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ORGANISATIONAL SOCIALIZATION AND EMPLOYEE SPONTANEOUS BEHAVIOUR OF NIGERIAN AIRLINE OPERATORS

Edeh Ogbu Friday¹. Dan-Jumbo Comfort, T. (Ph.D)²

¹ Department of Business Administration, Faculty of Management & Social Sciences,
Alex Ekwueme Federal University, Ndufu-Alike
P.M.B. 1010, Ebonyi State, Nigeria

² Department of Hospitality Management & Tourism, Faculty of Management Sciences
University of Port Harcourt, Nigeria.

*Corresponding Author: Edeh Ogbu Friday

Corresponding Author Email: edehe.ogbu@gmail.com

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ABSTRACT

This study investigates the relationship between organisational socialization and employee spontaneous behaviour of Nigerian airline operators using cross sectional survey from seventy five employees of selected five airline operators. Sample size of sixty three was ascertained using Krejcie and Morgan. Face validity was employed while cronbach alpha was used to ascertain the reliability of the instrument. Pearson Product Moment Correlation Coefficient (rs) was used to analyse the hypotheses with the aid of SPSS (20.0). The study found that organisational socialization has positive significant relationship with employee spontaneous behaviour. It concluded that organisational socialization measured in terms of anticipatory socialization, encounter socialization and metamorphosis socialization enhances employee spontaneous behaviour of Nigeria airlines. One of the recommendations of the study is that; airline operators should take socialization of newcomers seriously to enhance spontaneous behaviour in the workplace.

Keywords: Organisational socialization, employee spontaneous behaviour, anticipatory socialization, encounter, metamorphosis, obedience, loyalty, participation

INTRODUCTION

Organizations all over the world exist for the purpose of making profit through provision of quality service to clients. In order to achieve these objectives, people with distinctive capabilities are sourced from different cultures to drive the strategic intent of the founding members of the organization. This is made possible through human resource management processes where each individual's skills are filtered and ushered in for placement. Based on their qualifications and experiences, candidates are posted to departments or sections that they will be effective. These newcomers may not have known the rituals that surround the organization especially airline business which actually distinguished them from other similar enterprises. Thus, to get them acquainted with the philosophies guiding the airlines, they will be immersed in the ocean of missions and visions of the organization which is known as organisational socialization. It is this conversion or baptism of newcomers that engenders spontaneous behaviour in the workplace. Spontaneous behaviour is very significant for every organization that wants to edge its competitors to maintain leadership in the same industry. It has also contributed to business expansion all over the globe (Sinding and Waldstrom, 2014). Hill and McShane (2008) contended that spontaneous behaviour engenders cohesiveness amongst teams which fosters consumer satisfaction.

Dialoke and Edeh (2016) elucidated that when workers' engages in discretionary behavior they pursue organisational objective than their own. Edeh and Anyanwu (2015) argued that; without the effort of the employees, production of goods and services will not have been made possible and this will result to closure or failure of businesses. Spontaneous behaviour of workers in the organization improves customer satisfaction, organisational reputation as well as organisational harmony (Dialoke and Edeh, 2016). Daft (2013) added that employee spontaneous behaviour has been found to be associated with organisational effectiveness, efficiency and profitability of service oriented businesses. Spontaneous behaviour of employees is one of the instruments of competitive advantages used by multinational organizations to edge their competitors in the host nations (Harris and Hartman, 2002).

In line with the above, scholars have dissected employee spontaneous behaviour with different predictor variables in other industries and environment (Obiora and Okpu, 2015; Aftab and AAhad, 2015; Haider, Amir and Waqar, 2015; Salami, 2009; Nadeem, Anwar and Khawaja, 2012; Asiedu, Sarfo and Adjei, 2014; Apaydin and Şirin, 2016) but has not adequately investigated its application in one of the sub sector of hospitality industry which is airline. This has distinguished this study from them as it investigates the relationship between organisational socialization and employee spontaneous behaviour in the Nigerian Airlines.

Objectives of the study

The aim of this study is to investigate the relationship between organisational socialization and employee spontaneous behaviour of Nigeria airlines. Specifically, the study sought to;

- i) examine the significant relationship between anticipatory socialization and organisational obedience of Nigeria Airlines

- ii) Ascertain the significant relationship between encounter socialization and organisational loyalty of Nigeria Airlines
- iii) Investigate the significant relationship between metamorphosis socialization and organisational participation of Nigeria Airlines

Research Hypotheses

From the above specific objectives, the following null hypotheses were formulated.

HO₁: Anticipatory socialization has no significant relationship with organisational obedience of Nigeria Airlines

HO₂: Encounter socialization has no significant relationship with organisational loyalty of Nigeria Airlines

HO₃: Metamorphosis socialization has no significant relationship with organisational participation of Nigeria Airlines

REVIEW OF RELATED LITERATURE

Organisational socialization

Most authors usually entangled organisational socialization with different semantics that the audience could hardly comprehend unless otherwise the management scholars. In the field of human resource management, it has been used synonymously with induction, orientation, adaptation, onboarding and organisational rite of passage (Dialoke and Edeh, 2016). From the above clarifications, it will be of a great benefit to start this research laying foundation with the functions of the human resource personnel in the modern day organisation. The functions of human resource management practitioners include recruitment of employees, selection, placement, training/development, retention, performance management, compensation, retirement management as well as pension management. These functions would not have been made possible if the organizations' members were not baptized with the philosophies surrounding the establishment and operations of such enterprise or organization (Dialoke and Edeh, 2016).

Organisational socialization therefore is the process through which new employees or newcomers receive instructions and learn the philosophies that are used in that particular organization (Dialoke and Edeh, 2016). Viewing it with another binocular, organizational socialization is a means of getting new employees to be acquainted with the culture of the organization (Dialoke and Edeh, 2016). Socialization is another process of social learning in which individuals acquire new knowledge about the society in which they resides (Ekpenyong, 2003). Ekpenyong (2003) added that from the point of view of society, socialization is the way culture is transmitted and the individual is fitted into an organized way of life. Robins, Judge and Sanghi (2009) elucidated that socialization is a process that adapts employees to the organisation's philosophy. Bassey, Attah and Bassey (2012) perceived organizational socialization as a process through which newcomers acquire behavioural antennas necessary for communication, interactions with both new and old organisational members. Bauer et al. (2007) contended that organizational socialization is the process by which newcomers make the transition from being organizational outsiders to being insiders. For, Sweeney and McFarlin (2002) stressed that organisational socialization is the process of learning organizationally useful

behaviours. They added that organisational socialization starts before individual get to the organization, continue in their early time with the firm and persist even after they have left. Miner (2005) stressed that organisational socialization is the process of being trained, indoctrinated into firm rituals as well as being taught what is significant in the workplace. Miner (2005) went further to argue that organisational socialization refers to how organizations welcome new employees; introduce to them the dos and don'ts; explain to them the good and the bad; and acculturate them with their philosophies. Griffin and Moorhead (2014) accentuates that organisational socialization is the process through which employees learn about their enterprises' culture and pass their knowledge and understanding on to incoming employees. Employees are socialized into firms, just as people are socialized into societies; that is, they come to know over time what is acceptable in the organization and what is not, how to communicate their feelings, and how to interact with others (Griffin and Moorhead, 2014). McShane and Von Glinow (2008) perceived organisational socialization as the process by which individuals learn the values, expected behaviors, and social knowledge necessary to assume their roles in the organization. However, Ancona, Kochan, Scully, Maanen and Westney (2009) contended that organizational socialization is a strategy through which new entrants are changed into members of the organization by showing them the existing culture and the modifications that have been carried out. It is a process by which an individual learns appropriate attitudes, behaviors, and knowledge associated with a particular role in an organization (career.iresearchnet.com). Organizational behaviourists Kinicki and Kreitner (2003) viewed organisational socialization as a process by which employees learn an organization's values, norms, and required behaviours. Management scholars Jones and George (2006) contended that organizational socialization is the process by which newcomers learn an organization's values and norms and acquire the work behaviours necessary to perform jobs effectively. Having reviewed the various meaning giving by the above respected scholars, it behooves on us to streamline organisational socialization as a process through which new employees or newcomers receive instructions and learn the philosophies that are used in that particular organization. Put in another way, organizational socialization is a means of getting new employees to be acquainted with the culture of the organization. This process or approach could be through teaching, instructions, written policies, and moving around the various departments, sections, branches of the organization with the newcomers. Bassey, Attah and Bassey (2012) contended that enterprises solely responsibilities during the first stage of induction includes recruitment, selection and placement. However, Njegovan, and Kostić, (2014) opined that in order for the above human resource management policies to be efficient and effective newcomers need to be indoctrinated or immersed into the philosophies guiding their operations. Researchers from various disciplines have investigated this phenomenon as mediators, predictors and criterion indicators (Razzaq and Asif, 2012; Andrea, Adrienne and Srikanth, 2000; Jennifer, Shu-Cheng and Yi-Fong, 2011; Salavati, Ahmadi, Sheikhesmaeili and Mirzaei, 2011; Njegovan, and Kostić, 2014).

Dimensions of Organizational Socialization

Organisational behaviour scholars have argued that organisational socialization process include anticipatory, accommodation and role management (Gibson, Ivancevich and Donnelly, 1997;

Johns, 1996; Ivancevich, Konopaske and Matteson, 2005). In this study, dimensions of organizational socialization as proposed by Kinicki and Kreitner (2003); Robins, Judge and Sanghi (2009) which include anticipatory socialization, encounter, change and acquisition (metamorphosis) were adapted.

Anticipatory socialization: This refers to learning that occurs before employees join the organization. Dialoke and Edeh (2016) elucidated that some anticipatory socialization forms the basis of entering or accepting to work in an organization by seeing it from afar. It could also be perceived as the perception, assumptions or impression that employees have concerning the organization before applying to join. For instance, in the airline industry, an employee who wants to join the business may have heard about the good image of the firm, the way they handle passengers or probably the employee must have travelled with one of the airlines and the experience he/she had during the journey to his destination has created positive meaning to him. Dialoke and Edeh (2016) stressed that anticipatory socialization refers to the perception, assumptions or impression that employees have concerning the organization before applying to join.

Encounter: This stage is known as accommodation stage (Konopaske and Matteson, 2005; Robbins, Judge and Sanghi, 2009). This refers to when an employee has fully joined the organization by agreeing to terms and conditions surrounding the contracts. It also refers to when an employee has fully joined the organization by agreeing to terms and conditions surrounding the contracts (Dialoke and Edeh, 2016). The employee in this regard is now a full member of the organization by the contract he signed with the organization. This is the time for the employee to experience and explore every parts of the organisation's environment. This is the stage in which newcomers test their prior expectations with the perceived realities (McShane and Von Glinow, 2008).

Metamorphosis: This is also known as encounter stage (Kinicki and Kreitner, 2003). After employees have encountered the strange environment (organization), this is the time to understand the organisational philosophies, norms and values. The roles of the employees are spelt out clearly in this stage. In this stage employees are now parts and parcel of the organization. Perhaps, it takes longer period of time for newcomers to metamorphose into this maturity stage. This means that; they can now represent the manager in conferences, workshops, seminars, meetings etc. McShane and Von Glinow (2008) added that during this stage employees settle in as they make the transition from newcomers to insiders. They went further to opined that this stage strengthen relationships with co-workers and supervisors, practice new role behaviors, and adopt attitudes and values consistent with their new positions and organizations.

Employee Spontaneous Behaviour

Management quite apart from other fields of study has dissected employee spontaneous behaviour to mean that behaviour that is outside the job description of a worker but promote the performance of the organisation. Scholars and researchers in behavioural sciences have different nomenclatures for employee spontaneous behaviour such as discretionary behaviour, citizenship behaviour and extra-role behaviour. Employee spontaneous behaviour is a discretionary behaviour that enhances the performance of firms. It is the extra efforts exerted by employees

towards achieving organisational goals by delving into unspecified job schedules. This behaviour is characterized with off-the-job description, helping an employee when he/she is not doing well; standing in for a colleague in the case of illness or absence. Griffin and Moorhead (2014) viewed employee spontaneous behaviour as the extent to which his or her behavior makes a positive overall contribution to the organization.

Indicators of Employee Spontaneous Behaviour

Employee spontaneous behaviour has many indicators such as Organs (1988) altruism, conscientiousness, courtesy, sportsmanship and civic virtue; and Turnipseed and Rassuli (2005) conceptualization revealed; understanding and cooperation with colleagues; mentoring; performing extra duties without delay and complaint; punctuality; volunteering; efficiently use of organizational resources; sharing ideas and positively representing the firm. Podsakoff, MacKenzie, Paine and Bachrach (2000) conceptualizations are helping behavior; a sportsperson's attitude; organizational loyalty; obedience; civic virtue; self-development and individual initiative. Piercy, Lane and Cravens (2002) cited in Obamiro, Ogunnaike and Osibanjo (2014) based their approach on; cheerleading and peacemaking; whereas Hannam and Jimmieson, (2002) conceptualized theirs as organization compliance and protecting organization resources. However, this study will employ the dimensions of Graham (1991) which include organizational obedience, organisational loyalty and organisational participation.

Organisational obedience: Employees displays behaviour that can be identified as well as significant to organisational goals. The term refers to those behaviors that are identified to be necessary and desirable. Graham (1991) outlined these behaviours as respecting organizational rules and regulations, executing job functions as at when due as well as carrying out responsibilities by considering the resources available to perform the job. Obedience is as a result of induction, orientation or immersion into the philosophies that guides the behaviour of the enterprise.

Organisational loyalty: Graham (1991) stressed that organisational loyalty include supporting one another enthusiastically. It also refers to a situation whereby an employee protects or defends their enterprise. This is advocacy behaviour whereby employee promotes or showcases the organization positively to the society. This behaviour correlated with the orientation the employees have received from the inception of joining the firm.

Organisational participation: This refers to employee involvement in the day to day activities of the organization. One example of this type of spontaneous behaviour is when an employee shares his ideas to solve organisational problems, attend meetings quite apart from exhibiting social intelligence characteristics. This is evident in the airline industry where everything is of importance to both customers and the owner because the industry is volatile in nature as a result of many competitors. Hence, employee participation becomes relevant to the sustenance and its survival.

Organisational Socialization and Employee Spontaneous Behaviour

The socialization of newcomers into the organization enhances their spontaneous behaviour with respect to obedience, loyalty and participation. In furtherance, anticipatory socialization associate with organisational obedience of employees' because, when employees viewed the

culture of the organization they want to join, it will create an impression in the mind of the employees on what they should expect immediately they come into the enterprise. With that in the mind of the employees' obedience and loyalty will be exhibited in the workplace. Secondly, anticipatory socialization associates with organisational loyalty of workers'. This means that employees that are loyal to the objectives, norms and culture of the firm do so as a result of the socialization they have received. This implies that workers' socialization will bring about exhibiting spontaneous behaviour in the workplace. Thirdly encounter relate with organisational obedience of workers. This implies that as newcomers arrived in the strange land called organization, the philosophies of the firms/company will be made open to them thereby creating a good atmosphere for effective communication, commitment, effectiveness and performance among them. Nonetheless, encounter also has a significant effect on organisational participation. When employees are inducted into the philosophies of the organization, they will be willing to make positive contributions that will enhance the performance of the organization. Metamorphosis socialization has a significant effect on spontaneous behaviour of airline employees because; after getting to learn the rules of the business, they will become full member of the firm. In this case, they will not be asking questions on what to do. The study however emphasis that when employees are baptized with the norms and values of the organization they tend to exhibit spontaneous behavior which in turn increases performance, commitment, productivity, effectiveness and reduction in turnover. Nevertheless, any newcomer that does not receive adequate information on what to do and how work schedules in the firm will be done, may not perceive his/herself as a member of that organization. Such employee will not be committed to work as a result of non-socialization. However, organisational obedience, organisational loyalty and organisational participation are usually effective when newly recruited employees are socialized in a strange land they never knew.

RESEARCH METHODOLOGY

Cross-sectional research survey was employed in this study. Five airline operators were selected using simple random sampling technique. Seventy five employees of five airline operators were surveyed. Sample size of sixty three was ascertained using Krejcie and Morgan (1970). Sixty three copies of questionnaire were administered to the airlines but forty two copies were correctly filled and used for data analysis. Face validity was employed while Cronbach alpha was used to determine the reliability of the instrument. Anticipatory socialization, encounter socialization and metamorphosis socialization were measured with four items each; while organizational obedience, organisational loyalty and organisational participation were measured with four items each; all on a five point Likert scale ranging from 5= Strongly agree; 4 = Agree; 3= Disagree; 2 = Strongly disagree 1= Neither agree nor disagree. Statistical tool used for hypotheses analysis is Pearson Product Moment Correlation Coefficient (rs). Respondents' profiles were also analysed using descriptive statistics (frequency) with the aid of statistical package for social sciences version 20.0.

RESULTS

Table 1: Demographics Information of Respondents'

	Frequency	Percentage (%)
Gender		
Male	22	52.4
Female	20	47.6
Educational Qualification		
Diploma	12	28.6
Master	8	19.0
Bachelor degree	22	52.4
Years in service		
6-10	26	61.9
11 & above	6	14.3
1-5	10	23.8

Table 1 above shows that 22 respondents representing 52.4% were males, and 20 respondents representing 47.6% were females. On educational qualifications, 12 respondents representing 28.6% holds diploma certificates; 8 respondents representing 19.0% holds master degree; and 22 respondents representing 52.4% holds bachelor degrees. This implies that; major the respondents were bachelor degree holders. Lastly, 26 respondents' representing 61.9% have served the airline between 6-10 years; 6 respondents' representing 14.3% have served the airline between 11 years and above; and 10 respondents representing 23.8% have served the airline between 1-5 years.

Analysis of Hypotheses

Table 2 - Correlation between anticipatory socialization and organisational obedience

		Anticipatory	Obedience
Anticipatory	Pearson Correlation	1	.720 ^{**}
	Sig. (2-tailed)		.001
	N	42	42
Obedience	Pearson Correlation	.720 ^{**}	1
	Sig. (2-tailed)	.001	
	N	42	42

****.** Correlation is significant at the 0.05 level (2-tailed).

The result above shows the correlation analysis between anticipatory socialization and organisational obedience. From the result, anticipatory socialization has a strong correlation with organisational obedience (.720^{**}); and with positive significant relationship (.001; p<0.05). Thus; finding revealed that anticipatory socialization has a positive significant relationship with organisational obedience of Nigeria airlines.

Table 3 - Correlation between encounter socialization and organisational loyalty

		Encounter	Loyalty
Encounter	Pearson Correlation	1	.806**
	Sig. (2-tailed)		.000
	N	42	42
Loyalty	Pearson Correlation	.806**	1
	Sig. (2-tailed)	.000	
	N	42	42

** . Correlation is significant at the 0.05 level (2-tailed).

Table 3 above result shows the correlation analysis between encounter socialization and organisational loyalty. The result indicate that, encounter socialization has a strong positive correlation with organisational loyalty (.806**); and also with positive significant relationship (.000; $p < 0.05$). Thus; finding revealed that encounter socialization has a positive significant relationship with organisational loyalty of Nigeria airlines.

Table 4- Correlation between metamorphosis socialization and organisational participation

		Metamorphosis	Participation
Metamorphosis	Pearson Correlation	1	.752**
	Sig. (2-tailed)		.000
	N	42	42
Participation	Pearson Correlation	.752**	1
	Sig. (2-tailed)	.000	
	N	42	42

** . Correlation is significant at the 0.05 level (2-tailed).

The above result shows the correlation analysis between metamorphosis socialization and organisational participation. From the table above, metamorphosis socialization has a strong positive correlation with organisational participation (.752**); and also with positive significant relationship (.000; $p < 0.05$). Therefore; finding indicates that metamorphosis socialization has a positive significant relationship with organisational participation of Nigeria airlines.

Discussion of Findings

Based on the result above, the study found that organisational socialization has a positive significant relationship with employee spontaneous behaviour Nigeria airlines. This means, as organisational socialization increases, employee spontaneous behaviour also increase. The reasons why this relationship exists are that when newcomers are inducted, they will be willing to go extra mile of carrying out their jobs thereby exercising discretionary behaviour in the workplace. This is in line with findings of other researchers such as Razzaq and Asif (2012); Salavati, Ahmadi, Sheikhesmaeili and Mirzaei (2011); and Jennifer, Shu-Cheng and Yi-Fong (2011). From the research of Razzaq and Asif (2012); their findings shows that organizational socialization enhances organization commitment of employees, thus reducing cost of losing employees. Secondly, Salavati, Ahmadi, Sheikhesmaeili and Mirzaei (2011) findings also revealed that organizational socialization correlates with organizational citizenship behaviour of staff in higher education institutions. Lastly, Jennifer, Shu-Cheng and Yi-Fong (2011) findings indicates that organizational socialization has a mediating effect on leader-member relationship and physical health, and secondly, it also has a mediating effect on the association between leader-member relationship and psychological health.

CONCLUSION

Drawing from the discussion of findings above, the study concludes that organisational socialization measured in terms of anticipatory socialization, encounter socialization and metamorphosis socialization promotes employee spontaneous behaviour of Nigeria airlines. This implies that with the application of organisational socialization as a mechanism to introduce newcomers into the philosophies of the organization, the new entrants will display positive spontaneous attitude that will engender high performance, profitability and effectiveness. Nigeria airline operators especially those surveyed strongly agreed that organisational socialization has increased their customer base; loyalty and return on investment. Based on the conclusion, the following recommendations were made.

- 1) Airline operators should take socialization of newcomers seriously to enhance spontaneous behaviour in the workplace.
- 2) Managers in the aviation industry should ensure that newly recruited employees are indoctrinated into the philosophies of the organization to enable them get acquainted with the rules and regulations governing the firm.
- 3) Policy makers in the aviation industry should incorporate organisational socialization into the policy guiding aviation industry as it has been proven to enhance spontaneous behaviour of employees that engenders organisational performance.

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