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# The relationship between organizational socialization and organizational citizenship behavior: the mediating role of person-environment fit

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## Abstract

Organizational socialization is a crucial concept for both employees and employers in order to facilitate the process of employee adjustment. In addition to various results of successful socialization, organizational citizenship behavior is regarded as an important consequence of organizational socialization. This study aims to examine the mediating effect of person-environment fit on the relationship between organizational socialization and organizational citizenship behavior. A cross-sectional study was conducted on 202 white collar employees in Istanbul. The findings revealed that person-environment fit mediates the relationship between organizational socialization and organizational citizenship behavior.

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*Keywords:* Organizational socialization, Socialization content model, Organizational citizenship behavior, Person-environment fit

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## 1. Introduction

When an employee begins to work at an organization, a unique chance occurs so as to set the tone and create a firm foundation which will last through the working relationship (Cooper-Thomas et al., 2004). Noe et al. (2003) asserted that turnover costs can range from 50-200 % of an employee's salary while time is spent for hiring, training and orienting employees. Therefore, organizations have responded in terms of performing a stronger emphasis on the processes of on-boarding and socialization in order to facilitate employee adjustment and learning. The organizations provide necessary tools, information and resources for the responds of their employees to the changes in the environment (Watchfogel, 2009).

Organizational socialization is one of the processes through which the employee learns the necessary information to make a successful transition for becoming an integrated member of the organization after getting hired (Van Maanen & Schein, 1979). The employee will learn the required knowledge, skills, attitudes and behaviors for adapting to the new job, role or culture of the workplace through successful organizational socialization process (Chao et al., 1994; Watchfogel, 2009). Chao et al. (1994)'s six socialization content (organizational goals and values, history,

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performance proficiency, language, politics, and people) dimensions have been demonstrated a direct correlation with successful assimilation of employees into the organizations. In addition, socialization research has revealed a positive relationship between organizational socialization and organizational citizenship behaviors (Feldman, 1981). Organizational citizenship behaviors express that an employee is acting as an integrated member of the organization. Moreover, ineffective organizational socialization which fails to socialize employees may result in a raise of training and turnover costs (Bodoh, 2012).

This study aims to reveal the mediating role of person-environment fit on the relationship between organizational socialization and organizational citizenship behavior. In the following part, literature reviews of organizational socialization (OS), organizational citizenship behavior (OCB) and person-environment (P-E) fit are provided. After literature review, the proposed research model, the methodology and the results of the study are involved.

## **2. Literature Review And Hypotheses**

### *2.1. Organizational Socialization*

Organizational socialization is "a process by which employees learn about and adapt to the new jobs, roles, and the culture of the workplace" (Klein & Weaver, 2000). The definition of Klein and Weaver (2000) reinforces the previous definitions of Van Maanen (1978) and Jones (1986; Bodoh, 2012). Organizational socialization is the process by which an individual acquires the social knowledge and skills necessary to assume an organizational role (Van Maanen & Schein, 1979; Taormina, 1997). Organizational socialization occurs at any time an employee experiences an alteration of organizational boundary (Van Maanen & Schein, 1979; Wachtfogel, 2009).

The organizational socialization literature has two different types of research areas which originate from the process and the content of organizational socialization (Chao et al., 1994; Woo, 2006). The studies about the process of organizational socialization concentrates upon the stages which individuals experience as they passes from organizational outsider to integrated insider (Van Maanen & Schein, 1979; Wachtfogel, 2009). The researches about the content of socialization are concerned with "What needs to be learned for effective socialization to occur?" (Schein, 1971; Wachtfogel, 2009). Van Maanen & Schein (1979) formed a taxonomy of six socialization tactics which express the ways in which the experiences of individuals in transition from one role to another are structured for them by others in the organization" for understanding the process of socialization (Wachtfogel, 2009).

Organizational socialization's second research area concerns with the content of socialization. The researchers who study about the content of socialization argue that the conceptualization of socialization has been limited. Therefore, the question of what is actually being learned during socialization must be answered to define and measure the extent of socialization properly (Chao et al., 1994; Wachtfogel, 2009). With the help of Feldman (1976)'s and Van Maanen & Schein (1979)'s study, Fisher (1986) suggested that the process of socialization is explained by four content areas: organizational values, goals and culture; work group values, norms and relationships; job tasks, needed skills and knowledge; and personal change relating to identify self-images and motives (Wachtfogel, 2009). Chao et al. (1994) extended Fisher (1986)'s study by enlarging the content domains and by proposing a scale for measurement. Chao et al. (1994)'s study involves six content dimensions: performance proficiency, which is the degree to which a new employee learns the tasks, skills and abilities required for the job; people, refers to an understanding of who are the key players in the organization that can help the newcomer adjust to the organization and the job; politics, is concerned with obtaining knowledge about formal and informal networks as well as an understanding of the power structures within the organization; language, includes the individual's understanding of the profession's technical language as well as the jargon, slogans and acronyms particular to that organization; organizational goals and values focus on the individual's knowledge about the formal and informal goals and values of the organization; and, history, which is concerned with the individual understanding the organizations traditions, myths, customs and rituals that foster a particular work culture (Chao et al., 1994; Wachtfogel, 2009). In this study, Chao et al. (1994)'s Socialization Content Model was used in order to measure organizational socialization.

### *2.2. Organizational Citizenship Behavior*

The notion of organizational citizenship behavior is a social psychological construct. The first presentation of OCB (Organizational Citizenship Behavior) was in the study of Bateman & Organ (1983) and explained in depth in the book of Organ (1988) named *Organizational Citizenship Behavior: The Good Soldier Syndrome* (Burton, 2003).

In spite of the fact that “organizational” is a part of the notion, OCB is an individual level construct (Burton, 2003). The basis of OCBs had been described in studies from the field of organization science. Chester Barnard and Daniel Katz are two researchers who noticed the potential of pro-organization behaviors. Barnard defined cooperation as a crucial indicative of organizational success in the book of *The Functions of the Executive* (1938). According to Barnard, having employees who are willing to contribute to their workplace is essential for the survival of the organization, as the contribution is “something different from effectiveness, ability, or value of personal contributions” (Barnard, 1938). Daniel Katz made a similar definition about the resulting benefit of participating employees in “*The Motivational Basis of Organizational Behavior*” (Katz, 1964). Katz’s study had three essentials which involved “people must be induced to enter and remain with the system”, “they must carry out their role assignments in a dependable fashion” and “there must be innovative and spontaneous activity in achieving organizational activities which go beyond the role specifications” (Katz, 1964; Burton, 2003).

Drawing on Chester Barnard (1938)’s concept of “willingness to cooperate” and Daniel Katz (1964)’s distinction between dependable role performance and “innovative and spontaneous behaviors”, Organ (1988) and his colleagues (Smith et al., 1983; Davis, 2006) defined OCB as;

*Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable.*

Two comprehensive dimensions of OCB known as altruism (helping particular individuals) and general compliance (usually doing what good employees should do) was defined by Smith et al. (1983). Organ (1988) extended the dimensions of altruism and general compliance in order to develop five taxonomies of OCB. Organ (1988) sustained altruism and general compliance (which was renamed conscientiousness) and added civic virtue (contributing responsibly to corporate governance by staying), courtesy (maintaining others informed of matters which may influence them with regard to politics) and sportsmanship (not complaining about minor problems) to the OCB dimensions (Motowidlo, 2000). Podsakoff et al. (2000)’s study of OCB suggested seven dimensions but as the nature of OCB maintained to be studied, studies rarely utilized all seven dimensions (Bodoh, 2012).

Organ (1988) and Podsakoff et al. (1990) proposed five dimensions in their OCB studies: (a) altruism, (b) conscientiousness, (c) sportsmanship, (d) courtesy and (e) civic virtue (Davis, 2006). Altruism consists of helpful behaviors directed at another person without reciprocation. Conscientious behaviors transcend job requirements in various areas such as attendance, workload or the taking of breaks. Sportsmanship expresses readiness to acknowledge less-than-ideal situations without complaining and willingness to rise above the occasion. Courtesy is the inclination to consult with others and combine perspectives before taking action. Civic virtue is being well versed and up-to-date on issues which influence the organization (Davis, 2006).

### 2.3. Person – Environment Fit

Person-environment (P-E) fit is a multidimensional concept comprehensively defined as “the compatibility between an individual and a work environment that occurs when their characteristics are well-matched” (Kristof-Brown et al., 2005). The main concept of P-E fit expresses that attitudes and behaviors are the results of a bidirectional relationship in which the individual and organization affect each other (Watchfogel, 2009). The P-E fit research was started for determining good fit perceptions during the employee selection process where employers and applicants begin to find a reciprocal relationship, self - selecting into and out of the process depending upon perceived fit (Watchfogel, 2009).

The researchers have studied different types of supplementary and complementary fit in relation to several dependent variables (e.g., Cable & DeRue, 2002), the significance of the characteristics on which fit is evaluated and levels of perceived person-organization fit at organizational entry and at distinct stages during socialization (e.g., Lauer & Kristof – Brown, 2001). Some researchers have focused only one type of fit perception at a time during studying organizational outcomes (e.g., Bocchino et al., 2003). Conversely, Cable & DeRue (2002) and Saks & Ashforth (1997) have scrutinized interactions between organizational outcomes and multiple levels of fit perceptions (Davis, 2006).

Person-Job (P-J) fit and Person-Organization (P-O) fit were the most widespread types of fit which studied in the P-E fit literature (Lauver & Kristof – Brown, 2001). P-J fit perceptions indicate mainly to judgments of compatibility between an employee’s skills and the demands of a job (Cable & DeRue, 2002). Two conceptualizations of P-J fit were defined by researchers as needs-supplies fit and demand-abilities fit. Demand-abilities fit mean the degree to which the individual’s knowledge, skills and abilities overlap the necessities of the job. Needs-supplies fit refer to the degree to which the individual’s needs are fulfilled by their service on the job (Cable & DeRue, 2002; Watchfogel, 2009).

Person-Organization (P-O) fit perceptions emphasize the compatibility (Cable & Parsons, 2001) between employees and organizations or judgments of congruence (O’Reilly et al., 1991) between an employee’s personal values and an organization’s culture (Kristof-Brown et al., 2005). Cable & DeRue (2002) suggested that P-O fit perceptions should be connected with citizenship behaviors or prosocial behaviors which not clearly indicated in job descriptions and that mainly benefit the organization (Watchfogel, 2009).

Since the number of teams that functioning in the work environment enhanced, Person-Group (P-G) fit was regarded as a more pertinent construct. P-G fit is defined as the resemblance among employees and their work groups (Mosley, 2002). The evaluation of P-G fit is ascertained in terms of role analysis which includes specifying the values, skills and proficiencies that required for accomplishing group effectiveness. The outcomes of P-G fit that implicitly or explicitly affect organizational effectiveness are advanced group performance and improved group cooperation (Mosley, 2002).

Most research in the P-E fit literature has concentrated upon the relationships of P-O and P-J fit. On the contrary, only a few researches have been examined the effect of fit with supervisors. Comparing the types of fit, the dyadic relationship between employees and their supervisors is only studied by Person-Supervisor (P-S) fit (Kristof-Brown et al., 2005). P-S fit has been studied in terms of supervisor-subordinate value congruence, goal congruence and personality similarity in the past researches (Greene-Shortridge, 2008).

#### 2.4. Proposed Research Model and Hypotheses

In the light of the literature review of organizational socialization, organizational citizenship behavior and person-environment fit, this study endeavors to reveal the mediating impact of P-E fit on the relationship between OS and OCB. Chao et al. (1994)’s socialization content model and Podsakoff et al. (1990)’s citizenship behavior dimensions were used for OS and OCB. In addition to Cable and DeRue (2002)’s P-E fit dimensions, person - group fit dimension was modified from Cable & DeRue (2002)’s study by Yen (2012). Moreover, person – supervisor fit dimension was adapted from Cable & DeRue (2002)’s study by Greene – Shortridge (2008).

In this study, it is presumed that the contents of OS have an effect on OCBs and P-E fit mediates this relationship. The studies about OS in Turkey are limited and mostly based on education and teachers. Therefore, this study aims to contribute the OS studies in Turkey with focusing on business level and white collar employees. The following hypotheses are developed and will be assessed.

*H<sub>1</sub>: OS has a positive relationship with OCB.*

*H<sub>2</sub>: P-E fit mediates the relationship between OS and OCB.*

*H<sub>2a</sub>: P-E fit mediates the relationship between OS and civic virtue.*

*H<sub>2b</sub>: P-E fit mediates the relationship between OS and courtesy.*

*H<sub>2c</sub>: P-E fit mediates the relationship between OS and altruism.*

*H<sub>2d</sub>: P-E fit mediates the relationship between OS and sportsmanship.*

*H<sub>2e</sub>: P-E fit mediates the relationship between OS and conscientiousness.*

### 3. Methodology

#### 3.1. Research Goal

The purpose of this study is to examine the mediating effect of person-environment fit on the relationship between organizational socialization and organizational citizenship behavior. Therefore, a field survey was carried out so as to measure this relationship.

### 3.2. Sample and Data Collection

The survey was conducted through a questionnaire was applied to white collar office workers in Istanbul. The data was piled up from 202 white collar employees in terms of using mail and hard copy. The questionnaire starts with demographic questions and involves the instruments of organizational socialization, organizational citizenship behavior and person-environment fit.

### 3.3. Analyses and Results

Organizational socialization scale was developed by Chao et al. (1994) and has 34 items. The scale consists of statements based on organizational goals and values, history, performance proficiency, language, politics and people. Turkish translation of Chao et al. (1994)’s scale was taken from Özçelik (2008)’s study. OCB scale was developed by Podsakoff et al. (1990) and includes 23 items. Furthermore, Güler (2009) modified Podsakoff et al. (1990)’s scale and Güler (2009)’s questionnaire was used in this study. The OCB scale involves statements about altruism, conscientiousness, sportsmanship, courtesy and civic virtue. P-E fit scale was developed by Cable & DeRue (2002). Cable & DeRue (2002)’s scale has 9 items and its statements focused on person-organization fit, demands abilities fit and needs-supplies fit. Additionally, Yen (2012) modified the statements of Cable & DeRue (2002)’s P-O fit in order to measure P-G fit. Greene-Shortridge (2008) added P-S fit statements through modifying Cable & DeRue (2002)’s P-O fit statements. The P-E fit scale was translated into Turkish by authors. The employees were asked to demonstrate their degree of agreement with OS, OCB and P-E fit scales’ statements on a six-point Likert scale ranging from “strongly disagree” = 1 to “strongly agree” = 6.

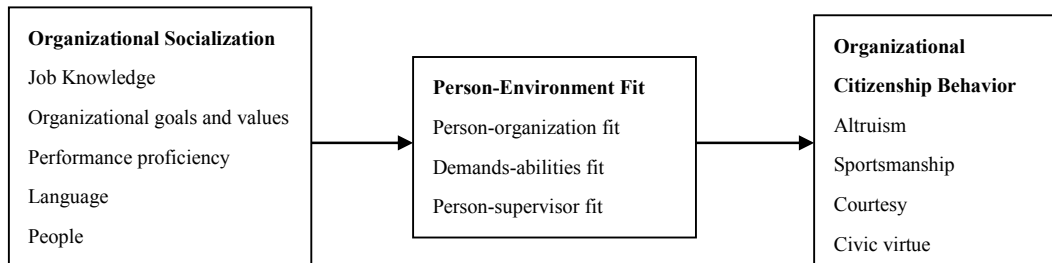


Fig 1. Revised Research Model

As a result of factor and reliability analysis of original OS scale, the revised model of the study involves 5 dimensions. Organizational goals and values, performance proficiency, people and language dimensions were used in the study. Job knowledge was created as a new dimension according to factor and reliability analysis. The number of items, statements of each factor and Cronbach’s alpha values can be seen in Table 1. The original OCB scale has 5 dimensions and 23 statements. The final model of the study includes 4 factors and 16 statements. In spite of the fact that conscientiousness was excluded from the model due to the results of factor and reliability analysis, civic virtue, courtesy, altruism and sportsmanship consist of the OCB dimensions of the revised model. Table 2 demonstrates the results of factor and reliability analysis of OCB dimensions. P-E fit scale had 15 statements and 5 dimensions in the proposed model. The revised model has 11 statements and 3 dimensions. Person-organization fit, person-supervisor fit and demands-abilities fit existed in the final model. Table 3 involves the results of factor and reliability analysis for P-E fit. The revised model of the study was demonstrated in Figure 1.

Hierarchical regression analysis was conducted in order to test the hypotheses and to determine the direction of relationships in this study. The results of regression analysis were summarized in following tables. Looking at the tables, it can be understood that all OS dimensions (job knowledge, organizational goals and values, performance proficiency, people, language) have significant impacts on each OCB dimension (civic virtue, courtesy, altruism, sportsmanship). First regression model (1A) expresses that the job knowledge ( $\beta=,157$ ;  $p=,024$ ) and organizational goals and values ( $\beta=,659$ ;  $p=,000$ ) have significant relationships with civic virtue. When we include P-E fit dimensions into the model (1B), the model is still significant and R2 increases to ,613 from ,543. Second regression model (2A) demonstrates that job knowledge ( $\beta=,365$ ;  $p=,000$ ), organizational goals and values ( $\beta=,353$ ;  $p=,000$ ) and performance proficiency ( $\beta=-,143$ ;  $p=,045$ ) have significant relationships with courtesy. Involving P-E fit dimensions

into the second model (2B) increases R2 to ,401 from ,356. Organizational goals and values ( $\beta=,369$ ;  $p=,000$ ) have a significant relationship with altruism (model 3A). Moreover, including P-E fit dimensions to the model (3B) increases R2 to ,235 from ,130. Additionally, performance proficiency and people have significant relationships with sportsmanship (model 4A). Conversely, the model is not significant when we include P-E fit dimensions (model 4B).

Table 1: Results of Factor and Reliability Analysis of Organizational Socialization

	Job Knowledge	Organizational Goals and Values	Performance Proficiency	People	Language
<b>ORGANIZATIONAL SOCIALIZATION</b>					
I understand specific meanings of words and jargon in my trade/profession	,780				
I have learned how to successfully perform my job in an efficient manner	,773				
I have not mastered the specialized terminology and vocabulary of this organization	,711				
I have mastered the required tasks of my job	,710				
I have learned how things "really work" on the inside of this organization	,697				
I understand what most of the acronyms and abbreviations of my trade/profession mean	,693				
I understand what all the duties of my job entails	,677				
I know who the most influential people are in my organization	,637				
I would be a good resource in describing the background of my work group/department	,529				
I support the goals that are set by my organization		,830			
The goals of my organization are also my goals		,767			
I would be a good example of an employee who represents my organizations values		,754			
I believe that I fit well with my organization		,741			
I would be a good representative of my organization		,723			
I understand the goals of my organization		,642			
Within my work group, I would be easily identified as "one of the gang"		,539			
I do not have a good understanding of the politics in my organization			,798		
I am not always sure what needs to be done in order to get the most desirable work assignments in my area			,746		
I have not fully developed the appropriate skills and abilities to successfully perform my job			,621		
I have not yet learned "the ropes" of my job			,600		
I am usually excluded in social get togethers given by other people in the organization				,837	
I am usually excluded in informal networks or gatherings of people within this organization				,721	
I do not always understand what this organizations abbreviations and acronyms mean					,838
I have not mastered this organizations slang and special jargon					,800
Number of Items for Each Factor	9	7	4	2	2
Cronbach's alpha	0,904	0,898	0,762	0,705	0,643
Variance Explained for Each Organizational Socialization Factor (%)	37,385	9,623	7,381	5,510	4,686
Total Explained Variance for Organizational Socialization: % 64,585					



Table 2: Results of Factor and Reliability Analysis of Organizational Citizenship Behavior

	Civic Virtue	Courtesy	Altruism	Sportsmanship
<b>ORGANIZATIONAL CITIZENSHIP BEHAVIOR</b>				
I keep abreast of change in the organization	,746			
I foster my colleagues in order to use new method while doing their jobs	,728			
I encourage my colleagues who are shy for telling their opinions	,681			
I defend my company when it is criticized	,679			
I attend functions that are not required but help the company image	,678			
I honestly express myself about critical topics even my colleagues don't agree with me	,671			
I inform my supervisor before taking any important actions		,731		
I am always willing to cooperate with others to get a job done		,667		
My attendance at work is above the norm		,665		
I do not take extra breaks		,640		
I do not abuse the rights of others		,637		
I takes steps to prevent problems with other workers		,615		
I help others who have been absent			,904	
I help others who have heavy workload.			,833	
I always focus on what's wrong, rather than the positive side				,818
I am always punctual				,813
Number of Items for Each Factor	6	6	2	2
Cronbach's alpha	0,847	0,797	0,786	0,615
Variance Explained for Each Organizational Citizenship Behavior Factor (%)	35,754	9,246	8,947	7,949
Total Explained Variance for Organizational Citizenship Behavior: % 61,896				

Table3. Results of Factor and Reliability Analysis of Person-Environment Fit

	Person-Organization Fit	Person-Supervisor Fit	Demands-Abilities Fit
<b>PERSON-ENVIRONMENT FIT</b>			
My personal values match my facility's values and culture	,840		
My organization's values and cultures provide a good fit with the things that I value in life	,808		
There is a good fit between what my job offers me and what I am looking for in a job	,801		
The attributes that I look for in a job are well satisfied by my present job	,789		
My current job gives me just about everything that I want from a job	,774		
The things that I value in life are very similar to the things that my organization values	,713		
My personal values match my supervisor's values and beliefs		,901	
The things I value in life are very similar to the things my supervisor values		,882	

My supervisor’s values and beliefs provide a good fit with the things I value in life			,877
My abilities and training are a good fit with the requirements of my job			,931
My abilities and education are in line with the demands that my job places on me			,928
Number of Items for Each Factor	6	3	2
Cronbach's alpha	0,927	0,971	0,905
Variance Explained for Each Person-Environment Fit Factor (%)	59.795	13.567	9.670
Total Explained Variance for Person-Environment Fit: % 83,032			

Table 4: Hierarchical Regression Analysis Results on the Mediator Effect of Person-Environment Fit on the Relationship between Organizational Socialization and Civic Virtue

Independent Variables	Model 1A			Model 1B		
	B	SE B	β	B	SE B	β
Job Knowledge	0,161	0,071	0,157*	0,130	0,067	0,126
Organizational Goals and Values	0,613	0,062	0,659*	0,455	0,063	0,489*
Performance Proficiency	-0,071	0,045	-0,096	-0,091	0,042	-0,121*
People	-0,012	0,045	-0,015	0,005	0,043	0,007
Language	0,038	0,029	0,066	0,014	0,027	0,025
Person-Organization Fit				0,129	0,053	0,164*
Person-Supervisor Fit				0,032	0,043	0,047
Demands-Abilities Fit				0,170	0,047	0,196*
Adjusted R2	0,531			0,597		
R2	0,543			0,613		
R2 Change	0,543			0,070		
Significance of F Change	0,000			0,000		
F for Change in R2	46,514			11,669		
F for ANOVA	46,514			38,195		
Note: * p< 0,05						

Table 5: Hierarchical Regression Analysis Results on the Mediator Effect of Person-Environment Fit on The Relationship Between Organizational Socialization and Courtesy

Independent Variables	Model 2A			Model 2B		
	B	SE B	β	B	SE B	β
Job Knowledge	0,343	0,077	0,365*	0,309	0,076	0,328*
Organizational Goals and Values	0,301	0,067	0,353*	0,198	0,072	0,233*
Performance Proficiency	-0,098	0,049	-0,143*	-0,106	0,048	-0,155*
People	-0,024	0,049	-0,034	-0,019	0,049	-0,026
Language	0,052	0,031	0,098	0,031	0,031	0,059
Person-Organization Fit				0,039	0,061	0,054
Person-Supervisor Fit				0,037	0,049	0,059
Demands-Abilities Fit				0,162	0,054	0,204*
Adjusted R2	0,340			0,376		
R2	0,356			0,401		
R2 Change	0,356			0,045		



Significance of F Change	0,000	0,003
F for Change in R2	21,690	4,835
F for ANOVA	21,690	16,165
Note: * p< 0,05		

Table 6: Hierarchical Regression Analysis Results on the Mediator Effect of Person-Environment Fit on The Relationship Between Organizational Socialization and Altruism

Independent Variables	Model 3A			Model 3B		
	B	SE B	β	B	SE B	β
Job Knowledge	0,086	0,140	0,058	0,087	0,134	0,060
Organizational Goals and Values	0,486	0,121	0,369*	0,361	0,127	0,274*
Performance Proficiency	-0,120	0,088	-0,114	-0,186	0,084	-0,176*
People	-0,152	0,089	-0,135	-0,098	0,085	-0,087
Language	0,030	0,056	0,037	-0,002	0,054	-0,003
Person-Organization Fit				-0,034	0,106	-0,031
Person-Supervisor Fit				0,357	0,086	0,370*
Demands-Abilities Fit				-0,016	0,095	-0,013
Adjusted R2	0,108			0,203		
R2	0,130			0,235		
R2 Change	0,130			0,105		
Significance of F Change	0,000			0,000		
F for Change in R2	5,847			8,763		
F for ANOVA	5,847			7,377		
Note: * p< 0,05						

Table 7: Hierarchical Regression Analysis Results on the Mediator Effect of Person-Environment Fit on The Relationship Between Organizational Socialization and Sportsmanship

Independent Variables	Model 4A			Model 4B		
	B	SE B	β	B	SE B	β
Job Knowledge	0,082	0,115	0,059	0,038	0,117	0,028
Organizational Goals and Values	0,182	0,100	0,146	0,123	0,111	0,098
Performance Proficiency	0,294	0,073	0,293*	0,300	0,074	0,298*
People	0,258	0,074	0,242*	0,251	0,075	0,235*
Language	0,004	0,047	0,006	-0,015	0,048	-0,020
Person-Organization Fit				-0,040	0,093	-0,037
Person-Supervisor Fit				0,029	0,076	0,032
Demands-Abilities Fit				0,180	0,083	0,154*
Adjusted R2	0,310			0,317		
R2	0,327			0,344		
R2 Change	0,327			0,017		
Significance of F Change	0,000			0,171		
F for Change in R2	19,067			1,688		
F for ANOVA	19,067			12,676		
Note: * p< 0,05						

#### 4. Conclusion

Organizational socialization research is still young and developing. In spite of the fact that there were various studies about the relationship between socialization outcomes (e.g. OCB and organizational commitment) and socialization practices, the number of researches which examine the relationship between socialization outcomes and socialization contents were limited. The purpose of this quantitative, cross-sectional study is to reveal the mediating role of person-environment fit on the relationship between organizational socialization and organizational citizenship behavior. Multiple hierarchical regression analyses were conducted so as to determine these relationships. According to findings of the study, all OS dimensions have significant relationship with OCB. Therefore, H1 are accepted. Considering the mediating impact of P-E fit, the relationships between OS and civic virtue, OS and courtesy, and OS and altruism are mediated by P-E fit. Thus; H2A, H2B, H2C was supported. Additionally, the relationship between OS and sportsmanship isn't mediated by P- fit and H2D isn't accepted. Moreover, the mediating role of P-E fit on the relationship between OS and conscientiousness can't be determined by this study due to dropping conscientiousness dimension after factor and reliability analysis. Therefore, H2E can't be measured in this study. According to these findings, H2 was partially supported. This study demonstrates that P-E fit mediates the relationship between OS and OCB. In spite of the fact that this study was conducted on white collar employees, the findings might not be demonstrators for all white collar employees in Istanbul. Further studies can be conducted with more specific samples.

#### 5. Discussion

Chao et al. (1994)'s OS scale originally have six dimensions which include organizational goals and values, history, language, people, politics and performance proficiency. Organ (1988)'s OCB scale have altruism, conscientiousness, courtesy, sportsmanship and civic virtue. After factor analysis, OS scale's politics and history dimensions, and OCB scale's conscientiousness were deleted from study. P-O fit, needs-supplies fit, demands-abilities fit, person - group fit and person-supervisor fit were utilized as P-E fit dimensions in this study. Since the reliabilities of person-group fit and needs-supplies fit were low, these dimensions were excluded from this study. This findings show that the definitions of excluded dimensions may be inappropriate for Turkish employees. In addition, employees may perceive P-O fit with solely demands-abilities fit. Therefore, there can be other researches about different cultures in order to compare cultural differences.

In spite of the fact that the relationship between OS and organizational commitment was measured in a sufficient number of studies, the study of the relationship between OS and OCB was limited when comparing with organizational commitment. Bodoh (2012) studied the relationships between socialization content, organizational commitment and organizational citizenship behavior in a public sector organization. According to Bodoh (2012)'s study, socialization content was a significant predictor of OCB. This study's findings are consistent with Bodoh (2012)'s study.

#### 6. Implications

In the manner of business administration and related fields, organizational socialization researches were scant in Turkey. Most of the studies were analyzed the socialization between teachers and students. Therefore, this study aims to make a crucial contribution to Turkish researchers in terms of conducting analysis to white collar employees. The relationship between OS and OCB, and impact of P-E fit to this relationship can be studied with different samples. Moreover, this study aims to enable employers to analyze their employees in order to measure their socialization levels. With the help of this study, the employers can determine the lacking aspects of socialization contents of their employees and organize their orientation programs according to these results. Organizations can reduce their hiring and turnover costs in terms of benefiting from this study.

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