Organizational Identification with the Effect of Organizational Socialization: The Validity of Social Identity Theory

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ABSTRACT

There is increasing interest in how to enhance the level of organizational identification as an attitude that organizations desire for their employees to develop in today's new generation enterprises. The search for new antecedents to increase the level of identification has proceeded for a long time in several organizational settings. An antecedent of the identification can be the organizational socialization process that employees experience through the organization's direction. The validity of the theory for hypothesized relations gains importance as the conditions change in this context. It is expected that the socialization level of the employees increases the level of organizational identification in the institutions in the light of social identity theory. The main research question is to test the validity of social identity theory on the relationship. According to the findings of the quantitative-research with 448 participants, high level of explanatory effect of organizational socialization process on organizational identification was not found in accordance with the proposals of social identity theory. The findings of the study reveal the necessity of exploring new antecedent factors for organizational identification.

KEYWORDS
Organizational Socialization, Identification, Social Identity Theory

ÖZ

Günümüz yeni nesil işletmelerde, çalışanların geliştirmelerini arzu ettikleri bir tutum olarak örgütsel özdeşleşme düzeylerini ne şekilde arttıracaklarına olan ilgi artmakta, özdeşleşmeyi artıracak yeni öncül faktörlerin neler olabileceğine yönelik arayışlar devam etmektedir. Çalışanın kurumun yönlendirmesiyle deneyimleyeceği örgütsel sosyalleşme sürecinin özdeşleşme için bir öncül değişken olabilecektir. Bu bağlamda, önerilen öncül değişkenler için hangi teorik temelin önermelerinin geçerli olacağı koşullar değiştikçe önem kazanmaktadır. Çalışanların yer aldıkları kurumlarda sosyalleşme düzeylerinin sosyal kimlik teorisi bağlamında örgütsel özdeşleşme düzeylerini arttıracağı beklenir. Bu araştırmanın temel sorunsalı, örgütsel sosyalleşmenin örgütsel özdeşleşme için bir öncül değişken olmasında sosyal kimlik teorisi önermelerinin geçerliliğini test etmektir. 441 katılımcılı nicel araştırma yönteminin benimsendiği araştırmada, sosyal kimlik teorisi önermelerine göre kurum tarafından yönlendirilecek bir örgütsel sosyalleşme sürecinin örgütsel özdeşleme için yüksek düzeyde açıklayıcılığı ortaya çıkmamıştır. Araştırmanın bulguları, örgütsel özdeşleşme için yeni öncül faktörlerin teşhisinin gerekliliğini ortaya koymaktadır.

ANAHTAR KELİMELER
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INTRODUCTION

As a result of globalization and the breakdown of established paradigms, today's organizations have started to differentiate. Organizations try to adapt to today's dynamics to survive. Around the competition, enterprises need to focus on individual and group levels from the inter-organizational and organizational levels to survive and remain sustainable. At the individual level, businesses need to address behavioral issues related organizations such as low level of organizational commitment, involvement, engagement, and identification for employees. These kinds of individual-related organizational issues can cause high-levels of turnover rates in the institutions (Özdemir and Ergün, 2015). According to Noe, Hollenbeck, Gerhart, and Wright (2003), turnover expenditures range from 50-200 % of a worker's salary while the organization hires, trains, orients, and raises the employee. On the contrary, successful organizational socialization is positively related to employee's career increments, job performance, job satisfaction, job involvement (Allen and Mayer, 1990).

In addition to team-oriented structures of the new generation organizations, employees act by following the aims and visions of the organizations within the framework of collective organizational culture and socialization. When the employees can easily access information as a result of transparency, they will enter the process of organizational identification and individual-organization harmony will be ensured. Workers' affirmative attitudes in the organizations strength their engagement to institutions and motivation degree (Dirks and Ferrin, 2001), which in turn give rise to improved achievement of psychological contracts (Robinson, 1996; Çiçek and Çalışkan, 2018). Given the advantages outcomes, the effective organizational socialization process can be directed to the high level of the individual, group, and organizational variables, one of which can be identification with organizations. The employees learn the needed knowledge, skills, abilities, attitudes, and behaviors for complying with the work definitions and duties, organizational culture and climate, and workplace behavior patterns via socialization process (Chao, O'Leary-Kelly, Wolf, Klein, and Gardner, 1994; Wachtfogel, 2009; Özdemir and Ergun, 2015). On the contrary, ineffective socialization tactics that managers use in the organization can cause a rise of training costs. Incompetent socialization process precisely affects workers' following job attitudes and performance in the organizations (Çiçek, 2017). Therefore, the organizational socialization process should be managed efficiently depending on situational factors in an institution. The employers and managers should give importance to organizational socialization because the employees become integrated members of the institution through identification with organization after getting hired. Accordingly, the elements of organizational socialization have become an important research area in management studies.

The main assumption of the research is the positive consequence of organizational socialization process on organizational identification with the basis of a metaphoric approach to identify the rings of a chain. Organizational identification will serve as a basis for employees to play a supporting role in the period when they are successful or unsuccessful. The desired level of organizational identification will be developed through the exact experience of organizational socialization process. Only a few prior research has questioned the link between organizational socialization practices and organizational identification (Aliyev and Işık, 2014; Ge, Su, and Zhou, 2010; Hayashi, 2013; Ahmadian, Soori, Ghaderi, Hejrat, and Mawlaie, 2016). The proposals for the relationship could not be valid depending on new organizational conditions such as highly competitive environment, integrated process system, and changed organizational structure. The research question for the study: "Is a rational approach that organizational socialization process which institutions utilize as a tactic consciously to increase level of identification?" The relationship should be investigated in today's changing work environment and the new studies are needed to reveal the relationship between the organizational socialization and the organizational identification. The aim of the research is to test the validity of the social identity theory proposing the relation between organizational identification and organizational socialization process in today's organizations.

1. THEORETICAL FRAMEWORK AND HYPOTHESES

1.1. Social Identity Theory

While the conceptual framework of the research was formed, the theories were supportive. In this respect, the main theory supporting our theoretical model is determined as the social identity theory. It helps us understand this phenomenon by explaining the concepts one by one and supporting relations.

Social identity theory reveals that individuals tend to classify their identities and other team members in differentiation in diverse social classifications like organizational membership, religion, gender, education level, and age group (Tajfel and Turner, 1985). Depending on this theory, individuals can be classified into

different classifications and may occur in different clusters. In other words, the categories are defined by the prototypical features isolated from the members (Turner, 1985 cited in Ashforth and Mael, 1989, p.20).

The concept of social identity, which is at the center of the social identity theory, explains that someone involves in the social classification or group (Hogg and Abrams, 1988). Members who form a common social identity and identify with individuals of the same category are defined as social groups. In explaining social groups, self and self-concepts should be defined. In a social comparison process, self-resident individuals are categorized and labeled within the group; persons different from self are classified as external groups.

Studies on social identity have evolved through certain stages. In the initial research, social identity included affective, assessor and other psychological correlations of intragroup categorization (Turner, Hogg, Oakes, Reicher, and Wetherell 1987, p. 20). Afterwards, the researchers detached the self-categorizing factor from the self-esteem (evaluator) and adherence (psychological) element to empirically examine the relationships between them (Stets and Burke, 2000, p. 224).

Researchers have carried the social perceptions to intergroup perspective and introduced the concept of social identity (Wetherell, 1996, p. 23). To understand the groups, it is necessary to understand the relationships between these groups (besides the different contributions of the group life to the cognitive processes of the individual). Studies were focused in what changes were taking place in their personal identities, motives, trials, and perceptions when individuals were members of a particular group. In agreement with the Social Identity Theory, people perform as members of certain social classes and not as individuals in most cases. Thus, it helps people to identify the place of themselves and others within a particular social structure. People derive their self-definition by awareness of their membership in important social classes (Demirtaş, 2003).

A person can identify her or his identity with that or working group or organization through the organizational socialization process. The organizational associates identify with their institution depending on the allure of the recognized organizational identity and the steadiness between individual self-description and institutional identity (Dutton, Dukerich, and Harquail, 1994; Hsieh, Weng, and Lin, 2018). The socialization process directly influences how the members evaluate their values with the congruence of organizational context (Hsieh, et al, 2018). Therefore; the consequent attitudes and behaviors occurring over time will shape via the organizational socialization process with the proposals of social identity theory.

1.2. Organizational Socialization

Socialization is a phenomenon that human being obtains knowledge and experience about social responsibilities and rolls by observing and learning society norms in their social environment. An individual could diagnose group values norms transfer them into his/her cognitive/emotional system and behaviors. In this condition, the societal system is arranged consistency. In other words, socialization process is a learning phase by an individual (Feldman, 1980; Memduhoğlu, 2008). Socialization is an internationalization of common understanding, perception, values, beliefs, and behaviors in the group for business context (Weiner, 1982). As long as this process causes the workers to recognize organizational preferences and behave with respect to these targets, organizational members approve similar priorities with the institution. According to ASA (Attraction-Selection-Attrition) Theory, individuals are attracted to the institution for hiring, selected by the organization, and those who could not synchronize their aims and values with the organizational priorities leave the organization (Schnedier, 1987). The socialization period has a remarkable importance after the workers are recruited for the organizations in the light of ASA Theory proposals (Chatman, 1991).

The literature of organizational socialization mainly focus on two different research topics 1- socialization process and 2- socialization content (Chao et al., 1994; Çiçek, 2017).

Some socialization researchers developed various dimensions of organizational socialization in the literature. For instance, Feldman (1989) described four areas for the learning process: task-related duties, job aspects, the group phases, and organizational features. Fisher (1986) defined three similar step by attaching two more areas: (1) introductory learning, whereby new hiring employees recognize that learning is expected and what and from whom they wish to learn is identified; (2) learning of the association; (3) learning to perform in a workgroup; (4) how to execute the work; and (5) individualized learning and altering, whereby new worker recognize more about (Çiçek, 2017)

Several tactics for organizational socialization process are mentioned in the literature (Van Maanen and Schein, 1979). They are 1- collective versus individual, which express whether individuals are in the control of a joint series of involvements; 2- formal versus informal, that utilized to characterize the degree to which individuals are beyond the others along the socialization period; 3- sequential versus random, encloses the degree to which phases for posits a role are conceived and attributable; 4- fixed versus variable, exhibits the

degree to which a purposeful time for the phases included in so as to offer a role is provided; 5- serial versus disjunctive, described as whether or not, an idol is provided to help new employee along the changeover; 6- investiture versus divestiture, which indicates to the degree of an institution's appraisal of acquiescence or imaginations and entrepreneurship (Watchfogel, 2009; Çiçek, 2017).

New employees alter their attitudes, values, and beliefs by means of organizational socialization. This period has unceasing dynamics. The results of socialization are a congruence of a worker with the organization, new job, co-worker, and organizational arrangement. The cooperation between employees and supervisors is a remarkable factor in socialization process. The early phase in socialization process closely influences the workers. Knowing about task definitions and duty requirements, connecting with employees, knowing the individuals having power in the institutions, understanding a mutual organizational language, acknowledging organizational aims and values, being aware of organization history result in completing the socialization process.

1.2.1. Sub-dimensions of Organizational Socialization.

According to the studies in the literature, there are different kinds of dimensions of organizational socialization. Among the classifications, Chao et al. (1994) developed a scale to measure organizational socialization with six dimensions. These are; performance proficiency, people, politics, language, organizational goals and values, and history (Haueter, Macan, and Winter, 2003).

Types of products/services in the sector, special properties of the products/services, organizational structure, operations in the institutions, internal politics of institutions, management style, and compensation/salary practices affect the experience of socialization process for the employees. How departments or subsidiaries contribute to the organizational aims and how individual job contributions influence to the mission and vision have direct effects on socialization process. Besides, being aware of organizational and departmental history, contributions to accomplish of organizational aims through group aims and objectives, acknowledge about competencies and expertise of group members, members' contribution to supervisors' expectation, management type, executing task with respect to group standards, rule and procedures, consistent behaviors with organizational values are the influential elements for organizational socialization process. Responsibilities about duties and any project, executing tasks, determining priority, tools, resources at performing task, feedback to supervisor are some significant factors of task socialization (Haueter et al., 2003). History dimension of socialization indicates the degree to which individuals have obtained the traditions, habits, fables, and ceremonies of their institution. Language dimension of socialization means the employee's knowledge of the occupation's professional vocabulary as well as information of the any slang or jargon that are specific to the organization. Politics reflects the employee's accomplishments in obtaining knowledge with respect to formal and informal work affiliations and power relations within the institution. Individuals are interested in building favorable and pleasant work connections with organizational associates. Organizational goals and values encapsulate the comprehension of the standards, principles, group norms, and qualities inside the association. Performance proficiency alludes to degree to which the employee has mastered the duties associated with activities (Lee, Oh, and Burnett, 2016).

1.3. Organizational Identification

An object or individual assimilating or integrating all the characteristics of a set is one of the word meanings of identification (National Turkish Language Institute, 2018). Definitions of organizational identification;"Cognitive tie between one's self and organization description" (Dutton, et al., 1994). An individual belief in the organization's definition of a person's individuality"(Pratt 2000). Organizational identification is the remarkable element revealing the association between the individual and the organization (Turunç, 2011). Organizational identification is a psychological channel between the organization and employee (Reade, 2001).

The individual's self and organization are highly similar compared (Bartels, 2006). This approach includes an expansive variety of psychological states of individuals (Edwards, 2005). Organizational identification is self-identifying degree with the close characteristics that the individual defines the organization (Dutton, et al., 1994). Organizational identification means a process in which employees identify with the institution they act with (Rotanti, 1975, p. 892). Employees who identify with their institution share the achievement and inefficacy of their companies or corporations (Mael and Ashforth, 1992).

1.3.1. Sub-dimensions of Organizational Identification.

Organizational identification includes cognitive, emotional and behavioral dimensions (Cheney and Tompkins, 1987). The more the individual uses it when it defines itself, the strong identification and cognitive, emotional and behavioral siege within the organization is increasing (Ashforth, 2001). Organizational identity assures which the workers approach each other with emotions, opinions, and behaviors and get a whole with the institutions. These emotions, opinions, and attitudes enhance commitment of the workers to their work (Çakınberk, Derin, Demirel, 2011, p.94). The identification process is the consequence of gaining a distinctive value-oriented identity for the individuals networking with other organizational members (Larson and Pepper, 2003).

1.4. The Research Hypotheses and Model

The reasons of the relation of organizational socialization with organizational identification are explained and the research model is displayed in this section.

The desire for the new employee's adaptation to organizational culture in the organizational socialization process is managed by the organization. That is to say, the institution reflects the distinctive, permanent and central features of the organizational identity to the identity of newcomers through the organization. Newcomers face to face the various uncertainties in their organization. When the newcomers build and purify organizational identity via organizational socialization, they are actuated to diminish ambivalences by altering their identities (Katz, 1980).

Organizational identity is tightly related to organization member's identification. When individuals define themselves utilizing organizational identity, then organizational identification happens. At this time, employees have a tendency to weave themselves with organization, and identification requires shared common characteristics (Mael and Tetrick, 1992). Vigorous identification with the organization helps the employees balance their feel of self as organizational colleagues. When employees powerfully identify with their institutions, their sense of continuity depends on the organization's continuity.

Chao et al. (1994), Katz (1980), Schneider and Reichers (1983) dispute that the stages of "pre-entry" and "adaptation" affect self-identity formation substantially in the socialization process. Brim and Wheeler (1966) stated that the content of socialization incorporates perceiving the organization's structure and the role of instructions, the chain of command and behaviors related to the different hierarchical levels and ranks in the structure. In other words, it is supposed that while the employees understand the institution's standing structure and try to adapt his or her identity to the organization, the individuals' identities also modify toward organizational identity now that organizational socialization is the process that arranges the social cumulative personality (Eli and Shuval, 1982). Identification is the consequence of identity development (Pratt, 1998). Therefore; the causality between organizational socialization and organizational identity is accepted since socialization is the reason of identity-formation.

According to Ashforth and Mael (1989), new employers need to learn the organizational strategy and policies, standing structure, operations, and behavioral norms so as to interpret the association and the taking role within it. New employees build self-definition composed of social identity through organizational socialization process (Hayashi, 2013). Organizational identification is grounded on the social identity" theory in which the employees respect the organization values, norms, behavioral patterns, and anticipations of the institution and personalize these organizational features. Through socialization and identification, the workers absorb the remarkable properties of the organizations as their valuable components (Guglielmi et al., 2014).

The findings of some studies demonstrated that organizational identity is influenced by organizational socialization (Kato, 2010; Ge et al., 2010). According to the results compiled from the researches in the literature; socialization has proven to be often the precursor of identification in organizations. In other words, an individual who socializes with a high level of organization is most likely to identify with the organization at a high level. Creating a positive climate and culture in the organization can be an initial activity for the formation of positive behaviors in employees with respect to organizational socialization and organizational identification (Aliyev and Işık, 2014). It can be proposed that there is an affirmative link between identification with organization and socialization dimensions

H1: Organizational socialization is positive antecedent of identification for an employee.

Organizational socialization tactics help the newcomers to think about the current positions and development of the ways of directing their roles (Ahmadian et al, 2006). Therefore, organizational socialization tactics can be utilized to identify the employees at the desired level for the institutions. Ashforth and Saks (1996) researched the effects of socialization tactics on the adaptation of newcomers to the organization in a long term in a longitudinal study. The researchers reported the findings that institutionalized socialization

tactics have a positive relationship with organizational identification. In this respect, the dimensions of performance proficiency, people, politics, language, organizational goal and values, and history can be positive antecedents of organizational identity.

Organizational history, language, politics, people, performance proficiency and values/goals are the original and core feature of the institution that are involved in organizational identity (Albert and Whetten, 1985). The socialization process could boost the employees to discern and accept these characteristics of the organization, which supply the base of organizational identification (Hatch and Schultz, 2002). Employees who are competent at certain socialization contents such as people, politics, organizational aims and values, history, language and performance requirements have higher role clarity now that they would be more knowledgeable about appropriate roles and behaviors (Louis et al., 1983). Therefore, this competent knowledge about organization causes the individuals more identified with the institution. Identification which is one mode of psychological attachment occurs when the workers approve the abiding characteristics of the association as describing their features (Ge et al, 2010). Workers' socialization improve organizational identification for individuals by awareness of organization history, people in the institution, common language, organizational politics, performance necessities, and values/goals when the recognized organizational identity is engaging to the employees.

Considering the dimension of performance proficiency, the level of task interdependency in organizations is at a high level depending on organizational settings. This reciprocal requires being aware of performance standards for both the working unit and the whole organization. When the employee know the other people's performance level in the same unit, the level of trust to the organizational unit and identification with members of the same and other units increase (Reade, 2001; Decreton, Nell, and Stea, 2019). Organizational socialization process provides opportunities for formal and informal knowledge exchanges (Schulz, 2003). By means of socialization process, superiors have more occasions to share their desires and apprehensions with new employees (Foss, Lyngise, and Zahra, 2013) and to lead to forceful arrangement among the organizational departments (Nohria and Ghoshal, 1994). In the consequence of mutual perceiving of what other departments are doing, expectations about performance proficiency can be clearly understood. Thus, the employee knowing the performance proficiency for himself identifies with organizations. When the employee understands the duties that need to be executed and how to execute them (Feldman, 1981), a high level of role clarity occurs for that employee through the socialization dimension of performance proficiency.

H1a: The performance proficiency dimension of organizational socialization is a positive antecedent of identification for an employee.

Considering people dimension, the individuals evaluate the external environment and divide it into in-group and out-group depending on the proposals of social identity theory. Being together with the people having similar values, characteristics, and personality features for the newcomers facilitate the identification process. If there is no similarity among organizational members, stereotypes and conflicts occur. The cooperation depending on similar values among individual plays a significant role in the socialization process. Organizational socialization as a mechanism smoothing shared mission and mutual understanding in the organization influence the individual's identification with the organization, positively (Decreton et.al, 2019).

Establishing a common corporate culture as a socialization tool could affect the people dimension of socialization (Decreton et.al, 2019). Trust for people and communication via organizational socialization lead to better knowledge sharing, which increases the level of identification with the association. The people dimension of socialization is assumed to influence the role precision since the creation of outstanding work relationships is essential for learning about the employees' new role and expectation (Fisher, 1986). When employees get integrated into the working group socially, they build an identity with the working group and powerfully identify with the organization through socialization (Reichers, 1987). Helpfulness between new employees and other individuals in the organization has an extensive role in the people dimension of the socialization process (Louis, 1980; Reichers, 1987). The helpfulness of peers and supervisors contribute to developing an identity for a newcomer by means of recommendation, guidance, social aid (Louis, Posner, and Powell, 1983; Bauer, Morrison, and Callister, 1998), and awareness of their experience (Louis, 1980; Klein, Fan, and Preacher, 2006). The receiving of realistic information helps the development of outstanding work relationships with organizational members through the people dimension of socialization content.

H1b: The people dimension of organizational socialization is a positive antecedent of identification for an employee.

Considering the politics dimension of socialization, being aware of scope and richness of knowledge about organization politics improve the identification with the organization for an employee (Decreton et. al, 2019). The employees can utilize personal contacts to access knowledge for strategic and operational concerns (Gaur,

Delios, and Singh, 2007). Besides, the politics dimension of socialization is associated with the role clarity because this dimension entails an understanding of both informal and formal job connections regarding the structures (Schein, 1968). The politics dimension of socialization implies the understanding of how to work in the organization (Gandz and Murray, 1980). A consequence of socialization, mutual understanding makes the individuals knowledgeable about politics when to be involved in order to identify with the organization.

Findings of prior studies have strengthened the ideas about the relations of the people, performance, and politics dimensions with identification (Kammeyer-Mueller and Wanberg, 2003).

H1c: The politics dimension of organizational socialization is a positive antecedent of identification for an employee.

Better interaction among organizational members occurs through the language dimension of socialization. The employees and managers can see the organizational climate as the language dimension of socialization. Because organizational identity is a shared perception among the organization's fellows about relatively steady features of the institution, one of which is organizational language. It constitutes a common type of reasoning among the employees (Whetten and Mackey, 2002). Therefore, being aware of mutual language in the organization can be linked to the consequence of socialization. Tüzün and Çağlar (2008) displayed communication as a meaningful antecedent of identification. Learning organizational language cognitively prepares newcomers for the adjustment caused by a new situation (Louis, 1980).

H1d: The language dimension of organizational socialization is a positive antecedent of identification for an employee.

Individual socialization mechanisms related to organizational goals and value help and encourage individuals to understand the all departments' functioning and activities grounded in the whole organizational system. Managers can transfer strong and lasting relationships to employees depending on organizational goal and values across units through this type of organizational socialization (Decreton et.al, 2019). From beginning orientation training, organizational socialization system are initially submitted as a way to harmonize new workers with the organization by explaining them the goals, values, and beliefs of the institutions. Lipponen, Helkama, Olkkonen, and Juslin (2005) showed the relation between value sharing through organizational socialization and identification in their study. Therefore, the organizational goals and values dimension of socialization can be antecedents of organizational identification.

Transferring work experience in the organization via the socialization process increases understanding organizational history for the employees. Klein and Weaver (2000) reported that the history and goals/values dimensions of socialization are firmly related to affective organizational commitment. Ge et al. (2010) showed that organizational history, language, values and goals socialization are positively related to organizational identification. Similarly, it can be excepted that these two dimensions of organizational socialization are positively affiliated with organizational identification since being knowledgeable on the organization's history and goals/values helps the individual identify with the organization. The historical context of the socialization is likely to be provided with disseminating organizational culture.

H1e: The organizational goals and values dimension of organizational socialization is a positive antecedent of identification for an employee

H1f: History dimension of organizational socialization is a positive antecedent of identification for an employee.

In summary, identification happens through the socialization process. Some studies have reported that some dimensions of socialization have positive effects on organizational identification (Ge et. al, 2010). Ge et al (2010) reported that some dimensions of socialization are not related to identification. Further studies need to interrogate the effects of dimensions of organizational socialization on the identification with the organization for employees. Research model is shown at Figure 1.

Figure 1. Research Model
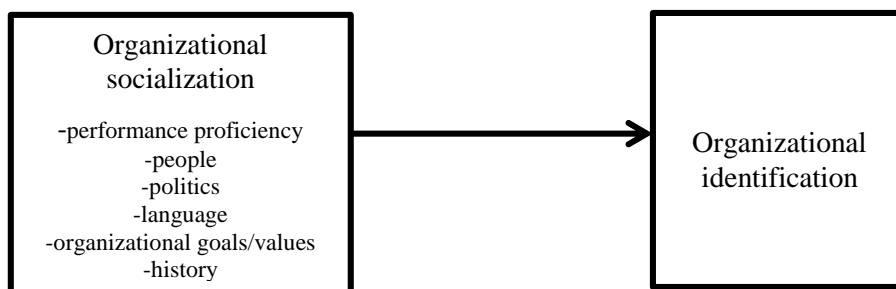
2. RESEARCH

2.1. Sampling and Method

The research was executed in both production and service sector that consist of lots of work fields because there is no any sector-specific variable in the research model. Therefore, the individuals from all types of sector can be considered. Participants are selected through the convenience method in Turkey. Even if the scale is answered anonymously, many firms avoid sharing information and do not allow data collection. For this reason, convenience sampling technique was utilized as a data collection method in the study. According to Turkish Statistical Institute, the number of waged-employees is 13885464 in September, 2021 (https://data.tuik.gov.tr/Bulten/Index?p=Ucretli-Calisan-Istatistikleri-Eylul-2021-37506)

According to formula, sample size (n): (Yamane 2001: 116-117; Yazıcıoğlu, 2010)

$n = (N . z^2 . p . q) / (N . d^2 + z^2 . p . q)$

n= sample size,

N= population,

z = Standardized normal distribution value

d= measurement sensitivity

p.q= the percent of individuals having the features in the study

n is calculated as 385, 21. Sampling is selected from the white-collar employees. In this perspective, lower level of sample size than 385 could be sufficient for the research. Sampling size is 544 from 19 companies. 447 employees provide full information for the study. Response rate for the research is 82 %. Job areas in which employees work are high-tech industry, tourism, banking and finance, automotive, health, airline passenger, airline cargo, logistics, and higher education in private sector.

The survey technique is employed for obtaining responses. The participants were allowed one-week to take the questionnaire. All of answers were anonymous.

6-degree Likert scale is utilized for determining employees' responses. The response range changes from definitely disagree to fully agree. Data is analyzed via SPSS.22 statistical software and suggested relationships are tested via correlation test, multiple linear regression test, and hierarchical regression analysis. The normality test for data is investigated via coefficient of skewness- kurtosis. The reliability and validity of measurement are diagnosed through internal consistency of cronbach alpha and factor analysis with Varimax rotated, respectively.

The research was carried out with the ethical approval of the Ethical Committee for Social Science and Humanities, Necmettin Erbakan University, dated April, 08, 2022 and numbered 2022/162.

2.2. Measurement

Firstly, demographic information is demanded from the participants. Demography includes age, gender, organization tenure, total job tenure, job tenure for existing task, and tenure for supervisor-subordinate affiliation. These demographic variables are also considered as control variables.

Organizational socialization: 34 out of 36 item-scale is used in the study in the Turkish language. The original scale is developed by Chao et.al (1994) in English. The Turkish version of the scale is adapted by Ozçelik (2008). This Turkish version of the scale is utilized for this research. The scale consists of 6 dimensions, originally: history, language, politics, aims and values of the organization, people in the organization, employees' performance adequacy. Some items of the scale "I do not understand corporate politics exactly (r)" and "Aims of the organization that I work for are also my aims". 13 items are reverse coded on the scale. Chao et. al (1994) reported accepted reliability for all sub-dimensions: 0,80 for performance proficiency, 0,81 for language,0,80 for people; 0,81 for organizational goals and values; 0,81 for politics, and 0,85 for history. Ozcelik (2008) reported reliability values 0,570; 0,602; 0,659; 0,806; 0,650; 0,618 for the same sub-dimensions, respectively.

Organizational identification: 6-item identification scale developed by Mael and Ashforth (1992) are used except for one item which is not preferred owing to very close content with other items. Some items of the scale "When someone criticizes (Name of organization), it feels like a personal insult", and "I am very interested in what others think about my institution". Mael (1981) calculated the reliability as 0,81 , Ahforth (1990) as 0,83. The researchers noted the reliability range from 0,83 to 0,89 through 5 point Likert scale at lots of research. The Turkish version of the scale is adapted by Kalemci-Tüzün (2008). The authors reported a one-factor dimension and 0,78 reliability for the 6-item scale. This Turkish scale is utilized for the research.

2.3. Findings

2.3.1. Demographic Information and Descriptive Statistics

51,9 % of participants is at the age of interval 20-30 years and 59,4 % is male. Organizational tenure is interval 1-5 years for 49,4 % of the whole as majority.. Job tenure in the current duty is 1-5 year for 49,8 % as a majority. The descriptive statistics of measures are shown at Table 1.

Table 1. Descriptive Statistics of Variables

Variable	Mean	Standard deviation	Skewness	Kurtosis
Organiz.socializa.	4,92	0,519	-0,461	-0,139
Organiz. identification	5,07	0,709	-0,498	-0,577

Skewness and kurtosis coefficient values for measures (0<x<1) are adequate for normal distribution (Şencan, 2005).

2.3.2. Reliability and Validity of Scales

The items that have eigenvalue higher than 1 and loaded by the value of 0,45 or higher on the one factor are considered. The item loaded on more than one dimension with the difference score of 0,1 or lover are extracted from the analysis. In other words, one iteration is carried out after the factor analysis consequence. Cronbach alpha internal consistency is calculated (above 0,65) for reliability test. The threshold is sufficient for reliability (Cortina, 1993; Miles, Davies, and Walker, 2000). Results of factor analysis and reliability tests are shown in Table 2, 3, and 4.

Table 2. Validity and reliability of organizational socialization scale

Factor	Items	Factor Loads	Eigenvalue	Explained variance (%)	Sub-dimension reliability
1	5	0,663	4,813	10,999	0,695
	22.	0,789			
	23.	0,547			
	26.	0,665			
2	7.	0,589	1,582	10,635	0,696
	19.	0,824			
	20.	0,798			
3	10.	0,597	1,504	10,424	0,603
	11.	0,570			
	17.	0,700			
	27.	0,622			
4	1.	0,806	1,396	9,689	0,645
	2.	0,582			
	3.	0,602			
	16.	0,455			
5	31.	0,612	1,259	9,268	0,590
	33.	0,782			
	34.	0,619			
6	6.	0,870	1,218	7,848	0,649
	12.	0,806			
	Total			58,863	0,798
Kaiser-Meyer-Olkin			0,778		
Bartlett's Test of Sphericity	Approx. Chi-square		1882,905		
	df		190		
	Sig.		0,00		

Several iterations are made step by step. Finally, 6 factors are grouped, Original factor structure does not occur in this sampling. The factors are titled relying on including items' meanings. 1-performance proficiency and politics 2- organizational aims 3-people 4- history-values 5-personal prestige 6- language.

3 and above number of items are considered to reflect minimum coverage of the theoretical content of latent construct (Hair et al., 2010, p.676).

1st, 2nd, and 4th factors are used for analysis to investigate relations. 6th factor is not considered due to the non-acceptable number of items in it. 3rd and 5th factors do not have above threshold reliability (x <0,65). Therefore, these factors are not used for analysis even though the total scale reliability value is 0,798 (x>0,65) (Cortina, 1993).

Although factor loads of 0.40 and above are considered sufficient for grouping in one dimension, the value of factor load may change in determining the items grouped in a factor depending on the number of samples. According to Tabachnick and Fidell (2013), the factor load of an item on a factor should be at least 0.32. A factor load of 0.30 is considered sufficient for 350 samples (Hair, 2005). The requirement that the number of items grouped under a factor should be at least 3, increasing the level of variance explained by the items for the scale, and avoiding the common method bias that would arise if all variables were measured with the evaluation of the same participant for an observation were the factors considered in determining the factor structure for this scale.

Anti-image correlation matrix and Anti-image covariance matrix for the identification scale are shown at Table 3.

Table 3. Anti-image matrices for the identification scale

		İtem 1	İtem 2	İtem 3	İtem 4	İtem 5	İtem 6
Anti-image Covariance	İtem 1	,624	-,268	-,041	-,005	-,124	-,137
	İtem 2	-,268	,637	-,038	-,062	,040	-,131
	İtem 3	-,041	-,038	,507	-,315	-,082	-,039
	İtem 4	-,005	-,062	-,315	,522	-,021	-,042
	İtem 5	-,124	,040	-,082	-,021	,864	-,105
	İtem 6	-,137	-,131	-,039	-,042	-,105	,748
Anti-image Correlation	İtem 1	,745[a]	-,425	-,072	-,008	-,169	-,200
	İtem 2	-,425	,752[a]	-,068	-,108	,054	-,190
	İtem 3	-,072	-,068	,677[a]	-,612	-,124	-,063
	İtem 4	-,008	-,108	-,612	,671[a]	-,031	-,068
	İtem 5	-,169	,054	-,124	-,031	,825[a]	-,131
	İtem 6	-,200	-,190	-,063	-,068	-,131	,850[a]

a. Measures of Sampling Adequacy(MSA)

According to Table 3, since all diagonal values are above 0.5, it is appropriate to include all items in the factor analysis.

According to scree plot, it represents a factor between two points. As a result of factor analysis, when the contribution of each additional factor to the explanation of the total variance falls below 5%, the maximum number of factors is reached (Yaşlıoğlu, 2017). Considering all the factors explained in determining the factor structure, the variance explained by the factors in question was considered sufficient, and it was concluded that a lower eigenvalue threshold of 0.9 (as shown at Figure 2) would be necessary to reach the factor structure with the highest explanatory power.
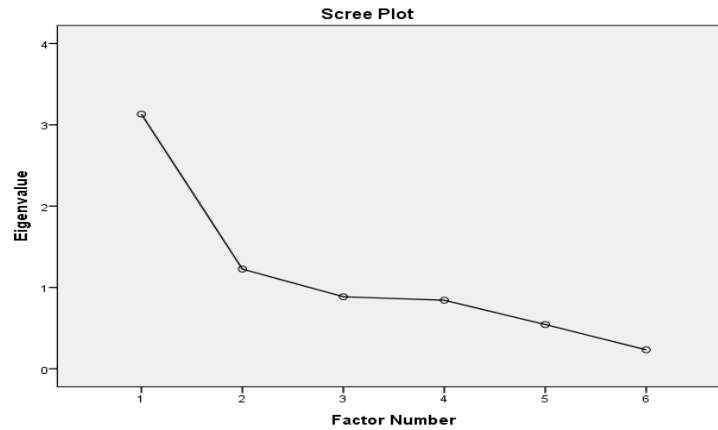
Figure 2. Scree plot of the identification scale

Table 4. Validity and Reliability of Organizational Identification Scale

Factor	Items	Factor loads	Eigenvalue	Explained variance (%)	Reliability of sub-dimension
1	1.	0,803			
	5	0,387	2,664	40,276	0,697
	6.	0,843			
2	2	0,911			
	3	0,571	0,874	23,233	0,724
	4.	0,463			
	Total			63,5	0,739
Kaiser-Meyer-Olkin			0,733		
Bartlett's Test of Sphericity	Approx. Chi-square		619,538		
	df		15		
	Sig.		0,000		

Original factor structure does not emerge in this sampling. The factors are titled relying on included items' meanings.1-affective 2-collective. Total scale reliability and sub-dimensions reliability values are acceptable (x>0,65)

2.3.3. Significant Effects

Table 5. Correlation Values between Variables

	age	gender	tenure	Job tenure	Job tenure current duty	Tenure supervisor-subordinate relation	Performance proficienc-politics	Org. aims	History -values	Affective	Collective
age	1										
gender	-,097*	1									
tenure	,539**	-,078	1								
Job tenure	,753**	-,080	,653**	1							
Job tenure current duty	,547**	,008	,849**	,641**	1						
Tenure for supervisor-subordinate relation	,484**	-,041	,738**	,535**	,738**	1					
Performance proficiency-politics	,233**	-,018	,301**	,324**	,246**	249**	1				
Org. aims	,156**	-,003	,217**	,223**	,208**	,191**	452**	1			
History -values	,217**	-,068	,305**	,300**	,247**	,220**	,470**	,531**	1		
Affective	,008	,042	,054	,022	,017	,028	,067	,111*	,219**	1	
Collective	,011	-,081	,028	,007	-,001	,003	,112*	,210**	,195**	,541**	1

** Correlation is significant 0.01 at level
* Correlation is significant at 0.05 level

Correlation values are shown at Table 5. None of the demographic variables as control variables have significant relationships with dependent variables. There is a positive relationship between age and types of tenure as excepted because the tenure level increases as the individuals get older. All tenure types that are demographic variables have high-level significant positive relations with each other because tenure, job tenure in current duty and tenure for supervisor-subordinate relation means similar time longevity for the same individuals. The most significant relation is between the affective dimension of identification and the history-value dimension of socialization as dependent and independent variable (0,219). Among dependent variables, the relation has 0,541 correlation value. Among independent variables, the relation between org. aims and history-values is the highest value (0,531). According to correlation analysis findings, there is a significant relation between independent variables and dependent variables.

Table 6. Effects of Organizational Socialization Dimensions on Identification Dimensions

	Organizational identification (affective)			Organizational identification (collective)		
Predictors	**Beta**	**T value**	**p**	**Beta**	**T value**	**p**
Performance proficiency-politics	0,034	0,582	0,562	-0,008	-0,135	0,893
Org. aims	0,054	0,943	0,436	**0,157***	2,707	0,005
History -values	**0,112***	1,962	0,049	**0,126***	2,223	0,027
R^2	0,05			0,09		
p	0,21			0,00		
F	3,289			7,196		

Depending on regression analysis, only history-values dimension of organizational socialization has significant effect on affective dimension of identification. The socialization dimensions explain 5 % of the variance in identification in a positive way. The organizational aim dimension and history-values dimension of organizational socialization have significant effects on the collective dimension of identification. These socialization dimensions explain 9 % of the variance in collective identification in a positive way. The organizational aims dimension has a relatively higher effect on the collective identification. History-values dimension has the effects on both types of identification.

DISCUSSION AND CONCLUSION

Results

According to results, the organizational socialization levels of participants are higher than middle and are similar to the reported levels of the other researches carried out in Turkey and other countries (Hauter, 2003; Ge et al, 2010; Klein et al., 2006; Aliyev and Işık, 2014; Nartgün and Demirer, 2016; Kırmızıgül, 2018). The reported levels of organizational socialization are higher than those of some researchers conducted in Turkey (Balcı, Baltacı, Fidan, Cereci, and Acar, 2012; Saruhan, 2017). The identification levels of participants are measured as higher than those of some other researchers in Turkey (Saruhan, 2017; Nartgün and Demirer, 2016). It can be expressed that the levels of identification have increased although individuals' socialization levels as measured at different dimensions remain at a similar level.

The results of the study are differentiated from the results of other studies. According to findings, the significant effect of organizational socialization on identification reflects a pretty low degree. The least impact of the organizational socialization occurred on the history-value dimension. The highest effect occurs in the dimension of organizational aims. The highest value for the identification dimension is about collective judgment. The workers in selected institutions consider being aware of organizational aims and values and organization history as the most valuable factor for developing identification. Task interdependency at work-settings and the increasing importance of team working in organizations confirm this finding in nowadays' competitive environment.

Among socialization dimensions, there is a positive medium level relation between organizational aims and performance proficiency-politics and between history-values and performance proficiency-politics. This infers that professionals' work competencies indicate institution-specific features in the workplace. This circumstance draws attention to thinking that the selected companies for the research may have specialized

considering the job field in the sector. İndividuals' performance competency is harmonized with organizational aspects starting from entry-level.

According to findings, some dimensions of organizational socialization have significant effects on identification dimensions. Considering sub-hypotheses, H1a, H1b, H1c, and H1d is rejected. H1e and H1f is partially accepted because both dimensions of dependent variable are not affected by all socialization dimensions. Therefore, main hypothesis H1 is partly accepted

The main assumption of the research is the effect of organizational socialization on organizational identification with the basis of a metaphoric approach to identify the rings of a chain. In this context, the validity of social identity theory is questionable. The validity of social identity theory to explain the effect of organizational socialization on identification is not occurred for all socialization dimensions.

The research findings revealed that the history and value dimensions of organizational socialization have effects on the affect dimension of organizational identification. Similarly, Klein et al. (2006) reported the meaningful relationship of value and history dimensions of socialization with affective commitment. The level of relationship between the organizational socialization and organizational identification in this research is lower than the levels reported at some research that aims investigating the relationship between different socialization dimensions and identification (Aliyev and Işık, 2014; Nartgün and Demirer, 2016; Kırmızıgül, 2018; Saruhan, 2017) and similar with one study in Turkey (Balcı et al., 2012). Aliyev and Işık (2014) reported a significant relationship between identification and socialization dimensions that are different from those in the research. Researchers assert that high-level identification requires socialization at high level. Socialization dimensions of work training, understanding organization, coworkers support, and future expectations influence identification level. But, similar findings with our research emerged in Balcı et al. (2012)' study. Understanding relations in the organization as a socialization dimension could explain identification at a low level in that study carried out in the educational sector. Boivie, Lange, McDonald, and Westphal (2011) showed that managers' identification does not have significant relation with socialization level in bureaucratic organizations.

According to findings, the effect of performance proficiency-politics on the identification dimension does not emerge. Even though this dimension has a meaningful relationship with the collective dimension of identification in terms of correlation results, this type of socialization cannot explain variance in identification. Any sector/work field-specific variable included in the research model. Therefore; the findings are not interpreted via sector dynamics. Because identification means culturalization with institutions for the employees, organizational aims, values, history, and language have played a more important role than job features. In other words, internalization of organizational properties gains importance much more than employee's jobs executed in that institution.

The research finding revealed that organizational socialization is not a remarkable antecedent of organizational identification. Organizational socialization does not have an expected noteworthy effect on the emergence of organizational identification in the light of proposals of Social İdentity Theory. Concordantly, De Connick (2001) has founded the meaningful effect of only one sub-dimension of socialization (training) with identification. Ashforth and Sluss (2008) claimed that identification behavior can be detected at hard-mechanic bureaucratic organization structures in which there is a low-level degree of socialization. Balcı et al. (2012) disclosed the meaningful relationship between the organizational socialization and identification for only the dimensions of organizational understanding and future expectation at the low levels. The researchers reported the effect of the future expectation dimension on the identification is in a negative direction. Therefore, organizational socialization for individuals' identification with the organization has not been very significant anymore with respect to proposals of Social Identity Theory. It can be said that the validity of the theory is controversial to propose the relation between organizational socialization and identification.

Many studies evinced that organizational identity can be influenced by the elements such as the leader's behavior (Wieseke, Ahearne, and Lam, 2009; Tangirala, Green, and Ramanujam, 2007), organizational justice (Olkkonen and Lipponen, 2006; Albert, Ashforth, and Dutton 2000), trust (Edwards and Cable, 2009), and organizational ethics (DeConinck, 2011). According to Van Maanen and Schein (1979), new employees reacted differently to the role because the socialization techniques employed by institutions form the new employees' input information (Benzinger, 2016). Therefore, the orientation training that includes standard content may not produce the expected effects on the development of identification.

Sun and Wang (2001) highlighted identification is an espousal of being a part of the organization and organizational socialization may not be critical for employees' identification. The power of organization leader and congruence among co-workers can affect identification in spite of organizational socialization. Yi and Jen (2006) claimed that as socialization is cultivated process, individual tactics applied by employees to fit with

this process have the effect of identification. According to the authors, individuals' proactive actions are more efficient than institutional strategies directed toward this aim. Edwards and Pecceri (2010) proposed that socialization is not always required for emerging identification, whereas communication and organizational support have affected this variable much heavily. Tüzün and Çağlar (2009) revealed in their study that there is no direct effect of organizational identity on organizational identification that can be related to socialization. The attractiveness of perceived organizational identity, trust (Tüzün and Çağlar, 2009), and organizational culture in which individuals have high level of authority for seeking information can be recognized to develop identification with an organization instead of organizational socialization tactics directed by the organization.

In addition to the invalidity of the Social Identity Theory, a criticism about the scale can be made as the reason for low level of proposed relationship. Hauter et. al.(2003) criticized the organizational socialization scale developed by Chao et al (1994) that is utilized in this research. The researches claimed that scale included inconsistent different levels within specific dimensions for analysis (job, workgroup, and organization). Any coverage role is not considered. The lack of differentiation between task socialization and job performance emerges. Only one reason which grounds for little effect levels between socialization and identification may be the characteristic of the scale for the researches that utilized the scale developed by Chao et al. (1994). The researchers categorized scale items as an organization, people, and task to overcome the mentioned issues. The dimensions of organizational goals/values, language, politics, and history are defined as organizational socialization dimensions. The people dimension is regarded as group socialization. The dimension of performance proficiency is described as task socialization. Similarly, the meaningful dimensions on the identification are history, values, and organizational aims our research. That is to say, recognizing the organization is regarded as more important than the socialization of working group and job knowledge for participants.

Managerial Implications, Limitations, and Further Studies

The increasing importance of team working raises the importance of team dynamics to obtain desired positive outputs in a competitive environment. Nowadays, the organizations recruit the employees fit with an organizational climate dominated by team-working. In this context, the variables that are being linked to team-working can influence the identification by organizational managers. Utilizing socialization tactics by organizations can affect other variables positively, as well. According to the results of previous studies, the socialization dimensions demonstrated the positive correlations with job satisfaction and organizational commitment, expectedly. Associations with performance, however, were not as expected (Haueter et al., 2003). Bodoh (2012) investigated relations among content of socialization, organizational citizenship behavior, and commitment to organization in a public institution. As reported by Bodoh (2012), socialization content was a significant predictor of organizational citizenship behavior (Özdemir and Ergun, 2015).

Orientation training executed by human resource management can be seen the first step to socialize for the newly hired employees (Noe, 1999). Orientation training is the designed process of job adaptation to enable the new employees to understand the organization and be productive in a short time after recruiting (Phillps, 1987). Orientation training is a process that should be designed systematically and consists of two main parts. 1- general orientation 2- department/unit orientation. The expected outputs of orientation training are providing employees with communication information and developing positive attitudes. Being aware of job and organization is a motivational need referring to the third phase named as love/belonging in Maslow Need Hierarchy. (Topaloplu and Koç, 2002). Orientation training is need for employees when not only new employees are recruited, but also a new application related to work or organization is carried out after recruiting (Tiyek, 2014). The orientation training used by most of organizations is generally applied for all the new employees without considering the job title, type of department or hierarchical level at the standard content and the time. The content and the time sometimes differentiate depending on job types and the department (Özçelik, 2010). Newcomers are aware of working conditions, lunchtime, the procedure of obtaining organizational identity cards, organizational norms, values, aims and expected behavioral patterns for employees after orientation training (Dessler and Phillips, 2008). Besides, providing the employees with knowledge about the new work environment, creating a favorable impression on newcomers, developing interpersonal acceptance are other aims of orientation training (Tiyek, 2014). Content of orientation program is an overview of the organization, salary and other compensation, social welfare, job health and safety, physical facilities, politics and procedures, personnel and industrial unions (Byars and Rue, 2000). The time for formal orientation training changes from a few hours to a few days. Orientation training rarely prolongs the time of a few weeks. In general, middles size enterprises do not apply the orientation program for the newcomers. If orientation training is applied in this type of enterprise, the duration of the program is one or

two days at most (Diane, 1991). According to Arthur Andersen Human Capital research (2000), the ratio of less than 1 day-orientation is 45,5 % for both white color employees and blue color employees among organizations. The ratio of 1-3 day-orientation is 18,9 % for the white color employees and 17,6 % for the blue color employees. The ratio of 3-5 day-orientation is only 16 %. Because, one-day time covers acquaintance with organizational members, exploration around workplace, and one or two hour- training, it can be expressed that orientation training is not applied properly and is away from the purpose. As soon as the orientation training is completed, on-the-job training begins in companies. Socialization executed by the individuals' their own effort does not offer essential knowledge for them. Human resources management in organizations has priority on training new-hiring workers so as to facilitate employee's integration to the association (Lee, 2013) with exact essential knowledge and awareness to smooth socialization. Proper training of organizational socialization for the individuals could bring about an increment for the workers' emotional attachment and identification in an association (Kato, 2010). If from past to future of the association are recognized, central, durable, and exclusive characteristics shape the identity of the institution (Puusa and Tulvanen, 2006). These types of characteristics are learned via orientation training that is a tool of the socialization process. As the types and contents of the newcomers' input information are different, the application of socialization tactics having the standardized scope and level is infective to develop identification. Distinctive organizational socialization techniques depending on the individuals' seeking information are employed to direct appropriate behaviors to the individuals so that they can be competent associates of the organization (Ahmadian et al., 2016). In this way, identification occurs. Both human resources professionals and functional unit managers are responsible for managing the process.

Besides to orientation, rotation programs can be utilized as one of the socialization mechanisms (Decreton et.al, 2019). It is expected that employees receiving more accurate information via the socialization process on the dimensions of goals/values, politics, and performance proficiency, people, history, and language can identify with the organization.

As for the limitations, the method of convenient sampling is utilized for the research instead of random sampling methods. The degree of accuracy in the studies in which random sampling techniques are utilized can increase. Because the normative (likert) scale is used, the social desirability effect may occur for measuring the values of the variables. Due to the types of scales, the reliabilities of the scales may increase artificially (Meglino and Ravlin, 1998; Maden, 2010).

Because of contradictory proposals of social identity theory, future research aiming to diagnose the relationship between socialization and identification is required with different sector-specific and organizational structure variables. Besides, fit components (person-organization fit, person-supervisor fit, person-group fit, person-coworkers fit) and time can be addressed as further studies. Socialization tactics can be combined with other variables such as trust to organization, supervisor, and coworkers to investigated relative effects on the identification. The types of organizational culture can also be investigated to reveal combine effects with socialization. The importance of team working has paid academicians' and professionals' attention to new variables to related group dynamics for developing identification, especially group level identifications.

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