

AN EXPLANATION OF JOB INVOLVEMENT WITH THE THEORY OF ORGANIZATIONAL SOCIALIZATION AND PERCEIVED IDENTITY-BASED TRUST: AN EMPIRICAL RESEARCH

Seçil BAL TAŞTAN¹

Abstract: This study aims to examine the relationship between organizational socialization and job involvement with the mediating role of identity-based trust of bank employees working in private banks organizations in Istanbul-Turkey. It is aimed to understand how the employees' job involvement was explained by organizational socialization and identity-based trust perception. This study follows the theory of organizational socialization and positive psychology approach in order to examine the proposed links consisting a number of positive and significant relationships between the research concepts. The findings revealed that organizational socialization had positive significant correlations with job involvement and with identity-based trust. As further, the research results have provided evidence that identity-based trust significantly mediated the relationship between organizational socialization and job involvement.

Keywords: Job Involvement, Organizational Socialization, Identity-Based Trust

¹ PhD Lecturer Marmara University Faculty of Business Administration
Department of Business Administration (Lectured in English), Turkey

INTRODUCTION

With supporting the trend of “positive psychology”, it is aimed to study the concept of “job involvement” which has not received sufficient focus of empirical attention within the literature and it is tried to examine the concept with a concentration on its antecedents. Therefore, job involvement has been determined as the primary variable of this study. Taking into account the importance of employees' job involvement for organizations, research should focus on the identification of its antecedents. Bozionelos (2004, p.69) has

also pointed out the importance of examining the potential antecedents of job involvement of the employees within the organizational settings.

Moreover, Saks and Gruman (2011, p.14) have provided the implications for the theory, research and practice of the organizational socialization and its positive work outcomes. Ashforth, Sluss and Harrison (2007) addressed that organizational socialization is significant for explaining positive job outcomes because it presents the employees about realistic view of the organization as well all work condi-

tions. As such, the literature background of theory of organizational socialization indicated that the concept was related to forms of commitment, prosocial behavior, job involvement, and several other positive work attitudes (e.g. Schein 1988; Ashforth and Saks, 1996; Reio and Callahan, 2004).

THEORETICAL BACKGROUND

In the past, organizational socialization was primarily viewed from the perspective of the organization, as a one-way conduit from the organization to the newcomer about technical aspects of the job and the organization's cultural norms and procedures (Miller and Jablin, 1991). Within the organizations, during the organizational socialization process, the employees are involved in acquiring new information clarifying their roles, and adjusting their behavior to what expected by the organization. As a result of this, recently, the organizations have realized that the newcomers and the current employees have interactive roles in the socialization process and that their perspectives must be taken into consideration. This involvement allows the employees to interact with organizational members and settings and ensures that a common meaning and understanding is developed between the organization and the employees (Yang, 2008). Therefore, it is understood that through organizational socialization, the employees learn the right roles and behaviors, involve their jobs and develop internal positive feeling towards the organization, such as satisfaction, trust, justice perceptions etc.. In the relevant literature, it was also recognized that these

relationships held when forms of organizational trust were added to the equations, particularly for the previously mentioned three commitment forms. The models of organizational socialization, organizational identification, and organizational trust have explained a relatively large amount of the variance in job involvement (e.g. Dalay, 2007; Cohen and Veled-Hecht, 2010, Han, 2010; Hameed, Arain, Roques and Peretti, 2011).

However, mediating affect of identity-based trust as one form of organizational trust concept has not been examined within the relationship between organizational socialization and job involvement. The evidences we have encountered suggest that increased identity-based trust encourages positive changes in task characteristics, performance effectiveness, job involvement, and several other positive outcomes both directly and indirectly. Therefore, in this study it is found meaningful and necessary to focus on the role of identity-based trust and organizational socialization in explaining job involvement construct. As further, although, several studies have been conducted on organizational socialization, trust, and job involvement, these variables have not been adequately investigated in Turkey. Consequently, in this study, the researcher intends to investigate and examine the identity-based trust as mediator of the relationship between organizational socialization and job involvement.

LITERATURE REVIEW AND DEFINITIONS OF THE CONCEPTS

Job Involvement Construct

Lodahl and Kejner (1965) have introduced the “job involvement” term to the literature and several empirical studies relating job involvement as a positive organizational behavior concept have been conducted. Within positive organizational behavior studies, job involvement was examined to a variety of personal and situational characteristics in diverse work settings. The construct of job involvement has been defined as “the degree to which one is cognitively preoccupied with, engaged in, and concerned with one’s present job” (Paulay, Alliger, and Stone-Romero, 1994, p. 225). Job involvement was referred as, the degree to which a person psychologically identifies himself/herself with his/her work, or the importance of work in his/her total self-image (Kanungo, 1979, p.133). Lodahl and Kejner (1965) integrated the information relevant to the terms “morale” and “ego-involvement” and named the concept “job involvement”.

Lodahl and Kejner (1965) asserted that “job involvement” operationalized protestant work ethic and was a stable attitude that developed when the value of work became part of the self-concept. Further refining job involvement, Kanungo (1982) observed that prior researchers’ definitions were contaminated by other constructs such as intrinsic motivation, and that the authors interchanged the term job with work, which is more general and non-equivalent. Work involvement refers to the extent to which an individual is generally interested in, identifies with, and is pre-occupied with one’s work in comparison to other aspects of one’s life (Kanungo, 1982). Kanungo argued that “job involvement

is a descriptive belief that is contemporaneously caused whereas work involvement is a normative belief that is historically caused” (Kanungo, 1982). It was mentioned that the job involvement was related to the need satisfying potential of one’s current job that developed via socialization in a specific culture (Bozionelos, 2004, p.69). Later, Paullay et al. (1994) confirmed Kanungo’s distinction between job involvement and work involvement, which they called work centrality.

The job-involved employee has been described as one whose job is an integral part of his/her self-definition (Roteberry and Moberg, 2007, p.203). As such, many theorists have hypothesized that highly job-involved employees will put forth substantial effort towards the achievement of organizational objectives and be less likely to turnover (e.g. Kahn, 1990; Kanungo, 1979; Lawler, 1986; Pfeffer, 1994). Conversely, low job-involved employees (e.g. those who are alienated; Seeman, 1959) have been hypothesized to be more likely to leave the organization and/or “withdraw effort from the job” and either apply that energy to tasks outside the realm of work or “engage in various undesirable on-the-job activities” (Kanungo, 1979, p. 133; Roteberry and Moberg, 2007, p.203)

The results of recent studies suggest that job involvement differs from other related constructs such as intrinsic motivation, job satisfaction, organizational support, and organizational commitment (Blau, 1986; Shore, Thornton, and Shore, 1990; Mathieu and Farr, 1991; Shore and Wayne, 1993; Elloy and Fly-

nn, 1998; Meyer, Stanley, Herscovitch, and Topolnysky, 2002).

Employee job involvement has been predicted to have numerous outcomes and antecedents regarding the organizational and individual aspects (Brown, 1996; Lawler, 1986; Kahn, 1990; Pfeffer, 1994; Dimitriades, 2007). Some researchers claimed that employee involvement has motivational effects of increased employee job satisfaction and organizational commitment (Pearson and Duffy, 1999; Guthrie, 2001; Bozionelos, 2004). Scott-Ladd and Marshall (2004, p.646) have implied that job involvement constitutes an important motivational variable that is of interest to organizations, especially in the new economy, which imposes the need for full mobilization of the human resources. A number of researches have focused on the identification of the antecedents of job involvement (Brown, 1996; Bozionelos, 2004, p.69; Dalay, 2007). Multiple variables have been linked with job involvement. Self-esteem which played an important role for employees to view themselves as being more competent and to engage themselves to the challenging and growth-engendering experiences at work, and internal motivation (Gardner, Dunham, Cummings, and Pierce, 1989; Brown, 1996) are among these variables.

Moreover, it was indicated that individuals may become involved in their jobs in response to specific attributes of the work situation (Mudrack, 2004, p. 490). Supporting this argument, in a research implemented by Rabinowitz and Hall (1977), it was found that

job involvement was related to the personal characteristics of the employee (e.g., age, protestant work ethic), aspects of the situation (e.g., participation in decision making), and various individual outcomes (e.g., satisfaction, turnover). Brown (1996, p.3) has demonstrated that personality variables, role perceptions, job characteristics and supervisory variables were the antecedents of job involvement. Another implication was provided by Dimitriades (2007, p.469) who has emphasized that as employees develop a better understanding and acceptance of organizational goals and values, conveyed through the organizational climate, they are likely to become more identified and involved with their job. Additionally, in their study, Richardson and Vandenberg (2005) confirmed the association of managerial perceptions and leadership with a work-unit level model of involvement climate.

Organizational Socialization Domain

Organizations increasingly realized that employee was the key to their success and view employer-employee relationship as a mutually beneficial process. Organizational socialization defined how an organization addressed the interests of its employees and how that was reflected in its interest (Judeh, 2011, p.172). Organizational socialization helped both the organization and its employees to meet their needs (Hau-Siu Chow, 2002). The first period in joining an organization is very critical for new employees. A basic premise of organizational socialization practices is that the nature of a new employee's initial

experiences is imperative to his adjustment to the new environment (Fogarty, 1992; Saks and Ashforth, 1997). Besides, “Socialization Resources Theory” argued that organizations should design effective orientation training programs that guide new employees about each aspect of stressful situations of organization as well as strategies to cope with them (Manzoor, 2011, p.516).

Kozlowski (1995) described organizational socialization as the process through which newcomers learn more about the organization and become fully assimilated insiders. When individuals join organizations, they must learn to understand and make sense of their new surroundings (Louis, 1980 as cited in Salavati, Ahmadi, Sheikhesmaeili and Mirzaei, 2011, p.395). Socialization can be defined as “socialization is the activity that confronts and lends structure to the entry of non-members into an already existing world or a sector of that world” (Wentworth, 1980 as cited Salavati et al., 2011, p.396). Organizational socialization refers to the process by which newcomers make the transition from being organizational outsiders to being insiders (Bauer, Erdogan, Liden, Wayne, 2007). The method by which this sense-making occurs is known as organizational socialization (Gruman, Saks and Zweig, 2006). Louis (1980 as cited in Salavati et al., 2011, p.395) defined organizational socialization as the process by which an individual comes to appreciate the values, abilities, expected behaviors, and social knowledge essential for assuming an organizational role and for participating as an organizational member.

Thereby, these definitions emphasizes the importance of socialization as being important in helping the individual successfully adjust to the people and culture of an organization (Taormina, 2009) and an individual in socialization process provided the knowledge and skills that needed for organizational role (Feldman, 1981); learns the organizational culture (Van-Vianen, 2000); and learn the values, abilities, attitudes and organizational social knowledge (Taormina, 2009). Through this process, employees acquire knowledge about and adjust to new jobs, roles, work groups, and the culture of the organization in order to participate better as an organizational member and to exhibit better job performance (Haueter, Macan, and Winter, 2003; Saks, Uggerslev and Fassina, 2007; Cohen and Veled-Hecht, 2010, p.537). While socialization can occur at every stage, the socialization of newcomers in particular is considered crucial (Cohen and Veled-Hecht, 2010, p.537). Thus, organizational socialization refers to the process by which newcomers make the transition from being organizational outsiders to being insiders (Bauer et al., 2007). Through this process, employees acquire knowledge about and adjust to new jobs, roles, work groups, and the culture of the organization in order to participate better as an organizational member (Saks, Uggerslev and Fassina, 2007; Salavati et al., 2011). With that respect, it was indicated that organizational socialization exerts an impact on employees’ performance and organizational stability and has numerous impacts on individual and organizational outcomes (Jones, 1986; King, Xia, Quick and

Sethi, 2005; Judeh, 2011).

Identity-Based Trust Domain

Trust has been studied from different viewpoints which include social psychology, philosophy, economics, management, and organizational behavior research. Trust in organization refers to the perceptions of employees regarding the trustworthiness of their organization. The organizational environment is continually observed by the employees while considering the trustworthiness of their organization and views of organization regarding its employees and their roles are communicated by the organizational processes, and employees will respond to trust relations communicated by the organization (Tan and Tan 2000; Dalay, 2007; Hameed et al., 2011).

Fukuyama characterizes trust as (as cited in Smith and Birney, 2005, p.473): “the expectation that arises within a community of regular, honest, and cooperative behavior, based on commonly shared norms, on the part of other members of that community”. The term has been defined by Demircan and Ceylan (2003) as the way an employee perceives the support offered by the organization, and his/her confidence in leaders or associates that they are honest and true to their word. Smith and Birney (2005, p.472) defined trust through expectations and implied that “a person has trust in the occurrence of an event if they expect the event’s occurrence and their expectations lead to behavior that is perceived to have greater negative consequences if the expectation is not confirmed than positive motivational experiences if confirmed”. Smith

and Birney (2005) claimed that trust enables cooperative human endeavors and is vital to inter-organizational relationships.

It is recognized that different classifications for trust are made in the literature. For instance, Aryee, Budhwar, and Chen (2002) discussed trust as a combination of cognition-based and affect-based trust. In addition to inter-organizational trust and interpersonal trust, according to Zarrai and Gharbi (2008), “category-based trust” is another prominent form of trust which is also very relevant within the organizational domain. In respect of their point of view, the critical aspect of organizational trust is based on the roles, practices and control structures that influence the functioning of an organization. Trust is explained by Zarrai and Gharbi (2008) as it is based on the assumption that the individual in the role has passed a screening process and complied with the processes, such as training and certification, as a result socialization and training processes can promote organizational trust.

Based on the literature review, it is seen that the construct of organizational trust has been discussed in a wide range of research work in organizational science and also examined with a systematic attention. According to Hakonen, Lipponen, Vartiainen, and Kokko (2006), most authors seem to agree that trust is generally beneficial for organizations and studies (e.g. Dirks and Ferrin, 2001; Han, 2010; Han and Harms, 2010; Hameed et al., 2011) have demonstrated that trust has multiple positive outcomes in organizations such as increased commitment, job performance,

organizational citizenship behaviors, job involvement, loyalty and career satisfaction.

Furthermore, different researchers have examined the dimensionality and classification of the organizational trust construct. Among those, Lewicki and Bunker (1996) classified trust in three levels as; calculus-based trust, knowledge-based trust and identification-based trust. Lewicki and Bunker (1996) have distinguished between three types of trust and organized them in hierarchical manner. The calculus-based trust is placed at first level, knowledge-based trust at second level, and identity-based trust at third level.

Calculus-based trust predominates in a first-time encounter and is based on rational choice deliberations. Trust emerges when the trustor perceives that the trustee's intentions and actions are beneficial (Pirson, 2007). Knowledge-based trust derives from repeated interactions over time between the trustor and trustee. Reliability and dependability in previous interactions with the trustor give rise to positive expectations about the trustee's intentions (Pirson, 2007). Identification-based trust is defined by Lewicki and Bunker (1995) as confidence based upon the understanding that full internalization of each other's desires and intentions has been achieved—the parties understand each other, agree with what each other wants, and are prepared to support one another in pursuit of those ends (as cited in McAllister et al., 2006). This means that the trustier fully internalizes the preferences of the other party, and identify with him/her on that ground (Melikoğlu, 2009).

Pirson (2007) mentioned that identification-based trust reflects a mutual respect for and support of each other's motivation. In his research, he stated that identity-based trust is intense and highly moral. Since common goals and shared values form the basis for this relationship, actors are able to anticipate each other's reactions and know what type of behavior enables congenial collaboration. (Pirson, 2007). Based on these approaches, in this study, we are interested in the identity-based trust, which suggests that the trustier fully internalizes the preferences of the other party.

Brewer (1981) has initially argued that individual's knowledge of shared social identity may become a base for presumptive trust. As per social identity theory (Tajfel and Turner, 1985; Ashforth and Mael, 1989) all individuals possess multiple social identities, relating to different social categories and groups they belong to (Brewer and Gardner 1996; Hogg and Abram 1988). With the help of these identities individuals define themselves and their relationship to others. Thus, this trust is termed as identity-based trust. Borgen (2001) has argued that one of the trust making mechanisms is strong identification. When identification with other's desires and intentions is the basis of trust, then the existence of trust can be explained as both parties understand and acknowledge the other's wants. Thereby, it was mentioned that established organizational socialization implementations that represent work experiences and shared values, such as met expectations, perceptions of organizational justice, and relationship with the co-workers and supervisors are the determi-

nants of the identity-based trust perceptions of individuals (Meyer, Stanley, Herscovitch, and Topolnysky, 2002; Han and Harms, 2010).

Theoretical Framework and Development of Hypotheses

A brief review of the literature provides support for the relationship between organizational socialization and individuals' job involvement attitude. As further, it is recognized that there are empirical evidences supporting the assumption which underlines the impact of organizational socialization on both identity-based trust and job involvement.

In a research implemented by Rabinowitz and Hall (1977), it was found that job involvement was related to the personal characteristics of the employee (e.g., age, protestant work ethic), aspects of the situation (e.g., participation in decision making), and various individual outcomes (e.g., satisfaction, turnover). A study by Richardson and Vandenberg (2005) examined the association of managerial perceptions and leadership with a work-unit level model of involvement climate. Moreover, employee's job involvement has been examined to have significant antecedents of several organizational and individual aspects. In a model created by Kanungo (1979) for the description of the development of job involvement, it was asserted that after an organizational socialization process, an employee can satisfy salient needs which will lead him/her to allocate the majority of his/her energy to the job and, subsequently, the employee can immerse himself/herself in the job. As a result, it was stated that the employee's job at-

titudes and behaviors at work were positively affected by the socialization process.

It was also indicated that effective organizational socialization can have lasting and positive effects, enhancing person-organization fit and person-job fit as well as job involvement (Cohen and Veled-Hecht, 2010, p.537). Other studies have also demonstrated that organizational socialization affects a variety of constructs that reflect newcomer adjustment through broadening the knowledge of individual about the work setting reduces the uncertainty and anxiety inherent in the early work experience (Ashforth and Saks, 1996; Cooper-Thomas and Anderson, 2002).

As discussed previously, the basic argument is that in the workplace context, organizational socialization will be more strongly related to commitment foci that provide more opportunities for exchange relationships – that is, the organization, the job, and the work group (Cohen and Veled-Hecht, 2010). In the early stages of employment, organizational socialization helps employees establish exchange relationships with these formal information about the organization's expectations and the likely outcomes of meeting or failing to meet those expectation (Gregersen, 1993). In fact, organizational socialization can act much as described in the expectancy or path-goal theory of motivation (Evans, 1970) by clarifying the paths between effort and performance and between performance and outcomes. Thus, job involvement and commitment are among the individual outcomes of their relationships to the work setting, so it is emphasized that

their relationship with organizational socialization is strong (Cohen and Veled-Hecht, 2010).

As further, the review of literature provides that several researches have confirmed organizational socialization's strong association with high organizational commitment, job involvement, and job satisfaction, and low turnover intention (Fisher, 1986; Manzoor, 2011). Kennedy and Berger (1994, p.58) highlighted that organizational socialization could decrease the turnover rates of an organization. Crant (2000) addressed the impact of organizational socialization on individuals' proactive behavior and organizational citizenship behaviors at work. Cohen (2003) has paid particular attention to examine the relationship of different commitment forms with the organizational socialization. Judeh (2011, p.172) has also provided evidence about the positive relationship between employee socialization and organizational commitment. Additionally, Chao, O'Learly-Kelly, Wolf, Klein, and Gardner, (1994) and Haueter et al. (2003) have looked at socialization from a content perspective and demonstrated that organizational socialization increased commitment.

Cooper-Thomas and Anderson (2006) proposed that values and goals socialization is positively associated with extra-role performance, and they believed extra-role performance is strongly related to individual's learning from colleagues, supervisor and mentor. The results of Salavati et al.'s (2011, p.395) study showed a significant correlation

between organizational socialization and organizational citizenship behavior in staff of higher education institutes. Also in accordance with the other results of their study, organizational socialization variable was effective on five dimensions of organizational citizenship behavior and their research conceptual model was confirmed with goodness of fit. Organizational loyalty was also examined as an outcome of organizational socialization and it was mentioned that employees who are more knowledgeable might also feel their employer has a greater vested interest in them (Mitus, 2006). Consequently, they reciprocate by showing greater trust and loyalty to the organization (Mitus, 2006).

As discussed earlier, several studies on trust have shown that trust has significant positive relationships with many organizational variables such as communication, performance, citizenship behavior, involvement and cooperation (Mishra and Morrissey, 1990; Costigan, Ilter, and Berman, 1998). It is suggested that trust is an essential element in constructive human relationships. It is a source of togetherness and feeling of security (Mishra and Morrissey 1990). Past research indicates that organizational trust has significant effect on employees' level of job satisfaction, commitment and involvement (Dirks and Ferrin 2001; 2002). Trust in organization has been reported to have a negative impact on turnover intentions (the higher employee's trust in organization, the less likely they will leave the organization). Schnake and Dummer (2000) have implied that trust in organization has significant negative relationship

with turnover intentions. Dirks and Ferrin's (2001) Meta analysis also recorded that trust is a significant predictor of an individual's intent to quit. Hameed et al. (2011) empirically examined the effects of organizational identification on organizational trust and the mediating role of trust between identification and job attitudes (turnover intentions and job satisfaction). Moreover, Dalay (2007) has tested the positive relationship between trust construct and job involvement and Reio and Callahan (2004) have revealed the impacts of organizational socialization on positive work attitudes.

The study of Costigan et. al. (1998) revealed a link between employee's level of trust and several behaviors (e.g. risk taking, assertiveness, and personal initiative to improve personally). In other words, it was stated that if an employee showed high levels of trust toward his or her organization, the individual has taken more risks, worked harder, and showed high levels of identification with and involvement to the organization. Moreover, according to Borgen (2001), one antecedent of organizational trust was strong identification. Borgen (2001) claimed that, when trust is based on identification with the other's desires and intentions, trust exists because the parties effectively understand and appreciate the other's wants. It was also implied that identification-based trust develops when "both knows and predicts the other's needs, preferences and choices and also shares some of those same needs, preferences and choices as one's own" (Melikoğlu, 2009 p.32). As further, Han and Harms (2010) have confirmed

the mediating role of trust on the relationship between organizational identification and conflict at work.

With that respect, the theoretical work in the field of organizational socialization has supported the role of trust as mediator between the organizational socialization and job attitudes but this relationship has never been tested empirically for the mediating role of identity-based trust on the relationship between organizational socialization and job involvement. It is recognized that Puusa and Tolvanen (2006) have also called for an empirical study for testing these relationships. Besides, though the past few decades have added a great deal to understanding these constructs, there is still a need for more research on the correlates of organizational socialization.

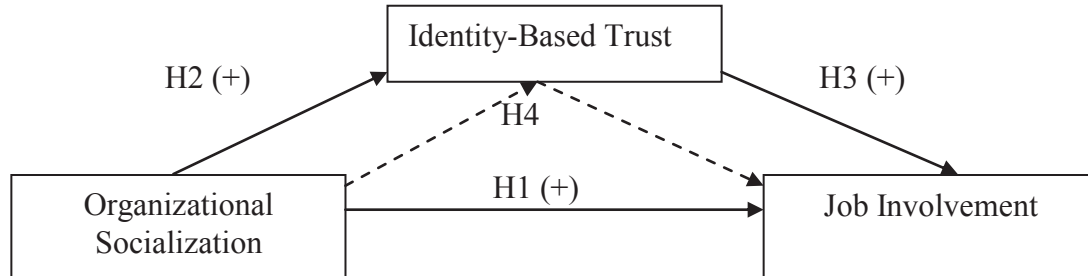
Therefore, the purpose of this study is two-fold. The first purpose is to highlight the importance of organizational socialization in the development of identity-based trust and job involvement through theoretical evidences. The second one is to empirically demonstrate the mediating role of trust in the relations between organizational socialization and job involvement. This approach relies on Lawler's (1992) theory of attachment, a principle of proximal rules that explains why "actors develop stronger affective ties to subgroups within a social system rather than to the social system, to local communities rather than to states, to work organization, and so forth" (Lawler, 1992, p. 334). Interpersonal attachment produces a stronger commitment and

involvement to subgroups and to the job itself, because the impact for positive results is likely to be attributed to the stronger affective ties to organization (Lawler, 1992).

In this study, it is assumed that if employees have developed the feelings of shared needs and values and the knowledge of expected roles and behaviors through the organizational socialization processes then they trust the acts of the organization. As a result they feel satisfied with and involved to their jobs. Since, job involvement is a very important factor for the organization as it has significant impact on positive work attitudes of its

members, it is found valuable to empirically examine its potential determinants of organizational socialization and identity-based trust. It is expected that as the employee becomes comfortable in the organization and familiar with its workings, perceptions of identification-based trust feed into the set of exchange relationships formed during the socialization process. Therefore, we can predict that a good quality of an organizational socialization can be related to identity-based trust and job involvement attitudes in employees. Finally, with this review of variables, we defined the hypothesized relationships and presented the hypothetical model of this study.

Figure 1. Assumed Mediating Effect of Identity-Based Trust on the Organizational Socialization and Job Involvement Relationship



H1. Organizational socialization will be positively related to job involvement.

H2. Organizational socialization will be positively related to identity-based trust.

H3. Identity-based trust will be positively related to job involvement.

H4. Identity-based trust mediates the relationship between organizational socialization and job involvement.

RESEARCH METHODOLOGY

Sample Design and Procedure

The research population of the study was the employees working in banking sector of Turkey. The data collection was done through onsite administration of a survey to a sample of employees who were working in banking sector in Istanbul-Turkey. The participants were randomly sampled across departments and ranks. The reason of simple random sam-

pling technique for data collection was that it was difficult to select the data from only a one specified sector; people are no more research oriented. Thus, the design of study is cross sectional. These individuals were sent covering letters in which it was mentioned the purpose and scope of the study and it was assured that their responses would be retained completely confidential. Total 500 questionnaires were distributed. Out of 500, only 250 usable responses were received. Thus, total response rate was 50%. The sample was composed of bank workers (59.6%) and administrative staff (40.4%). Majority of the respondents were aged between 23 to 30 years (50.7%) and 31 to 44 years (49.3%).

Selection of Instruments

All variables of the research model were measured on five point Likert scales ranging from “strongly disagree” (1) to “strongly agree” (5). All items were translated via a procedure of double-back translation. Scores for each scale were calculated by averaging all responses on the relevant items.

“Identity-Based Trust” was measured by adapting the seven-item scale of trust adapted from Robinson (1996). This scale showed good reliability in past studies (e.g. Restubog, Hornsey, Bordia, and Esposito, 2008; Hameed et al., 2011). A sample item is “I believe my organization has high integrity”. The internal consistency for this study was 0.88. “Organizational socialization” (OS) was measured using Katz’s (1988)’s scale included 16 questions. This scale is recently used by Salavati et al. (2011) and the reliability of the scale was

calculated as 0.92. Cronbach’s alpha obtained in this study is 0.89. “Job Involvement” (JI) was measured by using Paullay, Alliger, and Stone-Romero’s (1994) scale which is composed of 27 job involvement items (e.g. “I don’t mind spending a half-hour past quitting time, if I can finish something I’ve been working on.”). This scale was used in a study of Rotenbery and Moberg (2007) and its reliability was verified. The internal consistency for this study was 0.92.

Following Demographic Variables were included in the questionnaire for ruling out the other possible explanations for the significant relationships. Gender was coded as 1 = male and 2 = female. For age, respondents were asked to choose their appropriate age category from given list starting from 1 = 23 years-30 years to 2 = 31 years-45 years and 3=more than 46 years. Tenure (years of employment in current organization) was measured as 1 = less than three years to 6= greater than 15 years; and type of organization was measured as 1 = public and 2 = private.

Results

In this study, initially, mean values and standard deviations of all interval scaled variables were calculated, in order to see the general perception on organizational socialization construct, identity-based trust, and job involvement construct. Then, factor analyses conducted and the internal consistency of the variables were confirmed. Later, correlation analyses, and regression analysis were conducted to test the hypotheses and to examine the direction of relations.

The mean values shown in Table 1 indicate that, identity-based trust is the highest (Mean: 4,209) and job involvement is the lowest (Mean: 3,295).

It was seen that all of the variables (items of the factors were calculated as total) of the research model showed significant correlations between each other (Correlation is significant at the 0.01 level/2-tailed) (Table 2). Especially, organizational socialization (independent variable) has shown strong positive significant correlation with job involvement ($r=0,789$; $p<.01$). The organizational socialization variable also has showed moderate positive significant correlation with identity-based trust ($r=0,659$; $p<.01$) and finally iden-

tity-based trust has shown moderate positive correlation with job involvement ($r=0,528$; $p<.01$). These results “supported Hypothesis 1, Hypothesis 2, and Hypothesis 3”.

In order to examine the explanatory power of the organizational socialization variable on the job involvement, regression analysis was conducted. When Table 3 is examined, it can be seen that averaged Organizational Socialization has significant effect on job involvement ($\beta=,425$; $p= ,000$). Moreover, it is seen that averaged Organizational Socialization has significant effect on identity-based trust ($\beta=,402$; $p= ,000$) and identity-based trust has significant effect on job involvement ($\beta=,388$; $p= ,000$).

Table 1. Mean Values and Standard Deviations for the Constructs

CONSTRUCTS	MEAN	STANDARD DEVIATION
<i>Identity-Based Trust:</i>	4,209	1,06
<i>Organizational Socialization:</i>	4,178	1,09
<i>Job Involvement:</i>	3,295	1,16

Table 2. Correlation Analysis Results of All Constructs

CONSTRUCT:	1	2	3
1.Organizational Socialization	1	0,659*	0,789
2.Identity-Based Trust	0,659*	1	0,528*
3.Job Involvement	0,789*	0,528*	1

*Correlation is significant at the 0,01 level (2-tailed). All the variables are scored on a 1 to 5 point scale. (N: 250)

Table 3. Regression Analysis Results for Organizational Socialization, Identity-Based Trust and Job Involvement

Dependent Variable:	Job Involvement			
Independent Variable		Beta	t value	p value
Organizational Socialization		0,425	5,060	0,000
R = 0,425; R ² = 0,405; F = 92,415; p = 0,000				
Dependent Variable:	Job Involvement			
Independent Variable		Beta	t value	p value
Identity-Based Trust		0,388	4,088	0,000
R = 0,388; R ² = 0,325; F = 91,747; p = 0,000				
Dependent Variable:	Identity-Based Trust			
Independent Variable		Beta	t value	p value
Organizational Socialization		0,402	4,196	0,000
R = 0,402; R ² = 0,391; F = 88,655; p = 0,000				

Table 3 shows that organizational socialization is statistically significant (p value: 0,00 < 0,05) in predicting the identity-based trust explaining the 39,1% of the variance in identity-based trust and statistically significant (p value: 0,00 < 0,05) in predicting job involvement explaining the 40,5% of the variance in job involvement. Besides, Table 1 reveals that identity-based trust has the explanatory

power of 32,5% (p value: 0,00 < 0,05) on job involvement.

In the next stage, a mediation model (Hypothesis 4) was tested. In this model a link from organizational socialization to identity-based trust and from identity-based trust to job involvement was included. The results of the analysis are displayed on Table 4.

Table 4. Hierarchical Regression Analysis Results for the Mediating Role of Identity-Based Trust on Organizational Socialization and Job Involvement Relationship

Variables	B	β	R ²	Adj. R ²	F
Step 1 (1) Organizational Socialization			,402***	,626	88,655
	,338	,402*			
Step 2 (2) Organizational Socialization			,405***	,223	92,415
	,277*	,425*			
Step 3 (3) - Organizational Socialization -Identity-Based Trust			,677***	,642	55,615
	,373*	,411*			
	,385*	,429*			

* p<.05 ** p<.01 ***p<.001

(1) 1. Step: Dependent variable: Identity-Based Trust; Independent variable: Organizational Socialization

(2) 2. Step: Dependent variable: Job Involvement; Independent variable: Organizational Socialization

(3) 3. Step: Dependent variable: Job Involvement; Independent variables: Organizational Socialization and Identity-Based Trust

According to Table 4, the results meaningfully support the mediating contribution of identity-based trust between organizational socialization and job involvement. Hypothesis 4 was supported as identity-based trust showed mediation between organizational socialization and job involvement. In the final step of the model, with the inclusion of identity-based trust in the analysis, the effect

of the organizational socialization on job involvement has decreased ($\beta = 0,411, p < 0.05$). It was seen that in the third step the beta coefficient was lower than the second step ($\beta = 0,425, p < 0.05$). As the reports show, the mediating role of identity-based trust is confirmed and “Hypothesis 4” is “supported”.

CONCLUSION AND DISCUSSION

In this study, the relationship between organizational socialization and job involvement was investigated and the mediating role of identity-based trust on this relationship is tried to be tested. The research findings were interpreted and it was seen that all of the variables of the research model showed significant positive correlations between each other. It was revealed that organizational socialization which was the independent variable of this study had strong positive significant correla-

tion with job involvement and organizational socialization also had positive significant correlation with identity-based trust. Besides, the findings have indicated that identity-based trust was positively correlated with job involvement. According to all these results, it is concluded that hypotheses 1, 2, and 3 were supported. These findings supported the related studies' results which have revealed that job involvement was an important outcome of organizational socialization and organizational trust (e.g. Cohen and Veled-Hecht, 2010; Chao, O'Learly-Kelly, Wolf, Klein, and Gardner 1994; Gruman et al., 2006; Heimann, B. and Pittenger, 1996).

These findings are also consistent with the previous arguments which addressed the strong association between organizational socialization and commitment, proactive behavior, and job involvement (Cohen and Veled-Hecht, 2010; Gregersen, 1993; Ashforth and Saks, 1996; Cooper-Thomas and Anderson, 2002). Besides, the results of this study have supported the relevant literature which provided several researches confirming organizational socialization's strong relation with high job involvement (Fisher, 1986; Judeh, 2011; Manzoor, 2011).

Furthermore, as it was discussed within the aims of this study, it was tried to examine the mediation model with the inclusion of identity-based trust which was the assumed mediating variable of the research framework. According to the statistical findings, since there was a link from organizational socialization to identity-based trust and from identity-

based trust to job involvement, the mediating contribution of identity-based trust was confirmed. Thus, it is concluded that since identity-based trust showed mediation between organizational socialization and job involvement, Hypothesis 4 was supported. Moreover, the explanatory power of the organizational socialization on the job involvement and on the identity-based trust was examined and it is concluded that organizational socialization has significant effects on both job involvement and identity-based trust. Additionally, it is demonstrated that identity-based trust has significant effect on job involvement. Consequently, these findings can be the indicators of the positive significant relationship between organizational socialization and job involvement and the indication of the mediating role of the identity-based trust perceptions of the individuals.

In the present case, it can be suggested that the findings of this research study are consistent with the past studies indicating the relationships among identity-based trust, organizational socialization and job involvement (Mishra and Morrissey, 1990; Costigan, et.al., 1998). This study supports the implications of theory of organizational socialization and the notion that emphasizes the role of identification and trust in constructive human relationships, togetherness, and involvement to job (Mishra and Morrissey 1990; Dirks and Ferrin 2001; Hameed et al, 2011). Consequently, it is implied that the important result of the current study is that organizational socialization and identity-based trust hold the distinction of being the explanatory constructs of job involve-

ment in the context of this research setting.

With that respect, it is concluded that the theoretical work in the field of organizational socialization has supported the role of trust as mediator between the organizational socialization and job attitudes but this relationship has never been tested empirically for the mediating role of identity-based trust on the relationship between organizational socialization and job involvement. It is recognized that Puusa and Tolvanen (2006) have also called for an empirical study for testing these integrated links. Therefore, upon the knowledge of the author, the current study has been the first study examining these relationships and has value for adding findings related to the research constructs. Besides, though the past few decades have added a great deal to understanding these constructs, there is still a need for more research on the correlates of organizational socialization and further studies are recommended for examining the multi variable and dimensional models upon these concepts.

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İŞE ADANMIŞLIĞIN ÖRGÜTSEL SOSYALLEŞME TEORİSİ VE ÖZDEŞLEŞMEYE DAYALI GÜVEN ALGISI İLE AÇIKLANMASI: AMPİRİK BİR ARAŞTIRMA

Özet: Bu çalışma, örgütsel sosyalleşme ve işe adanmışlık arasındaki ilişkiyi özdeşleşmeye dayalı güven algısının ara değişken rolü ile birlikte incelemeye çalışmaktadır. Bu çerçevede çalışmanın amacı, bir pozitif psikoloji kavramı olarak işe adanmışlık algısının çalışanların örgütsel sosyalleşme süreçleri ile ilgili gelişimleri ve algılamaları ve örgütleriyle özdeşleşmelerine dayalı güven algıları ile nasıl ve ne yönde açıklanabildiğini ortaya koymaktır. Bu araştırma ile birlikte aynı zamanda, özdeşleşmeye dayalı güven algısının örgütsel sosyalleşmenin işe adanmışlığı açıklayıcı gücünü pekiştirme ya da azaltma rolün olup olmaması durumu değerlendirilmeye çalışılmaktadır. Bu araştırmada ele alınan kavramlar arasındaki pozitif ve anlamlı ilişkilerin incelenmesi örgütsel sosyalleşme teorisine ve pozitif psikoloji yaklaşımına dayanmaktadır. Bu çalışma İstanbul'daki özel bankalarda görev yapan çalışanlar üzerindeki bir araştırmayla gerçekleştirilmiştir. Araştırmada toplam 500 kişiye anket dağıtılmış ve 250 kişiden geçerli geri dönüş olabilmıştır. Böylece araştırmada geri dönüş oranı %50 olup, analize tabi tutulmuş olan anket sayısı 250 olmuştur. Araştırmada yer alan katılımcılar bankaların çeşitli servis ve departmanlarında görev yapmakta olan ve tesadüfi olarak belirlenen örneklem grubunu teşkil etmektedir. Örneklem içerisinde yer alan katılımcıların %59.6'sı banka servis personeli, %40.4'ü ise idari-yönetim düzeyinde personeldir. Katılımcıların büyük çoğunluğunun (%50.7) 23-30 yaş grubunda yer almakta olduğu ve 31-44 yaş aralığında (%49.3) yer aldığı görülmüştür. Araştırma verilerinin toplanmasında yüz yüze anket yöntemi kullanılmıştır. Araştırma kapsamında uygulanan anket formu, dört bölümden oluşmaktadır. Birinci bölümde, katılımcı ile ilgili kişisel verileri (cinsiyet, yaş, eğitim düzeyi, medeni hal, görev süresi) toplamayı amaçlayan toplam demografik sorular sorulmuştur. İkinci bölüm, katılımcıların işe adanmışlık düzeylerini, üçüncü bölüm örgütle sosyalleşme algılarını ve dördüncü bölüm özdeşleşmeye dayalı güven algısını belirlemek üzere yöneltilen sorulardan oluşmuştur. Anketteki ölçeklerin her bir soru maddesine ilişkin cevapları "Kesinlikle Katılıyorum" (5) ifadesinden "Kesinlikle Katılmıyorum" (1) ifadesine kadar uzanan 5'li Likert ölçeği şeklindedir. Araştırmada kullanılan ölçüm araçları şöyledir: "Özdeşleşmeye Dayalı Güven Algısı", Robinson (1996) tarafından geliştirilmiş olan 7 madeli ölçek ile ölçülmüştür. "Örgütsel Sosyalleşme" algısı Katz'a (1988) ait 16 soruluk ölçek ile ölçülmüştür. "İşe Adanmışlık" ise Paullay, Alliger, ve Stone-Romero (1994) tarafından geliştirilmiş olan 27 maddelik ölçek ile değerlendirilmiştir. Bu çalışmada ölçeklere ait içsel güvenilirlik değerleri şöyledir: "Özdeşleşmeye Dayalı Güven Algısı" için 0.88; "Örgütsel Sosyalleşme" algısı için 0.92; ve "İşe Adanmışlık" algısı için 0.92 güvenilirlik değerleri tespit edilebilmiştir. Bu çalışmada, çalışanların işe adanmışlık düzeyinin örgütsel sosyalleşme ve özdeşleşmeye dayalı güven algısı ile nasıl açıklanabileceği anlaşılmasına çalışılmıştır. Araştırmada elde edilen bulgular örgütsel sosyalleşmenin işe adanmışlık ve özdeşleşmeye dayalı güven algısı ile pozitif ve anlamlı olarak ilişkisinin olduğunu göstermiştir. Bununla birlikte, araştırma sonuçlarına göre, özdeşleşmeye dayalı güven algısının örgütsel sosyalleşme ve işe adanmışlık arasındaki ilişkiyi ara değişken olarak etkileyen bir role sahip olduğu saptanmıştır.

Anahtar Kelimeler: İşe Adanmışlık, Örgütsel Sosyalleşme, Özdeşleşmeye Dayalı Güven