Precursors and Moderators of Newcomer Information Seeking and Socialization Tactics: The Influence of Corporate Cultural Intelligence and Corporate Culture

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Much of the prior research on newcomer socialization has focused on the tactics used by new employees during their socialization process. However, our knowledge regarding the factors that make newcomers apply particular socialization tactics is limited. In this paper, I propose a theoretical framework that will give us a better understanding of the precursors of newcomer socialization tactics. It is proposed that we can adapt dimensions of cultural intelligence that have traditionally focused on national culture to the study of intelligence relating to the cultures of organizations to predict newcomer information seeking and socialization tactics.

Keywords: newcomer socialization, corporate cultural intelligence, corporate culture

INTRODUCTION

Organizational socialization is the process through which new employees move from being outsiders to becoming organizational insiders by learning and adapting to the new job setting and the culture of the workplace (Bauer & Erdogan, 2011; Klein, Fan, & Preacher, 2006). It is an important topic for both employers who strive to facilitate a faster and more effective socialization process for their new hires, and employees who are willing to effectively adapt to the new role setting. Research on newcomer socialization has shown that an effective socialization process can result in improved adjustment, better performance, and lower turnover (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007). The highest rate of organizational withdrawal is often among new employees (Allen, 2006; Griffeth & Hom, 2001) with inadequate socialization as one of the primary drivers (Feldman, 1988). As such, successful newcomer socialization is especially important for organizations that make significant investments in recruitment, selection, and training new staff with little opportunity to recoup a significant return on those investments (Allen, 2006; Kammeyer-Mueller & Wanberg, 2003).

Unfortunately, the literature tends to focus on the outcomes of newcomer information seeking and socialization tactics, with comparatively little attention to studying why newcomers engage in these behaviors. In fact, researchers have not yet investigated why newcomers opt for specific socialization tactics. In other words, it is unclear which and how precursors predict newcomer information seeking and socialization tactics. The study of precursors is important because a better understanding of the causes of newcomer information seeking and socialization tactics will enable organizations to facilitate better and faster socialization. Therefore, I strive to contribute to this literature by proposing a model that can examine cognitive, metacognitive and motivational factors that lead to newcomer socialization

information seeking and socialization tactics. The purpose of this study is to introduce and identify corporate cultural intelligence (CCQ) and its dimensions to better explain the key links among newcomer's characteristics, employee socialization tactics, and organizational efforts facilitating socialization process. Specifically, the factors leading to information seeking behavior and newcomer socialization tactics are investigated. The proposed model explains the critical relationships among corporate cultural intelligence dimensions, information seeking behavior, and proximal socialization outcomes (see Figure 1).

FIGURE 1
RESEARCH MODEL
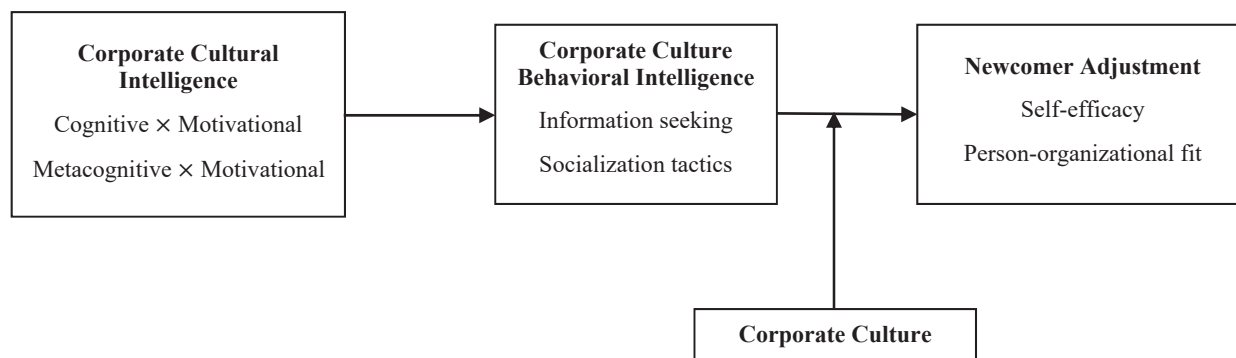
In addition, the prior literature tends to ignore the influence of organizational culture on newcomer socialization. This can be important because socialization tactics that may be effective in one culture may not be as effective in other corporate cultures (Ashford & Black, 1996). Hence, in the proposed model, I integrate corporate culture as a moderator of the relationships between newcomer cognitive, metacognitive, and motivation factors and their information seeking and socialization tactics.

LITERATURE REVIEW AND THEORETICAL ARGUMENT

Since the seminal work of Van Maanen and Schein (1979), several conceptual and empirical studies have examined the newcomer socialization process, its antecedents, and its consequences. Specifically, the effects of newcomers' individual differences and their socialization tactics as well as organizational efforts and supervisory tactics have been studied. Researchers have investigated the role of various employee characteristics in the organizational socialization process ranging from personality traits (e.g. Bauer & Erdogan, 2011; Litman, 2005; Wanberg & Kammeyer-Mueller, 2000), newcomer experience and pre-entry knowledge (e.g. Kirschenbaum, 1992; Klein et.al., 2006; Meglino, DeNisi, & Ravlin, 1993), to newcomer socialization tactics (Menguc, Han, & Auh, 2007; Miller & Jablin, 1991; Posner & Powell, 1985). Moreover, organizational tactics (e.g. Bauer et.al., 2007; Menguc et.al., 2007) and supervisory tactics (e.g. Major, Kozlowski, Chao, & Gardner, 1995; Sluss & Thompson, 2012), taken to accelerate the socialization process, have been studied. Below I briefly review the prior research on antecedents to newcomer socialization as it pertains to the goal of the current study.

Antecedents and Tactics of Organizational Socialization
Newcomer Individual Differences
According to the previous research, curiosity and personality play important roles in newcomer adjustment. Building on social exchange and social expectancy theories, Kammer-Mueller and Wanberg (2003) demonstrate the crucial role of proactive personality on newcomer adjustment and organizational commitment. Furthermore, clarifying the complex nature of curiosity and highlighting different ways in which acquiring knowledge can be pleasurable, Litman (2005) proposes that newcomer's curiosity results

in underlying motivation and affective experience for the employee. Thus, curiosity equips the employee with the motivation to apply appropriate organizational socialization behavior and tactics. Openness and extraversion are two elements of the five-factor model of personality traits that proved to be crucial in newcomer adjustment (Wanberg & Kammeyer-Muller, 2000). Specifically, individuals high on openness to experience, engage in higher levels of sense-making activities (information and feedback seeking) during the socialization process through displaying imagination, intelligence, curiosity, originality, and open-mindedness. Moreover, extraversion has been showed to associate with newcomer's relation-building activities (Wanberg & Kammeyer-Muller, 2000).

In addition to personality characteristics, newcomer pre-entry knowledge and experience have been suggested as the antecedents of the organizational socialization process. Based on the person-environment fit theory, Kammer-Mueller and Wanberg (2003) argue that employees with more accurate information about all aspects of the prospective job will be better able to match their preferences with and abilities to the new role post-entry. Moreover, Kirschenbaum (1992) suggests that newcomers' experience and expertise influence the information seeking strategies they adopt and the decisions they make. Similarly, in their comprehensive study of pre-entry factors and post-entry behaviors, Carr and colleagues show that newcomer's work experience significantly affects retention in short-run through an intervening mechanism of pre-entry person-job fit and value congruence (Carr, Pearson, West, and Boyar, 2006). The research on newcomer experience and pre-entry knowledge has demonstrated the heterogeneity of individuals during their socialization process and showed that newcomers are not the "passive absorbers of workplace socialization practice" (Carr et.al., 2006, p. 356).

What is needed, however, is a research model that integrates the prior literature that focuses on individual differences such as personality, with other individual differences such as motivational factors. To enable this stream of research, I propose that corporate cultural intelligence (CCQ) will play an important role in the socialization process. As it is discussed in the following sections, the CCQ encompasses and integrates the crucial personality traits examined in the literature to better investigate the organizational socialization. It also integrates additional factors (i.e. cognition, metacognition, and motivation) that will influence the newcomer socialization tactics.

Although individual personality characteristics can explain some variation in the newcomer socialization process, situational factors are also likely to play an important role. In fact, the applicability and effectiveness of newcomer experience and pre-entry knowledge may be contingent on the specific context. Consistently, Ashford and Black (1996) show that personal control seeking during entry is not a complete explanation for the newcomer's proactivity and suggest other factors being examined. They further note the sanctioning effect of organizational culture on the newcomer's proactive behavior as a probable influencing factor. This suggests that elements of corporate culture may also play an important role.

Newcomer Socialization Tactics

Socialization literature suggests three major tactics that newcomers apply to adjust to the new work environment: information seeking, feedback seeking, and network building. Since all new employees are exposed to some kind of inevitable surprises (Louis, 1980), information helps them determine the appropriate practices they need to implement for a better and faster adjustment. In addition, feedback provided by the supervisors and/or peers helps newcomers recognize how they are viewed in the new environment. Ashford and Black (1996) argue that information and feedback provided by the others reduce newcomers' uncertainty about appropriate behavior and equip them with the capability to effectively adjust to the new setting, and that newcomers' proactive behavior helps them acquire affective skills, build friendship network and social support, and gain situational identity and a sense of organizational policies.

Moreover, several scholars have demonstrated the critical role of workplace networks in facilitating and accelerating newcomer adjustment and in mitigating the effects of stress and anxiety (Fisher, 1985; Major et.al., 1995; Nelson & Quick, 1991; Rollag, Praise, & Cross, 2005). For example, Menguc et.al. (2007) draw on uncertainty and sense-making theories and show that newcomers' proactive socialization

tactics, including relation and network building, significantly influence their social and task-related accommodation that in turn result in an effective adjustment. Yet, the question is what makes newcomers behave in a certain way; in other words, what are the precursors of specific individual socialization tactics adopted by the newcomers. To answer this question, I introduce the concept of 'corporate cultural intelligence' and define it as the ability of an individual to effectively function and efficiently adapt to fit with the specific organizational culture. Notably, corporate culture intelligence is inspired by the cultural intelligence concept developed at the national culture level. By analogy, I argue that when newcomers are exposed to a new work environment with a specific corporate culture, the level of their corporate cultural adaptation is manifested in their level of CCQ, just like, say, expatriates' cultural intelligence affects their cultural adaptation when they are assigned to certain positions in different natural cultures.

Following the dimensions of cultural intelligence, I identify four distinct dimensions of CCQ: cognitive CCQ, metacognitive CCQ, behavioral CCQ, and motivational CCQ (Hansen, Singh, Weilbaker, & Guesalaga, 2011). Cognitive CCQ refers to a person's understanding of the norms and routines associated with different corporate cultures. A person high on cognitive CCQ has an adequate knowledge of institutions, norms, and values of corporate cultures to recognize the similarities and differences among them. Metacognitive CCQ is attributed to the mental process needed to develop cognitive CCQ. In other words, metacognition is 'thinking about thinking'. Behavioral CCQ is the capability to convey the knowledge of different cultures a person has. Individuals high on behavioral CCQ use verbal and non-verbal practices to effectively interact with people embedded in different organizational cultures. The last dimension, motivational CCQ, is essentially the willingness of a person to apply her knowledge of different corporate cultures and the appropriate behavior in communicating with people (i.e., supervisors, subordinates, and peers) embedded in different organizational cultures.

Several considerations are noteworthy. First, I argue that my particular case of adopting the concept of cultural intelligence on the national level to apply to organizational level is not fallacious since I base my argument on the notion that culture, in essence, is the collective beliefs, values, and norms regardless of what the extent of the collectiveness is. Put it simply, national culture, organizational culture, and professional culture, all have a critical property in common that is sharing norms and values with others, and the differentiating criteria is whom to share the beliefs, values, and norms with. Obviously, the different levels of cultures may impact each other; however, they are not nested and therefore they can act independently. Thus, by analogy, I suggest that as national cultural intelligence is crucial in facilitating the expatriate's adjustment, so is CCQ in facilitating the newcomer's adjustment during the socialization process.

Second, cognitive CCQ is distinct from individual pre-entry knowledge because cognitive CCQ refers to the broad knowledge of different organizational cultures, not a specific organizational culture. In fact, it is possible that a newcomer's pre-entry knowledge of the organization is not accurate. In such a case, as the literature suggests, the employee turnover and work withdrawal would be more likely. However, cognitive and metacognitive dimensions of CCQ explain why those employees with inaccurate pre-entry knowledge of the firm manage to adjust fast and effectively to the new setting. Indeed, it is the newcomer metacognitive CCQ that determines how newcomers' acquired knowledge in terms of different corporate cultures and their associated mechanisms, can be effectively applied to facilitate socialization. Thus, I propose that newcomers high on CCQ can benefit from their abilities to adapt more effectively to different contexts despite having inaccurate pre-entry knowledge or insufficient occupational experience. Moreover, even well-structured pre-entry knowledge about the different organizational cultures gains practicality only when it applies to a specific context. Hence, although pre-entry knowledge of corporate cultures is essential in establishing well-structured cognition, it is distinct from the cognitive CCQ and it needs to be modified, in terms of interactions with other dimensions of organizational culture, to apply to a specific work setting. For example, a bureaucratic organizational culture might demand different appropriate socialization tactics when applied simultaneously with process-based rather than performance-based culture. Therefore, the pre-entry knowledge and even experience of different corporate cultures may not significantly facilitate the newcomer adjustment due to the constraints imposed by the organization.

Third, the motivational dimension of the CCQ is different from the generic motivation in a way that it particularly resonates with the application of cognitive and metacognitive abilities to facilitate newcomer adjustment. It is possible that a newcomer who is generally motivated to adjust to the new work setting is not specifically motivated to use the cognitive and metacognitive abilities to reach that goal, maybe because of the role ambiguity and general insecurity that she suffers from in the first stages of post-entry. Thus, motivational CCQ is directly associated with the other CCQ dimensions.

Finally, motivational CCQ provides the rationale for applying the aforementioned socialization tactics since it refers to the interest in actual actions of a newcomer to reduce uncertainty and its adverse subsequences (stress, anxiety, intention to turnover). In fact, socialization activities identified in the literature such as 'stopping by other peoples' office or work area to talk', 'initiating social opportunities', and 'participating in formal social activities' exemplify the newcomers' behavioral CCQ which is stimulated by their motivational CCQ. However, behavioral CCQ goes beyond the 'proactive behavior' identified in the literature in a sense that it encompasses the heterogeneous personal traits and approaches to confronting uncertainty. For instance, one newcomer may prefer formal relationships over a buddy relationship with a more senior coworker whereas one may go in the other way, and still someone may innovate her customized approach. Hence, I suggest that heterogeneous personal characteristics such as prior work experience, extraversion, openness to experience, curiosity and proactivity contribute to the newcomer cognitive, metacognitive, motivational CCQ which are the precursors of actual socialization behavior adopted by the newcomer, defined as behavioral CCQ that facilitates socialization process. Therefore, CCQ not only encompasses individual differences and socialization tactics but also goes above and beyond those factors in explaining how unique and efficient the newcomer behavior to adjust to the new role setting would be.

To elaborate on the arguments, suppose a newcomer who is high on CCQ. The new employee has the ability to apply (metacognition) an appropriate knowledge of different organizational cultures (cognition). Hence, she is able to make sense of the new environment in terms of organizational culture. She can further choose among multiple socialization activities including daily interactions with peers, buddy relationship with a senior coworker and/or direct supervisor to social/recreational activities with people from work (Posner & Powell, 1985) as well as her unique tactics, or innovate/customize an approach to facilitate adjustment during socialization process. Furthermore, high motivational CCQ equips the newcomer with the interest to put her knowledge and certain tactics into action. Consequently, these precursors provide her with the ability to appropriately take action (behavioral CCQ) to effectively adjust to the new setting.

It is noteworthy that this perspective paves the way for researchers to look at newcomer socialization as a change process, as suggested in the cross-cultural research (Maertz, Takeuchi, & Chen, 2016), not only as a level of adjustment being achieved. Indeed, the dynamic interactions among four CCQ dimensions can affect the key links among various influential factors in the newcomer socialization process. In other words, CCQ introduces a comprehensive system specific to a newcomer that highlights the relationships among the antecedents of newcomer adjustment during the socialization process. Specifically, cognitive, metacognitive, and motivational CCQ as the personal attitudes lead to certain behavior by the newcomers.

Organizational Efforts

One category of newcomers' socialization antecedents associates with specific tactics organizations apply to facilitate newcomer's adjustment to a new work setting. Organizational efforts encompass four general activities: socialization tactics, formal orientations, realistic previews in recruitment, and activities of organizational insiders (Bauer & Erdogan, 2011). In a different classification, Kammayer-Mueller and Wanberg (2003) identify organizational efforts, the role of leaders, and impacts of workgroup, as the subcategories of antecedent 'socialization influence' factor in facilitating newcomer adjustment. Although some scholars have examined the influence of organizational factors on the newcomer socialization, there is a shortage of research studying the role of organizational culture in newcomer socialization. Indeed, in

their meta-analytic review of newcomer adjustment, Bauer et.al. (2007) call for future research investigating the role of organizational culture in newcomer adjustment.

Supervisory Tactics

Certain behaviors by supervisors (e.g. regular supervisory job-focused advice, guidance, and role modeling) facilitate and accelerate newcomer adjustment (e.g. Major et.al., 1995; Sluss & Thompson, 2012). Using time-lagged data, Sluss and Thompson (2012) demonstrate a positive relationship between supervisory socialization tactics and newcomer occupational identification, perceived person-organization fit, and job satisfaction. Moreover, they show a mediating role for newcomer leader-member exchange (LMX) perception in the relationship between supervisory socialization tactics and occupational identification as well as between supervisory socialization tactics and perceived person-organization fit. Moreover, Major et.al. (1995) show a significant relationship between LMX, team-member exchange (TMX), and three organizational outcomes (organizational commitment, turnover intention, and job satisfaction) and demonstrate the moderating effect of LMX and TMX on the negative relationship between unmet expectations (role clarity and role acceptance) and socialization outcomes. Note that supervisory tactics can be thought of as a specific type of organizational effort in facilitating newcomer adjustment.

I argue that it is likely that the tactics applied by the organizations to facilitate newcomer socialization be affected by the organizational culture. For example, organizations that provide newcomers with formal orientations and regular gatherings to facilitate their adjustment but having performance-based culture may be less successful in achieving their expected goals, compared to the organizations bearing similar socialization efforts and having a process-based corporate culture. This is because employees, supervisors, and managers in organizations that value performance greater than process may be unwilling to share the information with the newcomers, thus making the organizational efforts less fruitful. However, to the best of my knowledge, there is no comprehensive study examining the effects of corporate culture on the newcomers' socialization processes. Thus, in addition to introducing the concept of CCQ to the newcomer socialization, this study investigates the role of organizational culture in facilitating/prohibiting newcomer adjustment. Therefore, another contribution of this study lies in its attempt to analyze the influence of organizational culture on the newcomer socialization.

PROPOSITION DEVELOPMENT

The Effect of Corporate Culture Cognitive and Metacognitive Intelligence on Corporate Culture Behavioral Intelligence

Newcomers are different from employees in a major feature: newcomers think and behave differently compared to incumbents with higher organizational tenure (Jones, 1983; Schein, 1964). This implies that newcomers process the achieved information and make sense of the environment through different mechanisms than employees with higher tenures do. As a result of these different processes, the dynamics at work known for high-tenured employees may not be applicable in studying newcomer socialization. I defined CCQ as the ability of an individual to function and effectively manage in different job settlements with diverse organizational cultures. Further, I identified four dimensions of CCQ: cognitive, metacognitive, motivational, and behavioral. Newcomers high on cognitive CCQ possess advanced and clearly defined knowledge of organizational culture structures; hence, they are more able to effectively adjust to the new job setting due to their appropriate declarative knowledge. However, the mere ability to successfully cope with stress and anxiety in facing with the new environment may not be enough to warrant an effective adjustment; instead, a certain degree of motivation is also needed. Newcomers high on motivational CCQ benefit from the essential interest to apply their knowledge of different corporate cultures, strategies to adapt to the new corporate culture, and know-hows for appropriate behavior. Inconsistent with organizational literature which generally tends to consider different aspects of motivation as the moderating factors, my insight is in line with classic theory from organizational

behavior that emphasizes the necessity of the simultaneous presence of motivation to reach a high task performance.

Based on the classic theory of organizational behavior (Lawler, 1966; Maier, 1955), psychologists and organizational behavior researchers have demonstrated that an individual's task effectiveness depends on the *joint* presence of ability and motivation, or in a mathematical term, $E = f (A \times M)$. These two factors are not substituted for each other and only the presence of both, above some thresholds, can predict a task is well-done (cf. Hambrick, Misangyi, & Park, 2015). Accordingly, I argue that newcomers adopting and implementing appropriate behavior to facilitate socialization is a function of the joint presence of cognitive CCQ and motivational CCQ, at or above a certain level. That is, newcomers high on both cognitive and motivational CCQ are equipped with appropriate knowledge structure of organizational cultures and willing to apply that knowledge to implement appropriate behaviors, dictated by their behavioral CCQ, in order to experience successful socialization.

Contrastingly, newcomers low on either cognitive or motivational CCQ is less likely to take the appropriate behavior toward fast and effective adjustment. Indeed, newcomers low on cognitive CCQ suffer from a lack of hierarchical corporate cultural knowledge structure. As a result of not possessing such detailed knowledge about categories of organizational culture, these newcomers struggle to take proper behavior to effectively adapt to the new work setting. Building on the classic theory of organizational behavior, I suggest that this insufficiency may not be compensated by a high level of motivational CCQ. On the other hand, low levels of motivational CCQ may not lead to appropriate behavior, even if the newcomer benefits from a well-structured knowledge of organizational cultures. Thus, I propose that:

Proposition 1: *The higher the newcomers' cognitive CCQ jointed by motivational CCQ, the higher their behavioral CCQ will be.*

Metacognition "denotes an understanding of the process through which knowledge can be applied more effectively" (Hansen et.al., 2011). Newcomers high on metacognitive CCQ are able to recognize the appropriate adaptations necessary to match effectively with the new organizational culture. Moreover, they understand the appropriate level (individual, group, or firm) at which they need to adjust to the new corporate culture. I argue that behavioral intelligence and subsequent newcomer's actual behavior can be predicted by the joint presence of metacognitive and motivational CCQ, above some thresholds. That is, newcomers high on metacognitive and motivational CCQ are both equipped with the understanding of appropriate knowledge structure and of necessary adjustments, and motivated to apply that special recognition to implement appropriate behaviors (which are guided by their behavioral CCQ) to experience successful socialization.

Contrastingly, newcomers low on either metacognitive or motivational CCQ is less likely to take the appropriate behavior toward fast and effective adjustment. Indeed, newcomers low on metacognitive CCQ does not possess sufficient understanding of the necessary adaptations as well as the appropriate level of those adaptations and consequently, they struggle to effectively adjust to the new work setting. Based on the classic theory of organizational behavior, this lack of metacognition cannot be compensated by a high level of motivational CCQ. On the other hand, low levels of motivational CCQ may not result in appropriate behavior, even if the newcomer benefits from a high degree of corporate cultural metacognition. Thus, I propose that:

Proposition 2: *The higher the newcomers' metacognitive CCQ jointed by motivational CCQ, the higher their behavioral CCQ will be.*

The Effect of Corporate Culture Behavioral Intelligence on Newcomer Adjustment

Corporate culture behavioral intelligence is the capability to convey the knowledge of different cultures a person has. Newcomers high on behavioral CCQ possess the capabilities and the means through which they may apply their cognitive and metacognitive CCQ. I argue that a high level of behavioral

CCQ equips the newcomer with the ability to appropriately communicate, both verbally and non-verbally, in the new cultural setting by taking advantage of the joint presence of cognitive/metacognitive and motivational CCQ. Subsequently, this high level of behavioral intelligence paves the way toward fast and effective socialization.

Note that, newcomer adjustment, as has been frequently mentioned throughout this article, refers to a newcomer general adaptation to the new work setting. However, to more clearly articulate the argument, and to provide testable propositions for future research, I consider two specific proximal outcomes of the organizational socialization process: *self-efficacy* and *person-organizational fit*. Further discussion of more distal outcomes is avoided as the literature has consistently supported the positive association between proximal socialization outcomes and more distal socialization consequences.

Self-efficacy refers to the belief in one's capabilities to successfully perform a specific task (Bandura, 1986; Saks, 1994). As discussed above, socialization research has demonstrated the positive effects of newcomer self-efficacy on job satisfaction, job performance, and its negative effect on voluntary turnover indicating good predictability for self-efficacy. Person-environment (PE) fit theory postulates that stress arises from a misfit between a person and environment (Edwards, Caplan, & Van Harrison, 1998), and has been recognized as providing some theoretical basis for understanding the mechanism of a newcomer adjustment. According to PE fit (if applied to organizational research: person-organization fit) theory, compatibility between an individual and work environment occurs when certain characteristics are well-matched (Kristof-Brown, Zimmerman, & Johnson, 2005). In organizational socialization, the stress that a newcomer is confronting when being exposed to a new environment, if not controlled and directed, can lead to newcomer voluntary turnover as an indirect result of newcomer misfit perception with the work setting. Indeed, this is consistent with the attrition component in the attraction-selection-attrition perspective which contends that if an employee cannot adapt to the work environment, and subsequently there exists a misfit between the employee and the organization, she tends to leave the work setting.

There are two major reasons why I selected *self-efficacy* and *person-organizational (PO) fit*, amongst several other constructs, to examine newcomer socialization. First, the relationships among individual differences/socialization tactics, and newcomer self-efficacy and person-organizational fit have been well-stablished in the socialization literature (e.g. Kristof-Brown et.al., 2005; Saks, Uggerslev, & Fassina, 2007; Schyns & Collani, 2002). Thus, these constructs seem appropriate to investigate the role of my novel concept of CCQ in the socialization process. Second, self-efficacy and person-organization fit are attributed to employees' features toward two distinct referents. The former is the employees' ability to manage the challenging tasks coming from the *job* and *task-environment*; whereas the latter is the employees' goal congruency relative to those of the *organization*. Hence, the difference in drivers of self-efficacy versus person-organization fit provides an appropriate ground for a relatively conclusive study.

I expect that when newcomers who are equipped with high levels of behavioral CCQ behave proactively (i.e. active information and feedback seeking) and adopt appropriate socialization tactics, they will be more able to productively fulfill their diverse tasks. This ability makes them confident of their sufficiency to fulfill their responsibilities, increasing their self-efficacy. Moreover, I expect that their goals will be more congruent with those of the organization and thus, they will perceive a higher level of PO fit because they manage to adapt their behavior to the needs of their current tasks and goals. Thus, I propose that:

Proposition 3: *The higher the newcomers' behavioral CCQ, the higher their self-efficacy will be.*

Proposition 4: *The higher the newcomers' behavioral CCQ, the higher their person-organizational fit will be.*

The Moderating Effect of Organizational Culture

Prior research on organizational socialization tends to ignore the influence of organizational culture on newcomer adjustment. This is important because socialization tactics that may be effective in one culture may not be as effective in other corporate cultures. Further, organizational culture may influence

the newcomers' behaviors and their socialization process. In fact, Bauer et.al. (2007) call for future research examining the role of organizational culture in the socialization process. To fill this important gap in the literature and reply to Bauer et.al.'s (2007) call, this section examines the moderating effects of organizational culture, as a contextual variable, on newcomer adjustment. Hofstede (1994) defines 'culture' as "the collective programming of the mind which distinguishes the members of category of people from another" (p. 1). He contends that 'category of people' can be a work organization or part of it, resulting in the introduction of organizational culture, and further emphasizes that organizational cultures are manageable and that common corporate culture across borders keeps the multinational together. Several researchers have identified dimensions of organizational culture (e.g. Hofstede, 1994; Quinn, 1988; Quinn & Rohrbaugh, 1983) with many similarities and some differences. In general, it seems that scholars view the organizational culture from a similar perspective, and the differences arise only by the certain ways corporate culture dimensions are categorized and defined. Hence, here, I examine the corporate culture dimensions suggested by Hofstede (1994; 1998) because it is relatively comprehensive and empirically validated.

Hofstede (1998) identifies six *mutually independent* dimensions of organizational culture. The six dimensions are labeled as: *(1) process oriented vs. results oriented:* the former is dominated by technical and bureaucratic routines, the latter by a common concern for outcomes; *(2) job oriented vs. employee oriented:* the former assumes responsibility for the employees' job performance only, the latter assumes a broad responsibility for their members' well-being; *(3) professional vs. parochial:* in the former, the usually highly educated members identify primarily with their profession; in the latter, the members derive their identity from the organization for which they work; (4) *open system vs. closed system:* this dimension refers to the common style of internal and external communication, and to the ease with which outsiders and newcomers are admitted: *(5) tight vs. loose control*: this dimension deals with the degree of formality and punctuality within the organization and it is partly a function of the unit's technology; and *(6) pragmatic vs. normative:* this dimension describes the prevailing way (flexible or rigid) of dealing with the environment (Hofstede, 1994; 1998).

Process-Oriented Corporate Culture

Those corporate cultures which more take into consideration the technical and bureaucratic routines (i.e. process-oriented) may enhance the positive relationship between a newcomer's behavioral CCQ and her adjustment, relative to those cultures which emphasize the outcome (i.e. results-oriented). It is reasonable to suspect that newcomers are generally less productive in terms of final outcomes because of the stress and anxiety they are faced with due to initial role ambiguity and environmental misfit. However, if the organizational culture is more concerned with the processes through which outcomes are achieved rather than with the sole results, newcomers can be viewed as 'productive based' in the signals they send to the supervisors regarding, say, their effective socialization process. Therefore, a culturally intelligent newcomer in such an organizational environment is better able to effectively adjust to the new role environment compared to an organizational environment characterized by results-oriented culture. Notwithstanding, I believe that very high levels of bureaucratic routines may reduce the effectiveness of socialization tactics adopted by the newcomers, especially when such routines impose constraints on the appropriate behavior and tactics newcomers may implement. Nevertheless, because the process-oriented organizational culture is defined based on both *technical* and bureaucratic routines, and the opposite pole of the continuum refers to *final outcomes* of the process, I propose a linear moderating effect.

Proposition 5: *Process-orientated corporate cultures strengthen the relationship between newcomers' behavioral CCQ and their adjustment.*

Job-Oriented Corporate Culture

Organizational cultures that assume a narrow responsibility for the employees' job performance only and are not concerned with the employees' well-being, necessitate creative and adaptive behaviors from the newcomers' side to adjust fast and effectively. Indeed, in such an unpleasing environment, culturally

intelligent newcomers may find it more critical to use their knowledge and abilities to take appropriate behaviors that facilitate adjustment. It is noteworthy that, by this unintuitive proposition, I do not aim to recommend managers to create such an organizational culture. In fact, the likely adverse effects of such an environment probably offset the proposed positive effect, and further destruct the employees' and organizational performance, and even organizational health.

Proposition 6: *Job-orientated corporate cultures strengthen the relationship between newcomers' behavioral CCQ and their adjustment.*

Professional Corporate Culture

In organizational environments where educated members primarily identify with their profession, not with the organization they work in, it is less likely for the newcomers to be stimulated to apply appropriate tactics for adjusting effectively. The shared norm of not identifying oneself with the organization may demotivate the newcomers to efficiently adjust to the new work setting and rather concentrate on their own profession, regardless of the environment they are working in. Thus, I anticipate a negative moderating effect of professional corporate culture on behavioral CCQ-newcomer adjustment.

Proposition 7: *Professional corporate cultures weaken the relationship between newcomers' behavioral CCQ and their adjustment.*

Open-System Corporate Culture

An organizational environment characterized by open-system corporate culture is more open toward and willing to accept outsiders. In contrast, organizations with closed-system corporate culture highly rely on internal communications and less easily accept newcomers (Hofstede, 1994). I argue that open-system organizational culture discourages newcomers to apply their CCQ in communicating with the organizational insiders because they already found it easy to become an insider. Contrastingly, closed system corporate cultures might stimulate the culturally intelligent newcomers to adopt appropriate behavior and tactics in order to efficiently communicate with the organizational insiders since they already found it difficult to become an insider. Thus, I expect that open-system corporate culture will weaken the relationship between newcomers' behavioral CCQ and their adjustment by discouraging the utilization of CCQ.

Proposition 8: *Open-system corporate cultures weaken the relationship between newcomers' behavioral CCQ and their adjustment.*

Tightly-Controlled Corporate Culture

In an environment characterized by strong internal regulations and formal structures caused by tightly-controlled corporate cultures, newcomers high on behavioral CCQ may not fully success to efficiently apply their appropriate knowledge and capabilities. In other words, the constraints imposed by the organization in such a setting limit the alternative approaches a culturally intelligent newcomer may want to adopt. Consequently, the newcomer is less likely to adjust fast and effectively to the new work setting.

Proposition 9: *Tightly-controlled corporate cultures weaken the relationship between newcomers' behavioral CCQ and their adjustment.*

Pragmatic Corporate Culture

The opportunity of flexibly cope with the work setting that is provided by the pragmatic organizational culture helps culturally intelligent newcomers take advantage of their knowledge, abilities, and understanding of the environment and appropriately adapt to the new environment. In other words, in such an organizational environment, the ground is well-prepared for the newcomers high on behavioral

CCQ to apply the appropriate tactics and behaviors designated by their cognition, metacognition, and motivation. Subsequently, these newcomers will be more likely to adjust effectively.

Proposition 10: Pragmatic corporate cultures strengthen the relationship between newcomers' behavioral CCQ and their adjustment.

DISCUSSION

Inspired by the concept of cultural intelligence which has conventionally focused on natural culture in providing the theoretical foundation for examining expatriates' adjustment (e.g., Hansen et.al., 2011), I developed a conceptual framework relating dimensions of cultural intelligence to the study of organizational cultures. In doing so, I introduced the concept of corporate cultural intelligence and identified its dimensions to better understand the dynamics of newcomers' adjustment to the new work setting. Importantly, I maintain that lowering the concept of cultural intelligence to an organizational level not only introduces no ecological fallacy to my argument but also is well justifiable due to the nature of the 'culture' concept. Culture which refers to 'shared beliefs, value, and norms' can be applied to any context in which a 'shared' term finds meaning. That is any context in which a group of people interacts with each other, such as an organization. Following the same logic, I argued that dimensions of cultural intelligence may apply to organizational culture. Indeed, I expect that the effects of culture and the applicability of cultural intelligence will be stronger at the organizational level because collective mindsets and shared norms seem tighter and more homogeneous at the organizational level compared to those of the national level.

I proposed that the joint presence of cognitive and motivational CCQ, as well as the joint presence of metacognitive and motivational CCQ results in newcomers adopting appropriate tactics to effectively adjust to the new work setting. Behavioral CCQ, further, can equip newcomers with adaptability in behavior to effectively communicate with other organizational members, and with novel and flexible approaches in seeking information and feedback, as well as in applying appropriate socialization tactics. Subsequently, a faster and more effective adjustment is expected. Furthermore, the moderating role of organizational culture in newcomer socialization was proposed. Specifically, applying Hofstede's (1988) organizational culture dimensions, I suggested that process-oriented, job-oriented, and pragmatic cultures enhance the positive relationship between effective socialization tactics adopted by newcomers and their adjustment. In contrast, organizational cultures known as professional, open-system, and tightly-controlled are expected to weaken the relationships between socialization tactics and newcomer adjustment. To the best of my knowledge, this study is the first attempt to theorize the influence of organizational culture on newcomer socialization.

My theoretical framework contributes to the socialization literature in two major ways. First, by examining the precursors of socialization tactics adopted by newcomers, this framework provides explanation for why newcomers behave in certain ways during their adjustment process. Socialization literature tended to neglect the critical factors that may make newcomers take specific actions to facilitate a fast and effective adjustment. In particular, the theoretical model developed here re-emphasizes the *temporal* nature of newcomer socialization by introducing another block (i.e., precursors of the newcomers' individual differences in using certain socialization tactics) to the conventional three-block model of newcomer socialization (i.e., individual differences and socialization tactics – newcomer adjustment – distal socialization outcome). Furthermore, by introducing the novel concept of CCQ, my framework opens up a new perspective in looking at organizational socialization that unravels the factors behind the individual differences in applying certain socialization tactics. Second, by examining the influence of organizational culture on newcomer socialization, this study fills an important gap in the literature. Notably, several socialization scholars (e.g. Bauer et.al., 2007) have urged researchers to study the impact of organizational culture on newcomer socialization. This is important because organizational culture may explain, to some extent, why specific socialization tactics are effective in some organizational contexts but not in others. Thus, by contextualizing the socialization process in organizational cultures,

we might be able to identify the boundary conditions in which certain socialization tactics proved instrumental.

CONCLUSION

For over four decades, organizational scholars have theorized and probed newcomer socialization, its antecedents, and its consequences. Especially, much of the prior research regarding newcomer socialization has focused on the tactics used by new employees during their socialization process, and the outcomes of those tactics. However, our knowledge regarding the factors that make newcomers apply particular socialization tactics is limited. In this paper, I proposed a theoretical framework that will give us a better understanding of the precursors of newcomer socialization tactics. I suggested that we can adapt dimensions of cultural intelligence that have traditionally focused on national culture to the study of intelligence relating to the cultures of organizations. I proposed that dimensions of corporate cultural intelligence will predict newcomer information seeking and socialization tactics. I further proposed that organizational culture will moderate the relationships between corporate cultural intelligence and newcomer adjustment. Testable propositions that can guide future research were provided.

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