NEWCOMERS' ORGANIZATIONAL SOCIALIZATION: THE ROLE OF CO-WORKER SUPPORT, ORGANIZATIONAL SUPPORT AND PROACTIVE BEHAVIOUR

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ABSTRACT

The recent studies found that newcomers' self-initiated activates are the significant predictor of newcomers' adjustment and organizational socialization. Also, organizational socialization scholars propose that newcomers' self-initiated activates may be more critical than the traditional approach to organizational socialization. Therefore, there is a need to identify whether the traditional approach (support practices) or newcomers' self-initiated activates (proactive behaviour) play a significant role in the socialization process. Therefore this study aims to identify the relative importance of support practices and newcomers' proactive behaviour during the socialization. This study also investigates the role of support practices in newcomers' engagement in proactive behaviour and the influence of proactive behaviour on the relationship between support practices and newcomers' socialization. The study was conducted with 104 newcomers from diverse business organizations. PLS-SEM was employed to assess the proposed model. The results indicated that the higher the level of organizational support and co-worker support higher the level of newcomers' engagement in proactive behaviour and the higher the level of proactive engagement and co-worker support the higher the level of newcomers' socialization. Further, this study found that newcomers' engagement in proactive behaviour mediates the relationship between newcomers' perceived support practices and socialization. The findings of this study deepen the understanding of the socialization process and help the management and the newcomers recognize their role in the successful socialization process.

1. Introduction

The transition from one job to another job or one role to another is fundamentally challenging and stressful (James, 2020; Saks & Gruman, 2012; Van Maanen & Schein, 1979). Employees overcome such stress and challenges through successful socialisation. While successful socialisation meets both the newcomers' and organisations' expectations, unsuccessful socialisation hinders both newcomers' and organisations' expectations. Therefore, deepening the understanding of the socialisation process is very much important.

Newcomer's experiences high job demands upon their entry. According to job demand resource (JD-R) theory (Bakker & Demerouti, 2007, 2014), high job demands wear out employees' physical and mental resources and lead to loss of strength and health issues. To meet the job demands, the employee needs to put in continued psychological and physical effort. On the other hand, job resources facilitate the employees to manage the job demand they face. Also, job resources encourage personal learning and development and produce cheerful socialization endings. Employees can get resources from two sources: organization and interpersonal and group relations (Bakker & Demerouti, 2007), and they can increase their personal resources through their self-initiated activities (Saks & Gruman, 2012). Therefore, resources enable individuals to overcome their transition stress and challenges.

Supportive relationships are resources that can facilitate employees to deal with stressful events and minimizes the adverse psychological effects of ongoing life strain and stressful events (Saks & Gruman, 2012; Viswesvaran et al., 1999).Perceived support change problematic demands, or help control the feelings of anxiety or depression created by the demands (Thoits, 1986). From the beginning, the organization focused on providing support through various socialization programs to facilitate newcomers' successful socialization. However, later, this traditional approach has been blamed for two reasons: a) traditional approach perceive newcomers are subservient during the socialization process (Morrison, 1993; Saks & Gruman, 2012), and b) the traditional approach had a limitation in identifying and providing individualized resources that everyone needed to manage their transition (Saks & Ashforth, 1997; James & Azungah, 2020; Wanberg & Kammeyer-Muller, 2000). Consequently, organizational socialization research scholars endlessly call for research on newcomers' active role in their own-socialization (Cranmer et al., 2019; Sake & Ashforth, 1996).

For the last few decades, self-socialization of newcomers has gained more attention among organizational socialization research scholars. Self-socialization involves newcomers' socialization through self-leadership and their engagement in proactive behaviour (Cranmer et al., 2019). Proactive behaviour includes self-initiated, future-oriented, and change-oriented (Cooper-Thomas & Burke, 2012; Parker & Collins, 2010). During the role transition, newcomers engage in proactive behaviours to successfully socialize their transition (Ashforth et al., 2007; Van Maanen & Schein, 1979).

Organizational socialization scholars argue that newcomers' proactive behaviours may be more critical than the traditional approach to organizational socialization (Ashforth et al., 2007; Cranmer et al., 2019). The recent studies empirically found that proactive behaviours are the significant predictor of newcomers' adjustment and organizational socialization (James, 2020; Kowsikka & James 2020). These findings provoke the researcher to answer the following two questions:

a) If the support practices or newcomers' self-initiated activates (proactive behaviour) play a significant role in the socialization process and
b) If supports practices play any role in encouraging newcomers to engage in proactive behavior.

Recently, James (2019) attempted to identify the role of organization and co-worker support and individual engagement in proactive behavior in the process of adjustment during the employees' transition from the host country to the home country organization. He found that individuals' engagement in proactive behavior had more impact in predicting adjustment than organizational and co-worker support. However, there is lack of such research among newcomers.

Therefore, this study aims to identify the relative importance of support practices and newcomers' engagement in proactive behaviour on the socialization. Further, this study investigates the role of support practices in newcomers' engagement in proactive behaviour and the influence of proactive behaviour on the relationship between support practices and newcomers' socialization. This study provides a significant contribution to both theory and practice by identifying the relative importance of proactive behaviors and support practices on socialization. This study also deepens the understanding of the socialization process and can help the management and the newcomers recognize their role in the successful socialization process.

2.   Literature Review and Hypotheses Development

2.1 Organizational socialization

Job or role transition is fundamentally challenging and stressful, and socialization facilitates employees to overcome them (Gruma & Sake 2013). Organizational socialization is the process that facilitates individuals who cross the frontier to fit into the new organizational setting (Bauer et al., 2007; Cooper-Thomas & Anderson, 2006; Van Maanen & Schein, 1979). Though many theories explain newcomers' socialization process the theory of organizational socialization (Van Maanen & Schein, 1979) and socialization resource theory are significant in explaining the organizational socialization process (Gruma & Sake 2013). According to Van Maanen and Schein (1979), "individuals undergoing any organizational transition are in ananxiety-producing situation. In the main, they are more or less motivated to reduce this anxiety by learning the functional and social requirements of their newly assumed role as quickly as possible" (p. 214).

Organizational socialization involves learning, feelings, and performance of newcomers, and related to proximal and distal outcomes (Saks & Ashforth, 1997). Successful socialization enables newcomers to understand the organization, and it positively influences the expectation of both the organization and newcomers. Also, organizational socialization transmits organizational culture to newcomers and influences employees' attitudes and behaviours (Ashforth et al., 2007; Saks & Guruman, 2010). Unsuccessful socialization leads to low performance and high turnover, and hinder the expectations of both the organization and newcomers (Cooper-Thomas & Anderson, 2006)

Based on the theory of organizational socialization, uncertainty reduction theory, and cognitive and sense-making theory, Saks and Ashforth (1997) developed a multi-level process model of organizational socialization. According to this model, a variety of contextual variables such as extra-organizational (national culture, law), organizational (strategy and structure), group (size and diversity), and job/role (job design) variables influence the socialization factor, which includes three levels of variable: organizational level, group level, and individual level. These variables affect the acquisition of information that reduces uncertainty and facilitates learning and adaptation to the new environment. Better learning leads to proximal outcomes such as role clarity, person-job fit, person-organization fit, social identification, personal change, role orientation, social integration and skill acquisition. These proximal

outcomes lead to distal outcomes at the three levels. Organizational level and group level outcomes are strong cultures, higher morale, more stable membership, greater effectiveness, and reputation. Individual-level outcomes include job satisfaction, commitment, citizenship behaviours and performance, low absenteeism, turnover, and stress. This model highlights that there are three levels of socialization tactics that facilitate uncertainty reduction (socialization).

2.2 Perceived support

Social support involves the availability of helping relationships and such relationships are resources that assist employees to deal with stressful events (Bakker & Demerouti, 2007; Saks & Gruman, 2012). Social support minimizes the adverse psychological effects of ongoing life strain and stressful events (Cohen & Wills, 1985; Viswesvaran et al., 1999).In organizational setting support practices can work like coping by helping the individual to change the situation, to change the meaning of the situation, to change his/her emotional reaction to the situation, or to change all three. Therefore, social support can remove or alter complex demands, or control the feelings of anxiety or depression connected with these demands (Thoits, 1986). Social support can arise from diverse directions; however, employees may receive support from their organization and co-worker in the work environment.

2.2.1 Perceived organizational support

The concept of perceived organizational support has been defined by various scholars in different views (Dawley et al., 2010; Eder & Eisenberger, 2008). However, the general focus of all definitions is that the organization should value an employee's contribution and take care of employees' satisfaction. Employees' perceived organizational support leads to employees positive work behavior and attitudes. Previous studies have reported that perceived organizational support associated with job satisfaction (Shelton et al., 2010) organizational commitment and employee turnover (Rhoades & Eisenberger, 2002; Shanock & Eisenberger, 2006), job performance (Rhoades & Eisenberger, 2002; Shanock & Eisenberger, 2006) and job involvement, and strain (Rhoades & Eisenberger, 2002).

2.2.2 Perceived Co-worker support

Co-workers are a vital part of the organization, and they define the social environment at work (Chiaburu & Harrison, 2008). Co-workers can be concerned the well-

being of an employee as well as help in solving job-related problems (Ducharme, 2000). Co-workers provide support such as task directing (Caplan et al., 1975), mentoring (Ensher et al., 2001), and a friendly environment (Morgeson & Humphrey, 2006). Mainly, when employees experience uncertainty and confusion, co-workers can be an essential resource (Chiaburu & Harrison, 2008); they can provide necessary information about how to overcome the uncertainty and make sense of the environment. Co-worker support eases the socialization process. Notably, it facilitates learning about the current environment (learning the ropes) and performance-related norms (Allen et al., 1999; Louis, 1983). On the other hand, coworkers can be looking for trouble (Schneider, 1987; Chiaburu & Harrison, 2008). Their behaviour towards an employee can be uncivilized (Andersson & Pearson, 1999), and they can undermine (Duffy et al., 2002) or mistreat an employee (Bruk- Lee & Spector, 2006). Therefore, co-workers support can facilitates newcomers to overcome their transition stress and challenges.

2.3 Proactive behaviour

Proactive behaviours enable individuals to handle the complex situation by altering the situational demands or changing themselves to meet such demands. Employees are encouraged to be proactive to be successful in today's uncertain, unpredictable and dynamic work environment. Proactive behaviours are positively connected to both the organization and individual level favourable outcomes (Ashforth et al., 2007; Crant, 2000, James, 2020; Seibert et al., 1999; Parker et al., 2006). Organizational socialization scholars have widely discussed the significance of proactive behaviour on newcomer socialization. Ashford Black (1996) identified seven categories of practice behaviours newcomers engage in during their socialization. These proactive behaviours were:
1. information-seeking - searching out information to understand the situation;
2. feedback-seeking - attempting to seek feedback around work performance;
3. general socializing - developing harmonious relationships with others in the workplace;
4. building relationship with the boss - establishing a valuable relationship with the boss;
5. positive framing - seeing the positive side of the situation;
6. networking - developing ties with others in different parts of the organization; and
7. negotiating - attempting to change the job or job demands.

The importance and influence of proactive behaviour on employee adjustment and socialization to a new environment have been widely discussed in the socialization literature. Career transition and organizational socialization research suggest that individuals engage in proactive behaviours to adjust to their transition better when they move from one role to another role within an organization, or from one organization to another organization (Ashford & Black, 1996; Feldman & Brett, 1983; Feldman & Thomas, 1993; Louis, 1980). Employees who are involved in transition engage in proactive behaviour to reduce uncertainty and make sense of the environment to better adjust to their transition (Black et al., 1992; James 2019, 2020; Kowsikka & James 2019; Saks et al., 2007; Stroh et al., 2000; Van Maanen & Schein, 1979).

Proactive behaviour facilitates newcomers to understand and learn their task, to learn organizational norms and values, relationship with others, acceptable behaviour of organizational members and sense-making. Thus newcomers can ease their transition stress and challenges (Saks & Gruman, 2012). As such, it is anticipated that newcomers' engagement in proactive behaviour facilitates them to adjust their transition successfully.

Newcomers experience stress and uncertainty during their role transition. In other words, when they enter into the organization, they experience high job demand. According to Job Demand-Resource Model (JD-R Model) (Bakker & Demerouti, 2007), high job demands wear out employees' physical and mental resources and lead to loss of strength and health issues. Job resources, on the other hand, facilitate the employees to manage their job demands. Also, job resources encourage personal learning and development and produce cheerful socialization endings.

According to Socialization resource theory (SRT) (Gruman & Saks, 2013), resources facilitate newcomers' successful adjustment to their work, work for group, and organization. STR propose that job/role transition is fundamentally challenging and stressful. Offering newcomers the resources to cope with these challenges is the best way to facilitate their adjustment and successful socialization.SRT combines the individual-, group- and organization-level effects in the adjustment process. SRT highlights that the organization and co-workers need to provide necessary resources and individuals need to attempt to accumulate resources to gain energy to get rid of transition stress and adjust to their transitions better. Therefore, organizational

support, coworker support and proactive behaviour as a resourcefacilitate newcomers to successful socialization. James and Azunga, (2020) and James (2019) highlighted the role of organizational support, coworker support and employees' engagement in proactive behaviour in the socialization (adjustment) process of repatriates.

Therefore based on the given empirical evidence, JD-R model and socialization resource theory researcher proposed the following hypotheses.

H_1: *Organizational support positively influence socialization*

H_2: *Co-worker support positively influence socialization*

H_3: *Proactive behaviour positively influence socialization*

Though proactive behavior is a behavioral self-management system, individuals can get more expected proactive behavior out comes if the organization and co-workers support them. Therefore this study further proposes that:

H_4: *organizational support positively influences newcomers' engagement in proactive behaviour.*

H_5: *Coworker support positively influence newcomers' engagement in proactive behavior.*

H_6: *Newcomers' engagement in proactive behavior mediates the relationship between organizational support and socialization.*

H_7: *Newcomers' engagement in proactive behavior mediates the relationship between co-worker support and socialization.*

3. Methodology

3.1 Participants and procedures

The researcher used logical arguments that build on existing theoretical and empirical foundations to develop hypotheses, answer the research questions and meet research objectives. Therefore the researcher used a quantitative approach to conduct this study. Such a deductive approach requires a quantitative method (Bryman, 2011; Creswell, 2014; Edmondson & McManus, 2007).

Participant of this study were organizational newcomers with less than two-year work experience. Participants were invited from fourteen organization in different sectors in Sri Lanka. This research has adopted convenient sampling. Participants were invited to the survey with their consent. Also, participants were provided with a participant information sheet (PIS) which gives more details about the study's

purpose, the process of the study, and how the respondent's anonymity and confidentiality will be maintained.

In total, 250 questionnaires were distributed, and the ultimate response rate was hundred and twenty-four (50% respondents). Twenty responses were removed because of two reasons: a) missing data on a questionnaire were more than 15% (12 cases) and b) respondents had more two years of work experience (8 cases). Hence, this study was carried out with the response of 104. The majority of the participants were male (68%) and unmarried (82%). The participants were from the mixture of industries: garment sector 62%; banking sector 28%; and other sectors (30%). The participants were full-time employees who have less than two years of experience (M= 9.1Months SD 4.2 Months). Respondents age were between 20 and 38 (M= 27.4, SD 5.2).

The current study is based on cross-sectional and self-reported data that can be subject to common method variance (CMV). To minimize and detect CMV, the researcher has taken the necessary steps in both the questionnaire design stage and the data analysis stage. Particularly in the analysis stage, Harman's one-factor analysis was performed, and no one common factor was found with the majority of the covariance among the measures. It showed that CMV was not a significant issue in the current study.

3.2 Measures

3.2.1Proactive behaviour

The researcher employed the Proactive Socialization Tactics Scale (PSTS) that measures newcomers' proactivity (Ashford & Black, 1996). This 24-item scale reflects respondents' self-initiated attempts to attain resources and develop relationships with others. This 24 item scale represent seven categories of proactive behaviour (e.g.feedback seeking, information seeking, positive framing and networking). In this study, newcomers' proactive behaviour was assessed with the latent variable score of each category of proactive behaviours. Respondents were advised to response on a seven-point Likert-type scale ranging from 1= strangly disagree to 7= strongly agree. Previous studies (Ashford & Black, 1996; Ashforth et al., 2007; Cranmer et al., 2019) and the current study found a good Cronbach's α reliability coefficient.

3.2.2 Newcomer socialization

The researcher adopted the Newcomer Socialization Questionnaire (NSQ) (Haueter et al., 2003). The original scale consists of 35-items that reflects respondents' understanding of their tasks, workgroups, and organization. Nine items from NSQ (3 items for each components) have been employed in this study. Sample item included for each category were: "I understand how to perform the tasks that make up my job" (task), "I understand how to behave in a manner consistent with my work group's values and ideals" (workgroup) and "I understand this organizations objectives and goals" (organization). Respondents were advised to answered the questions on a seven-point Likert type scale ranging from 1= strongly disagree to 7= strongly agree. Previous studies (Haueter et al., 2003; Cranmer et al., 2019) and the current study found an acceptable Cronbach's a reliability coefficient for the sale.

3.2.3 Perceived organizational support

The nine items of the POS scale that loaded highest in Eisenberger et al.'s (1986) factor analysis, was employed with slight changes. Sample items included were: "My organization cares about my general satisfaction at work", "My organization is willing to extend itself in order to help me perform my job to the best of my ability. Respondents were advised to answer the questions on a seven-point Likert type scale ranging from 1= strongly disagree to 7= strongly agree.

3.2.4 Perceived co-worker support

Ten social support (co-worker support) items developed by Ducharme and Martin (2000) were employed. Previous studies (Ducharme & Martin, 2000; James, 2019) and the current study found good reliability coefficient. The wording of the original items was modified without changing the statements' meaning to make the respondents identify personally with the question. Sample items included were: I "feel appreciated by my co-workers" and "My co-workers assist with unusual work problems". The original items were anchored with 3-point Likert-type scales and to maintain consistency with other scales; the scales were extended to 7-point Likert-type scale. Respondents were advised to answered the questions on a seven-point Likert type scale ranging from 1= strongly disagree to 7= strongly agree.

4. Data Analysis

4.1 Measurement model: reliability and validity

The constructs used in this study are all reflective. The reliability of the reflective constructs were assessed through widely accepted criteria: factor loading, Cronbach's alpha (CrA) and composite reliability (CR) (Hair et al., 2011; Hair et al., 2017). The loading of each item was greater than the threshold value of 0.70 except for four items. The researcher decided to keep these four items as the loadings were above 0.4 and the average variance extracted (AVE) of the related constructs were above the threshold value of 0.50 (Hari et al., 2011). Table 1 provides the reliability statistic: CrA and CR. CrA and CR were larger than the threshold value of 0.70. The satisfactory item-loading and reliability coefficient ensure the existence of reliability of the indicators and the constructs. The convergent validity was assessed with AVE, and the AVEs of all constructs were greater than 0.50 (Table 1) that explain adequate convergent validity (Hair et al., 2017).

Table 1: Construct Reliability and Validity Measures

Constructs	CrA	CR	(AVE)
Co-work. Support (CS)	0.885	0.913	0.635
Org. Support (OS)	0.867	0.897	0.593
Pro Act. Behaviour (PAB)	0.875	0.906	0.616
Socialization (SO)	0.913	0.929	0.622

Following the guidelines suggested by (Hair et al., 2011, 2017), the researcher assessed the discriminant validity of the constructs using three criteria.
1. The square root of AVE of each construct should be greater than the most significant correlation of any other constructs (Fornell-Larcker criterion),
2. Heterotrait-Monotrait Ratio(HTMT) values for all pair of constructs should be less than the threshold value of 0.90, and the confidence interval of the HTMT statistic should not include the value 1 for all combinations of constructs (Hensler et al., 2015),
3. An indicator's loading with its related construct should be higher than its cross-loading.

Table 2: Fornell-Larcker Criterion

Constructs	*CS*	OS	PAB	SO
Co-work. Support (CS)	*0.797*			
Org. Support (OS)	0.356	*0.770*		
Pro Act. Behaviour (PAB)	0.526	0.363	*0.785*	
Socialization (SO)	0.523	0.156	0.614	*0.789*

Note: shaded region is the inter construct correlations, bold diagonal figures (bold) are the square root of AVE

As shown in Table 2, the square root of AVE of each construct was more significant than the biggest correlation of any other constructs (see Table 2). Also, he HTMT values for all pair of constructs were less than the threshold value of 0.90 (see Table 3), and the confidence interval of the HTMT statistic for all combinations of constructs did not include the value 1. Also, an indicator's loading with its related construct was higher than its cross-loading. Therefore, it can conclude that the measurement model is representing an adequate discriminant validity (Hair et al., 2011, 2017).

Table 3: Heterotrait-Monotrait Ratio (HTMT)

| Constructs	CS	OS	PAB
Org. Support	0.380		
Proactive Behaviors	0.591	0.389	
Socialization	0.574	0.183	0.680

4.2 Structural model

The researcher assessed the structural model quality with widely accepted criteria (Hair et al. 2011, 2017). These criteria include Multicoliniarity, variance explained (R^2), predictive relevance (Q^2) and the effect size (f^2). The determinant of the coefficient (R^2) of proactive behaviour (0.31) and socialization (0.45) was satisfactory.

The predictive relevance of the model was calculated using Stone-Geisser's Q2 statistics. The cross-validated redundancy of proactive behaviour and socialization was more significant than the threshold value of zero (Q2= 0.24) that represents the predictive relevance of the model. Moreover, collinearity statistics (VIF) were less than the threshold value of 5 (see Table 4), it shows that multicollinearity was not a threat to this structural model. The effect size of co-workers support on proactive behaviour (0.261) and proactive behaviour on socialization (0.314) was large (Table 4).

Table 4: VIF Values and The Effect Size f²

Constructs	F Square		Inner VIF Values	
	PAB	*SO*	*PAB*	*SO*
Co-worker Support	0.261	0.118	1.145	1.444
Org. Support	0.052	0.028	1.145	1.204
Proactive Behaviour		0.314		1.453

The proposed relationship and its significance was assessed via a bootstrapping technique (Heair et al., 2011; Tenenhaus et al., 2005). The Bootstrapping procedure produces reasonable standard error estimates (Tenenhaus et al., 2005; Preacher & Hayes, 2008) to assess the significance of the path coefficients. In PLS-SEM setting, the no sign changes option, 0.05 significance levels, and 5,000 samples in the bootstrapping setting were used to generate standard error and t-statistics. The results are shown in Figure 1 and Table 5.

CS

-.13 (.06)

.20 (.06)

PAB
$R^2= .31$

.50 (.00)

So
$R^2= .45$

.45 (.00)

.31 (.00)

OS
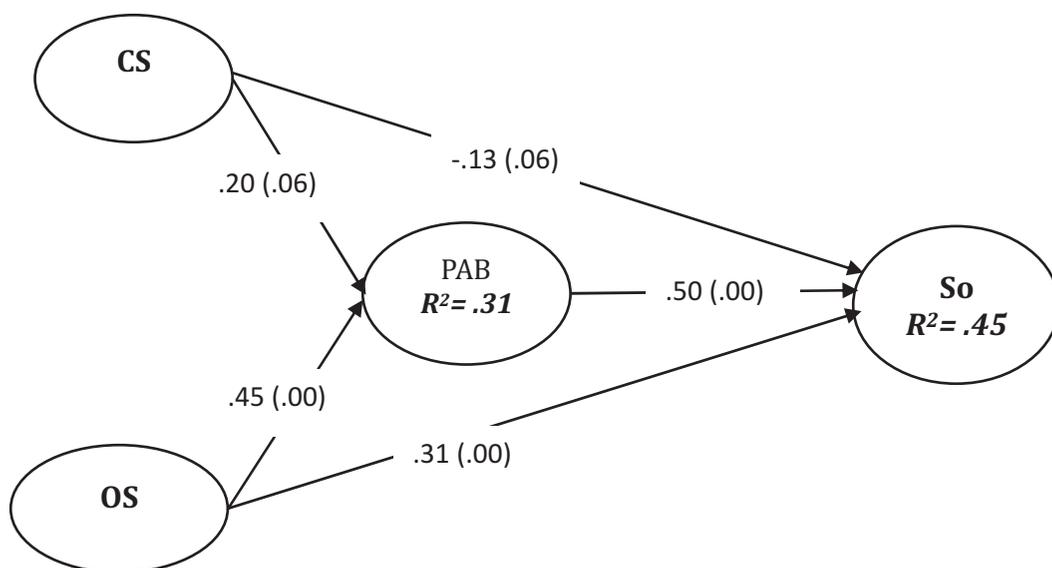
Note: Figure in bracket is the p value at 0.05 significance level

Figure 1: Path Coefficient and Its Significance

Table 5: Path Coefficient and Its Significance

Constructs	PAB		SO	
	Path co-eff.	Sig	Path co-eff.	Sig
CS	0.45	0.00	0.31	0.00
OS	0.20	.000	-0.13	0.06
PAB			0.50	0.00

The significance of the proposed relationship shows that all the relationships were significant and with expected direction except one relationship: organization support to socialization. Organizational support ($\beta = 0.20$) and coworker supports ($\beta = 0.45$) positively influence the proactive behavior. Also the co-worker support ($\beta = 0.31$) and proactive behavior ($\beta = 0.50$) positively influence socialization. All these relationships were significance at 0.05 significant levels. Unexpectedly, the expected positive relationship between organizational support and socialization was not supported by this study. Organizational support and co-worker support explain 31% ($R^2 = 0.31$) variance in proactive behaviour, and proactive behaviour and co-worker support together explain 45% ($R^2 = 0.45$) variance in socialization.

4.3 The indirect effect of the predictors

In addition to the proposed relationship researcher examined the indirect effect of the two predictor variables. The total indirect effect of co-worker support to socialization through proactive behavior (β = 0.23, p = 0.00) and organizational support to socialization through proactive behavior (β = 0.10, p = 0.05) was positive and significant.

Table 6: Indirect Effect and Its Significant

Path	Socialization	
	Path co-eff.	Sig
CS to PAB to SO	0.23	0.000
OS to PAB to SO	0.10	0.005

4.4 Mediator assessment

Following Baron and Kenny (1986) and Hair et al.'s (2013) guidelines the two hypotheses (H5 and H6) that focus on mediator effects have been examined one by one. First, the direct relationship between organization support and socialization was estimated without the mediator variable, which was positive ($\beta = 0.22$) and significant (p = .00). After including the mediator variable (proactive behaviour), the direct and indirect effect was calculated in the next step.

The path coefficients for organization support to proactive behaviour (0.20) and proactive behaviour to socialization (0.50) were both significant. Thus, the indirect effect of organization support to socialization through proactive behaviour was 0.10 (0.20 x 0.50), and it was significant (p= 0.005). Therefore it can be concluded that newcomer's engagement in proactive behaviour mediates the relationship between organizational support and socialization. It is a full mediation because the indirect effect is significant, but the direct effect is not significant (Hair et al. 2017). That is, proactive behaviour constrained the relationship between organizational support and socialization, thereby supporting Hypothesis 5.

Similarly, the second mediator hypothesis (H6) has been assessed. The direct relationship between co-worker support and socialization was positive ($\beta = 0.525$) and significant (p = .00) without the mediator variable (proactive behaviour). After

including the mediator variable, the path coefficients for co-worker support to proactive behaviour (0.454) and proactive behaviour to socialization (0.502) were both significant. Thus, the indirect effect of organization support to socialization through proactive behaviour was 0.228, and it was significant (p= 0.00). Therefore it can be concluded that newcomer's engagement in proactive behaviour mediates the relationship between co-worker support and socialization. It is a partial mediation because both the direct and indirect effects aresignificant (Hair et al., 2017). That is, proactive behaviour partially constrained the relationship between co-worker support and socialization, thereby supporting Hypothesis 6.

5. Discussion and Conclusion

The current study was conducted to identify the influence and the relative importance of organizational support, co-worker support, and newcomers' engagement in proactive behaviour on the socialization. This study also examined the role of proactive behaviour on the relationship between organizational support and socialization, and co-worker support and socialization. The results indicate that the higher the level of organizational support and co-worker support higher the level of their engagement in proactive behaviour and the higher the level of proactive engagement and co-worker support the higher level of newcomers' socialization. Unexpectedly, the proposed influence of organizational support on socialization was not supported.

Role transition is stressful and challenging to newcomers, and they experience high job- demands upon their entry to the new organization (James, 2020; Van Maanen & Schein, 1979). According to job demand resource (JD-R) theory (Bakker & Demerouti, 2007, 2014), high job demands wear out employees' physical and mental resources, and job-resources help the employees manage the job demand they face. Socialization resource theory (Gruma & Sake 2013) highlights that newcomers need resources to overcome the transition stress and challenges. Newcomers' role transition produces psychological discomfort and creates uncertainty and high stress levels (Gruma & Sake 2013; Van Maanen & Schein, 1979). Perceived support change problematic demands, or help to control the feelings of anxiety or depression created by the demands (Thoits, 1986). Proactive behaviour increases newcomers' personalresources (Gruma & Sake 2013). Therefore, perceived support from the organization and co-workers and newcomers' engagement in proactivebehavior as

resources (Gruma & Sake 2013, James, 2019) facilitate newcomers to overcome their stress and challenges and successful socialization.

It is interesting to note that newcomer's engagement in proactive behavior had more influence than the organizational support and co-worker support in predicting newcomers' socialization. This finding is significant because it shows the relative importance of organization, co-worker, and individuals in the socialization process. The recent studies consistently stress the importance of newcomers' self-socialization (e.g. proactive behavior, self-leadership) (Cranmer et al., 2019; James, 2020). However, the findings of current study indicated that co-worker support and organizational support facilitates newcomer's engagement in proactive behaviour. Therefore, this study suggests the need of the collective role of the organization, co-workers and newcomers in the process of organizational socialization

This study found that newcomers perceived organizational and co-workers support and their engagement in proactive behaviour help their successful socialization. Though it was proposed that perceived organizational support facilitates newcomers' socialization, the results indicated no significant influence on socialization. The unexpected result is due to the mediation effect of proactive behaviour on the relationship between organizational support and socialization. Before entering the proactive behaviour in the model, the direct relationship between organizational support and socialization was positive and significant. Nevertheless, after introducing proactive behaviour as a mediator, this relationship becomes insignificant. The mediator analysis showed that proactive behaviour as a full mediator suppressed the direct influence of organizational support on socialization. Also, the findings indicate that proactive behaviour partially absorbs the influence of co-worker support on socialization.

This study found that co-worker support and organizational support positively influence newcomer's engagement in proactive behaviour. Newcomers' engagement in proactive behaviours is an individual-level effort, but the supervisors and co-workers'attitudes and behaviours can influence the proactive behaviours'outcomes (James, 2019). For example, if the organization or/and co-workers were not supportive of newcomers' engagement in proactive behaviour such as information seeking or networking, newcomers' proactive engagement in such behaviours might not lead to desired outcomes. Therefore, this study signifies that though proactive

behaviour had more effect on socialization, we cannot ignore the role of organizational support and co-worker support. Notably, in the Sri Lankan context, where high power distance and paternalistic workplace communication is prevailing, we cannot ignore the role of organizational support and co-worker support in the process of successful socialization. In other words, focusing on only the proactive behaviour will not yield desired outcomes that help successful socialization.

6.   The contribution, Implication for Research and Practice

The finding of the study contributes to both research and practice. The study's findings indicate that newcomer's engagement in proactive behaviour had more effect than organizational and co-worker support in predicting newcomers' socialization and thus signifies the critical role of the individual in the socialization process (Cranmer et al., 2019). Though the past studies identified the importance of proactive behaviour in the socialization process (Ashforth et al., 2007. Cranmer et al., 2019; James, 2020; 2020a), this is the first study that found the influence and relative importance of individual group and organizational level variables on newcomers socialization, thereby extending the socialization literature. The role of co-worker support, organization support and proactive behavior on the socialization process has been already discussed. Nevertheless, this is the first study that found that both support practices facilitate newcomers to engage in proactive behavior and, thus, deepen the understanding of proactive behaviour in the socialization process. This study proposed a model that reflects the individual, group and organizational level variables that have an influence on socialization, and empirically validated this model among newcomers in the Sri Lankan context, thereby providing a model for further empirical investigation. Testing this model among newcomers in different countries and cultural contexts would ensure the model's external validity.

In terms of practical implications; this study helps both newcomers and organizations for their success. It helps the organization understand their role in newcomers' socialization process and identify and provide the necessary resources to enable newcomers for their successful socialization. Organization needs to develop and provide appropriate support practices to help newcomers overcome their transition challenge and stress, and encourage existing employees to be more positive concerning newcomers' behavior. Further, the organization need to create an appropriate culture that encourages newcomers to engage in proactive behaviors. For

example, organization can introduce rewards for the newcomers who highly engage in proactive behavior

To successfully manage their transition, newcomers need to engage in proactive behaviour such as feedback-seeking, information-seeking, networking, and positive framing. To be successful in the feedback-seeking process newcomers need to develop a good rapport with their co-workers and supervisors. Besides, newcomers should cognitively map their transition challenges as opportunities rather than as a hazard or limitations. Newcomers use positive cognitive mapping practices increases their resources and helps them overcome transition challenges and successful socialization (Kowsikka & James, 2019). Further, the outcome of proactive behaviours can be influenced by the organizational culture. Thus, they need to do environmental scanning to understand the situation and gain support from their co-workers and organization to get better outcomes for their proactive behaviour.

7. Limitation of the Study

While this study offers an initial empirical examination about the relative importance of organizational support, co-worker support, and proactive behavior on newcomers' socialization it is subject to some limitations. This study relied on self-reported data that might be suitable when the study focuses on perceived experiences, and it can be more appropriate in the process of newcomers' socialization. However, cross-sectional and self-reported data may have common method bias. The researcher has taken the necessary steps in the design stage and analysis stage; however, these steps are not enough to significantly minimize CMV. One-country sample and small sample size also constrain of this study. As data were collected from only Sri Lanka, it limits the generalizability of the findings. To enhance the quality of the findings by overcoming the limitations of the small sample size (104), the researcher employed PLS-SEM, a more appropriate method for model analysis with fewer samples.

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