcomes e.g. job performance (Chao et al, 1994; Ashforth & Saks, 1996; Saks et al, 2006; Taormina, 2009). Some others found OS as a lubricant to achieve commitment, identity and job satisfaction etc. (Ashforth, 1996 & Saks et al, 2006). Researchers have proved that those organizations where socialization of newcomers was neglected caused unmet expectations, psychological contract breach and negative attitudes and behaviors (Wanous, 1992). Thus, top management is required to focus upon socialization strategies to adjust the new employees as soon as possible. This will help to exploit true potential of employees as well as to increase the overall organizational performance. To achieve this organizational socialization has played an important role in organizations (Batistic & Kase, 2015). Organizational socialization is a process through which newcomers learn job skills, get functional level understanding about the organization, attain coworkers support and adopts established ways of an organization (Taormina, 1997).

Researchers have proved the linkage between organizational socialization and job performance (Ashforth, 1996; Saks & Ashforth, 1997), however the level of its impact varies in different studies Spagnoli, 2017; Karam, 2017; Batistic et al. 2015; Bauer et al., 2007; Bauer & Erdogan, 2012; Ashforth, 1996 & Saks et al, 2006 & 2007. Some moderators e.g. proactive behaviors has been used by Gruman, Saks & Zweig (2006) but gap still exists to introduce new moderators that may strengthen this important relationship. Like organizational socialization, research upon value congruence has achieved high attention by the scholars of organizational behavior, sociology, strategic management & human resource management (Meglino, Ravlins & Adkins., 1991; Bretz et al., 1994; Denis et al. 2017; Hakan and Chafra, 2018). Number of researchers have studied value congruence as a significant moderator to enhance job & organizational level outcomes (Denis et al. 2017; Hakan and Chafra, 2018; Erkutlu, & Chafra, 2018). A study proved the moderating role of value congruence between despotic leadership and organizational identification (Hakan and Chafra, 2018). Another study has also proved that value congruence played moderating role between transformational leadership and empowered behaviors of the new comers (Denis et al, 2017). However, according to best knowledge of researcher after a careful review of literature, problem still exists to investigate the moderating role of value congruence between organizational socialization and supervisor rated job performance.

Present study has been proposed to see that 'Does value congruence plays its moderating role between organizational socialization and supervisor rated job performance? Thus, objective of this study is to investigate the interactional role of value congruence and OS on supervisor rated job performance.

The significance of this research is that none of study has yet been conducted to investigate the moderating role of value congruence between organizational socialization and supervisor rated job performance. Value congruence being 'moderating variable' is expected to provide desired results through combined use of OS and value congruence. Further, the proposed model is based on configurational approach and therefore expected to exploit the true potential of new comers through creating synergetic benefits for the organizations. Moreover, the study is expected to assist HR managers who face problems of low performance that even after implementation of organizational socialization,

strategy remains unable to achieve desired results. Moreover, the study aims to validate the congruence theory/model of Nadler & Tushman (1980) through proposed model of the study.

2. Literature Review

In today's world of business, organizations face tough competition in result of globalization, variations in customers' needs & wants and technological advancements (Rothaermel, 2016; Stone & Deadrick, 2015). In result of that every business wants to achieve competitive advantage over the competitors to get maximum share from the industry (Barney, 1991). To achieve this, organizations are in continuous efforts that even after high investments are in trouble to achieve their profitability goals. One of the main reason the researchers suggested is that more focus is given upon physical resources rather on human resources (Barney, 1991; Rothaermel, 2016). However, physical resources are unable to provide sustainable competitive advantage to them as compare to the human capital which provides competitive advantage in the long run (Rothaermel, 2016; Barney, 1991). Due to this, focus has been shifted towards human capital e.g. social, intellectual & relational capital (Stone & Deadrick, 2015; Akdere, 2005). Social capital theory is related to the social interactions and relations among workers, mutual trust between staff & organizations and employees attitude towards cooperation (Akdere, 2005). Therefore, on the basis of social capital view; various aspects of organizational socialization have been studied in previous years.

2.1 Organizational Socialization

The pioneers in organizational socialization field found six socialization tactics called collective, formal, sequential, fixed, serial & investiture tactics to adjust new employees (VanMannen and Schein, 1979). However, Jones (1986) merged them into two; institutionalized tactics (collective, formal, sequential, fixed, serial, and investiture) and individualized tactics (individual, formal, random, variable, disjunctive, and divestiture). Overall, three major approaches have remained under the focus of socialization scholars; newcomer proactivity, uncertainty reduction process and person by situation approach (Batistic & Kase, 2015). Whereas, few others focused upon mentoring, organizational commitment and anticipatory socialization in association related studies. (Kowtha, 2018; Batistic & Kase, 2015). During 1990s', scholars have mostly worked upon newcomer proactivity, uncertainty and inter-organizational relations (Batistic & Kase, 2015). Later, focus was diverted towards socialization through network viewpoint and methodological advancements (Morrison, 2002; Batistic et al., 2015).

Organizational socialization is described as a process through which newcomers learn job skills, get functional level (Training dimension) understanding about the organization (understanding dimension), attain coworkers support (coworkers support) and adopts established ways of an organization (future prospects dimension) (Taormina, 1997). These dimensions of OS (training, understanding, coworkers support and future prospects dimension) have found recognition in socialization literature (Karam, 2017; Taormina, 1997 & 2009).

Various researchers have tested the relationship between organizational socialization and job/organization level outcomes. These outcomes include performance, job satisfaction, organizational commitment, intentions to stay and turnover (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007). Researchers have identified positive linkage between

organizational socialization and job performance (Chao et al, 1994; Ashforth & Saks, 1996; Saks et al, 2006; Taormina, 2009). Some other researchers have found organizational socialization as a lubricant to achieve commitment, identity and job satisfaction etc. (Ashforth, 1996 & Saks et al, 2006).

2.2 Job Performance

Job performance is one of the most important construct in the field of organizational psychology and human resource management (Jamal, 2007; Borman, 2004). It is related to the work outcomes and job related behaviors where work outcomes refers to the task performance e.g. quality & quantity of work and job related behaviors refers to behavioral aspects of a job (Williams, 2002). The job performance construct was previously limited to the core job activities desired in job analysis (Campbell, 1990). Later on, task performance and contextual performance both have been considered as part of this construct (Borman and Motowidlo, 1993). Contextual performance refers to that performance which is not desired in job analysis but helps in creation of social context of the organization. (Borman and Motowidlo, 1993). Due to its significance, job performance is continuously studied as an outcome variable (Johari, Tan, & Zulkarnain, 2018). A recent study conducted on teachers revealed that autonomy and work life balance have significant impact on teachers' job performance whereas workload showed no substantial impact on it (Johari et al., 2018).

2.3 Organizational Socialization and Employee Job Performance

Researchers have reported the importance of organizational socialization to achieve various job/ organizational level outcomes like workplace adjustment, organizational commitment, organizational identification, job satisfaction & job performance (Kowtha, 2018; Malik & Manroop, 2017; Spagnoli, 2017; Karam, 2017; Batistic et al. 2015; Bauer et al., 2007; Bauer & Erdogan, 2012; Ashforth, 1996 & Saks et al, 2006 & 2007). A longitudinal study in this respect found positive linkage between OS & OC (Ashforth, 1996). Furthermore, a meta-analysis study also proved the positive link between OS & job outcomes (Saks et al, 2006). The organizations who neglect in socializing newcomers face many problems like unmet expectations, psychological contract breach and deviant behaviors etc. (Wanous, 1992). Thus, organizations need to develop socialization strategy to early socialize the new entrants.

Taormina's (1997) four dimensions of organizational socialization (training, understanding, coworker support & future prospects dimension) have been considered important in OS literature to increase job level outcomes e.g. job performance & job satisfaction (Karam, 2017; Taormina, 1997). The relationship between OS and job performance can be better explained through establishing link between Taormina's each dimension of OS with job performance.

Training dimension of OS is described as a process through which individuals acquire job related skills to perform their jobs (Taormina, 1997). By this, employees skills, knowledge and experience regarding related to jobs can be enhanced. Moreover, it helps to communicate the organizational level goals and objectives to the new employees (Arthur, Bennett, Edens, & Bell, 2003). Hence, organizations are concerned to ensure the success of training in order to enhance employees' skills and to enable them to get early socialization in the organization. A meta-analysis study was conducted by Colquitt, LePine, & Noe (2000) who have observed that training enhance employees' job

performance. It is also suggested that individual as well as situational characteristics are important to bring training motivation in employees that results in enhanced performance. Where individual characteristics like job involvement, self-efficacy, locus of control, cognitive ability and situational characteristics like climate and support from supervisors/coworkers have positive relationship with training motivation lead toward skill acquisition, training, transfer and job performance of employees (Colquitt et al, 2000).

Understanding dimension refers to the extent to which a newcomer acquires and applies knowledge about the job, organization and the culture or organization (Taormina, 1997). By this, newcomers get understanding about strategic goals of the organization and about their accomplishment. It is also about the cognitive conception that involves all aspects of human and organizational behavior (Taormina, 1997). Moreover, it is to fully comprehend the goals of the organization, its values, the organizational politics, the language of organization and its history (Chao et al., 1994). It is deemed as a pre requisite of desired job/organization level outcomes (Taormina, 1997; Chao et al, 1994 & Saks et al, 2006). Because job performance cannot be enhanced in absence of knowledge about job, culture, its history and people etc. Understanding about organization is essential to achieve desired outcomes as it deals with acquisition and applicability of knowledge about the job itself and about the organization (Taormina; 1997). Additionally, strong linkage between understanding and job performance has been proved in socialization research (Taormina, 1997; Chao et al, 1994 & Saks et al, 2006). In addition to this, it is matter of common sense that in absence of enough knowledge about any task, employees are unable to perform that task.

Coworker Support dimension is about moral, emotional and physical/instrumental support to the new employees without any financial return by the coworkers in the organization (Taormina, 1997). Emotional and moral support is about verbal encouragement and physical/instrumental social support is to help new employees in provision of required material to perform job (Taormina, 1997). Coworker support helps in reducing anxiety, fear of the new employees (Taormina, 1997). More chances exist that in absence of it, more stressful and less motivated environment exists. Researchers have proved the role of coworker support to enhance job performance of employees (Taormina, 1997; Nagami, Tsutsumi, Tsuchiya, Morimoto, 2010). A study of OS dimensions discuss that perceived high level of coworker support have positive relation with job outcomes e.g. job performance & commitment (Taormina, 1997).

Future Prospects (FP) dimension of OS is about the extent to which an employee predicts better career opportunities in a specific organization (Taormina, 1997). These may be; future pays, expected future job tasks, promotion chances, recognition and awards autonomy, managerial competence, technical competence, creativity and entrepreneurship etc. (Schein; 1987; Taormina, 1997; Saks et al, 2006). The relationship of future prospects dimension with various job/organizational outcomes like job performance is based upon 'Hope theory'. When employees anticipate rewarding careers then both components of hope i.e. agency (goal directed determination/will) and pathways (planning to meet goals/way) are achieved which lead toward increase in job performance (Peterson & Byron, 2008).

Moreover, based on congruence theory/model given by Nadler & Tushman (1980), the linkage between organizational socialization and job performance is discussed.

According to them, congruence theory talks about congruence among tasks, people, structure and culture and when they are congruent/compatible with each other, there would be higher level of job performance (Nadler & Tushman, 1980). Here it is worth mentioning that organizational socialization helps to bring compatibility among these factors which are tasks, people, structure and culture. Because, training dimension of OS helps to learn the 'tasks', coworker support leads to the attainment of better social support from 'people', understanding dimension of OS helps to fully comprehend about the organization's goals, objectives, values, politics, and the organization's history making possible to know about 'structure'. Similarly, future prospects dimension of OS talks about adoption of established ways of the organization. More simply, the acceptance of the prevailing 'culture' of the organization. Therefore, it may be argued that the Taormina's dimensions of organizational socialization are helpful to bring compatibility among tasks, people, structure and culture up to a great extent. Thus, in result of it, job performance is expected to be higher.

Keeping in consideration the literature and theoretical support regarding the linkage between each dimension of OS with job performance, following hypothesis is developed;

- H₁: Organizational socialization (as whole) is positively associated with supervisor rated job performance of newcomers.

2.4 Value Congruence

Value congruence refers to the compatibility or match between the values of an individual and the values of an organization (Peng, Pandey, and Pandey 2015; Kristof-Brown, Zimmerman, and Johnson 2005; Chatman, 1989; Edwards et al, 2009; Kristof, 1996; Posner, 1992; Edwards, 1991; Brkich, Jeffs & Carless, 2002; Ehrhart, 2006; Weeks & Fournier, 201). It has achieved enough attention by the scholars of organizational behavior, sociology, strategic management & human resource management (Hakan and Chafra, 2018; Denis et al. 2017; Meglino, Ravlins & Adkins., 1991; Bretz et al., 1994). Value congruence is also considered a type of person organization fit that is about value, goal & cultural congruence etc. (Kristof-Brown et al., 2005). In present study value congruence refers to the compatibility between individuals' and organizations' values (Edwards & Cable, 2009). Although in literature, it has also been taken as match between individuals' & coworkers' values and between individuals' (as followers) & leaders' values (Tang, Cai, Liu, Zhu, Yang, & Li, 2015; Givens, 2011). Value congruence has been studied as a predictor, mediator, moderator and an outcome variable (Agarwal and Sajid, 2017; Hakan and Chafra, 2018; Denis et al. 2017; Peng, Pandey, and Pandey 2015; Hoffman, Bynum, Piccolo & Sutton, 2011; Kristof-Brown, Zimmerman, and Johnson 2005; Meglino et al., 1991; Bretz et al., 1994). The major positive outcomes of value congruence are job performance, job satisfaction, organizational commitment, organizational citizenship behaviors (O'Reilly et al., 1991; Bretz et al., 1994; Meglino et al., 1991). Researchers are of the view that incongruence between individual's and organizations' values causes employees dissatisfaction, burnout, cynicism, actual turnover and deviant behaviors (Avey, Wernsing & Luthans, 2008; O'Reilly et al., 1991). Another study shows that incongruence between mental health practitioners' values and work place values causes employee burnout (Veage, Ciarrochi, Deane, Andresen, Oades & Crowe, 2014).

2.5 *Moderating Role of Value Congruence*

Value congruence has also been used as a moderating variable in few recent studies (Denis et al. 2017; Hakan and Chafra, 2018). A study found its moderating role between despotic leadership and organizational identification (Hakan and Chafra, 2018). Similarly, another study confirms the moderating role of value congruence between transformational leadership and empowered behaviors (Denis et al, 2017). However, according to best of the researchers' knowledge, no study as yet been conducted where moderating role of value congruence between organizational socialization and supervisor rated job performance has been tested. Therefore, a gap exists to test this relationship.

In organizations, those employees who have high level of value congruence are in better position to get cooperation and sponsorship from their seniors/bosses and in return obtain salient organization resources through better social relationships (Sparrowe and Liden, 1997). It is also claimed that socialization tactics help to integrate employee values with the values of organization. Therefore, it is expected that organizational socialization and value congruence would jointly enhance the job performance of the new employees.

Based on congruence theory, 'value congruence' has been taken as a moderating variable between organizational socialization and job performance in the present study. The 'Congruence theory/model' was firstly given by Nadler & Tushman (1980) and it explains that when there is congruence/compatibility among tasks, people, structure and culture, there will be higher level of individual as well as organizational performance (Nadler & Tushman,1980). For example, if the organization has brilliant workers but the culture is not congruent/compatible by the way they want to work; workers would not be able to perform at their maximum. The proposed theoretical model of this study may be linked with 'congruence theory/model' by Nadler & Tushman (1980). If organization provides such a culture where newcomers get socialized (Organizational socialization) and they also hire those individuals whose values are compatible with the organization's values (values compatibility/values congruence), it is expected to result in form of improved job performance. Therefore, based on literature and theoretical support, following hypotheses is developed;

- H₂: Value Congruence moderates the relationship between organizational socialization (as a whole) and supervisor rated job performance of newcomers.

2.6 Research Framework

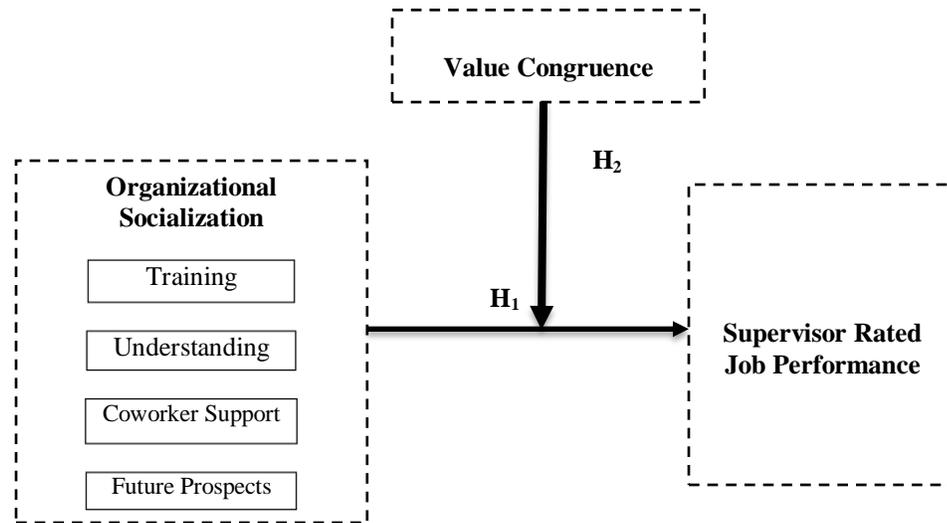


Figure I: Combined effects of organizational socialization and value congruence on new employee’s supervisor rated job performance)

3. Methods

3.1 Procedures & Sample

Data was collected through questionnaires from various educational institutes of Pakistan. Target population of the study was newly appointed teachers/professors of different colleges and universities. To achieve generalized results, data was collected from different educational institutes located in Rawalpindi, Islamabad & Lahore.

Structure equation modeling (SEM) is used to conduct confirmatory factor analysis (CFA) for convergent and discriminant validity of variables. Secondly, Hayes’s PROCESS was used for moderation analysis because in addition to the moderation, slope test can also be conducted (Hayes, 2013).

The robustness of the Hayes PROCESS model test is that here we do not only rely upon R-square but also conduct slope test during moderation analysis.

Time lagged study was conducted that was comprised on two time lags with 60 days interval. Initially, 380 questionnaires were distributed. Finally we were able to get 300 complete questionnaires.

3.2 Measures

All variables were measured using self-reported measures except supervisor rated job performance using 7-point likert scale questionnaires ranging from 1 = ‘Total disagreement’ to 7 = ‘Total agreement’.

3.2.1 Organizational socialization

OS was measured used self-reported responses with 20 items in all comprised on four dimensions i.e. training, coworker support, understanding and future prospects (Taormina, 1997). Items are like “This company offers thorough training to improve employee job skills (Training dimension with 05 items)”, “My co-workers have done a

great deal to help me adjust to this organization (Coworker support dimension with 05 items)", "This organization's objectives are understood for almost every employee (Understanding dimension with 05 items)" and "There are many chances for a good career with this organization (Future prospects dimension with 05 items)".

3.2.2 Training

Training was measured on 7 point likert-scale using self-reported measures (Taormina, 1994). It ranges from 1 = 'Total disagreement' to 7 = 'Total agreement'. Overall 5 items were used which are like "The training in this company has enabled me to do my job very well", "This company offers thorough training to improve employee job skills" and "Instructions given by my supervisor have been valuable in helping me do better work".

3.2.3. Coworker support

Coworker support was measured on 7 point likert-scale using self-reported measures (Taormina, 1994). It ranges from 1 = 'Total disagreement' to 7 = 'Total agreement'. Overall 5 items were used which are like "Most of my co-workers have accepted me as a member of this company", "My co-workers have done a great deal to help me adjust to this organization" and "My co-workers are usually willing to offer their assistance or advice".

3.2.4. Understanding

Understanding was measured on 7 point likert-scale using self-reported measures (Taormina, 1994). It ranges from 1 = 'Total disagreement' to 7 = 'Total agreement'. Overall 5 items were used which are like 'I have a full understanding of my duties in this organization, "The goals of this organization have been made very explicit/Clear", "I have a good knowledge of the way this organization operates" and "This organization's objectives are understood for almost every employee".

3.2.5 Future prospects

Future prospects was measured on 7 point likert-scale using self-reported measures (Taormina, 1994). It ranges from 1 = 'Total disagreement' to 7 = 'Total agreement'. Overall 5 items were used which are like "I am happy with the rewards offered by this organization", "There are many chances for a good career with this organization", "Opportunities for advancement in this organization are available to almost everyone".

3.2.6 Value Congruence:

Value Congruence variable as moderating variable was measured with adapted version of Cable and Derue's (2002) scale comprised on 3 items through self-reported measures. Each item was measured on 7-points likert scale that ranged from 1 to 7 where 1 = 'Total disagreement', 2 = 'Generally disagree', 3 = 'Slightly disagree', 4 = 'Neither agree nor disagree', 5 = 'Slightly agree', 6 = 'Generally agree', 7 = 'Total agreement'. The items which include are like "The things that I value in life are very similar to the things that my organization values" etc. : "The things that I value in life are very similar to the things that my organization values," "My personal values match my organization's values and culture," and "My organization's values and culture provide a good fit with the things that I value in life".

3.2.7 Supervisor rated job performance:

Job performance, the only variable that was tapped using supervisors' feedback. There were 07 items scale by William & Anderson (1991) which are like 'This person adequately completes assigned duties', 'Fulfills responsibilities specified in job description', 'Perform tasks that are expected of him/her' etc.

4. Results

Table I shows the descriptive statistics, bi-variate correlations and reliabilities. The correlation between organizational socialization (OS) and value congruence (VC) ($r = -0.583$, $P < 0.05$) shows positive and strong relationship. Moreover, between organizational socialization (OS) and job performance shows the value as ($r = 0.418$, $P < 0.05$) which is also positive and strong. Furthermore, correlation between value congruence and job performance shows the value as ($r = 0.431$, $P < 0.05$) which confirms positive as well as strong relationship. Literature about these relationships support the results (Taormina, 1997, Denis et al, 2017, Hakan et.al. 2018). Reliability statistics showed best results with stronger reliability values i.e. 0.911, 0.838 & 0.916 for OS, VC & JP respectively against the threshold level of > 0.70 .

TABLE I Descriptive Statistics, Correlation and Reliabilities

	Mean	S.D	Gender	Age	OS	VC	JP
Gender	-	-	-				
Age	-	-	-.232**	-			
Org. Socialization-OS	9.40	1.79	-.009	-.025	(0.911)		
Value Congruence-VC	5.22	1.28	-.084	-.002	.583**	(0.838)	
Job Performance -JP	5.79	0.69	.092	.031	.418**	.431**	(0.916)

N=300**. Correlation is significant at the 0.01 level (2-tailed)

Note: JC=Job performance, OS=Organizational socialization, VC=Value congruence

4.1 Confirmatory Factor Analysis

CFA was performed using Maximum Likelihood procedure in order to ensure factor loadings and validity of variables taken in this study. At first stage, measurement model did not produce a good model fit. Thus, Modification Indices were observed and found few redundant items. Therefore, error terms of the redundant items were co-varied to resolve the issue of redundancy. Furthermore, in second stage, a good model fit was achieved. Model showed the chisq/df value as 2.330 (acceptable range < 3 (Hair et al., 2010). The value of GFI 0.829 indicated a good model fit against the acceptable range of above 0.80 based on the study of Browne and Cudeck (1993). Moreover, RMSEA = 0.067 also generated a good model fit because the values closer to 0.05 indicate a good model fit (Hair et al., 2010).

Table II | Model Fit Indices for CFA

Model	Chisq	df	Chisq/df	GFI	CFI	RMSEA
Full Measurement Model	980.998	421	2.330	0.829	0.905	0.067

Note: OS=Organizational socialization, JP=Job performance

The pre-requisite of hypothesis testing is to check validity and reliability of the constructs (Barclay, Higgins & Thompson, 1995). Keeping in view the same, convergent validity, discriminant validity and composite reliability were ensured as shown in Table III.

Table III Convergent & Discriminant Validity and Composite Reliability

	CR	AVE	MSV	ASV	JP	OS	VC
JC	0.916	0.525	0.158	0.153	0.724		
OS	0.798	0.524	0.503	0.325	0.385	0.724	
VC	0.840	0.638	0.503	0.331	0.398	0.709	0.799

Note: JC=Job performance, OS=Organizational socialization, VC=Value congruence, CR=Composite reliability, AVE=Average Variance extracted, MSV=Maximum shared variance, ASV=Average shared variance.

Convergent validity has been confirmed because composite reliability (CR) for all the variables is greater than 7 (acceptable range) and CR is greater than average variance (AVE) for all the variables, and AVE is greater than 0.5 for all the variables of study (Hair et al.,2010). Discriminant validity was also confirmed as maximum shared variance (MSV) is less than AVE for all variables and ASV is also less than AVE for all the variables of study (Hair et al.,2010).

4.2 Regression Results

Hayes’ 13 macro PROCESS was done to test the hypothesized relationship between organizational socialization (OS) and supervisor rated job performance (JP) which is hypothesis 1 of the study and it has produced positive results along the values as $\beta = 0.10$ and p value as less than 0.001. It describes that 1 unit change in OS results in 0.10 change in JP. Results of hypothesis 1 are in accordance with previous studies (Bauer et al., 2007; Bauer & Green, 1994; Saks et al, 2006). Moreover, the overarching theory in present study i.e. value congruence theory/model given by Nadler & Tushman, 1980 has support for hypothesized relationship of the present study.

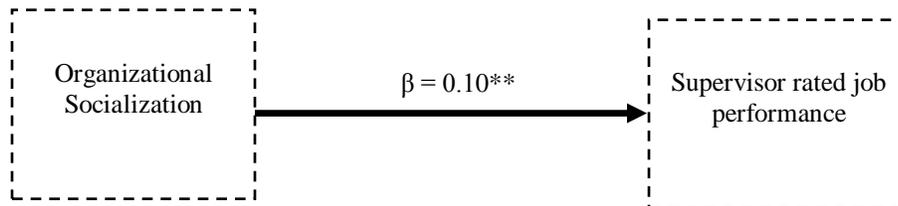


Figure II: Structural Model

4.2.1 Moderation Analysis

For hypothesis 2 of the study, Hayes’ 13 macro PROCESS was done to test the moderation (Aiken et al., 1991) (See Table II). This technique is the most latest one to run the moderation where we do not only rely upon R-square but also have slope test values (Hayes, 2013). For hypothesis 2, the interaction term of socialization and value congruence produced significant values as ($\beta = 0.036$, $p < 0.01$, CI [0.01,0.15], $\Delta R^2 = 0.022$). Results confirm that value congruence as a moderator strengthens the

relationship between organizational socialization and supervisor rated job performance. Results for H2 are in accordance with previous studies where value congruence has been observed as a moderator (Denis et al, 2017; Hakan and Chafra, 2018).

Slope test values show the effect of OS on JP at low level ($\beta = 0.056$, $p < 0.05$, CI [0.00,0.11], at moderate level ($\beta = 0.102$, $p < 0.01$, CI [0.05,0.15],and high level ($\beta = 0.149$, $p < 0.01$, CI [0.09,0.21] as significant in all levels of moderator i.e. value congruence.

TABLE IV Moderation Analysis Results (Bootstrap 95% Confidence Interval)

	β	SE	p	LLCI	ULCI
Constant	5.7413	.0388	*.0000	5.6649	5.8176
Value congruence (VC)	.1945	.0363	*.0000	.1230	.2660
Org. Socialization (OS)	.1029	.0242	*.0000	.0552	.1506
VC X OS	.0364	.0123	*.0032	.0123	.0606
ΔR^2 due to Interaction	.0223				

Slope Test

Moderator: VC					
-1.2846	.0561	.0281	*.0469	.0008	.1114
0.000	.1029	.0242	*.0000	.0552	.1506
1.2846	.1497	.0297	*.0000	.0913	.2081

Note: JC=Job performance, OS=Organizational socialization, VC=Value congruence

The interaction plots shown in Figures III show that the interaction for supervisor rated job performance is stronger when value congruence is high (i.e., $\beta = 0.15$, $p < 0.001$) than when it is low ($\beta = 0.06$, $p < 0.05$).

Thus, moderation results are in line with our hypothesis 2 of study.

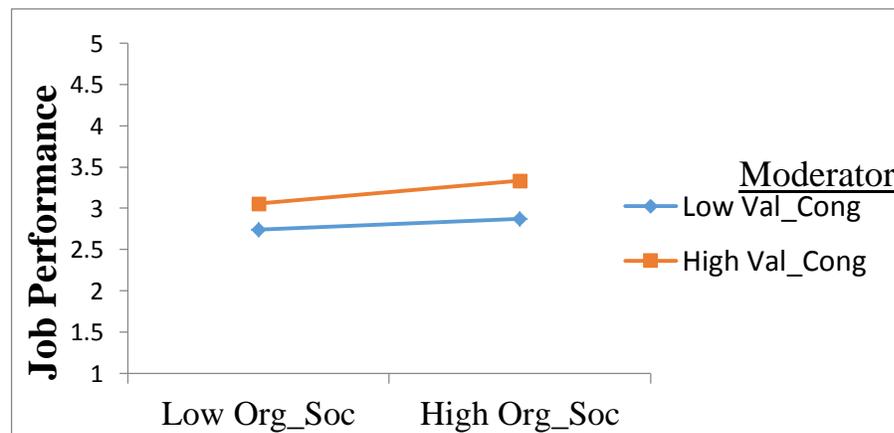


Figure III Interaction plot for Job Performance. Org_Soc, Organizational Socialization; Val_Cong, Value Congruence.

5. Conclusion

Based on congruence theory, the aim of proposed study was to know the impact of organizational socialization on job performance (H_1) and also the moderating role of value congruence between organizational socialization and new employees' job performance (H_2). Results reveal that those newcomers who had organizational socialization performed better than others. Moreover, results strongly supported moderating role of value congruence which means that those newcomers who have value congruence have higher level of job performance in result of organizational socialization. Congruence theory that talks about the congruence/compatibility of tasks, people, structure and culture have support for both of the study hypothesis. The reason is that through organizational socialization and value congruence, the compatibility among people, structure and culture can be achieved because socialization can provide better culture and value congruence can provide good peoples that ultimately increase the job performance of employees.

6. Discussion and Recommendations

Findings indicate good support for both hypothesis of the study. The direct impact of organizational socialization with supervisor rated job performance of the teachers as hypothesized in H_1 found significant. The results are in line with the previous studies where socialization was found as an important predictor of job performance of new employees (Spagnoli , 2017; Bauer et al., 2007; Saks et al., 2007). Congruence theory/model by Nadler & Tushman (1980) also support our hypothesis 1. The reason is that organizational socialization strategy upgrades newcomers' necessary knowledge and skills that support in bringing congruence/compatibility among four factors which are people, tasks, structure and culture which ultimately enhance job performance of newcomers. Moreover, logically speaking, organizational socialization increases job performance; where its training dimension helps employees to learn the necessary knowledge and skills to accomplish their tasks, the coworker support dimension helps to attain support from peers that helps in doing jobs in better way, understanding dimension helps to comprehend about organization & job that also helps to perform the job in better way and the future prospects dimension helps to keep them motivated in the long run that ultimately leads toward better job performance. Thus, all OS dimensions have logical support to enhance the job performance of new employees and therefore support our hypothesis 1.

Likewise the findings of H_1 (discussed above), results of Hypothesis II (moderating role of value congruence between organizational socialization and supervisor rated job performance) also found significant and are in line with the findings of previous studies where value congruence has been proved as a moderating variable (Denis et al, 2017 ; Hakan and Chafra,2018). Congruence theory/model by Nadler & Tushman (1980) also support our hypothesis II. Because, when 'value congruence' and 'OS ' cluster together; employees feel adjusted in organizations (Spagnoli , 2017; Karam, 2017; Batistic et al. 2015; Bauer et al., 2007; Silverthron, 2004) and in result the congruence among organizational factors (tasks, people, structure and culture) increases that ultimately enhance job performance of employees. Furthermore, conceptually speaking; when organization provides such a culture where newcomers get easily adjusted in the early days into the organization (through organizational socialization) and also their values are

matched with the organization's values (value congruence), the congruence/compatibility among tasks, people, structure and culture increases and in result newcomers feel more social ,adjusted & motivated and therefore their performance increases.

6.1 Managerial Implications

Findings of the study revealed that value congruence strengthens the relationship between organizational socialization and supervisor rated job performance when used as a moderating variable. The study is helpful for managers to create a conducive environment through combined use of OS & VC where people, tasks, structure and culture are all integrated towards attainment of individual and organizational goals. Further, this study may help managers to adjust the newcomers "who have high value congruence" to build a strong and compatible team that may create synergetic benefits for the organizations. Ultimately, such teams and the conducive culture provided to new entrants may enable managers to exploit true potential of the newcomers and also to have sustainable competitive advantage through managing the human capital e.g. social and intellectual capital of their organizations.

6.2 Theoretical Implications

The literature shows that many studies upon organizational socialization are based on cross sectional design. However, in present study time lagged design is applied which is highly demanded in organizational socialization research. Moreover, job performance of new teachers has been measured through their supervisors' feedback that reduce self-reporting bias. Therefore, this study will help to fill methodological gaps in previous studies. This study also proved the moderating role of value congruence between organizational socialization and job performance of the teachers. Congruence/compatibility among peoples and institute may be enhanced (through organizational socialization strategies by creating good culture) and (through hiring better teachers whose values are compatible with the organization's values). By this, organizations can save a huge cost of turnover and on other hand new teachers can become easily adjusted in their newly joined organization/institute.

6.2.1 Application of value congruence theory

The proposed direct linkage between organizational socialization and job performance has support from 'Congruence theory/model'. According to Nadler & Tushman (1980), the congruence among tasks, people, structure and culture results in form of better job performance. Organizational socialization (IV) is also expected to bring compatibility among tasks, people, structure and culture which would also result in better job performance. More clearly, training dimension of OS helps to learn the 'tasks', coworker support leads to the attainment of better social support from 'people', understanding dimension of OS helps to fully comprehend about organization's goals/values/politics etc. and future prospects dimension talks about acceptance of the prevailing 'culture' of the organization. Thus, each dimension of OS is helpful to bring congruence/compatibility among the factors and therefore can enhance the job performance of new employees. Thus, it may be argued that with support of congruence theory, organizational socialization can also enhance the job performance.

The linkage between value congruence (moderator) and job performance (DV) also has support from 'Congruence theory/model'. According to Nadler & Tushman (1980), congruence among tasks, people, structure and culture results in better job performance.

Value congruence (moderator) also helps to bring compatibility among these factors and therefore expected to increase the job performance as well. More clearly, if an organization has brilliant workers and has organizational culture which is compatible for them (Presence of value congruence), they will perform better. Thus, it may be argued that with support of congruence theory, value congruence can also enhance job performance of the employees.

Based on above discussion, the relationship between OS (IV) & JP (DV) and between value congruence (Moderator) & JP (DV) is proven with help of congruence theory. Thus, interactive effects of OS & value congruence as proposed in the present study has support from 'Congruence theory/model' given by Nadler & Tushman (1980).

6.3 Future Research & Limitations

Future research may be conducted with respect to various other job outcomes e.g. job commitment, OCB, job satisfaction by adding mediators e.g. social support. Moreover, moderating role of PE fit can also be tested between organizational socialization and OCB. Another moderator may also be tested in the present study i.e. proactive social behaviors of the newcomers.

There are certain limitations of the study as well. As the data was collected from only three cities of Pakistan. Therefore, results are not generalizable across Pakistan. In the context of Pakistan, gap exists to conduct such studies where focus should be given towards socialization of the newcomers as very limited amount of research is conducted in Pakistani context. Moreover, results would be only useful in education sector.

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