

Wellbeing and performance – how can newcomers help themselves?

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Employees are experiencing the role of organisational newcomer more frequently, due to high rates of organisational restructuring, including redundancies, along with increasingly precarious conditions of work, and employees viewing loyalty as naïve and opting instead for peripatetic careers. Being new to an organisation results in uncertainty and potentially anxiety, with newcomers having to learn their role and the local context before they can perform. However, newcomers can behave proactively to facilitate their adjustment. We present results of a meta-analysis of eleven proactive behaviours conducted by newcomers, looking at relationships with job satisfaction (wellbeing) and performance (role clarity). Job satisfaction and role clarity were most strongly predicted by the proactive behaviour of boss relationship building, showing the importance for newcomers of developing a good relationship with their boss. Other proactive behaviours that were important for newcomer adjustment were positive framing, feedback seeking and general socializing. These suggest mutual responsibilities of the newcomer, their boss, and colleagues in helping the newcomer achieve positive outcomes.