

# **Sustaining newcomers' career adaptability: The roles of socialization tactics, job embeddedness, and career variety.**

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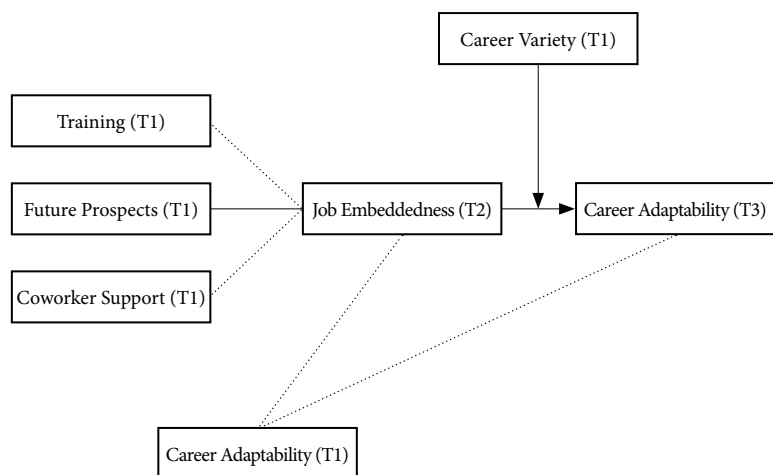


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- Organizational entry as a demanding period will drain newcomers' self-regulation resources, but organizational socialization tactics (i.e., training, future prospects and coworker support) can help newcomers to sustain their career adaptability.
- Career adaptability refers to individuals' psychosocial resources to cope with developmental tasks, work traumas, and occupational transition. Newcomers' perceived organizational socialization tactics are positively related to their job embeddedness, which in turn positively predicts their career adaptability.
- Newcomers' career variety (i.e., the diversity of the functional areas and institutional contexts experience accumulated in an individual's career over time) weakens the positive effect of job embeddedness on career adaptability.
- Career variety also moderates the indirect effects of future prospects and coworker support on career adaptability via job embeddedness, but not that of training.

Figure 1 shows the hypothesized model. Data were collected at three time points from 492 newcomers in one of China's largest IT companies over a period of 6 months. The first, second, and third rounds of data were collected 2, 4, and 8 months after the participants joined the company, respectively. Results showed that newcomers' perceived organizational socialization tactics (i.e., training, future prospects, and coworker support) at T1 positively predicted their job embeddedness (T2), which was positively associated with their career adaptability (T3). The results imply that while career transition is a stage of resource consumption where newcomers' career adaptability is drained, organizational socialization tactics supplement newcomers' career adaptability through job embeddedness. In the context of the Conservation of Resources (COR) theory, organizational socialization tactics serve as a source of resources (i.e., job embeddedness) for newcomers.



**Figure 1.** *Hypothesized Model*

We also explored the moderating role of newcomers' career variety. As depicted in Figure 2, newcomers with a lower level of career variety benefit more from job embeddedness to develop their career adaptability. Furthermore, newcomers' career variety moderates the indirect effects of future prospects and coworker support on career adaptability via job embeddedness, but it does not have an impact on the indirect relationship between training and career adaptability. It is possible that although future prospects and coworker support can be substituted by newcomers' career prospects and social networks gained from experience, company-specific training is unlikely to be replaced by previous experience, and it remains important for both inexperienced and experienced newcomers during the transition process.



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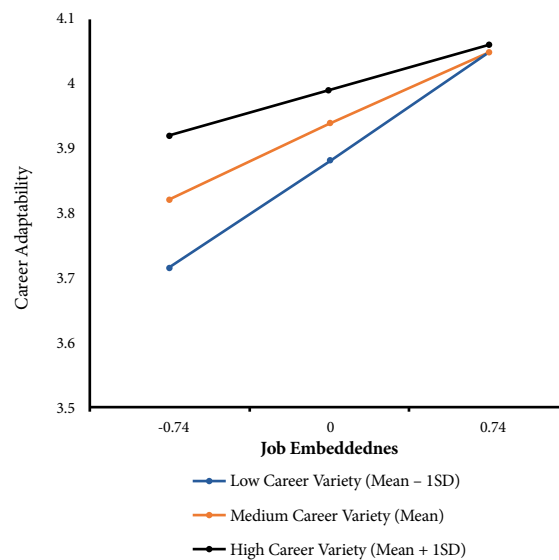
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## IMPLICATIONS

When newcomers join an organization, they need to recognize that organizational entry can be a resource-exhausting period. Novices should seize the opportunities offered by the organization to build up resources and boost their career adaptability at the early stage of their career. Meanwhile, those with more experience should avoid overly depending on their past experience and actively leverage the chances given by the organization to further develop their career adaptability.

From a management perspective, organizations should appreciate and fund effective organizational socialization tactics, which can yield benefits for both the organizations and the employees. Such tactics not only assist newcomers in offsetting resource losses they may encounter due to anxiety and uncertainty during their transition but also significantly ease newcomers' adjustment to the new environment. Moreover, these tactics could also contribute to retaining these well-adapted newcomers within the organization.



**Figure 2.** Moderating Effect of Career Variety on the Relationship between Job Embeddedness and Career Adaptability



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