Newcomers' Trait Affectivity and Social Assimilation in Organizations

by

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Abstract

      Becoming assimilated into the organizational social environment is critical and challenging to newcomers. This study examined whether newcomers' trait positive affectivity (PA) and negative affectivity (NA) could predict social assimilation through proactive relationship building behaviors (i.e., general socializing, relationship building with boss, and networking). Using a three-wave survey design, data was collected from 289 newcomers from three organizations in China. A process model was tested examining whether PA/NA could predict newcomers' relationship building behaviors, which in turn are related to their social assimilation outcomes in organizations (i.e., social integration& affective organizational commitment) during the first three-month post-entry.

      SEM results showed that newcomers' trait PA was positively related to, whereas NA did not show significant relationships with the three dimensions of relationship building behavior. Among these three dimensions, general socializing, was found to be positively associated with newcomer socialization outcomes (i.e., social integration and affective organizational commitment). That is, general socializing mediated the relationships between PA and social integration and affective organization commitment. However, no significant relationship was found between relationship building with boss/networking and newcomer social assimilation outcomes. Theoretical implications, limitations, future research directions, and practical implications were discussed.

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Introduction

When newcomers enter organizations, they go through organizational socialization processes through which they learn how to perform assigned tasks, adapt to new roles, identify with organizational culture, and become accepted members (Van Maanen & Schein, 1979). One of the challenges newcomers face in this process is becoming socially assimilated into the organizational environment, which is termed as *social assimilation* in organizations (Morrison, 2002). Van Vianen and De Pater (2012) proposed that adapting to organizational social environment is often more complicated and uncertain than adapting to tasks, because newcomers almost knew nothing about the social environment until they enter the organization. An effective strategy to facilitate social assimilation for newcomers is to initiate relationship building behaviors toward organizational insiders (e.g., co-workers, supervisors, etc.; Ashford & Black, 1996), who play critical roles in newcomers' successful assimilation (e.g., Korte & Lin, 2013). Empirical studies have shown that relationship building behavior is positively related to newcomers' socialization outcomes (role clarity, job satisfaction, etc.) (e.g., Gruman, Saks, & Zweig, 2006; Saks, Gruman, & Cooper-Thomas, 2011).

Given the importance of relationship building behavior, researchers have examined its antecedents, which are mainly divided into two sources: (a) situational factors, which influence the availability of and the necessity for building relationships (e.g., organizational socialization tactics) (Cooper-Thomas & Burke, 2012), and (b) individual factors, which indicate whether newcomers have the personal resources and/or desire to build relationships with insiders (e.g.,

newcomer's personality). Research looking at situational factors have consistently demonstrated that institutionalized organizational socialization tactics, which refers to a more structured and formalized socialization process (Jones, 1986), were positively related to newcomer relationship building behavior (e.g., Gruman et al., 2006). Other researchers found that organizational size (Kim, Cable, & Kim, 2005), task interdependency (Kammeyer-Mueller, Livingston, & Liao, 2011), and shared similarities with workgroup in education (Kammeyer-Mueller et al. (2011) were positively associated with newcomer relationship building behavior.

Although organizations often provide opportunities for newcomers to interact with insiders (Ashforth, Saks, & Lee, 1998), for instance, through various social events, newcomers' dispositions greatly determine whether they will take advantage of these opportunities or not. In other words, individual factors should be critical in predicting newcomer relationship building behavior. Various individual factors have been investigated in relation to relationship building behavior in newcomer settings. First of all, studies have demonstrated that job skill level is the only demographic variable that is positively associated with relationship building behavior (Wanberg & Kammeyer-Mueller, 2000). Second, a number of personality variables have been considered as antecedents of newcomer relationship building behavior. For instance, Ashford and Black (1996) found that desire for control was positively related to newcomers' relationship building behavior. Self-efficacy has been found to be positively associated with newcomer relationship building behavior (Gruman et al., 2006). In addition, the role of Big Five personality factors in predicting newcomer relationship building behavior has been confirmed by several

studies. For instance, Wanberg and Kammeyer-Mueller (2000) found that, except for openness to experience, all other four Big Five traits (i.e., extraversion, agreeableness, consciousness, and neuroticism) were significantly correlated with relationship building behavior. In another study, Kammeyer-Mueller and his colleagues (2011) reported that only extraversion and neuroticism were significantly associated with newcomer relationship building.

According to Parker, Bindl, and Strauss' (2010) theoretical model of proactive behaviors, there are three motivational pathways leading up to proactive behaviors in general: *Can do, reason to,* and *energized to.* The *can do* pathway focuses on expectancy, where the main question is, "Can I do it?" The *reason to* pathway targets at the reasons enacting proactive behaviors, with the main question of "Should I do it?" Finally, the *energized to* pathway is associated with individuals' affective traits or states, and the main question is, "Do I feel like doing it?" Through the lens of Parker et al.'s (2010) theoretical model, we argue that previous research on antecedents of newcomer relationship building behavior has mainly focused on antecedents working through the two cognitive-based pathways (*can do* and *reason to*), with the affective-based pathway (*energized to*) being severely understudied.

As a matter of fact, Parker et al. (2010) proposed that trait positive affect (PA) could work through this *energized to* pathway to predict proactive behaviors. However, relevant empirical evidence has been very limited in the newcomer socialization literature. Thus, one purpose of the present study is to fill this gap in the literature by examining the role of trait PA

and NA in predicting newcomer's social assimilation via relationship building behavior. Further, examining PA and NA as antecedents of socialization processes and outcomes addresses a recent call for the affective approach to newcomer socialization research (e.g., Ashforth & Saks, 2002). Ashforth and Saks noted that newcomers not only "think" the way they fit in, but also "feel" the way they fit in. Organizational entry often entails a lot of new stimuli (e.g., new task, new coworker, and new supervisor) and personal upheavals, and "emotions are inevitably and often intensely experienced" by newcomers (Ashforth & Saks, 2002; pp. 332). Thus, newcomers' affect cannot be overlooked in organizational socialization studies. Looking at trait affectivity is an important aspect of this affective approach, since trait affectivity could greatly determine newcomers' perceptions of the new environment, and their affective reactions to the environment (Ashforth & Saks, 2002). Unfortunately, newcomer research subscribing to the affective approach has been quite rare. Therefore, the second purpose of the present study was to add to the limited empirical base of the affective approach to newcomer socialization by investigating whether and how trait affectivity might be related to newcomer adjustment.

Figure 1 depicts our conceptual model, in which PA and NA are hypothesized to be positively and negatively related to three dimensions of newcomer relationship building behaviors, respectively, which in turn are positively related to two social assimilation outcomes. Socialization scholars suggested that, to be considered as a successful social assimilation, newcomers need to feel a part of the work group, as well as attached to their organizations (Bauer et al., 1998; Feldman, 1981; Morrison, 2002). The former has been termed *social*

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integration, and the latter has been referred to as *affective organizational commitment*. In this

study, these two socialization outcomes will be examined. In what follows I first introduce the

construct of trait affectivity and its relevance in organizational settings in general, and in

newcomer socialization processes in particular. Then I elaborate on specific relationships among

various constructs in the hypothesized model. This is to be followed by the presentation of a

three-wave longitudinal field study conducted with a group of new employees in three Chinese

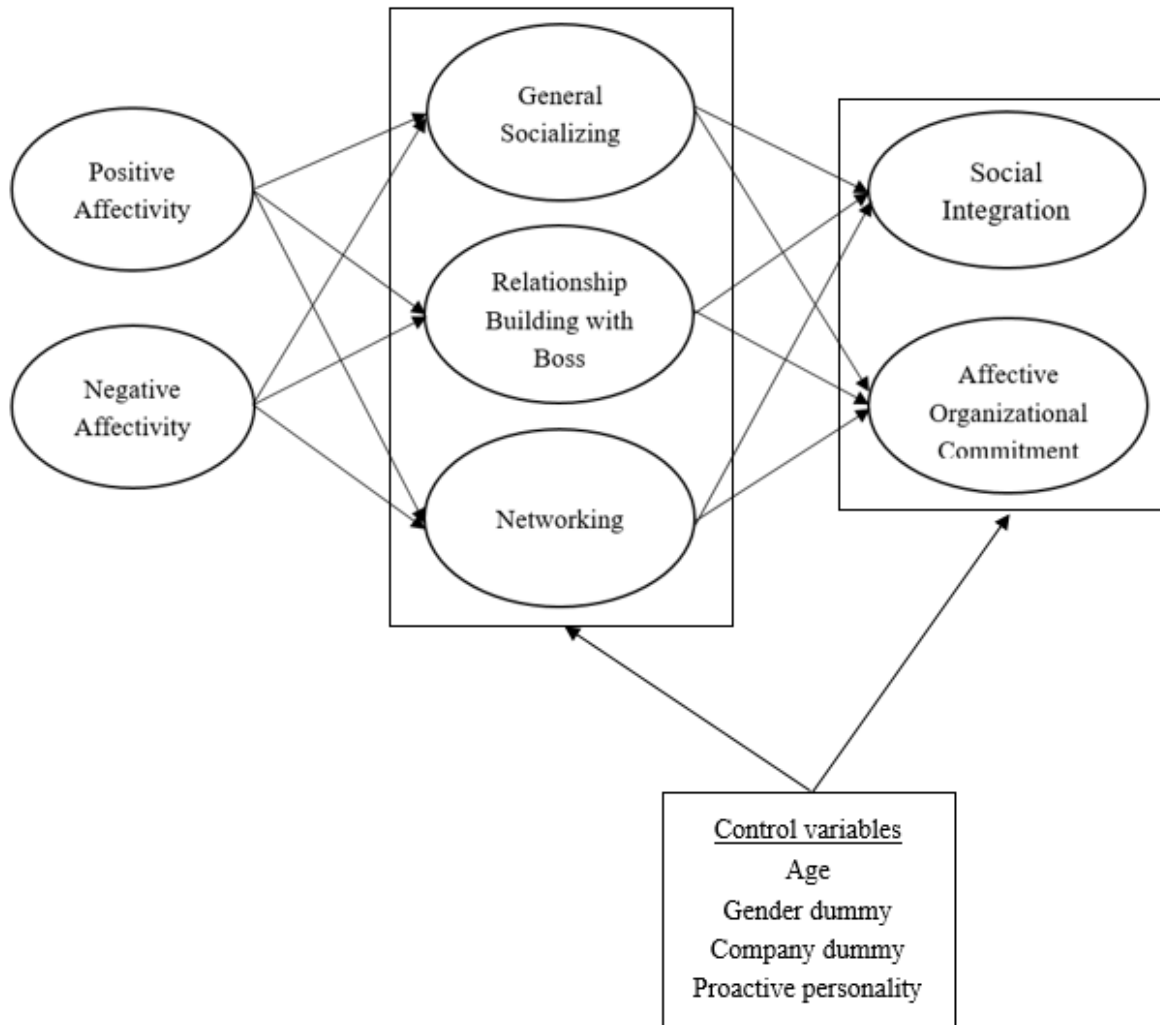organizations that empirically tested the hypothesized model.

Figure 1. The hypothesized model

Background and Hypotheses

Affect Matters in Organizational Settings

In this section, I briefly introduce the concept of trait affectivity, and then focus on its relevance to organizational behaviors studies in general, which is followed by its relevance to newcomer settings in particular.

What is trait affectivity? Humans experience broad ranges of feelings or affects. In addition to short-lived emotional reactions and mood, individuals also show certain dispositional, stable, and predictable reactions, called trait affectivity (Barsade & Gibson, 2007; Watson, Clark, & Tellegen, 1988). Trait affectivity is an affect-related disposition with two independent components: (a) positive affectivity (PA), which refers to individuals' stable tendencies to experience positive emotions, and (b) negative affectivity (NA), which refers to individuals' stable tendencies to experience negative emotions (Watson, et al, 1988). People characterized by high trait PA tend to be cheerful and energetic, and usually have positive moods across a variety of situations; whereas people with low trait PA are less likely to experience positive moods and emotions (e.g., Watson, et al, 1988). In contrast, people characterized by high trait NA usually experience more distress, upset, and other negative emotions than people are low in trait NA. High NA people also tend to have a negative view of self over time and across situations (e.g., Watson & Clark, 1984).

I focus on trait affectivity instead of state/motivational affect in this study, primarily because state affect is not as stable as trait affectivity. State affect is relatively short-lived and

highly influenced by the environment, such as work events, so it doesn't exert long-lasting effect on newcomers' socialization processes. In contrast, trait affectivity has the advantage of being more stable and having lasting effects on individuals' behaviors. I thus prefer trait affectivity in the proposed research settings. However, trait affectivity is highly associated with state affect, in that people who is high in trait positive/negative affectivity would demonstrate more state positive/negative affect over time and across various situations.

Trait affectivity in organizational behavior context. Trait affectivity has been considered to influence individuals' motivation, cognitive appraisals, and how people approach various situations (Baron, 2008; Elfenbein, 2007; Foo, Uy, & Baron, 2009). Scholars have recently begun to appreciate the relevance of trait affectivity in organizational behavior contexts. A variety of studies have found that trait affectivity could influence the thoughts and behaviors of individuals and groups within organizations.

Barsade & Gibson (2007) have reviewed articles linking affect to organizational behaviors. According to their review, trait affectivity has been associated with job performance (e.g., Staw & Cohen-Charash, 2005), decision making (e.g., Staw & Barsade, 1993), job search (e.g., Coˆteˊ, et al, 2006; Turban, et al, 2013), creativity (e.g., Amabile, Barsade, Mueller, & Staw, 2005), turnover (e.g., Thoresen, Kaplan, & Barsky, 2003), prosocial behavior (e.g., Salovey, Mayer, & Rosenhan, 1991), conflict resolution (e.g., Lyubromirsky, King, & Diener, 2005), and leadership (e.g., Fox & Spector, 2000). Based on previous findings, trait affectivity plays a critical role in explaining outcomes that concern researchers and practitioners in

organizations. In addition, with the emergence of positive psychology, researchers have increasingly paid more attention to the role of PA in the workplace (Sekera, Vacharkulksemsuk, & Fredrickson, 2012). The evidence is compelling that feeling positive affect is important to an employee's success in organizations. Thus, researchers should continue examining whether and how trait affectivity is linked to organizational behaviors.

Trait affectivity in newcomer settings. Although a lot of work about trait affectivity and organizational behavior has been done, relatively little attention has been paid to trait affectivity in newcomer settings. I was only able to identify two relevant studies. The first one, conducted by Saks and Ashforth (2000), found newcomers' trait negative affectivity (NA) was positively related to stress, and negatively related to job performance. In another study, Ashforth, Sluss, and Saks (2007) looked at both PA and NA. Their findings showed that PA was positively associated with proactive behaviors ($r = .45$), and NA was negatively related to proactive behaviors ($r = -.24$). However, they only treated PA/NA as control variables, and did not fully explicate the role of PA/NA in predicting socialization processes and distal outcomes. Moreover, they investigated the relationship between PA/NA and proactive behaviors averaged across several dimensions, and did not look at whether PA/NA showed different degrees of relationship with different types of proactive behaviors, and in turn distal outcomes.

Studies have also looked at newcomer emotion, which is related to, but less stable than trait affectivity. There have been three streams of research looking at the role of emotion in newcomer socialization context (Ashforth & Saks, 2002). The first steam treats emotion as an

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outcome of socialization processes, and research has investigated the role of socialization tactics in reducing newcomer negative emotions and enhancing their positive emotions (e.g., Ashforth & Saks, 2002; Saks & Gruman, 2011). The second stream considers emotion as a mediator, and research has examined how emotion mediates the impact of socialization events on newcomers' learning and behaviors (e.g., Lazarus, 1991; Weiss & Cropanzano, 1996). The third stream focuses on how newcomer learn about the organization's emotional culture through socialization practices (e.g., Ibarra, 1999; Ashforth & Tomiuk, 2000).

Although the relevant research has been limited, the role of affect should not be neglected in newcomer studies. Ashforth and Saks (2002) have called for taking an affective approach to studying newcomer adjustment, on the basis that organizational socialization is usually saturated with affect. Newcomers often encounter plenty of new stimuli (e.g., new task, new coworker, new supervisor) and personal upheavals during organizational entry, and they would inevitably have their own feelings about the new work. Newcomers' trait affectivity, which is a stable individual difference, could greatly determine their perceptions of the new environment, and their affective reactions to the environment (Ashforth & Saks, 2002).

In the present research context, looking at trait affectivity would help us better understand newcomers' relationship building behaviors, on the basis that trait affectivity has been theoretically and empirically associated with social behaviors, which is a critical aspect of organizational social assimilation. As mentioned earlier, becoming socially assimilated into the environment in a new workplace is both important and challenging to newcomers. It has been

argued that affect influences social thinking and behavior through selectively priming affect-related constructs, facilitating their use when planning and executing social behaviors (Bower, 1981; Bower & Forgas, 2001). There are also empirical evidence showing that affect influences social behaviors. For instance, studies by Berry and Hansen (1996) and Watson and his colleagues (1992) showed that manipulated positive affect was positively related to both quantity and quality of interpersonal interactions. Given the critical influence of affect on social behaviors, it is reasonable to take trait affectivity into consideration in newcomer relationship building and social assimilation processes. In next section, I provide theoretical basis for the associations between trait affectivity and newcomer social assimilation outcomes.

From Trait Affectivity to Relationship Building Behavior

Relationship building behavior is one type of proactive behaviors, which has been defined as being anticipatory or future oriented, self-initiated, and about taking control to make things happen (Parker & Collins, 2010). As mentioned earlier, relationship building behavior plays an important role in newcomers' adaptation to the organizational social environment. Previous researches have demonstrated that relationship building behavior is positively associated with newcomer adaptation results (e.g., Gruman, et al, 2006; Saks, et al, 2011). Relationship building behavior refers to initiating social interactions with other members in an organization (Bindl & Parker, 2010a), which can target at coworkers in the same unit (i.e., general socializing), boss (i.e., relationship building with boss), and colleagues at different units (i.e., networking) (Ashford & Black, 1996). Consistent with this classification, the three aspects

of relationship building behavior (i.e., general socializing, relationship building with boss, and networking) will be examined in this study.

I suggest that the link between trait PA/NA and relationship building behavior can be understood in terms of the approach-avoidance motivation framework (e.g., Carver & White, 1994; Higgins, 1997). The distinction between approach and avoidance orientation is an important conceptual framework for analyzing patterns of affect, thought, and behavior (Elliot & Church, 1997; Elliot & Thrash, 2002). Generally, people with an approach orientation are more likely to engage in challenging events, and initiate goal-directed behaviors. People with an avoidance orientation are more sensitive to negative outcomes, more likely to choose less threatening activities, and more likely to avoid goal setting and goal striving behaviors (Brockner & Higgins, 2001). Affectivity has been associated with approach–avoidance motivation framework in the way that PA is aligned with an approach orientation, and NA is aligned with an avoidance orientation (Carver & White, 1994; Elliot & Thrash, 2002). I thus argue that trait affectivity predisposes newcomers to view the organizational socialization processes from an approach or avoidance orientation, and engage in approach or avoidance behavioral tendencies.

It can be assumed that newcomers knew almost nothing about the social environment until they actually entered the organization; therefore, it takes them much time and energy to familiarize themselves with organization insiders. Furthermore, efforts to build relationships could bring frustration and depression if they were met with rejection or tepid response. Thus, successfully building relationships with insiders is challenging, and requires strong effort. Higher

levels of PA can help newcomers view the social adaptation process as an opportunity to build new interpersonal connections, and prompt them to approach organizational insiders with enthusiasm. Previous research also demonstrated that individuals with a high level of PA are more likely to initiate approach behaviors, which helps them develop social resources that can be utilized in environment adaptation (Fredrickson, 2001). Newcomers with greater PA are expected to take constructive approach-oriented strategies including building relationships with insiders, who are valuable social resources for them, because experienced insiders can provide newcomers with critical information and social support.

Furthermore, individuals with higher levels of PA are more likely to expect successful outcomes, and remain positive following the possible negative outcomes of their behaviors (Fredrickson & Joiner, 2002). Applied to socialization situations, high PA newcomers tend to believe that they can successfully interact and build relationships, and seek potential benefits such as getting help from coworkers, rather than avoid the potential costs of relationship building. When encountered with rejections and ignorance by insiders during the relationship building process, those who with greater PA are supposed to remain positive, and go on to build relationships with other insiders. We conclude that newcomers with greater PA should demonstrate more relationship building behaviors targeting at coworkers, boss, and colleagues at different units.

Hypothesis 1: Newcomers' trait PA will be positively related to general socializing (H1a), relationship building with their boss (H1b), and networking (H1c).

In contrast, individuals with high levels of NA are usually avoidance-oriented (Elliot & Thrash, 2002). They tend to experience greater negative emotions such as discomfort, anxiety, and distress when facing challenges (Watson et al., 1988). Fitting in the organizational social environment is challenging, and requires a lot of efforts. But newcomers high in NA are supposed to avoid engaging in relationship building behaviors because they perceive the new environment as a big challenge, and therefore experience more negative emotions (e.g., stress, anxiety). In addition, individuals with high levels of NA are more sensitive to punishment cues in the environment (Seo, Barrett, & Jin, 2008; Watson, Wiese, Vaidya, & Tellegen, 1999). Although NA has adaptive function by protecting individuals from potentially threatening situations, it could be negative if it inhibits actions toward beneficial outcomes. Applied to newcomer settings, because newcomers greater in NA tend to be more sensitive to potentially negative outcomes, such as being rejected by insiders, they are more likely to avoid building relationships with insiders. Based on the discussion above, we expect that newcomers with high NA will exhibit less relationship building behaviors toward organizational insiders.

Hypothesis 2: Newcomers' trait NA will be negatively related to general socializing (H2a), relationship building with their boss (H2b), and networking (H2c).

From Relationship Building Behavior to Newcomer Social Assimilation Outcomes

As noted earlier, the present study focuses on two social assimilation outcomes. The first outcome, social integration, is defined as achieving acceptance and keeping good social relationships with organizational insiders (Morrison, 2002). It has been investigated in a lot of newcomer socialization studies (e.g., Gruman et al., 2006; Saks et al., 2011; Wanberg & Kammeyer-Mueller, 2000). The second outcome, affective organizational commitment, refers to an employee's psychological attachment to, identification with, and involvement in the organization (Meyer & Allen, 1991). Higher levels of affective organizational commitment mean that newcomers have positive attitude toward their organization, and are more willing to follow organizational rules, make contributions, and maintain the employment relations with the organization. Affective organizational commitment also has been investigated in a number of newcomer socialization studies (e.g., Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007; Maier & Brunstein, 2001; Saks et al., 2011).

Relationship building behavior has been theorized as a typical proactive person-environment (P-E) fit behavior (Parker & Collins, 2010), which refers to actions taken to change the compatibility between an individual's attributes and the organizational environment. Cooper-Thomas and Burke (2012) noted that proactive P–E fit behavior is most relevant to newcomer socialization settings, because newcomers are facing the challenges of fitting in the new organization. Relationship building behavior could facilitate newcomers' social assimilation processes, given that social interactions with insiders could help newcomers become more

compatible with organizational insiders. From the social network perspective, insiders can provide newcomers with resources like critical information, feedback, and social support (e.g. Bauer & Green, 1998; Jokisaari & Nurmi, 2009; Ostroff & Kozlowski, 1992). Newcomers who are proactive in relationship building tend to have more social network ties with insiders, and thereby have the potential benefits of receiving more resources such as critical information and social support, which in turn should accelerate their social assimilation into the new work environment.

In this study, I argue that relationship building behaviors should facilitate newcomers' social assimilation, which includes feeling attached to the work group (i.e., social integration) and feeling attached to the organization (i.e., affective organizational commitment) (Bauer et al.,1998; Morrison, 2002). First, relationship building behavior helps to promote social integration. Establishing relationships with coworkers (i.e., general socializing), boss (i.e., relationship building with boss), and colleagues in other units (i.e., networking) can help newcomers get familiar with other organizational members, which allows newcomers to obtain information about social norms and expectations for getting along with others (Joardar, Kostova, & Ravlin, 2007). Senior colleagues are likely to perceive newcomers who initiate interactions proactively as organizational members, and thus evaluate them more positively: their participation signals that they are devoted to the organization (Rink & Ellemers, 2009). Moreover, empirical findings revealed that it is possible for individuals to shape their social environment at work via their relationship building behavior (Berg, Wrzesniewski, & Dutton,

2010). There are consistent evidence showing that newcomers' general socializing, relationship

building with boss is positively related to social integration (e.g., Gruman et al., 2006; Saks et al,

2011). Although only a small number of empirical studies have looked at the influence of

networking in newcomer settings, there are evidence that networking is effective in promoting

social integration (Ashford & Black, 1996). Consistent with the previous findings, I suggest that

relationship building behavior would be positively related to newcomers' social integration.

Second, relationship building behavior helps to enhance affective organizational

commitment. Newcomers who build more relationships at work will learn more about the social

context through interactions with other members (Sluss, Ployhart, Cobb, & Ashforth, 2012). For

example, they are more likely to develop values, beliefs, and interpretations that are shared in the

organization (Rentsch, 1990), and have higher access to job resources, such as social norms,

history, politics, or experiences shared through interpersonal communication (Morrison, 2002).

Those processes help newcomers foster a sense of belongingness in the organization. In addition,

those who build more relationships will receive more support from colleagues (Scott & Judge,

2009), which then yields more affective social bonds and feelings of belongingness in the

organization (Heffner & Rentsch, 2001). There are empirical evidence supporting the positive

links between relationship building behavior (i.e., general socializing, relationship building with

boss, and networking) and newcomer affective organizational commitment (e.g., Gruman et al.,

2006; Saks et al., 2011). Overall, I expect relationship building behavior will have positive

associations with social integration and affective organizational commitment. Thus, the

following hypotheses were developed.

Hypothesis 3: Newcomer's general socializing will be positively related to their

social integration (H3a) and affective organizational commitment (H3b).

Hypothesis 4: Newcomer's relationship building with boss will be positively

related to their social integration (H4a) and affective organizational commitment

(H4b).

Hypothesis 5: Newcomer's networking will be positively related to their social

integration (H5a) and affective organizational commitment (H5b).

Relationship Building Behaviors as Mediators

I have argued that PA should be positively related to relationship building behavior; NA

should be negatively related to relationship building behavior; and relationship building behavior

should be positively related to newcomer social assimilation outcomes, including social

integration and organizational commitment. The reasoning implies that happier newcomers

would achieve better social assimilation outcomes (i.e., social integration, and affective

organizational commitment) during organizational entry. I thus propose that there could be direct

associations between trait PA/NA and newcomer social assimilation (i.e., social integration,

affective organizational commitment), with relationship building behaviors as the potential

mediators.

Few empirical studies have looked at the direct links between PA/NA and socialization

outcomes. I found only one empirical study revealed that newcomers' hedonic tone (i.e., positive mood, happiness, or pleasant feelings at work) was positively related to social integration, organizational commitment, and negatively related to withdrawal behaviors (Kammeyer-Mueller, Wanberg, Rubenstein, & Song, 2013). However, by measuring hedonic tone as a higher-order index of affect, the authors didn't investigate the different effects of positive affect and negative affect. In this study, I decided to expound upon previous work and test if trait affectivity (PA/NA) works through relationship building behavior to determine newcomer social assimilation (i.e., social integration, and affective organizational commitment). Thus, I propose the following hypotheses.

> *Hypothesis 6: General socialization (H6a), relationship building with boss (H6b), and networking (H6c) will mediate the relationship between PA and social integration.*

> *Hypothesis 7: General socialization (H7a), relationship building with boss (H7b), and networking (H7c) will mediate the relationship between NA and social integration.*

> *Hypothesis 8: General socialization (H8a), relationship building with boss (H8b), and networking (H8c) will mediate the relationship between PA and affective organizational commitment.*

Hypothesis 9: General socialization (H9a), relationship building with boss (H9b), and networking (H9c) will mediate the relationship between NA and affective organizational commitment.

Methods

Sample and Procedures

A three-wave time-lagged survey study was conducted to test the proposed hypotheses. Data collection work began in July, 2012, when new college graduates entered organizations to start their careers. Participants were newcomers from three organizations (i.e., two information technology firms and a bank) in a southern city of China. One of the information technology firms is a national company producing computers and smartphones. The other is a national company producing electronic components for TVs, computers and smartphones. The bank is one of the five largest commercial banks in China. Participates are all graduate newcomers, which refers to newcomers who have just graduated from colleges and had no previous work experience (Bauer et al., 2007). Newcomers from the two information technology firms are computer and electronic engineers, and newcomers from the bank are bank hall managers and bank tellers. The HR department of each organization helped with survey package distribution and collection. Participants returned the completed questionnaires to HR staff, who then returned the questionnaires to the research team. Participates were told that the data would be used for research purposes only, and the HR department won't use these data to make any personnel decisions. To facilitate the matching of participates across multiple waves, participates were asked to put their employee ID number on each of the three surveys.

The wave one survey packages were distributed shortly after newcomers' entry. Of the 368 survey packages distributed to all newcomers, we received 323 completed surveys (response

rate = 87.7%). The wave one survey included a demographic survey, positive and negative trait affectivity scales, and proactive personality scale (a control variable). About a month later (wave two), 318 newcomers completed a survey asking them to report their proactive relationship building behaviors (response rate = 98.5%). Another month later (wave three), 289 newcomers completed a survey that assessed their social integration, and affective organizational commitment (response rate = 90.1%; total response rate = 78.5%). The whole data-collection process toke approximately three months. Three months is a relatively short time period, and I might have missed some dynamics of the whole socialization processes. However, some empirical evidence suggests that newcomers' early socialization experience is the most critical part in the whole socialization processes, and early adjustment outcomes are usually influential on the later adjustment outcomes (e.g., Adkins, 1995; Ashforth & Saks, 1996). A number of previous empirical studies on newcomer (e.g., Ostroff & Kozlowski, 1993; Wang, Zhan, McCune, & Truxillo, 2011; Kammeyer-Mueller et al., 2013) have measured newcomers' work outcomes two to four months after their organizational entry as results of the adaptation process and organizational socialization. Thus, the data collection period of three months may not cause big methodological concerns for the current study.

The final sample consisted of 289 newcomers, who completed all three self-report surveys. Of the final 289 participates, 90 newcomers were from the first information technology company, 95 newcomers were from the second information technology company, and the remaining 104 newcomers were from the bank. The average age of the final sample was 25.1

(SD = 1.67), and 72.3% were men (IT companies generally recruit more men than women). All

participates had bachelor's degrees and some of them had master's degrees. Since they were new

to the workforce, all newcomers were low-level employees in their organizations.

Attrition analyses indicated that participant attrition from wave one to wave two surveys

was not associated with any of the study variables including all demographic variables (all

$ps > .05$). Participant attrition from wave two survey and wave three survey was associated only

with gender ($\chi^2 = 7.99$, $p < .05$): women participants were slightly more likely to withdraw from

the wave three survey. Taken together, participant attrition did not seem to raise serious concern.

Measures

All measures used in the current study were originally in English. The back-translation

technique (cf., Brislin, 1993) was used to translate the measures into Chinese (Mandarin).

Trait PA and NA. The 20-item Positive and Negative Affect Schedule (PANAS)

(Watson et al., 1988) was used to measure newcomers' trait PA and NA. Each dimension has 10

items asking participants to indicate how extensively they have experienced various moods in

their daily life. Participates responded on a five-point Likert-type scale from 1 (very slightly or

not at all) to 5 (extremely). A confirmatory factor analysis (CFA) was conducted to examine the

factor structure of the translated measure (the two-factor model). The CFA revealed that three

positive affectivity items (*proud, attentive* and *alert*) and one negative affectivity item (*hostile)*

had very low factor loadings, so I removed the four items. Another CFA on the remaining items

(seven items for PA and nine items for NA) yielded good fit to the two-factor model*:* $\chi^2 =372.27$,

df =118; RMSEA = 0.06, 90% CI [0.05, 0.07]; CFI = 0.92; TLI = 0.91; SRMR = 0.05. The

coefficient alpha was 0.79 for the PA scales and 0.87 for the NA scale.

Relationship building behavior. To measure newcomers' proactive relationship

building behavior, the scale from Ashford and Black's (1996) research was used. The scale

contains three dimensions: general socializing (three items), relationship building with boss

(three items), and networking (three items). The sample items are: "To what extent have you

attended office parties?" for general socializing; "To what extent have you worked hard to get to

know your supervisors?" for relationship building with supervisor; and "To what extent have you

tried to get to know as many people as possible in other sections of the company on a personal

basis" for networking. Newcomers were asked to report how frequently they had engaged in

various relationship building behaviors after organizational entry on a five-point scale from 1

(never) to 5 (always). A CFA supported a three-factor model with adequate fit: χ^2 = 59.39, *df*

=24*;* RMSEA = 0.08, 90% CI [0.04, 0.11]; CFI = 0.98; TLI = 0.97; SRMR = 0.03. The

coefficient alpha was 0.80 for general socialization subscale, 0.87 for building relationships with

boss subscale, and 0.82 for networking subscale.

Social integration. Social integration was measured using Morrison's (2002) seven-item

scale. An example item is "With my co-workers I would be easily identified as 'one of the

gang.'" Items were rated on a five-point Likert-type scale from 1 (strongly disagree) to 5

(strongly agree). The coefficient alpha was 0.69. The low reliability was due to three reverse-

coded items. Without the reverse-coded items, the remaining items had a coefficient alpha of 0.81.

Affective organizational commitment. Affective organizational commitment was measured by a six-item survey (Meyer, Allen, & Smith, 1993), asking newcomers to what extent they have a sense of belonging to the organization. One example item is "This organization has a great deal of personal meaning for me." Items were rated on a five-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree). The coefficient alpha was 0.80 in the current sample.

Control variables. To test our hypotheses more rigorously, four control variables were included in this study. First, proactive personality, which is theorized to predict proactive behaviors by previous research (e.g., Fuller & Marler, 2009; Parker, et al, 2006), was assessed with a 10-item survey (Seibert, Crant, & Kraimer, 1999). An example item is "No matter what the odds, if I believe in something I will make it happen". Items were rated on a seven-point Likert-type scale from 1 (strongly disagree) to 7 (strongly agree). The coefficient alpha was 0.81 in the current sample. Second, preliminary analyses indicated that company affiliation was associated with several study variables. Thus, we controlled for company affiliation using two dummy-coded variables (company dummy 1 and company dummy 2). In addition, age and gender were included as control variables. Gender was dummy coded with "0" representing men and "1" representing women.

Data Analytical Strategy

The proposed hypotheses were tested through structural equation modeling (SEM) using

Mplus 7.0 (Muthén & Muthén, 1998–2012). First of all, the measurement model including all the

latent constructs (i.e., proactive personality, PA, NA, general socializing, relationship building

with boss, networking, social integration, and affective organizational commitment) was tested

using CFA in Mplus. Factors were allowed to be correlated. In addition, considering the common

method effects among variables measured at the same time, as well as among variables with

close conceptual meanings, the residuals of general socializing (T2), relationship building with

boss (T2), and networking (T2) were allowed to be correlated with each other; the residuals of

social integration (T3) and affective organizational commitment (T3) were also allowed to be

correlated with each other.

Second, parcels were randomly formed for variables with more than three item indicators.

Previous research indicated that three indicators for each latent variables would be optimal in

SEM (Bandalos, 2002; Rogers & Schmitt, 2004), so three parcels each were formed for the five

latent variables in the model: proactive personality, PA, NA, social integration, and affective

organizational commitment. For general socializing, relationship building with boss, and

networking, because they each has three item indicators, no parcel was formed for them. Parcel

scores were then calculated and used in SEM.

Finally, the structural model was tested. In this stage, a full mediation model with no

direct path between PA/NA and outcome variables was compared to a partial mediation model

with the above direct paths. All control variables (i.e., age, gender dummy variable, company dummy variables, and proactive personality) were included in the SEM models, with paths linking them to all endogenous variables (i.e., general socializing, relationship building with boss, networking, social integration, and affective organizational commitment).

Results

Measurement Model

Table 1 shows the means, standard deviations, reliabilities, and correlations among all study variables. Except for age, gender dummy variable, and company dummy variable, all study variables were indicated by item scores based on Likert-type scales. The distributions of these variables are approximately normal. Accordingly, they were treated as continuous variables and maximum likelihood (ML) estimator was used to estimate parameters.

In the hypothesized measurement model, there are eight latent factors for constructs of PA (seven items), NA (nine items), proactive personality (ten items), general socializing (three items), relationship building with boss (three items), networking (three items), affective organizational commitment (six items), and social integration (seven items). Factors were allowed to be correlated. Considering only a few values are missing from the dataset, pairwise deletion approach was used to handle missing data. A CFA showed the measurement model had adequate fit: $\chi^2 = 1915.89$, $df = 1049$, p < .01; RMSEA = .054, 90% CI [.050, .057]; CFI = .93; TLI = .92; SRMR = .07. The measurement model is acceptable, so I went on to test the structural model.

Structural Model

Based on the hypothesized model, I examined the hypotheses by imposing relationships among latent factors. Specifically, in the model, PA, NA and proactive personality predict the three types of relationship building behavior (i.e., general socializing, relationship building with

boss, and networking), which in turn, predict social integration and affective organizational

commitment. In addition to the hypothesized full mediation model, I also specified a partial

mediation model. In the partial-mediation model, PA, NA and proactive personality also predict

social integration and affective organizational commitment directly to control for their direct

effects. General socializing, relationship building with boss, and networking are allowed to be

correlated with each other, because they were measured at the same time, and they have close

conceptual meanings. So are social integration and affective organizational commitment. The

full mediation model had adequate fit: $\chi^2 = 468.97$, $df = 304$, $p < .01$; RMSEA = .043, 90% CI

[.035, .051]; CFI = .95; TLI = .93; SRMR = .05. Then, the partial mediation structural model was

tested, which yielded acceptable model fit: $\chi^2 = 457.80$, $df = 300$, $p < .01$; RMSEA = .043, 90%

CI [.035, .050]; CFI = .95; TLI = .94; SRMR=.05. However, a chi-square difference test

comparing these two nested models was significant: $\Delta\chi^2 = 11.17$, $\Delta df = 4$, p < .05, favoring the

partial mediation model. Figure 2 shows path coefficients in the partial mediation model (the

final model).

As Figure 2 shows, the path between PA and general socializing was positive and

significant ($\beta = .24$, $p < .05$), the path between PA and relationship building with boss was

positive and significant ($\beta = .26$, $p < .01$), and the path between PA and networking was also

positive and significant ($\beta = .28$, $p < .01$). Thus, Hypothesis 1a, 1b, and 1c were supported. The

path between NA and general socializing was not significant ($\beta = -.04$, $p = .67$), the path between

NA and relationship building with boss was non-significant ($\beta = .04$, $p = .51$), and the path

between NA and networking was not significant, either. (β = -.01, p = .86). The results failed to

support Hypotheses 2a, 2b, and 2c.

Regarding links between the three types of relationship building behavior and the distal

socialization outcomes, results indicated that general socializing was positively related to social

integration and affective organizational commitment (β = .32, p < .05; β = .27, p < .05,

respectively), supporting Hypotheses 3a and 3b. Relationship building with boss had non-

significant paths with social integration and affective organizational commitment (β = -.12, p

= .45; β = .01, p = .85, respectively), failing to support Hypothesis 4a and 4b. Networking was

not significantly related to social integration (β = -.06, p = .36) and affective organizational

commitment (β = -.05, p = .41). Therefore, Hypotheses 5a and 5b did not receive support.

Next, I tested mediation hypotheses using the bootstrapping method performed in Mplus.

Bias-corrected bootstrapping method was used, and 1000 bootstrapped samples were requested

and generated. Table 2 shows a summary of bootstrapping results for the data. General

socializing had significant mediation effects on the link between PA and social integration (95%

CI = .01 to .22) and affective organizational commitment (95% CI = .01 to .20). However,

relationship building with boss did not mediate the links between PA and socialization outcomes

(95% CI = -.13 to .03, -.06 to .07, respectively). Networking did not mediate the links between

PA and socialization outcomes, either (95% CI = -.09 to .03, -.11 to .04, respectively). The

results showed no significant indirect effects of NA on socialization outcomes. General

socializing had non-significant mediation effects on the link between NA and social integration

(95% CI = -.11 to .05) and affective organizational commitment (95% CI = -.09 to .05).

Relationship building with boss had non-significant mediation effects on the link between NA

and social integration (95% CI = -.07 to .02) and affective organizational commitment (95% CI =

-.02 to .03). Finally, networking did not mediate the links between NA and the two socialization

outcomes, either (95% CI = -.02 to .03, -.02 to .03, respectively). Taken together, Hypothesis 6a

received strong support, whereas Hypothesis 6b and 6c did not. Hypothesis 7 didn't receive any

support. Hypothesis 8a was supported, but Hypothesis 8b and 8c were not. Finally, the results

showed no support for Hypothesis 9. Note that apart from the indirect relationships between

PA/NA and socialization outcomes, the direct link between NA and affective organizational

commitment was also significant (β = -.25, p < .01; See Figure 2).

In addition, a number of significant links between control variables and endogenous

variables were found. Company dummy variable company dummy 1 was significantly related to

relationship building with boss at T2 (β = .21, p < .05) and social integration at T3 (β = .24, p

< .05). Company dummy variable company dummy 2 was significantly related to general

socializing at T2 (β = -.29, p < .01). Also, age was found to have a significant link to social

integration at T3 (β = .17, p < .05). Finally, gender dummy variable was associated with affective

organizational commitment at T3 (β = .21, p < .01). No significant link was found between

proactive personality and any of the endogenous variables.

Table 1.

Means, Standard Deviations, Coefficient Alphas, and Correlations

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	25.10	1.67	--											
2. Gender	.28	.45	-.22**	--										
3. Company dummy 1	--	--	-.60**	.42**	--									
4. Company dummy 2	--	--	.40**	-.42**	-.50**	--								
5. Proactive personality (T1)	5.07	.70	.03	-.13*	.04	.13*	.81							
6. PA (T1)	3.55	.42	.04	-.09	-.06	-.02	.47**	.79						
7. NA (T1)	2.12	.62	-.05	.00	-.00	.08	-.22**	-.09	.87					
8. Relationship building with boss (T2)	3.76	.75	-.14*	.01	.21**	-.08	.23**	.23**	-.09	.87				
9. General socializing (T2)	3.82	.70	-.02	.05	.06	-.21**	.18**	.26**	-.17**	.56**	.80			
10. Networking (T2)	3.53	.77	-.07	-.00	.13*	-.13*	.19**	.24**	-.14*	.48**	.53**	.82		
11. Social integration (T3)	4.25	.47	.03	.18**	.06	-.13*	.08	.16**	-.21**	.21**	.31**	.22**	.81	
12. Organizational commitment (T3)	5.82	.94	.01	.16**	.06	-.20	.19**	.22**	-.22**	.18**	.32**	.21**	.58**	.80

Note. $n = 287$-289. * $p < .05$. ** $p < .01$. Numbers on the diagonal are coefficient alphas for relevant measures.

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Table 2.

Bootstrapping-based Mediating Analysis Results

| Predictor	Mediator	Outcome	Point Estimate	95% CI
PA	General socializing	Social integration	.08	[.01, .22]
PA	General socializing	Affective organizational commitment	.07	[.01, .20]
PA	Relationship building with boss	Social integration	-.03	[-.13, .03]
PA	Relationship building with boss	Affective organizational commitment	.001	[-.06, .07]
PA	Networking	Social integration	-.02	[-.09, .03]
PA	Networking	Affective organizational commitment	-.01	[-.11, .04]
NA	General socializing	Social integration	-.01	[-.11, .05]
NA	General socializing	Affective organizational commitment	-.01	[-.09, .05]
NA	Relationship building with boss	Social integration	-.01	[-.07, .02]
NA	Relationship building with boss	Affective organizational commitment	.00	[-.02, .03]
NA	Networking	Social integration	.001	[-.02, .03]
NA	Networking	Affective organizational commitment	.00	[-.02, .03]
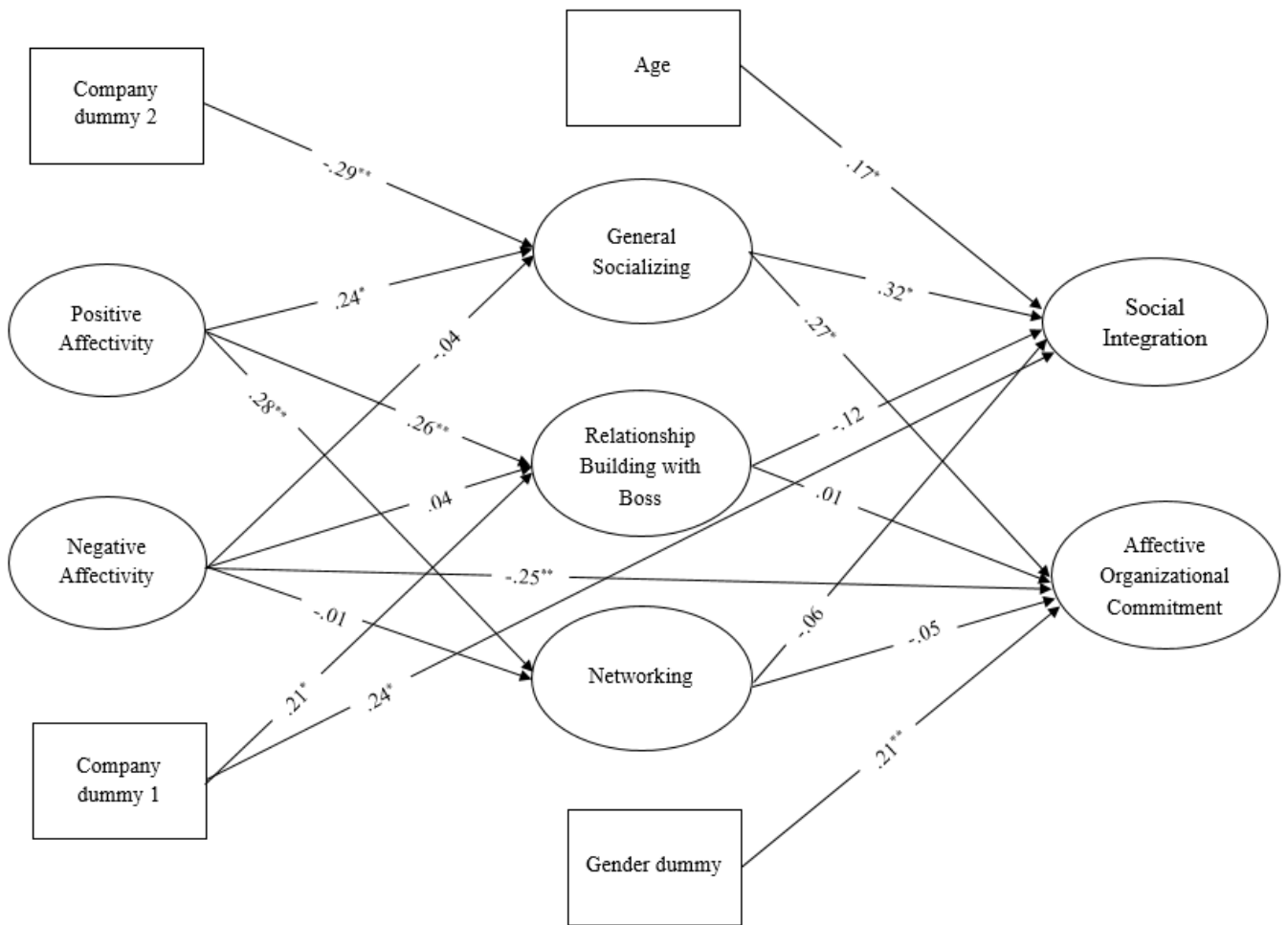
Figure 2. The final SEM results (partial mediation model)

Discussion

Newcomers' trait affectivity plays a critical role in their organizational socialization processes. However, relevant research has been limited. In the present study, I addressed the research gap by looking at the role of trait affectivity in newcomer settings. A theoretical model was proposed that newcomers' trait affectivity (PA and NA) would be related to their relationship building behavior with other members in the workplace, which in turn, would be associated with their organizational social assimilation outcomes (i.e., social integration and affective organizational commitment). Using a three-wave time-lagged survey design, data was collected from 289 newcomers in three organizations in China. SEM was applied to test the hypothesized process model.

Summary of Major Findings

The SEM results, based on a field study of newcomers in China, supported some of my hypotheses. Specifically, PA was found to be positively related to general socializing, which in turn was positively related to social integration and affective organizational commitment. As hypothesized, newcomers' PA had significant relationships with the three types of relationship building behavior. The empirical findings provide support for the theoretical propositions by Parker and her colleagues (2010), that trait PA is an important distal antecedent of proactive behavior.

While PA was found to predict the three types of relationship building behavior, NA showed no significant relationship with any of the three types of relationship building behavior. These findings are consistent with previous research which showed that PA tends to have consistently positive relationships with proactive behavior, but NA's link to proactive behavior is mixed (Den Hartog & Belschak, 2007; Parker et al., 2010). NA could inhibit certain proactive

behaviors under specific conditions, but promote proactive behaviors in other conditions, suggesting that individual or contextual factors could moderate NA's impact on proactive behaviors (Den Hartog & Belschak, 2007; Parker et al., 2010). Furthermore, studies on affect have indicated that PA is more effective than NA to predict social processes (e.g., relationship building behavior) (McIntyre, Watson, Clark, & Cross, 1991; Watson et al., 1992), while NA is more effective in predicting non-social intra-psychic outcomes (Watson et al., 1988). These reasons could explain why non-significant paths were found between NA and relationship building behaviors.

The results also showed that general socializing was positively associated with social integration and affective organizational commitment, but relationship building with boss or networking showed no significant relationships with socialization outcomes. These findings suggest that general socializing is more beneficial to newcomers than relationship building with supervisors and networking during the first three months' post-entry. Those differential findings might indicate that during the very early entry period, building relationship with coworkers, rather than with boss or colleagues in other units, might accord newcomers with more benefits, since newcomers usually spend most of their time with coworkers at work. The findings are inconsistent with previous research which showed significant links between relationship building with boss/networking and socialization outcomes (Gruman et al., 2006; Saks et al., 2011). The inconsistency could be attributed to the fact that in the present sample, the outcome variables were collected three months after newcomers' entry; however, socialization processes could be longer than three months. It is thus possible that newcomers need longer time to benefit from their relationships with boss or colleagues in other units than to benefit from their relationships with coworkers.

In addition to the proposed links, I found a direct link between NA and affective organizational commitment, suggesting newcomers' NA could be negatively related to their socialization outcomes, but not mediated by relationship building behaviors. One possible explanation could be that newcomers with greater NA generally have more negative feelings/attitudes toward their organizations, leading to lower affective organizational commitment. Future research could examine and provide evidence for the possible mechanisms.

Theoretical Implications

This study has several theoretical implications for the study of newcomer socialization. First, the present study introduced trait affectivity to newcomer settings, and showed that trait PA was positively related to newcomer social assimilation through relationship building. Ashforth and Saks (2002) have written that affect should be considered in studying newcomers' entry processes. Newcomers' trait affectivity could greatly determine their perceptions of the new environment, and their affective reactions to the environment (Ashforth & Saks, 2002). But affect has been understudied in newcomer settings, and little is known about how and why affect should be related to newcomers' adjustment outcomes. The present study provided empirical evidence that trait PA could facilitate newcomer socialization through relationship building behaviors. In doing so, I address calls to look at affect in newcomer socialization settings (Ashforth & Saks, 2002).

Second, the present study is one of the first studies to provide empirical support for the conceptual proposition that trait PA is a promising predictor of proactive behavior (Parker et al., 2010). The findings further provided partial support for Parker and her colleagues' model of proactive motivation and antecedents (Parker et al., 2010). Their framework suggested that various antecedents work through three motivational pathways (*can do, reason to,* and *energized*

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to) to promote proactive behaviors. Most empirical studies have focused on antecedents working through *can do* and *reason to* pathways, while antecedents working through *energized to* pathway has been overlooked. This study is one of the first empirical studies showing that antecedents such as PA could work through *energized to* pathway (i.e., trait PA) to predict proactive behaviors. Although Ashforth and his colleagues (2007) have found that PA/NA were associated with newcomer proactive behaviors, my study has one advantage over their study by providing theoretical basis for the links between PA/NA and relationship building. Another aspect that this study is different from the one of Ashforth et al. (2007), is that they investigated the relationship between PA/NA and overall proactive behaviors, while my study looked at the relationship between PA/NA and a specific proactive behavior, relationship building behavior.

Moreover, social psychology theories stated that individuals' positive affect is positively related to social activities (e.g., affect priming theory, Bower & Forgas, 2001). The present study found that PA is positively associated with relationship building behavior in an organizational setting. This finding provided additional support for the positive relationship between positive affect and social activities.

Limitations and Future Research Directions

The current study has several limitations. First, I didn't measure and control for baseline outcome variables in testing the process model. Longitudinal survey design with repeated measures are preferred than a time-lagged design in investigating causal effects between variables. To alleviate this concern, I controlled for demographic variables and the well-established competing antecedent, proactive personality (e.g., Fuller & Marler, 2009; Parker et al., 2006), in the process model. In other words, the significant links between PA and the three dimensions of relationship building behavior reflects that PA makes unique contributions above

and beyond demographic variables and proactive personality. Future research on newcomer socialization processes are encouraged to use longitudinal designs.

Second, all the variables in the present study were self-reported, which may be subjected to common method bias. However, the three-wave time-lagged design, to a certain extent, alleviated common method bias concern. Future research are suggested to collect multi-source data, for instance, asking coworkers and boss to report newcomers' relationship building behaviors or distal socialization outcomes.

A third limitation is that the surveys captured newcomers' experiences for only three-month post-entry. General consensus agrees that newcomer socialization processes unfold during the first year (see Bauer et al., 2007), so we might have missed some dynamics of proactive behavior and socialization processes. For example, as mentioned, relationship with boss may be related to socialization outcomes when newcomers stay for more than three months. On the other hand, empirical evidence suggests that socialization effects on newcomers occur very early and remain relatively stable (e.g., Adkins, 1995; Ashforth & Saks, 1996). If so, it might make sense to examine newcomers' socialization experience early. That said, future researchers are encouraged to survey newcomers for longer time periods.

A forth limitation concerns external validity. Because we collected data from two IT firms and a bank in China, our findings might not generalize to newcomers in other industries and other countries. Also, the present sample are largely male (72.3%), and all of them are graduate newcomers without any work experience before. Future research is thus needed to replicate our results among various newcomer populations and cultures. In addition, future research should investigate PA and NA effects on other forms of proactive behaviors such as information seeking, feedback seeking, and job change negotiation (Ashford & Black, 1996).

Based on the results of the present study, I offer several suggestions for future research. For instance, some studies showed that trait affectivity can be categorized into activated PA/NA (e.g., enthusiastic/angry) and inactivated PA/NA (e.g., content/depressed) (e.g., Bindl & Parker, 2010b). Future research is encouraged to examine whether activated PA are more effective in promoting proactive behaviors than inactivated PA, because a high degree of activation increases the amount of effort put into a behavior by increasing the experience of energy (Brehm, 1999). Future research on the effects of NA on proactive behaviors is also needed, to investigate under what conditions NA could promote/inhibit proactive behaviors, and whether activated NA and inactivated NA have different effects on employee proactive behaviors, etc.

In addition to relationship building behavior, future research could also investigate other proactive behaviors (e.g., information seeking, job change negotiation) to see whether trait PA predict different types of proactive behaviors. According to Parker and her colleagues (2010), trait PA should promote other proactive behaviors related to goal setting and goal striving.

The current study focused only on newcomers' social assimilation. However, it is also intriguing to look at whether newcomers' social assimilation condition is related to their task performance, because organizational insiders could provide newcomers with advice and social support, which can help newcomers get adjusted to the new tasks. After all, good task performance is the core of employees' career development. Future research could investigate the relationship between newcomers' social assimilation and task performance.

Practical Implications

The study results showed that trait PA could facilitate newcomers' organizational social assimilation. It seems that, for newcomers with high trait PA, social assimilation processes would be smoother; while for newcomers with low trait PA, their social assimilation processes

might be difficult. Although trait PA is stable and cannot be easily changed, state PA can be fostered through intervention programs. Organizations can help newcomers with low trait PA by implementing intervention programs, which can promote newcomers' state PA, and thus help newcomers with their organizational socialization.

The findings also demonstrated that socializing and building relationship with coworkers would promote newcomers' "fitting in". This study reiterated that organizational insiders are essential in helping newcomers adjust to new environment. Thus, organizations should provide more opportunities to facilitate newcomer/insider interactions. In this regard, newcomers who have high trait NA might especially benefit from organizational socialization tactics because NA showed no significant links to proactive relationship building behaviors. Unlike newcomers who have strong trait PA, newcomers who have high trait NA are not automatically prompted to proactively reach out to organizational insiders. To facilitate newcomers' organizational socialization, both organizational tactics and individual efforts matter.

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Appendix 1: Survey Questionnaires Used in the Current Study

Wave 1

公司编号(Organization NO.)_____ (由研究员填写) (filled by the researcher)

工号(Employee ID)_____

您的性别(Gender)_____

您的年龄(Age)_____

下面的量表包含了一系列用来描述不同感受和情绪的词组。请阅读这些词组，根据**你平时的一般状况（<u>而非在某个时刻的特殊表现</u>）**评估你<u>是否同意或不同意用</u>这些特征来描述你自己平时的感受和情绪。将选项所对应的数字填写在题目前的横线上。

This scale consists of a number of words that describe different feelings and emotions. Read each item and then list the number from the scale below next to each word. **Indicate the extent you have felt this way in your daily life.**

……1……	……2……	……3……	……4……	……5……
非常不同意	比较不准确	不确定	比较准确	非常准确
Very slightly or not at all	**A little**	**Moderately**	**Quite a bit**	**Extremely**

_____ 01. 对事物感兴趣 Interested

_____ 03. 兴奋 Excited

_____ 05. 觉得自己是强有力的 Strong

_____ 07. 害怕 Scared

_____ 09. 充满热情 Enthusiastic

_____ 11. 急躁 Irritable

_____ 13. 觉得羞愧 Ashamed

_____ 15. 紧张 Nervous

_____ 17. 觉得自己是热心肠的 Attentive

_____ 19. 觉得自己是活跃的 Active

_____ 02. 焦虑 Distressed

_____ 04. 心烦意乱 Upset

_____ 06. 有罪恶感 Guilty

_____ 08. 有敌意 Hostile

_____ 10. 骄傲 Proud

_____ 12. 警觉 Alert

_____ 14. 觉得被激励鼓舞 Inspired

_____ 16. 有决心的 Determined

_____ 18. 神经过敏的 Jittery

_____ 20. 恐惧 Afraid

请评价您对下列陈述的同意程度。将选项所对应的数字填写在题目前的横线上。

Read each item and then list the number from the scale below next to each item. Indicate the extent to which you agree with each item.

······1······　　······2······　　······3······　　······4······　　······5······　　······6······　　······7······

非常不同意	比较不同意	有点不同意	不确定	有点同意	比较同意	非常同意
Strongly disagree	**Moderately disagree**	**Slightly disagree**	**Neutral**	**Slightly agree**	**Moderately agree**	**Strongly agree**

_____ 21　我经常留心改善自己生活的新途径。

　　　 21　I am constantly on the lookout for new ways to improve my life.

_____ 22　不管在哪里，我都是建设性发展的推动力量。

　　　 22　Wherever I have been, I have been a powerful force for constructive change.

_____ 23　没有什么事情比看到我的想法变成现实更令人兴奋。

　　　 23　Nothing is more exciting than seeing my ideas turn into reality.

_____ 24　如果看到我不喜欢的事情，我会改变它。

　　　 24　If I see something I don't like, I fix it.

_____ 25　不管机会有多小，如果我相信，我就会去做。

　　　 25　No matter what the odds, if I believe in something I will make it happen.

_____ 26　我喜欢维自己的观点，即使别人反对。

　　　 26　I love being a champion for my ideas, even against others' opposition.

_____ 27　我善于识别机会。

　　　 27　I excel at identifying opportunities.

_____ 28　我总是寻找更好的方法来处理事情。

　　　 28　I am always looking for better ways to do things.

_____ 29　如果我相信某个观点，没有什么会阻碍我去实现它。

　　　 29　If I believe in an idea, no obstacle will prevent me from making it happen.

_____ 30　我能比别人更早地发现机会。

　　　 30　I can spot a good opportunity long before others can.

Wave 2

公司编号(Organization NO.)＿＿＿＿＿ (由研究员填写) (filled by the researcher)

工号(Employee ID)＿＿＿＿＿

请判断在过去两个月中，你**主动**进行或者参与下列活动的频率。

Please indicate how often you have engaged in the following behaviors in the past two months. Put the number from the scale below next to each item.

······1······	······2······	······3······	······4······	······5······
从不	偶尔	有时	经常	非常频繁
Never	**Occasionally**	**Sometimes**	**Often**	**Always**

＿＿＿ 01 试着与我的二级主管建立良好的关系。
01 Tried to form a good relationship with your boss.

＿＿＿ 02 尽力多了解我的二级主管。
02 Worked hard to get to know your boss.

＿＿＿ 03 试着花多的时间与我的二级主管相处。
03 Tried to spend as much time as you could with your boss.

＿＿＿ 04 参与公司/部门组织的活动。
04 Attended company social gatherings.

＿＿＿ 05 尝试通过社交活动了解你的同事们。
05 Attended office parties.

＿＿＿ 06 参与同事们之间的社交活动（比如一起午餐）来熟悉他们。
06 Participated in social office events to meet people (i.e., parties, softball team, outings, clubs, lunches).

＿＿＿ 07 与工作单位的其他部门的员工打交道。
07 Tried to socialize with people who are not in your department.

＿＿＿ 08 与工作单位的其他部门的员工交谈。
08 Started conversations with people from different segments of the company.

＿＿＿ 09 试着与其他部门的员工建立好的关系。
09 Tried to get to know as many people as possible in other sections of the company on a personal basis.

＿＿＿

Wave 3

公司编号(Organization NO.)＿＿＿＿＿ (由研究员填写) (filled by the researcher)

工号(Employee ID)＿＿＿＿＿

关于你自己的工作现状，请根据自己<u>在过去 3 个月内</u>的实际感受作答。**请判断你对下列陈述的赞同程度，在相应的选项数字上画圈或标红。**

Read each item and then list the number from the scale below next to each item. **Indicate the extent you have felt this way in the past three months.**

……1……	……2……	……3……	……4……	……5……
Strongly disagree	**Moderately disagree**	**Neutral**	**Moderately agree**	**Strongly agree**

＿＿ 01 我渴望每天见到我的同事们。

＿＿ 01 I want to meet my co-workers every day.

＿＿ 02 和同事们在一起让我觉得很舒适。

＿＿ 02 I feel comfortable with my co-workers.

＿＿ 03 我觉得同事们接纳了我。

＿＿ 03 I feel I have been accepted by my co-workers.

＿＿ 04 和同事们在一起时，我被当作是"他们中的一员"。

＿＿ 04 With my co-workers I would be easily identified as "one of the gang".

＿＿ 05 我不觉得我与同事们有很多相似之处。

＿＿ 05 I feel I have little similarity with my co-workers.

＿＿ 06 我不觉得自己与同事们有情感上的依附。

＿＿ 06 I feel little attachment to my co-workers.

＿＿ 07 和同事们在一起时，我总感觉自己像一个局外人。

＿＿ 07 With my co-workers I would be treated as an outsider.

＿＿ 08 我很乐意在这个公司度过我剩余的职业生涯。

＿＿ 08 I would be very happy to spend the rest of my career with this organization.

＿＿ 09 我确实认为公司的问题就是我的问题。

＿＿ 09 I really feel as if this organization's problems are my own.

＿＿ 10 我不认为我是公司这个"大家庭"的一员。

＿＿ 10 I don't feel like "part of the family" at my organization.

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_____ 11 我不认为我对公司有情感上的依恋。

_____ 11 I don't feel "emotional attached" to this organization.

_____ 12 公司对我个人来说有很大意义。

_____ 12 This organization has a great deal of personal meaning for me.

_____ 13 我对公司并没有很强的归属感。

_____ 13 I don't feel a strong sense of "belonging" to my organization.