ICARO's Project
**Improving Conditions of Adjustment in Registered nurse Organizational Socialization**

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# Prevention- vs Promotion-oriented proactive behaviors and organizational socialization process: the different role of newcomer proactivity.

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Within the interactionist perspective (Griffin et al., 2000), the study of proactive behavior is one of the main topic in organizational socialization research. Most of research has assumed the positive role of proactive behavior on organizational socialization process and there's a wide evidence that information seeking behaviors (Morrison, 1993), relationship building, networking, positive framing and feedback seeking behaviors (Ashforth & Black, 1996) are important predictors of organizational socialization success. However recent developments in proactivity research highlight that different proactive behaviors orientations could enhance opposite outcomes: a prevention-oriented behavior is a reactive attitude to the work setting stimula (eg. preventing obstacles) and is less associated with task conflicts, while a promotion-oriented behavior is an active attitude in taking charge new work initiatives (eg. new procedures) and could disturb the status quo and enhance conflicts in the group (Spychala & Sonnentag, 2011). These statements, to our knowledge, are not been yet tested on the organizational socialization process, however is theoretically coherent that these orientations have different effects on newcomers' organizational socialization success, due to the different attitudes toward the status quo and the adaptation processes.

## MATERIALS AND METHODS

**Hypothesis.**

1. Prevention-oriented proactive behavior is more related to organizational socialization (OS) effectiveness than promotion-oriented proactive behavior;
2. Prevention-oriented proactive behavior is mainly related to informal understanding in organizational socialization contents;
3. Promotion-oriented proactive behavior is mainly related to formal understanding in organizational socialization contents;
4. Organizational socialization contents are negatively related to turnover intention and therapy errors frequency.

**Sample.**

The study involved 259 nurses within 5 years after organizational entry. 79.9% of the sample was female (207/259) and 20.1% (52/259) male. The mean age was 32.1 yy (median 29, SD 8.0, min 22, max 57), the mean time after organizational entry was 1.9 yy (median 2, SD 1.7, min 1, max 5).

**Study design.**

Multicentric, cross-sectional.

**Measures.**

Organizational Socialization Inventory (Taormina, 2004). 20 items, 5 factors: training, co-worker support, future prospects, formal and informal understanding.
Proactive behavior orientations scale (9 items) (Spychala and Sonnentag, 2011).
Turnover intention scale (4 items) (Kelloway et al., 1999).
2 items about the frequency of therapy errors (Laschinger & Leiter, 2006).
A pre-test was perfomed to ensure content validity and measurement models were assessed before testing structural models.

**Data analysis.**

Data missing and outlier management were performed. Mutivariate normality was verified. Structural Equation Modelling was used to verify the hypothesis.
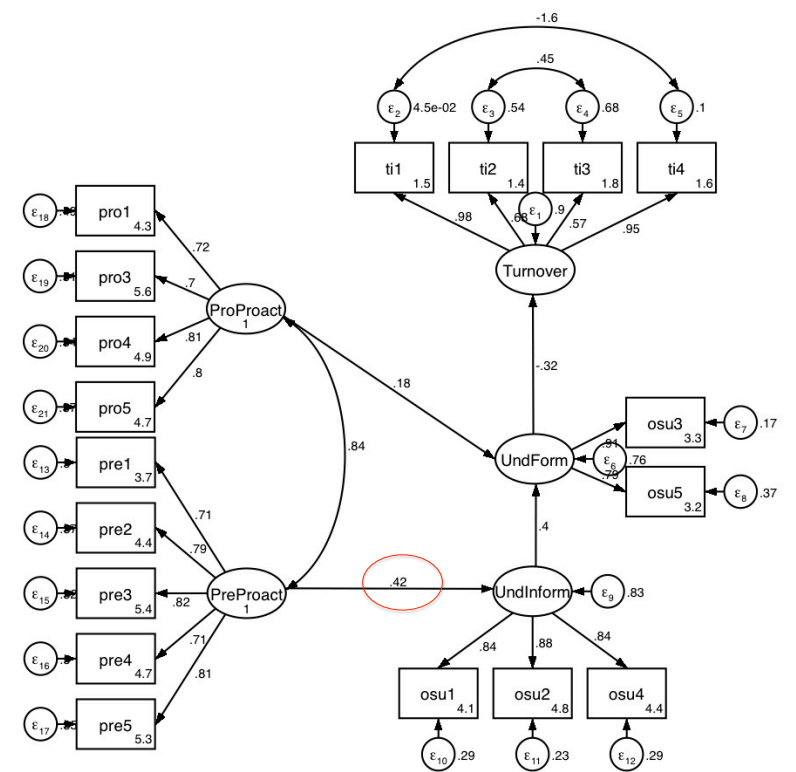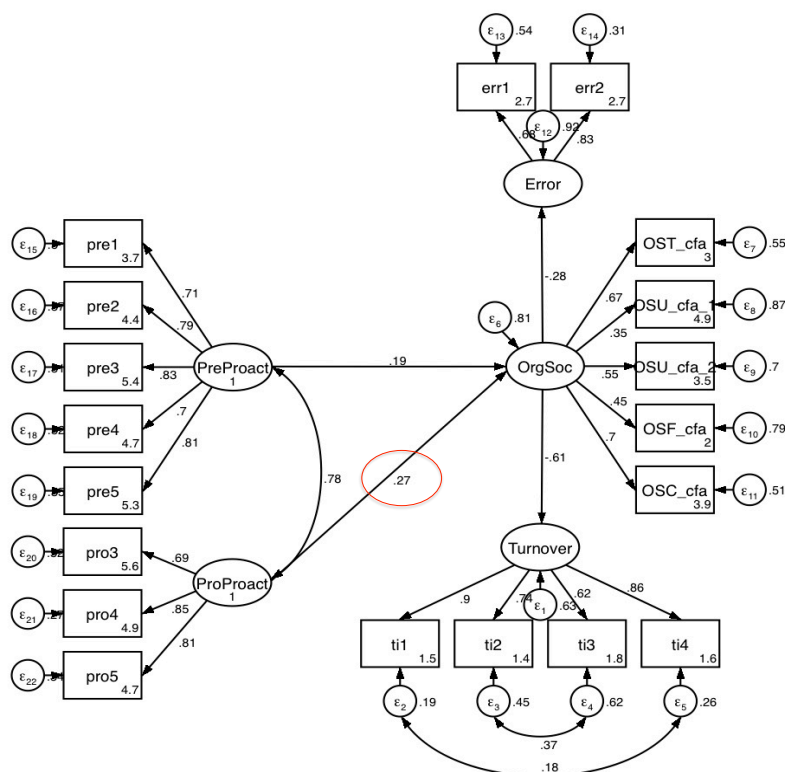
## RESULTS



**Fit Indexes (Model 1)**

RMSEA: 0.060
(IC90%: 0.049-0.070)
TLI: 0.929
CFI: 0.941
SRMR: 0.077

**Fit Indexes (Model 2)**

RMSEA: 0.063
(IC90%: 0.052-0.074)
TLI: 0.942
CFI: 0.952
SRMR: 0.044

Model 1 doesn't verify H1: even if prevention-oriented proactive behavior is more coherent with the status quo and should enhance newcomers' adaptation, the main contribution to OS contents is given by promotion-oriented proactive behaviors (0.27). Anyway model 1 confirm H4: OS contents are negatively and strongly related with turnover intention (-0.61) and the frequency of therapy errors (-0.28). Model 2 confirms H2 and H3, however the strongest correlation is between prevention-oriented proactivity and informal understanding: prevention-orientation is more useful to the newcomer integration in the unwritten norms (0.42) and this understanding fosters the integration in the written norms (0.40).

## Conclusions

In spite of the previous research on the role of proactivity in organizational socialization, this study highlights that different proactivity orientations differently affect organizational socialization contents. While promotion-orientation mainly relates with the whole construct, prevention-orientation is useful to foster informal understanding. According to these findings, the newcomer's proactive behavior orientation could be a useful variable to design a tailored onboarding process. Moreover this study confirms the role of OS in decreasing turnover intention and highlights also the OS contribution in enhancing patient safety.

## References

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