
The role of newcomers' proactive behaviours on well-being, engagement and turnover intention

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Abstract: Well-being and engagement are the two socialisation outcomes that contribute to the success of both the organisation and newcomers. This study proposed that newcomer's engagement in proactive behaviours positively influence their well-being and engagement, and engagement and well-being negatively influence their turnover intention. These relationships were tested using data collected from a group of 154 newcomers who had been recruited within the last one year in garment industry in Sri Lanka. The proposed model was assessed through structural equation modelling with SmartPLS. Results indicated that newcomers' proactive behaviours had important role to play in the prediction of their well-being and engagement. Also well-being and engagement negatively influence newcomers' intention to leave. The findings underline the essential role of newcomer's proactive behaviour on their well-being, engagement and turnover intention. This study extends the organisational socialisation literature by investigating the influence of proactive behaviour on engagement, well-being and intention to leave among newcomers in garment industry in Sri Lanka context which is an unnoticed population in the organisational socialisation research.

Keywords: socialisation; newcomers; proactive behaviours; engagement; well-being; turnover intention.

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1 Introduction

New employees (newcomers) are the valuable assets of all organisations. Organisations invest huge amount of resources on the process of recruitment and selection to identify and select suitable talent. Also, organisations incur expenditure in training newcomers in

the initial period of their placement. However, when newcomers enter into the organisation they experience surprise, uncertainty and loss of control (Ashford and Black, 1996; Louis, 1980). They struggle in making sense of the new workplace and in learning the attitudes and behaviours that are necessary to perform assigned tasks and to become acceptable members of the organisation (Louis, 1980; Miller and Jablin, 1991). The transition from external member to internal member has been described as more stressful for many newcomers and this experience continues until they socialise/adjust to the new organisational context well. Previous studies reported high turnover rate among employees during the first few month on the job (Lundberg and Young, 1997). As organisations invest a huge amount of resources on recruitment, selection and training of newcomers, turnover among them has become more problematic to the organisation (Lundberg and Young, 1997; Kim, 2014). Although there are number of studies on turnover among employees much remains unknown about turnover among newcomers (Kim, 2014).

Successful socialisation/adjustment is very much important because it helps employees to understand the organisation; it influences sustainable success of the organisation and newcomers' career expectations; it transmits organisational culture to newcomers and it influences employee's attitudes and behaviours (Ashforth et al., 2007; Saks and Gruman, 2010). Three parties: organisation, newcomers, and co-workers profit from the successful socialisation and adjustment (Cooper-Thomas and Anderson, 2006). On the other hand, unsuccessful socialisation hampers the expectations of the organisation, newcomers and co-workers. There is therefore the need to enhance an understanding of the newcomer socialisation process and adjustment.

In the beginning, it was assumed that organisations can influence newcomers personal and role related outcomes through various socialisation programs. However, the socialisation programs that organisations conducted were traditional and limited because these approaches treated newcomers as passive or reactive during the socialisation process (Morrison, 1993). Also organisations could not possibly provide all the resources that newcomers needed in order to reduce uncertainty and better adjust in the transition process from outsider to insider of the organisation (Saks and Ashforth, 1997; James and Azungah, 2020; Kowsikka and James, 2019; Wanberg and Kammeyer-Muller, 2000).

According to socialisation theories such as social cognitive theory (Bandura, 1986, 2001), uncertainty reduction theory (URT) (Berger and Calabrese, 1975) and socialisation resource theory (Saks and Gruman, 2012) individuals are not just reactive organisms but they are self-organising and proactive organisms. Individuals develop cognitive, social and behavioural competencies through mastery modelling, self-efficacy and motivation through social systems (Bandura, 2001). However, from the last two decades, small number of studies has focused on newcomer's proactive behaviour in the adjustment process. Looking at the previous studies, positive framing and relationship building are the proactive behaviours widely studied in the organisational socialisation research and these proactive behaviours are positively related to newcomers' adjustment (Kowsikka and James, 2019).

Previous studies on newcomers' organisational socialisation have highlighted a number of adjustment indicators. Adjustment indicators should be meaningful to all parties (newcomers, organisation and society) interested in the newcomer adjustment process (Cooper-Thomas and Anderson, 2006). Most of the previous newcomer adjustment studies focused on stress related constructs as adjustment indicators (Jesús Bravo et al., 2003) and concluded that successful adjustment leads to low level of

newcomers' stress. Positive psychology is the scientific study of what goes right in life (Peterson, 2006; Omar et al., 2019). By focusing negative and stress related indicators of adjustment, previous studies ignored the positive sides of the life (Seligman, 1998). According to positive psychology, adjustment indicator need to relate to enhancing adjustment rather than avoiding unsuccessful adjustment. Employee engagement and well-being are novel adjustment indicators that are related to positive psychology. Also, all parties interested in newcomer's adjustment will get profit from newcomers' engagement and well-being.

Employee engagement is the degree to which employees are involved in and enthusiastic about their work. Engagement is a positive, fulfilling, affective motivational state of work-related well-being (Bakker et al., 2008). Engagement is related to a range of important organisational outcomes such as customer satisfaction, productivity, profit, and employee retention (Harter et al., 2002). Academics and human resource management (HRM) practitioners consider employee engagement as a prime measure of success of an organisation (Bakker et al., 2008; Delina and Samuel, 2019). Well-being is a measure of subjective mental health. Employees who experience work related well-being share this favourable state in their interactions with others (Thompson and Prottas, 2006). Well-being is a key determinant of quality of work life (Xu et al., 2017) and a predictor of positive organisational outcome such as employee retention and happiness (Warr et al., 1999).

Therefore, this study, aims to examine the role of newcomer's proactive behaviours on their work engagement and well-being. Further, this study aims to relate newcomers' well-being and engagement to their intention to leave the organisation that is a key determinant of business success. This study contributes to the literature by investigating two important indicators of adjustment (engagement and well-being) that are related to positive psychology (Seligman, 1998) and deepening the understanding of these indicators on newcomer's adjustment process. Also this study extends the organisational socialisation literature by investigating the influence of proactive behaviour on adjustment among newcomers in garment industry in Sri Lankan context which is an unnoticed population in the organisational socialisation literature. Employee's retention in garment sector in Sri Lanka is challenging to the management and reported employees' turnover rate is higher than the estimated turnover rate and the turnover rate in other industries. Particularly, employee turnover rate is very high among newcomers in garment industry in Sri Lanka. Therefore, the findings of this study will provide insight into how management can keep their newcomers with a positive work behaviour and increase their retention in garment industry.

2 Literature and hypotheses

2.1 Proactive behaviours

The concept and nature of proactive behaviour has been defined, measured and understood differently (Crant, 2000). Parker and Collins (2010) viewed proactive behaviour as being anticipatory and taking control to make things happen. Being proactive has become increasingly important in today's workplace as it is necessary to be flexible in an unpredictable and dynamic work environment (Crant, 2000) and associated with many positive outcomes in an organisational setting, such as innovation (Crant,

2000), individual career success (Seibert et al., 1999), adjustment (Ashford and Black, 1996; James and Azungha, 2020), effective problem solving and innovative ideas (Parker et al., 2006).

Individuals engage in a number of proactive behaviours to manage themselves and their environment during their career transition (Ashford and Black, 1996; Feldman and Brett, 1983; Feldman and Thomas, 1992; Kowsikka and James, 2019). Researches on newcomer adjustment highlight that newcomer's play an active role in understanding and possibly altering their work environment. Proactive socialisation behaviour helps newcomers to understand the new environment easily and quickly and enable them to adjust to the new environment. Similarly, the studies on career transition and socialisation (newcomer adjustment) suggest that individuals engage in a number of proactive behaviours such as information seeking, networking, monitoring, relationship building, feedback seeking and positive framing to manage themselves and their environment during their job transition (Ashford and Black, 1996; Cooper-Thomas and Burke, 2012; Feldman and Brett, 1983).

Cooper-Thomas and Burke (2011) listed previously studied newcomer adjustment strategies under three categories: change role or environment, learn or change self, and seek information and mutual development. They highlighted seven new adjustment strategies, such as minimising (doing work that closely matches skills and experience to facilitate performance), proving (working hard to demonstrate abilities), giving (providing information or advice to insiders), befriending (being open, friendly, and helpful towards others), teaming (being visibly involved as a team member), exchanging (trading resources with other employees at work), and flattering (behaving in ways that make others feel good about themselves) as newcomer adjustment strategies. Out of these newcomer adjustment strategies, Cooper-Thomas and Burke (2012) proposed the following strategies as newcomer proactive behaviour under the same three categories. The change role or work environment category includes changing work procedures, minimising work requirement, redefining their job, experimenting, giving feedback, delegating responsibilities, using persuasive attempts/presentation, gaining gracility, and giving information and advice. The change of self-category includes direct inquiry/information seeking, feedback seeking, indirect inquiry, inquiry of third parties, monitoring, positive framing, listening and relationship building. The third category of proactive behaviours includes boss relationship building, exchanging resources, and job change negotiation, networking and general socialisation. When employees enter into the unfamiliar environment they engage in such behaviours to adjust themselves to suit the environment or change the environment to suit them.

2.1.1 Positive framing

Positive framing is a cognitive self-management mechanism that employees use “to alter their understanding of a situation by explicitly controlling the cognitive frame they place on the situation” (Ashford and Black, 1996). People who engage in positive framing look on the positive side of things and view situations as an opportunity rather than a threat. Put differently, positive framing involves interpreting events in the environment as supportive rather than antagonistic. Positive framing has been found to be positively associated with various adjustment indicators, including social integration, job satisfaction, performance and turnover intentions (Ashford and Black, 1996; Hughes, 2006; Wanberg and Kammeyer-Mueller, 2000).

2.1.2 Monitoring

The monitoring refers the extent to which newcomers observe and reflect on the behaviours of others to adjust on new placements (Hughes, 2006). Previous studies (Kramer et al., 1995) found that monitoring positively influence numbers of adjustment indicators. However, Fedor et al. (1992) found that monitoring has not any significant influence on adjustment indicators. The reason for this contradictory results may be due to research design. For example, Fedor et al. (1992) investigated monitoring as a means to gain feedback, rather than a means to gain information in general. It was concluded that the evidence supports the notion that newcomers who engage in monitoring are more likely to successfully adjust to their role transition.

2.1.3 Relationship building

Relationship building is a relationship that new comers form with others in the workplace. Newcomers engage in relationship building and initiate social interaction with people in the organisation (Ashford and Black, 1996). Relationship building avoid loneliness and social isolation and reduce uncertainty (Nelson and Quick, 1991). Through relationship building newcomers collect information, get support from others and reduce stress. Also they learn about appropriate skills, knowledge, role expectations as well as organisational policies (Ashford and Black, 1996; Morrison, 2002). Relationship building can give newcomers a situational identity through building friendship network (Nelson and Quick, 1991). Relationship building positively influence positive socialisation outcomes such as social integration, person organisation fit, job satisfaction, job performance and retention (Gruman et al., 2006; Wanberg and Kammeyer-Mueller, 2000).

2.2 Engagement, well-being and intention to leave

In this study, employees' work engagement and well-being which are related to positive psychology considered as newcomers adjustment indicators. Some organisational socialisation and adjustment researchers focus on stress related indicators of adjustment (Bauer and Truxillo, 2000; Jesús Bravo et al., 2003), and ignored the favourable aspects of the life. Though some socialisation research scholars focus on employees' positive work related attitudes such as commitment organisational citizenship behaviour and satisfaction, employee engagement and well-being are more optimistic and positive adjustment indicators. The well-being of employees focus on their comfort rather than discomfort and it covers the area of positive affect, job satisfaction, life satisfaction, and psychological and social happiness (Page and Vella-Brodrick, 2009). Engagement is an internal attitude that signifies an employee's enthusiasm and passion for their job.

Work engagement is a positive work-related state of mind (Schaufeli et al., 2002). Employees' engagement is considered as a key adjustment indicator as it leads to positive outcomes to newcomers, organisation and their co-workers. For newcomers, the level of engagement shows how they are passionate, enthusiastic, involved and satisfied with their work. For co-workers, it shows the extent to which newcomers keep a good relationship with them (Bakker et al., 2004). For organisations, newcomer's engagement is more important as it positively related to employee productivity and innovation. Previous studies less empirically investigated the important of engagement in adjustment

process. In an exploratory study, Saks and Gruman (2010) highlighted that the fulfilment of resources to meet job demands leads to engagement related psychological conditions: psychological meaningfulness, psychological safety and psychological availability (Kahn, 1990). Saks and Gruman (2011) found the influence of organisational socialisation tactics on newcomers' engagement. Harter et al. (2002) found that antecedents of engagement are:

- 1 clarity of expectations and availability of resources
- 2 one's feelings of contribution to the organisation
- 3 one's feeling a sense of belonging to something beyond himself/herself
- 4 one's feeling that there are opportunities to progress and grow well in the organisation.

Bharti and Rangnekar (2019) found that optimism significantly predict career engagement; however, personal optimism has a less significant impact on career engagement. Monica (2019) explored that core-self evaluations, pro-active personality and leader-member exchange significantly influence work engagement. Similarly, Koyuncu et al. (2006) identified positive work-life experiences, rewards, recognition, and value-fit are the antecedents of work engagement and job satisfaction.

Employee well-being also is a key indicator of newcomer adjustment. Newcomers who experience work related well-being share this favourable feelings when they communicate with their co-workers, managers, neighbours, family and the general community (Thompson and Prottas, 2006). Warr et al. (1999) found that greater employees' well-being is related to lower absenteeism and reduces turnover intentions. Some researchers measure newcomer adjustment as an indicator of low level of stress (e.g., Bauer and Truxillo, 2000; Jesús Bravo et al., 2003). By concentrating the negative outcomes such as stress research scholars overlooking the positive aspects of life. Stress and well-being are related; greater stress leads to low well-being. However, absence of stress does not mean existence of well-being (Danna and Griffin, 1999). Well-being is an indicator of a person's comfort, rather than their lack of comfort.

Newcomers' turnover intention refers to the newcomers' thoughts of voluntarily exiting from their organisation. Turnover intention significantly and consistently leads to voluntary turnover (Griffeth and Hom, 2006; Mathieu and Zajac, 1990). Employee turnover is the most problematic managerial topic and negatively related to employees productivity and efficiency in all business operations (Kim, 2014). As organisation invest huge amount of resources for recruitment selection and training of newcomers, turnover among them become more problematic to organisation (Lundberg and Young, 1997; Kim, 2014). Previous studies reported high turnover rate among employees during the first few month on the job (Lundberg and Young, 1997). Although there are number of studies on turnover among employees much remains unknown about turnover among newcomers (Kim, 2014). Individual, organisational, and environmental factors are the antecedents of employee turnover (Griffeth et al., 2000). According to Kim (2014) supervisor support, co-worker support, compensation, job ambiguity and autonomy and perceived stress are the causes for employee turnover in business organisations. This study considers newcomers turnover intention as a proxy of actual turnover.

3 Theory and hypotheses

URT clearly articulates that people have goals, and act in a way that will achieve their desired goals. In uncertain environments, to achieve their goals they have to increase predictability (reduce uncertainty) and make sense out of the events they perceive (Berger and Calabrese, 1975). URT suggests that when individuals are in an uncertain environment, they attempt to reduce uncertainty and make sense of the environment to achieve their desired goals. URT has been applied in organisational settings where employees experience uncertainty, and the theory thus provides a platform for examining the newcomer adjustment process. According to URT, in an uncertain situation, newcomer seeking to reduce uncertainty and increase predictability and tend to be proactive.

According to social cognitive theory (Bandura, 1986, 2001) individuals are not just reactive organisms they are self-organising and proactive organisms. Also socialisation resource theory (Saks and Gruman, 2012) highlights that role transitions are stressful and challenging and individuals' engagement in proactive behaviours increases their personal resources and help them accumulate more resources. According to the job demands resources (JD-R) model (Demerouti et al., 2001) employee's engagement and well-being are related to resources and when individuals perceive that they have sufficient resources to overcome demand placed on them they engage in their work and experience well-being. Therefore, newcomers who increase their resources by engaging in proactive behaviours (positive framing, relationship building and monitoring) are highly engage in their work and experience well-being. Feeling of possession of resources make individuals feel happy and engaged in their work and such happiness and engagement motivate them to stay at their organisation for a longer time. Hence based on URT, social cognitive theory, socialisation resource theory, JD-R model and previous research researcher, in the present study, propose the following eight hypotheses.

H1 Positive framing positively relates to engagement.

H2 Positive framing positively relates to well-being.

H3 Monitoring positively relates to engagement.

H4 Monitoring positively relates to well-being.

H5 Relationship building positively relates to engagement.

H6 Relationship building positively relates to well-being.

H7 Engagement negatively relates to intention to leave.

H8 well-being negatively relates to intention to leave.

4 Method

This study relied on cross-sectional and self-reported data. As this study focus organisational socialisation and adjustment self-reported data might be suitable. However, common method variance (CMV) issues is always related to cross-sectional and self-reported data. Researcher has taken necessary steps to minimise CMV issues in

the survey design stage as suggested by Podsakoff et al. (2003). Further, in the analysis stage, researcher employed Harman's single factor test to identify CMV and found no a single factor emerged or one common factor accounted for the majority of the covariance among the measures.

For this study, researcher collected data from newcomers in garment industry in northern part of Sri Lanka. Employees (newcomers) who had less than one year of experience are invited for this study. The original items were translated to respondents' native language and researcher conducted a pilot survey to identify if there are any issues associated with the measures, questionnaire design, etc.

Two hundred questionnaires were distributed to newcomers through researcher's personal and professional networks. To maintain confidentiality, personal data of the respondent were not collected, and each questionnaire accompanied by a self-addressed stamped envelope and a cover letter assuring confidentiality. Researcher ultimately received 164 responses. The response rate was 82% which is greater than the average rate of 52.5% in organisational research (Baruch and Holton, 2008). Ten responses were rejected because of high number of missing values (more than 15% per indicator) or participants with more than one year of experience. Finally, 154 respondents (newcomers) were included in this study. After the data collection, data were analysed using SPSS and SmartPLS. PLS-SEM is a powerful tool for complex model analysis with a small sample size (Hair et al., 2013; Reinartz et al., 2009). Because of the nature of the study (prediction oriented) and number of small sample size (small) researcher selected PLS-SEM than covariance-based (CB) SEM (Hair et al., 2011, 2013, 2017).

4.1 Measures

4.1.1 Positive framing

A scale developed by Ashford and Black (1996) was used to measure positive framing. Sample items are; "I tried to see my situation as an opportunity rather than a threat", "I tried to look on the bright side of things." Reliability [Cronbach's alpha (CrA)] of this measure of the previous studies and the current study was greater than the threshold value of 0.7.

4.1.2 Monitoring

In this study the monitoring scale developed by Hughes (2006) was used to assess the extent to which participants observed and reflected on the behaviours of others to adjust on new placements. Hughes had developed the items based upon Miller and Jablin's (1991) monitoring measure. A sample item is "Observed your colleagues to see what behaviours get rewarded?" The scale has shown satisfactory internal consistency in the previous studies and the current study (CrA value > 0.7).

4.1.3 Relationship building

Relationship building was measured with four items scale developed by Ashford and Black (1996). Sample items are; "I tried to spend as much time as I could with my boss", "I started conversations with people from different segments of the company." Previous studies and the current study demonstrate acceptable CrA value.

4.1.4 Engagement

The Utrecht work engagement scale-9 was selected to gauge newcomer engagement in their work (UWES-9) (Schaufeli and Bakker, 2004). The measure's nine items are equally divided toward the measurement of three facets of engagement: vigour, dedication and absorption. In this study engagement is considered as one factor based on the results of exploratory factor analysis. Previous studies (James, 2019; Schaufeli and Bakker, 2004) and the current study demonstrate acceptable CrA value.

4.1.5 Well-being measure

Well-being measure Warr's (1990) well-being measure was selected to evaluate well-being. Warr's measure is a more comprehensive measure of well-being because it assesses all facets of well-being. The original scale consists of 12 items. In this study depression-enthusiasm component of well-being which consists of 6 items was used. This scale obtained acceptable reliability score ($CrA < 0.7$) in previous and the current study.

4.1.6 Intention to leave

Intention to leave was with a five items scale developed by Wayne et al. (1997). This scale has been widely used to measure respondents' intention to leave in during the role transition. This scale obtained satisfactory reliability in the previous studies and the current study. A sample item is "I am seriously thinking of quitting my job." This scale obtained acceptable reliability score in previous and the current study.

5 Data analysis

5.1 Measurement model analysis – reliability and validity

All the construct in the model are reflective and measurement models were assessed through factor loading, CrA, composite reliability (CR) and average variance extracted (AVE) (Hair et al., 2011, 2017). Table 1 specifies constructs in the model, items of each constructs, items' loading (items with less than 0.4 loading were removed) and its significance, CrA, CR and AVE. Two items from engagement scale and one item from well-being scale were removed because loading of such items were less than 0.4 (Hair et al., 2017).

Factor loading of each indicator was significant. CrA, and CR of each construct were larger than the threshold value of 0.7 except one construct: monitoring. CrA value of monitoring was 0.48 which is below the threshold value of 0.7. However, CR of this construct was greater than the expected value of 0.7, and thus researcher decided to keep the construct (monitoring) in the model. These results indicate the reliability of the indicators and constructs. AVEs of all reflective latent variables were equal or greater than the threshold value of 0.5 (Table 1) that explains adequate convergent validity (Hair et al., 2017).

Table 1 Construct reliability and validity

<i>Construct</i>	<i>Items</i>	<i>Loading</i>	<i>Sig.</i>	<i>CrA</i>	<i>CR</i>	<i>AVE</i>
Engagement	Eng_1	0.75	**	0.89	0.92	0.62
	Eng_2	0.83	**			
	Eng_3	0.82	**			
	Eng_4	0.90	**			
	Eng_5	0.80	**			
	Eng_8	0.68	**			
	Eng_9	0.70	**			
Intention to leave	Inl_1	0.69	**	0.86	0.90	0.65
	Inl_2	0.87	**			
	Inl_3	0.85	**			
	Inl_4	0.82	**			
	Inl_5	0.78	**			
Monitoring	Mon_1	0.66	**	0.48	0.74	0.50
	Mon_2	0.72	**			
	Mon_3	0.72	**			
Positive framing	Pfr_1	0.99	**	0.95	0.97	0.92
	Pfr_2	0.94	**			
	Pfr_3	0.94	**			
Relationship building	Reb_1	0.82	**	0.72	0.84	0.64
	Reb_2	0.81	**			
	Reb_3	0.77	**			
Well-being	Web_1	0.91	**	0.93	0.94	0.77
	Web_2	0.85	**			
	Web_3	0.89	**			
	Web_5	0.84	**			
	Web_6	0.89	**			

Note: ** = Loading is significant at the 0.01 level.

In this study, researcher used three criteria suggested by Hair et al. (2011, 2017) to assess discriminant validity of the constructs:

- a square root of AVE of each construct should be larger than the largest correlation of any other constructs (Fornell-Larcker criterion)
- b 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)
- c an indicator's loading with its related construct should be higher than its cross loading.

Table 2 Fornell-Larcker criterion analysis for checking discriminant validity

<i>Constructs</i>	<i>ENG</i>	<i>MON</i>	<i>POF</i>	<i>INL</i>	<i>REB</i>	<i>WEB</i>
Engagement	<i>0.786</i>					
Monitoring	0.318	<i>0.701</i>				
Positive framing	0.653	0.237	<i>0.958</i>			
Intention to leave	-0.635	-0.146	-0.664	<i>0.804</i>		
Relationship building	0.342	0.115	0.389	-0.460	<i>0.754</i>	
Well-being	0.648	0.243	0.629	-0.757	0.453	<i>0.879</i>

Note: Ital diagonal figures (italic) are the square root of AVE.

The results shows that square root of AVE of each construct is larger than the largest correlation of other constructs (see Table 2) and each indicator's loadings to the specified constructs is significantly higher than the loading to any other constructs. HTMT value 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 did not include the value 1 for all combinations of constructs. Therefore, it can be said that the measurement model demonstrating adequate discriminant validity (Hair et al., 2011, 2017).

Table 3 Heterotrait-Monotrait ratio

	<i>Engagement</i>	<i>Intention to leave</i>	<i>Monitoring</i>	<i>Positive framing</i>
Intention to leave	0.70			
Monitoring	0.49	0.32		
Positive framing	0.69	0.73	0.35	
Rel. building	0.37	0.53	0.40	0.44
Well-being	0.70	0.83	0.35	0.66

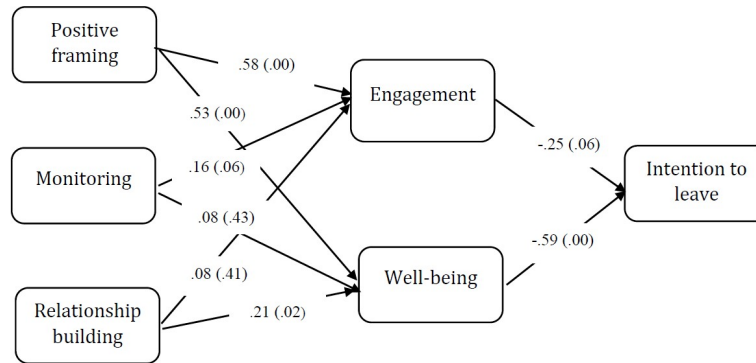
5.2 Structural model analysis

Following the measurement model quality assessment the structural model quality was assessed through widely accepted criteria suggested by Hair et al. (2011, 2017): multicollinearity, significance of path coefficient, variance explained (R^2), predictive relevance (Q^2) and the effect size (f^2) suggested by Hail et al. (2011, 2017). The determinant of the coefficient of the key endogenous construct (R^2) was satisfactory. The predictive relevance of the model was calculated using Stone-Geisser's Q^2 statistics. The cross-validated redundancy of dependent variables was larger than the threshold value of zero (engagement = 0.25, well-being 0.31, intention to leave 0.36); suggesting the model had predictive relevance. Moreover, all VIF resulting from collinearity test were <5 , indicating multicollinearity was not a threat to this structural model. The effect size 0.02, 0.15 and 0.35 represent small, medium and large effect sizes respectively. The effect size of monitoring on well-being (0.01) and engagement (0.05), relationship building on engagement (0.06) and well-being (0.07), engagement on intention to leave (0.09) were low. The effect of positive framing on both engagement (0.53) and well-being (0.43), and the effect of well-being on intention to leave (0.53) were high.

After confirming the quality of the structural and measurement model, to examine the proposed relationship, the significance of each path coefficient was assessed via a

bootstrapping technique. The bootstrapping procedure requires no distributional assumption (Preacher and Hayes, 2008) and produces reasonable standard error estimates (Tenenhaus et al., 2005). 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.

Figure 1 Path coefficient and its significance



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

The path coefficient and its significance indicate that out of eight proposed both only four paths were significant at 0.05 sig. levels. The results indicates that the higher the level of newcomers positive framing and relationship building the higher the level of their well-being, and the higher the level of positive framing the higher the level of newcomers' engagement. Also the higher the level of well-being of newcomers the lower the level of their intention to leave. Unexpectedly, the four proposed relationships: the positive influence of monitoring on both engagement and well-being, the positive influence on relationship building on engagement and the negative influence of engagement on indentation to leave were not significant at 0.05 significance levels. However, the influence of monitoring on engagement and engagement on intention to leave were significance at 0.10 significance levels. Positive framing, monitoring and relationship building together explain 44% ($R^2 = 0.44$) and 42% ($R^2 = 0.42$) variance in engagement and well-being respectively. Further, both engagement and well-being together explain 60% ($R^2 = 0.6$) variance in intention to leave.

5.2.1 Indirect effect of the predictors

In addition to the proposed relationship researcher tested the total indirect effect of the three predictor variables. The total indirect effect of positive framing ($\beta = -0.46$, $p = 0.00$) and relationship building ($\beta = -0.15$, $p = 0.05$) was significant while the total indirect effect of monitoring ($\beta = -0.09$, $p = 0.26$) was not significant. These results show that newcomers' engagement in positive framing and relationship building indirectly influence on their intention to leave.

6 Discussion and conclusions

This study found that newcomers' engagement in positive framing increases their work engagement and well-being. It can be noted that positive framing has more effect on engagement ($f^2 = 0.53$) and well-being ($f^2 = 0.43$) than monitoring ($f^2 = 0.05, 0.01$) and relationship building ($f^2 = 0.06, 0.07$). Newcomers who engage in positive framing alter their understanding of a situation by explicitly controlling the cognitive frame they place on the situation (Ashford and Black, 1996; Kowsikka and James, 2019), and they look on the positive side of the situations and see it as an opportunity and supportive rather than a threat or hostile (Taylor and Brown, 1988). Such behaviour/attitude reduces uncertainty and stress and gives energy to overcome the transition challenges newcomers face. Therefore, the higher the level of newcomers' proactive engagement in positive framing the higher the level of their work engagement and well-being. Also proactive engagement in monitoring and relationship building increase their work engagement and well-being respectively. These findings are consistent with socialisation resource theory (Saks and Gruman, 2012), uncertainty reduction theory (Berger and Calabrese, 1975) and the JD-R model (Demerouti et al., 2001) that highlights individuals 'engagement in proactive behaviours as a resources facilitates them to engage in their work and feel well-being by reducing uncertainty and overcoming their transition stress and challenges.

However, unexpectedly, this study found no support for the two proposed claims that proactive engagement in monitoring and relationship building increase their well-being and engagement respectively. This unexpected results may be due to the study context: this study conducted in a Sri Lankan cultural context. Sri Lanka is a collectivist culture. Also, high power distance is one of the feature of the Sri Lankan culture. In a collectivistic culture, paternalistic roles are adopted in the workplace (Javidan and House, 2001) and the relationships between supervisors and employees are like parent-child relationships. Therefore cultural values may influence how supervisor and other senior members in the organisation perceive and response to newcomer's engagement in monitoring and relationship building.

As expected this study found that newcomers' work engagement and well-being reduce their intention to leave. Though the previous studies found that engagement is a strong predictor of employee's turnover intention this study found newcomers well-being is a stronger predictor than their work engagement in predicting newcomers' turnover intention. Considering the indirect effect, positive framing and relationship building have significant influence in predicting newcomers' turnover intention but, monitoring have no effect in predicting it. Therefore, this study highlights that proactive engagement and relationship buildings are the two key proactive behaviours that predict engagement, well-being and retention/intention to leave of newcomers in Sri Lankan context.

6.1 Contributions limitations and avenue for further research

The positive organisational and individual level outcomes of employees' engagement and well-being have been well documented in the literature. This study extends the existing literature by disclosing the influence of proactive behaviours on engagement and well-being, and their influence on turnover intention among newcomers in Sri Lankan context. It is interesting to note that although previous studies disclosed that engagement is a strong predictor of employees' turnover intention, this study found that well-being is

a strong predictor than engagement in predicting turnover intention among newcomers in Sri Lankan cultural context. Also this is the first study that relate newcomer's proactive behaviour to their engagement and well-being in Sri Lankan cultural context and thus, these findings have implications for all parties interested in newcomer adjustment in Sri Lanka. This study suggests organisation need to take necessary steps to encourage newcomers' proactive engagement in positive framing and relationship building to increase their work engagement, well-being and retention that influence number of positive individual and organisational level outcomes. Also organisation are advised to consider proactive behaviour of individuals in the recruitment and selection process as this behaviour is related to their socialisation/adjustment and other key determinants of organisational success (Crant, 2000; Cooper-Thomas and Burke, 2012). Also organisation need to provide appropriate culture, for example empowering leadership (Singh, 2019), to motivate newcomers to engage in proactive behaviour.

Not only the organisation but also newcomers are benefited by successful socialisation. Findings of this study suggest newcomers can be engaged in their work and feel well-being by engaging in proactive behaviours such as positive framing and relationship building. Newcomers must try to see the situation as an opportunity than threats or hostile and to take necessary steps to build relationship with their boss and people around them (James, 2019; Kowsikka and James, 2019; Taylor and Brown, 1988).

This study relied on cross-sectional and self-reported data which is always related CMV (Podsakoff et al., 2003). The longitudinal method may be suitable for testing the different degrees of adjustment and can provide further insights into the newcomer adjustment process. As this study used data collected from newcomers from garment industry in Northern part of Sri Lanka replication of the study in different contexts is necessary to generalise the findings. Additionally, there is need for further studies to identify the context specific predictor of newcomers' adjustment. Also, further studies can be conducted cultural specific values as mediator or moderator in the relationship between proactive behaviour and adjustment.

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