



Newcomer Proactive Work Behavior: A Scoping review

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Abstract

In contrast to long-term employees, newcomers require more effort to adapt to unfamiliar settings within the firm. Newcomers who exhibit proactive behaviour will be more motivated, prepared, and effective at work. Conducting a scoping review of the literature on newcomer proactive work practices is the goal of this study. The search was conducted in Scopus, Web of Science, and Ebscohost databases. As a result, twenty-one articles were obtained, which were then analyzed; the data were extracted and synthesized by the objectives of the scoping review conducted, namely explaining (1) factors that have been researched that can affect the newcomer's proactive work behaviour, and (2) what are the impacts of newcomer proactive work behaviour. The conclusion is that (1) There are internal factors, such as personality and self-efficacy, and external factors, such as leaders' role in improving proactive employee behaviour. (2) Several things that are the impact of newcomer proactive behaviour, namely social adjustment, well-being, learning, engagement, intention to leave the organization, its role in making innovations, task mastery, role clarity, social integration, job satisfaction, organizational commitment, work performance, and proactive outcomes.

Keywords *Proactive Work Behavior, Newcomer, Scoping Review*

INTRODUCTION

Voluntary resignation from work is still an important problem that haunts organizations today, in addition to the demand to always maintain themselves in the competitive business arena. Data from 2020, prior to the pandemic, showed that most workers who resigned were employees who had worked for less than a year (45%), followed by employees with at least three years of service (20%) and longer tenure (8%) (Visier.com, 2020; Work Institute, 2020). This persists until 2021 at 40%. Smet et al. (2022) suggest that two in five employees consider leaving their jobs in the next three to six months. This phenomenon is important because it threatens the organization's future sustainability, especially when data shows that the highest percentage of employees leaving the organization is in their first year.

In contrast to long-term employees, newcomers require more effort to adapt to unfamiliar settings within the firm. Due to their lack of familiarity with the company and their new position, newcomers may find job transitions difficult and unpleasant (Bauer et al., 2019). According to Saks et al. (2011), newcomers who exhibit proactive behaviour will be more motivated, prepared, and effective at work. Conducting a scoping review of the literature on newcomer proactive work practices is the goal of this study.

LITERATURE REVIEW

Proactive work behaviour is believed to be one of the key factors for survival in today's uncertain and unpredictable environment (Matsuo et al., 2021). According to Parker & Collins (2010), proactive conduct involves the capacity to take charge of making changes, is self-initiated, and is future-focused. Organizations frequently undergo reorganization, mergers, acquisitions,

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voluntary turnover, and other changes that cause individuals to frequently start again throughout their careers (Cooper-Thomas et al., 2014). In their systematic literature review, proactive work behaviour is of great concern to academics in the scope of organizational behaviour. Pratama et al. (2023) found that individual aspects dominate the antecedents and consequences of proactive work behaviour and use more employee research samples (52.9%). Proactive behaviour is defined as self-initiated and future-focused actions to change oneself or the situation, and this behaviour can provide positive benefits for both individuals and organizations (Parker et al., 2019).

The concept of proactive behavior of newcomers was first researched by Ashford and Black in the 1990s with seven components of proactive behavior. First, how frequently do people look for information each week about various work-related topics or information seeking. Information seeking by new employees is one of the most studied proactive actions. In order to lessen uncertainty, newcomers employ seven strategies, according to Miller and Jablin (in Benzinger, 2016). Second, feedback seeking, how often workers ask their managers and coworkers for feedback on their performance after completing tasks. Next, how much they participate in activities like going to office social events and making an effort to mingle with coworkers or general socializing, and the degree to which new hires are eager to establish connections with their particular managers and coworkers, networking, an effort to adopt a positive outlook and negotiation of job changes (Ashforth et al., 2007; Gruman et al., 2006; Gruman & Saks, 2011). Based on this research, it is well established that various proactive actions play a significant role in affecting newcomer performance and work satisfaction. (Cooper-Thomas et al., 2014). A study in the form of a scoping review that focuses on the proactive behaviour of newcomers is required because there is still a dearth of research on newcomers' proactive conduct in Indonesia.

The research questions raised, namely: (1) what factors have been researched that can influence the newcomer's proactive work behaviour? and (2) What are the impacts of newcomer proactive work behaviour?

RESEARCH METHOD

To find the literature on newcomer proactive work behaviour, this study employed the systematic scoping review (ScR) technique. According to Peters et al. (2020), this scoping review follows six sequential steps: 1) identify research questions, 2) identify relevant studies, 3) select literature, 4) map data, 5) compile, summarize, and report results, 6) consultation (optional but not included in this study).

Step 1: Identifying the research question

This scoping review aimed to investigate newcomer proactive work behaviour in organizations. To ensure that relevant literature was found, the following questions guided the literature search.

1. What are the factors that influence a newcomer's proactive work behaviour?
2. What are the impacts of newcomer proactive work behaviour?

Stage 2: Identifying relevant studies

A thorough search strategy was developed based on acceptable inclusion and exclusion criteria to aid in the identification of pertinent studies (see Table 1).

Table 1. Inclusion and exclusion criteria

CRITERIA	INCLUSION	EXCLUSION
language	English	Other than English
Article Type	Empirical article	Non-empirical article including literature review and meta-analysis
Study focus	<ul style="list-style-type: none"> Placed proactive behavior variable as one of the variables studied Proactive behavior of new employees 	<ul style="list-style-type: none"> Did not include proactive behavior as one of the variables studied Proactive behavior from coworkers and leaders
Setting	Company organization setting with employees as participants	Outside the company's organizational setting and not using employees as participants

This research uses three electronic databases: Scopus, Web of Science and Ebscohost. The keywords used were ("proactiv* behavi?r*" OR "proactiv* work behavi?r*") AND ("New Employee*" OR "New Generation" OR "Newcomer") AND (employe* OR work* OR job*). The search strategy and the number of articles found are shown in Table 2.

Stage 3: Selecting literature based on inclusion and exclusion criteria

The identified references were imported into Zotero software (www.zotero.org), and then duplicates were removed using the deduplication feature available in the Zotero application. The article screening process was carried out at the next stage using Rayyan software (https://rayyan.ai). The first screening was done by reviewing the title and abstract of each article. After that, search the full text of the articles that have been obtained and examine them concerning the inclusion criteria. Next, data extraction was carried out from the articles involved using the previously designed tables. Figure 1 outlines the stages of the search procedure in the PRISMA flowchart (Page et al., 2021).

Table 2. Search terms and strategies for each database

Database	Filter	Search Terms	Result
Scopus	Article type: research article	<i>("proactiv* behavi?r*" OR "proactiv* work behavi?r*") AND ("New Employee*" OR "New Generation" OR "Newcomer") AND (employe* OR work* OR job*)</i>	30
Web of Science	Article type: research article	<i>("proactiv* behavi?r*" OR "proactiv* work behavi?r*") AND ("New Employee*" OR "New Generation" OR "Newcomer") AND (employe* OR work* OR job*)</i>	57
Ebscohost	Article type: research article	<i>("proactiv* behavi?r*" OR "proactiv* work behavi?r*") AND ("New Employee*" OR "New Generation" OR "Newcomer") AND (employe* OR work* OR job*)</i>	86
Total			173

Stage 4: Mapping the data

The data mapping process was performed with the help of Microsoft Excel from the 21 articles that had been selected by following the PICO strategy to define: 1) Target population, new employees in the organization; 2) Focus of exposure, proactive behaviour; 3) Outcomes, in outcomes related to proactive work behaviour; 4) Research design, quantitatively and qualitatively.

Stage 5: Compiling, summarizing, and reporting results

In the data mapping stage, categories that had developed were organized. In order to provide the research results and address the research issues, these categories were employed in

the papers. Then, in the categories, the most important subjects were chosen, outlined, and discussed further.

FINDINGS AND DISCUSSION

The three search databases turned up 173 hits in total. Twenty-one findings were ultimately included in the review after the same findings were found and eliminated, and 152 findings were evaluated for compliance with the inclusion and exclusion criteria. The specifics of the screening procedure are shown in Figure 1.

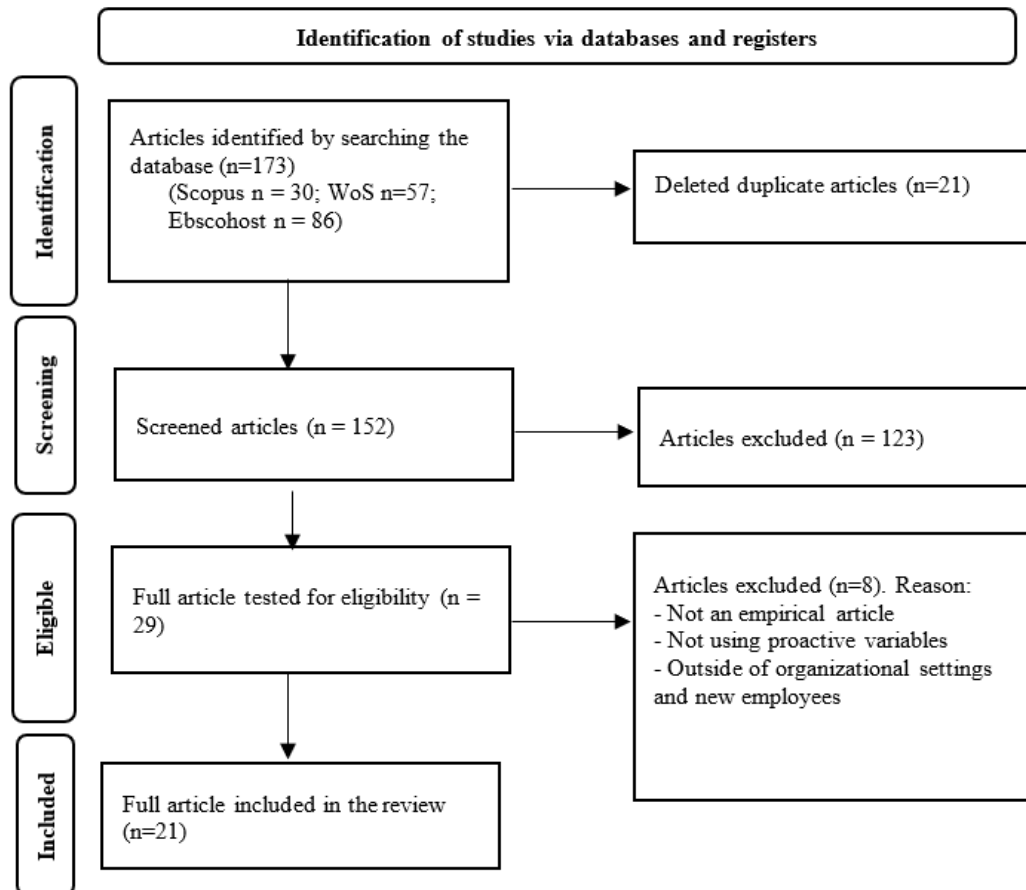


Figure 1. Flow and Results of Article Search using PRISMA 2020 (Page et al., 2021)

Study Characteristics

This scoping review includes 21 articles, all of which are empirical research, the majority of which were conducted on newcomer employees in China (He et al., 2020; Jiang et al., 2021; Lan et al., 2020; Liu et al., 2021; Wu et al., 2022; Xu et al., 2021; Zhang et al., 2014; Zou et al., 2015) and the United States (Ashforth et al., 2007; Kammeyer-Mueller et al., 2011, 2013; Wanberg & Kammeyer-Mueller, 2000; Wingerter & Ahn, 2020), some others were conducted in New Zealand (Cooper-Thomas et al., 2014), France (Bauer et al., 2019), Canada (Gruman et al., 2006; Gruman & Saks, 2011; Saks et al., 2011), India (Ellis et al., 2017), Finland (Jokisaari & Vuori, 2014), and Germany (Benzinger, 2016).

Factors that influence new employee proactive behaviour

Research on the newcomer's proactive work behaviour has been conducted to find several factors that can influence the newcomer's proactive work behaviour. There are several internal factors found to be able to encourage the newcomer's proactive work behaviour. Zhang et al. (2014)

reported that salient future work selves are positively connected with proactive conduct in their study. The salient future work selves of newcomers are an individual's ability to envisage the future; newcomers with a clear image of the future have great autonomous learning motivation, allowing them to participate in proactive activity more than others (Zhang et al., 2014).

Individuals with high self-efficacy can better organize and execute actions to attain desired objectives, therefore newcomers with high self-efficacy are more likely to participate in proactive behaviour. (Gruman et al., 2006). Gruman et al. (2006) found that new employees' self-efficacy was positively associated with feedback-seeking, information-seeking, general socializing, boss relationship-building, and networking. Employees with good levels of physical, emotional, and psychological resources (psychological availability) are also predicted to be more able to display proactive behaviour (Liu et al., 2021). This is because employees with good resources will be better able to increase energy to take the initiative. Information seeking includes cognitive resources to discover information sources, psychological resources to overcome failure and resistance from others, and proactive participation in pursuing vital knowledge. Furthermore, psychological availability is important as a moderator of the harmful impacts of coworker ostracism on information-seeking in new employees (Liu et al., 2021).

Proactive Work Behaviour and Personality

Based on the literature that has been reviewed, personality is one of the internal individual factors that can predict the newcomer's proactive work behaviour. Research has found that several dimensions of the big five personality significantly affect employee proactive behaviour, especially feedback-seeking, relationship-building, positive framing, information-seeking, general socializing, supervisor relationships and networking (Gruman & Saks, 2011; Kammeyer-Mueller et al., 2011; Wanberg & Kammeyer-Mueller, 2000). In this study, not all big five personality factors affect the newcomer's proactive work behaviour, only extraversion, openness to experience, and agreeableness.

High extraversion in new employees correlates with high feedback-seeking and relationship-building. Meanwhile, high openness to experience is significantly correlated with high feedback-seeking and positive framing (Wanberg & Kammeyer-Mueller, 2000). Different results were found by Gruman and Saks (2011). In their research, individuals with extraversion personalities did not correlate with feedback seeking and boss relationship building but were significant to other proactive behaviours, namely general socializing and networking. In other big five personality factors, it was also found that a high level of openness to experience in individuals tends to encourage them to seek feedback and positive framing during socialization. However, this finding was only found in Wanberg and Kammeyer-Mueller's (2000) research. Meanwhile, the relationship between agreeableness personality and proactive behaviour is also only found in Gruman and Saks's (2011) research, which correlates with information seeking and general socializing.

In addition to the big five personality theory, proactive personality was also found to affect the newcomer's proactive work behaviour; although not in all forms of proactive behaviour, proactive personality was only significant in several domains newcomers' proactive work behaviour (Gruman & Saks, 2011).

Proactive work behavior and demographic

Demographic factors such as age, length of service, opportunities for interaction, previous work experience and job category also influence the newcomer's proactive work behaviour (Wanberg & Kammeyer-Mueller, 2000). New employees with older age have higher positive

framing, and new employees with longer tenure in their new organization can better build relationships with their environment (Wanberg & Kammeyer-Mueller, 2000). In new contract employees, the duration of the employment contract is also positively correlated with information seeking (Benzinger, 2016).

Meanwhile, new employees who have opportunities to interact are more likely to do information seeking and feedback seeking than those who do not have opportunities (Wanberg & Kammeyer-Mueller, 2000). The number of jobs new employees have done before joining their new organization also significantly affects the positive framing of new employees (Wanberg & Kammeyer-Mueller, 2000). Employees in the professional and manager job categories are less likely to seek information than new employees in other job categories (Benzinger, 2016; Wanberg & Kammeyer-Mueller, 2000). Wanberg & Kammeyer-Mueller (2000) also found that proactive behaviour is more often performed by employees who have jobs with high skill levels. Furthermore, in a different study, Kammeyer-Mueller et al. (2011) also found that new employees' perceptions of age similarity with their colleagues reduced feedback-seeking behaviour in new employees, while age similarity decreased the likelihood of new employees building relationships with their supervisors. In addition, it was also found that educational similarity with colleagues also affects general socializing, and other similarities related to gender positively affect efforts to build relationships with supervisors (Kammeyer-Mueller et al., 2011).

Proactive work behaviour and leadership

The proactive behaviour of new employees is determined not only by individual internal characteristics but also by whether or not their environment is conducive to such proactive action (Zhang et al., 2014). Several studies have proven that leadership factors such as distributed leadership and transformational leadership are able to influence the newcomer's proactive work behaviour (Xu et al., 2021; Zou et al., 2015). Distributed leadership, which emphasizes shared goals and responsibilities between leaders and subordinates, can create an organizational atmosphere full of trust, respect, and cooperation, as well as high work involvement from its members to motivate employees to be able to display their proactive behaviour (Xu et al., 2021). Idiosyncratic deals and meaningfulness of work can also mediate the relationship between distributed leadership and a newcomer's proactive work behaviour (Xu et al., 2021).

Proactive work behaviour and work environment

Work environment conditions such as workplace incivility can also predict the emergence of voice behaviour, feedback seeking and helping behaviour in new employees (Lan et al., 2020). Lan et al. (2020) also found that resource depletion mediates the relationship between the two. Newcomers who witness harsh supervision of their peers also negatively affect new employees' behaviour in seeking information, building relationships with superiors and positive framing (Jiang et al., 2021). In line with this, in their research, Liu et al. (2021) found that when new employees experience ostracism from coworkers, this results in a loss of resources (psychological availability) owned by employees and then hinders their efforts to seek information.

Some of these studies show that factors within the individual and the environment affect the newcomer's proactive work behaviour. Crant (2000) mentions two broad categories of factors influencing proactive behaviour: individual differences and contextual factors. Individual differences such as personality are dispositional factors that can increase a person's potential to engage in proactive behaviour, while contextual factors such as organizational culture, leadership and organizational support can create a conducive work environment and help facilitate employee proactive behaviour (Alwar, 2020).

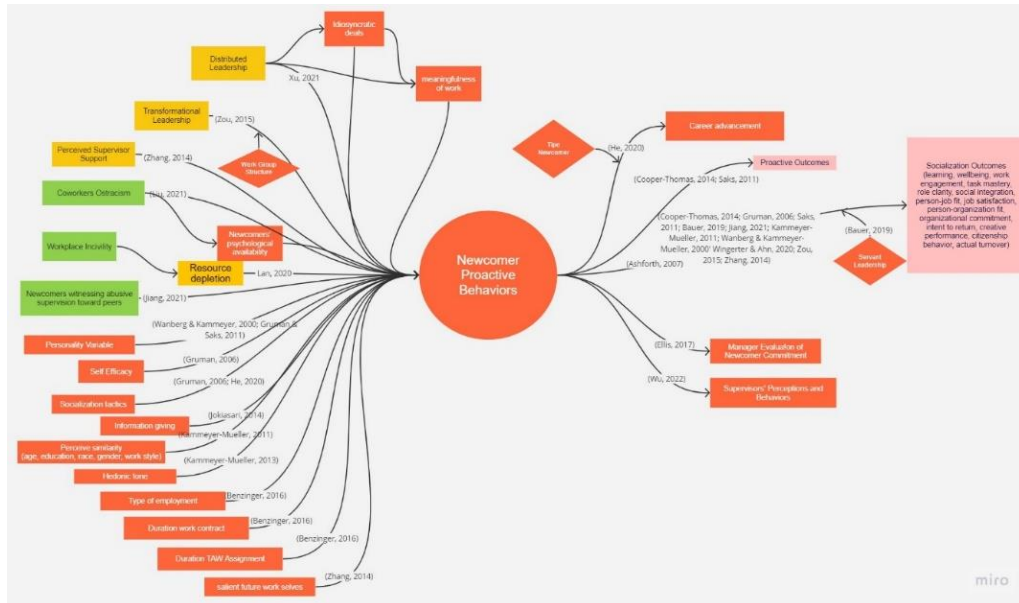


Figure 2. Map Research

The impact of new employee proactive behaviour

The review has also found several things that are the impact of newcomer's proactive work behaviour, namely social adjustment, well-being, learning, engagement, intention to leave the organization, its role in making innovations, task mastery, role clarity, social integration, job satisfaction, organizational commitment, intention to stay in the organization, work performance and proactive outcomes (Ashforth et al., 2007; Cooper-Thomas et al., 2014; Jiang et al., 2021; Saks et al., 2011; Wanberg & Kammeyer-Mueller, 2000; Zhang et al., 2014).

According to research, the more proactive new employees are, the more effective they are in transitioning to the organization. (Ashforth et al., 2007; Ellis et al., 2017; Wu et al., 2022). According to Cooper-Thomas et al. (2014), the ten components of a newcomer's proactive work conduct are related to socialization requirements. Employees who can behave proactively will find it easier to learn (Ashforth et al., 2007; Cooper-Thomas et al., 2014; Ellis et al., 2017; Wingerter & Ahn, 2020), be more prosperous (Cooper-Thomas et al., 2014) and have high engagement with their organization (Cooper-Thomas et al., 2014). The newcomer's proactive work behaviour can facilitate the emergence of learning because by actively finding out what is needed in their job duties and work environment and modifying it to suit their needs and preferences, the learning of new employees will increase (Ashforth et al., 2007). In this case, new employee learning refers to acquiring knowledge that enables new employees to become contributing members of the organization (Wingerter & Ahn, 2020).

The ability of new employees to be able to seek information (information seeking) about matters related to their work to reduce uncertainty will also increase the fit between organizational values and employee values (PO-Fit) (Bauer et al., 2019; Gruman et al., 2006), proactive outcomes (Saks et al., 2011) and employee commitment (Gruman et al., 2006; Kammeyer-Mueller et al., 2013; Saks et al., 2011; Wingerter & Ahn, 2020; Zou et al., 2015).

Job satisfaction is also one of the impacts of proactive behaviour carried out by new employees; research finds that information seeking and feedback seeking carried out by new employees will make them more satisfied with their jobs (Bauer et al., 2019; Wanberg & Kammeyer-Mueller, 2000). This is because proactive employees tend to be able to identify and engage in

behaviours to meet their need for meaning at work, resulting in higher levels of job satisfaction than those experienced by less active employees (Tornau dan Frese in Bauer et al., 2019). Even so, this still needs to be studied further because Gruman et al. (2006) found different results, which stated that information-seeking could not affect new employee job satisfaction.

Different results were also found about proactive behaviour with task mastery, social integration, and role clarity. In their research, Saks et al. (2011) found a link between feedback seeking and task mastery, but Gruman et al. (2006) did not find it. Gruman et al. (2006) also found no link between information seeking with role clarity and social integration, as found by Zou et al. (2015). Some differences in the results found can be an opportunity for further analysis, especially in the context of the proactive behaviour of newcomers in Indonesia.

CONCLUSIONS

Proactive work behaviour in newcomer personnel refers to the new employee's active endeavour to acclimate to the new environment. There are internal factors such as personality and self-efficacy and external factors such as leaders' role in improving proactive employee behaviour. Several things that are the impact of newcomer's proactive work behaviour, namely social adjustment, well-being, learning, engagement, intention to leave the organization, their role in making innovations, task mastery, role clarity, social integration, job satisfaction, organizational commitment, intention to stay in the organization, work performance and proactive outcomes.

This study found a research gap related to personality variables in newcomers' proactive work behaviour. Therefore, further research is expected to examine the relationship between personality, especially extraversion, openness to experience, and agreeableness in the newcomer's proactive work behaviour. Furthermore, future research can use the findings of this scoping review to identify several internal and external factors in newcomers in various contexts, such as new employees with prior work experience in other organizations, in different fields of work, and in different organizational or country cultures, in order to develop a more comprehensive model of proactive work behaviour. In some of these studies, newcomers are defined as employees who have only been with the company for approximately six months (Lan et al., 2020). Regardless of whether the employee is a fresh graduate or has worked for another organization for many years. In addition, some studies use samples that are dominated by employees with a bachelor's level of education (Bauer et al., 2019). Some studies chose an average age of research subjects between 20.1 years and 38 years. Future research could investigate the moderating effect of these different characteristics.

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