



## **WHY AND WHEN NEWCOMER CAREER CONSULTATION BEHAVIOUR ATTRACTS CAREER MENTORING FROM SUPERVISORS**

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Seeking career advice from significant others in the workplace, commonly referred to as “career consultation behavior”, is considered a vital form of proactive career behavior with a positive impact on employees’ career success (see Jiang et al., 2023 for a review). This behavior is especially crucial for newcomers who heavily rely on career advice from important organizational insiders like supervisors. Such individuals provide essential knowledge to newcomers as they navigate their way in a new work environment and strive to build successful careers in the organization (e.g., Bauer et al., 2019). Given its significance, we propose that newcomers actively engaging in career consultation behavior are likely to benefit from career mentoring provided by their supervisors. This mentoring serves as a developmental practice through which individuals gain valuable knowledge and insights to advance their careers (Allen et al., 2004, 2017; Kram, 1985). Furthermore, this mentoring can facilitate newcomers’ effective integration into their new roles and workplaces (e.g., Bauer & Erdogan, 2014; Ostroff & Kozlowski, 1993).

We draw upon the sociometer theory (Leary, 2005), which portrays how individuals monitor their relational values during interpersonal interactions and use self-esteem as a sociometer in their self-regulatory process, to guide our examination. According to this theory, newcomers’ career consultation behavior can send a strong signal to supervisors, making supervisors perceive themselves as having high relational value for newcomers. This perception enhances their organization-based self-esteem (OBSE), defined as an individual’s perceived value and worth as a member of the organization (e.g., Pierce et al., 1989), thereby motivating their engagement in offering career mentoring, a way to display and reinforce their relational values to newcomers.



Furthermore, because self-esteem tracks individuals' relational values from the sociometer perspective, individuals who care more about their relational values from others can therefore be more sensitive to social acceptance from others (e.g., Poorthuis et al., 2014). In the newcomer socialization context, we argue that supervisors' power distance orientation, or the belief that authority figures should maintain high levels of status and power (Dorfman & Howell, 1988), will affect supervisors' discretion on relational values from their subordinates or junior colleagues like newcomers, and thus their reactions to newcomers' career consultation behavior. Specifically, we propose that supervisors with a higher power distance orientation will be more sensitive to their perceived relational values during interactions with newcomers, thereby having their OBSE more strongly influenced by newcomers' career consultation behavior.

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