Organisational Socialisation and Individual Work Performance

Peace Udeka Ibiyeomie
Salvation Ministries, Port Harcourt, Rivers State, Nigeria

Abstract
The study scrutinises organisational socialisation (OS) and individual work performance (IWP) of deposit money banks in Port Harcourt, Rivers State, Nigeria. Organisational socialisation was measured with training and co-workers support, while IWP was measured with task performance (TP), adaptive performance (AP), and counterproductive behaviour (CB). The instrument, a questionnaire was used to extract data from the workers. The population comprises 2403 employees and a sample of 284 was determined with Krejcie and Morgans (1970) table. Simple random sampling technique was used, and Spearman's rank correlation coefficient was used for the analyses. The findings show a significant relationship between organisational socialization and individual work performance. A positive relationship exists between training and IWP likewise, co-workers support and IWP. However, a negative relationship exists within the dimension of organisational socialization and counterproductive behaviour.
Keywords: organisational socialisation, individual work performance and counterproductive behaviour.
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1. Introduction

Employee's behaviour, attitude, and actions affects performance at workplace. Excellent products, quality laid down services and workers unique performance are essential, as their non-performance weakens every effort exerted into the business, hence employee performance is valuable, as their behaviours and actions affect the organisational success. Many organisations invest a huge amount in selecting and hiring the most promising and educated employees, but this does not give assurance of efficiency in performance. The inefficiency could result from unfriendly and uncomfortable working environment that reduces output efficiency; therefore, a suitable environment is required to enhance employee's efficiency.

Organisations should create socialisation process for new employees to acquire knowledge of information needed for job roles, and valuable work culture. Regardless of whether new or old, the job roles, titles, the interaction, and association with client; co-worker, superior and subordinate influences work performance. Engaged, talented employees will offer customers a pleasant experience that replicates the brand, hence organisational socialisation in improving performance. The money deposit banks employees interact to gain enough information required for job roles, skills, expectations, responsibilities, knowledge of business, improved behaviours and for successful individual performance.
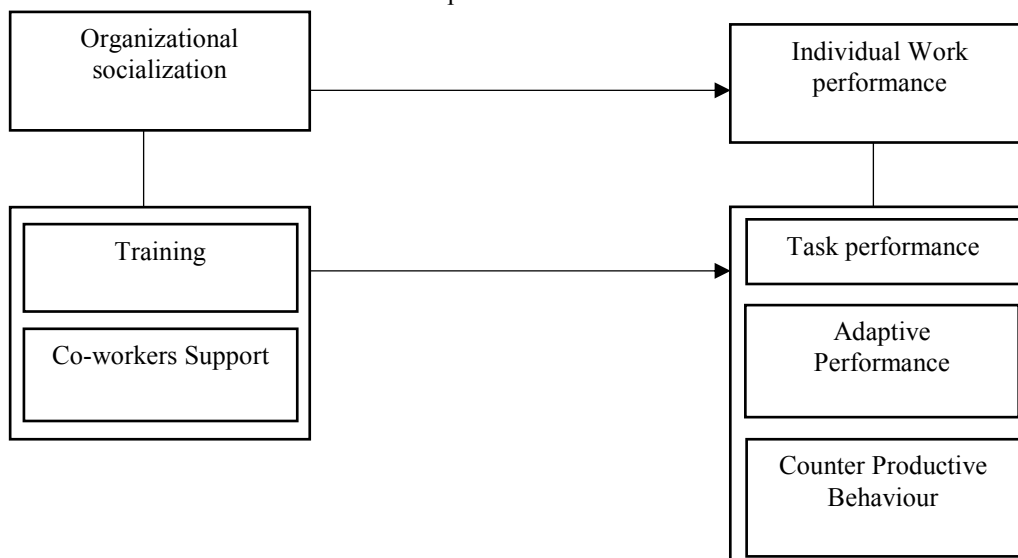

Fig 1: Organisational Socialisation and IWP
Source: Researcher (2022).

Research Questions
1. How does training relates with individual work performance?
2. How does co-workers' support relates with individual work performance?

Research Hypotheses
The following hypotheses guide this study:
There is no significant relationship between:

Ho_1:   Training and Task performance of the selected deposit money banks in Port Harcourt, Rivers State.

Ho_2:   Training and Adaptive performance of the selected deposit money banks in Port Harcourt, Rivers State.

Ho_3:   Training and Counterproductive behaviour of the selected deposit money banks in Port Harcourt.

Ho_4:   Co-workers Support and Task performance of the selected deposit money banks in Port Harcourt, Rivers State.

Ho_5:   Co-workers Support and Adaptive performance of the selected deposit money banks in Port Harcourt, Rivers State.

Ho_6:   Co-workers Support and Counterproductive behaviour of the selected deposit money banks in Port Harcourt.

2.1 Concept of Organisational Socialisation (OS)
Socialisation is an interactive method of transforming employees through instilling new thought, acting, feeling, and enhancing individual knowledge and competence. Schein 1979 described OS as a method of developing the employees job roles and obligations. Socialisation is the procedure involves in enhancing employees' acquisition of knowledge for successful performance of job roles (Bauer and Erdogan, 2011), and acclimatisation to the environment. It is the development and personal influence that involves individual response, dynamisms, social influences, and job roles. The organisational socialisation, known as employee onboarding, promotes a change of attitudes, behaviours, enhances knowledge acquisition and positive contribution towards effective performance. Socialisation promotes a diverse talent through the usage of different appraisal approaches. Distinct strategies for socialisation must be chosen carefully to learn behavioural patterns. Since individual process their experiences and environment differently, socialisation strategies should be selected carefully for development to occur.

Socialisation (on-boarding and mentorship) provides answers to questions, on the norms, rules, and workplace culture. The worker's socialisation insight enhances quick adaptation to an environment that meets socialisation needs (Pearsons, 2015). Organisational socialisation was traditionally studied from two viewpoints, Organisation driven strategies and individual driven proactive behaviours, but research awareness integrates both organisation-driven tactics and individual-driven proactive behaviours (Reichers, 1987). Socialisation is being effective in teaching, managing, distinguishing evil, and choosing right moral attitudes. The employee's socialisation awareness inspires them to familiarise quickly and improves their attitudes, feelings, temperaments, decision-making ability, turnover, teamwork, and performance.

2..1.1 Training: Teaching and guidance can facilitate employees learning to improve individual performance. Training is having related competences to improve individual capabilities, capacity, productivity, and performance. Employee training induction helps to know individual needs, norms, rules, and expectation. Training increases knowledge, skills, individual potential, gives opportunity for promotion and satisfaction with work, reduces waste, negative behaviour, accidents, and employee turnover. Training programs are designed by management for improve individual productivity and performance (Lakra, 2016). Training motivates and improves individual commitment (Halawi & Haydar, 2018), creates new skills for uncertainties (Huang & Jao, 2016) and improves employees' confidence in job roles (Khalid & Naveed, 2017).

2.1.2 Co-worker's support: Support is being loved and valued at workplace (Greenwood & Natasha, 2020; Eisenberger et al., 2001, Ford, 2007). Co-worker support is the workers' willingness to provide work-related help for new roles. It is a belief that new workers are valued, loved, and the wellbeing is cared for by the co-workers. Co-worker support is established through team support, respect, advice, listening, pro-social behaviour (given helping hand), information sharing, concern, and interest in each other's lives. (Bakker et al., 2008; Jacob et al., 2008; Settoon et al., 2003). Co-workers supports strengthen the bond among employees and enhance cordial relationships.

2.2 Individual Work Performance (IWP)
Research on individual's performance shows no agreement on the meaning, measurement and underlying structure of IWP, as various terms such as productivity, performance have been used to describe individual work performance. Individual work performance is the worker behaviours pertinent to organisational behaviour in creating awareness, compensation plans, engagement processes, attitudes, and behaviour.

2.2.1 Task performances: This describes the proficiency with which employees perform tasks. The expertise for executing a specific action, constraints, task roles and output. A task must fulfil all the specifications and

accomplish it successfully. The task constraint, budget and key roles and the accomplished tasks should match what was required when measuring result against the requirements.

2.2.2 Adaptive Performance: This refers to worker's proficiency in adapting to and understanding roles or environment. Being versatile and having the capability to embrace workplace changes is an attribute valued at work, as employers seek adaptability for excellent work attitude and stress handling. Adaptability requires problems solving skills, determination, creativity, and citizenship behaviour to enhance variability that brings about distinctive innovation and quality. The individual ability in adaptive performance to rapidly changing, volatile environment influences employee's rapid response in unknown and ambiguous situations.

2.2.2 Counterproductive work behaviour (CWB): Behaviour that is harmful, an ineffective behaviour that decreases productivity and obviously runs counter to the goals of the organisation is referred to as counterproductive behaviour. The performance of an organisation is connected to workers' behaviour; hence counter-productivity affects performance.

2.3 Socialisation and Individual Performance

Employee socialisation is the development of new employees to understand the organisational culture, policies, and the ways to function effectively at workplace (George, 2022). These socialisation programs should fulfil the employees' prospect (Abdul & Malik (2012). Since people process environment differently, socialisation approaches should be cautiously selected. The organisation should educate the employees on the preferred means of achieving the goal, the responsibilities and the behavioural patterns required for effective performance of job role (Schein, 1988).

3.0 Methodology

The study surveys organisational socialisation and IWP of 6 selected deposit money banks in Port Harcourt Rivers State. The population comprises 2403 employees. The sample size for a population of 2403 is 331 (Krejcie and Morgan 1970 table) and Bowley's (1964) formula was employed in questionnaires distribution. 4-point Likert-scale of strongly agree, agree, disagree, and strongly disagree was used to answer the questions. Out of 331(100%) copies of questionnaires administered, only 284 (85.8%) copies were retrieved. Spearman's Rank correlation coefficient was used to measure the linear association among the variables. The research hypotheses were tested at 0.05 level of significance.

4.0 Data Analysis and Results

6 hypotheses in 2 categories of 3 hypotheses each was used for the analysis. The result was reported in 2 categories as answers to the 2 research questions.

Training (T) and Individual Work performance (IWP)

This table in fig. 1 relates to hypotheses Ho_1, Ho_2 and Ho_3.

Table 1: Correlations between Training and IWP

			Training	Task Performance	Adaptive Performance	Counter Productive behaviour
Spearman's rho	Training	Correlation Coefficient	1.000	.502**	.621**	-.495
		Sig. (2-tailed)	.	.000	.000	.000
		N	284	284	284	284
	Task performance	Correlation Coefficient	.502**	1.000	.573**	-.453
		Sig. (2-tailed)	.000	.	.000	.000
		N	284	284	284	284
	Adaptive Performance	Correlation Coefficient	.621**	.573**	1.000	-.524
		Sig. (2-tailed)	.000	.000	.	.000
		N	284	284	284	284
	Counter Productive behaviour	Correlation Coefficient	-.495**	-.453**	-.524**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	284	284	284	284

Source: SPSS Output, 2022.

Training (T) and Task Performance (TP): In the first hypothesis, it was hypothesised that there was no significant relationship between T and TP (Ho_1). The result shows an association that is positive and significant at P= .000 < .05. The correlation coefficient (r) of .502 shows a moderately significant relationship between T and TP. This positive connection shows that as one variable increases, the other increase. Increase in training activities will have a corresponding increase in task performance. Ho_1 is therefore rejected, and the alternate accepted, implying a moderately positive significant relationship between training and task performance.

Training (T) and Adaptive Performance (AP): Ho_2 state that there is no significant relationship between T

and AD. The findings reveal a relationship that is positive and significant at P= .000 < .05. The p value of .621 validate a strong significant relationship between training and adaptive performance. A positive relationship shows that as a variable increase, the other increases. Having an increase in training will lead to a corresponding increase in adaptive performance. Ho_2 is therefore rejected, and the alternate accepted, denoting a strong positive significant relationship between training and adaptive performance.

Training (T) and Counterproductive behaviour (CB): Ho_3 hypothesised that there was no significant relationship between T and CB. The result reveals that the relationship is significant at P= .000 < .05. The correlation coefficient (r) is -.495, suggesting a moderate negative relationship between training and counterproductive behaviour. This entails that as one variable increases, the other decreases, an increase in training will lead to a corresponding decrease in the level of counterproductive behaviour. The study therefore observes that there is a negative and significant association between training and counterproductive behaviour. The study therefore rejects the null hypothesis and accepts the alternate hypothesis, which says, a significant relationship exists between training and counterproductive behaviour among the employees of deposit money banks in Port Harcourt.

Relationship between Co-workers Support and Individual Work performance (IWP)

Co-worker's support and IWP (task performance, adaptive performance, and counterproductive behaviour) relationship is shown in fig 2, This provides answers to Ho_4, Ho_5 and Ho_6.

Table 2: Correlations between Co-workers Support and IWP

			Co-workers Support	Task Performance	Adaptive Performance	Counter Productive behaviour
Spearman's rho	Co-workers Support	Correlation Coefficient	1.000	.642**	.661**	-.378
		Sig. (2-tailed)	.	.000	.000	.000
		N	284	284	284	284
	Task Performance	Correlation Coefficient	.642**	1.000	.573**	-.453
		Sig. (2-tailed)	.000	.	.000	.000
		N	284	284	284	284
	Adaptive Performance	Correlation Coefficient	.661**	.573**	1.000	-.524
		Sig. (2-tailed)	.000	.000	.	.000
		N	284	284	284	284
	Counter Productive behaviour	Correlation Coefficient	-.378	-.453	-.524	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	284	284	284	284

Source: SPSS Output, 2022

Co-worker's support (CS) and Task Performance (TP). Hypothesis four states that there is no significant relationship between CS and TP. The results disclose a strong, positive relationship that is significant at P= .000 < .05. The correlation coefficient of .642 authenticate a strong significant relationship between the co-worker's support and task performance. A positive relationship shows that as one variable increases, the other increase, an increase in co-workers support will display an increase in task performance. Ho_4 is therefore rejected, and the alternate accepted, implying a strong positive significant relationship between co-workers' support and task performance.

Co-worker's support (CS) and Adaptive Performance (AP): The fifth hypothesis hypothesised that there was no significant relationship between CS and AP (Ho_5). The result shows an association that is positive and significant at P= .000 < .05. The correlation coefficient (r) of .661 reveals a strong significant relationship between CS and AP. The positive relationship shows that as one variable increases, the other increase, an increase in co-workers support will lead to a corresponding increase in adaptive performance. Ho_5 is therefore rejected, and the alternate accepted, implying a strong positive significant relationship between co-worker's support and adaptive performance.

Co-worker's support (CS) and Counterproductive behaviour (CB): The sixth hypothesis state that there was no significant relationship between CS and CB (Ho_6). The findings reveal a significant relationship at P= .000 < .05. The correlation coefficient (r) of -.378 shows that the correlation between co-workers' support and counterproductive behaviour was -.378. inferring a weak negative relationship between co-workers' support and counterproductive behaviour. This shows that as one variable increases, the other decreases, an increase in co-workers' support will lead to a matching decrease in the level of counterproductive behaviour. The study therefore detects a negative and significant association between co-workers' support and counterproductive behaviour. The study therefore rejects the null hypothesis and accepts the alternate hypothesis that there is a significant relationship between co-workers' support and counterproductive behaviour among the employees of deposit money banks.

4.1 Discussion of Findings

Training and Individual Work Performance: This was examined with Ho_1, Ho_2 and Ho_3. The result shows training relates to all the measures of individual performance, as the p value is lesser than .05. Training and task performance have a moderately positive correlation value of .502, the coefficient of determination (r^2) was 0.25. Thus, a unit change in training will cause 25% total variation in task performance among the employees. Training and adaptive performance, recorded a strong positive correlation value of .621 and the coefficient of determination (r^2) was 0.39, implying that a unit change in training will have 39% total variation in adaptive performance among the employees of the deposit money banks in Port Harcourt.

Training and counterproductive behaviour have a negative correlation value of -.495, implying a moderate negative relationship between training and counterproductive behaviour. This entails that as one variable increases, the other decreases, an increase in training will lead to a corresponding decrease in counterproductive behaviour. The negative association signifies that an increase in training will reduces counterproductive behaviour at workplace. However, the coefficient of determination was 0.25. Hence, a unit change in training account for 25% total variation in counterproductive behaviour among employees in the deposit money banks in Port Harcourt, Rivers State, Nigeria.

The findings show a significant relationship between training and individual performance, as the p value is lesser than .05. This conforms with findings of Al-Mzary, et al., (2015), whose results showed a relationship between effective training and employees' job performance. It also agrees with Sothy (2019) whose findings show that training is related to employee performance because it offers employees with skills, competence for higher productivity.

Co-worker's support and IWP: This was examined with Ho_4, Ho_5 and Ho_6. Co-worker's support is significantly related with all the measures of individual performance as the p value is lesser than .05. Co-worker's support and task performance has a strong positive correlation value of .642, the coefficient of determination (r^2) was 0.41. Thus, a unit change in co-worker's support will result to 41% total variation in task performance among the employees. Co-worker's support and adaptive performance, recorded a strong positive correlation value of .661 and the coefficient of determination (r^2) was 0.44, implying that a unit change in co-worker's support will result to 44% total variation in adaptive performance among the employees of the deposit money banks in Port Harcourt.

A negative correlation value of -.378 was recorded for co-worker's support and counterproductive behaviour, implying a weak negative relationship between co-worker's support and counterproductive behaviour. Implying that, as one variable increases, the other decreases, an increase in co-workers support will lead to a corresponding decrease in counterproductive behaviour. This denotes that co-worker's support will lower counterproductive behaviour at workplace. However, the coefficient of determination was 0.16. Hence, a unit change in co-worker's support account for 16% total variation in counterproductive behaviour among employees in the deposit money banks in Port Harcourt, Rivers State, Nigeria. The findings show a significant relationship between co-worker's support and individual performance, as the p value is lesser than .05**.**

The findings agree with the thought of Chiaburu & Harrison (2008) that co-workers support influence employees positively and negatively and they may offer support for or be aggressive towards each other and this support influences individual effectiveness, work attitudes and role perceptions. It is also in line with the study of Amarneh, Bet al. (2010) on "Co-workers' support and job performance among nurses in Jordanian hospitals". The findings show a positive effect of co-workers' support on job performance.

5.0 Conclusion

The study examines organisational socialisation and individual work performance of the deposit money banks in Port Harcourt. The findings reveal a significant relationship between organisational socialisation and individual work performance. It was deduced that organisational socialisation can enhance employees work performance through training and co-workers' support. The study extends the frontiers of knowledge on organisational socialisation and individual work performance. The study findings show a significant relationship between organisational socialisation and individual work performance. The study concludes that organisational socialisation significantly relates to the individual work performance.

6.0 Recommendations

1. Training should enhance effective socialisation.
2. Promotion of co-workers' support should be encouraged for effective individual work performance.
3. New employees should be made to understand the organisational culture, policies, the hierarchical structure, and its working, and the job roles.
4. Provision of a suitable environment to accommodate new employees use of their skills and abilities.
5. Counterproductive behaviours should be discouraged.

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