

# Individual Differences, Team Network Structure, and Newcomer Adaptation: Evidence from Trait Activation Theory\*

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Drawing on the Five-factor model of personality and trait activation theory, this study explores the main impacts of individual differences and the interactive effects between personalities and network structure on newcomer adjustment in the organizations. This study suggests that individual differences such as extraversion, agreeableness, openness to experience, and conscientiousness will positively influence newcomer adjustment. Furthermore, this study proposes the differential effects of these individual personalities on newly hired employees' adjustment will vary depending on the types of network structure: network homogeneity vs. network heterogeneity. Finally, this study examines this newcomer adjustment will determine the extent of these employees' actual turnover. This study offers theoretical and practical implications related to organizational socialization, individual differences, and employee turnover.

## I. Introduction

For HR flexibility, acquiring human capital from external labor market and

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utilizing temporary workers have been the main recruiting strategies of current organizations (Kalleberg, 2003; Wright & Snell, 1998). According to the 2015 survey by Saramin which is the most influential recruiting portal in Korea, about half of 203 firms hired experienced employees instead of novices. This trend becomes more prevalent because a large number of firms prefer to hire applicants with job experiences rather than select graduates with little job experiences for the immediate utilization of specific jobs and the curtailment of training costs (Moss, Salzman, & Tilly, 2000). As a result, experienced newcomers' efficient and effective adaptation to the firm emerged as a critical issue for organizations (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007). Despite various organizational supports, many newcomers fail to settle down in the firm, and this failure incurs sunk costs for organizations (Kammeyer-Mueller & Wanberg, 2003) and shapes negative perceptions of newcomers from the outside (Nelson, 1987).

These practical issues have promoted considerable research on newcomer socialization to date, yet it still needs to expand existing studies in three aspects. First, extant research on newcomer socialization has not sufficiently explained *why, how, when* the newcomer's some personal traits are activated under situational characteristics. Although the interactional approach to newcomer adjustment is generally appealing (Griffin, Colella, & Goparaju, 2000; Jones, 1983; Reichers, 1987), more elaborate theoretical development and more solid empirical investigation are needed to further understand how individuals' characteristics interact with situational factors which are facilitate or inhibit newcomer adjustment. In this regard, trait-activation theory provides more rigorous theoretical rationale for predicting the interactive effects of traits and situations on outcomes (Tett & Burnett, 2003; Tett & Guterman, 2000). According to the theory, the behavioral expression of a trait requires arousal of that trait by trait-relevant situational cues (Tett & Guterman, 2000). More specifically, how a person reacts reveals the interactions of individual trait

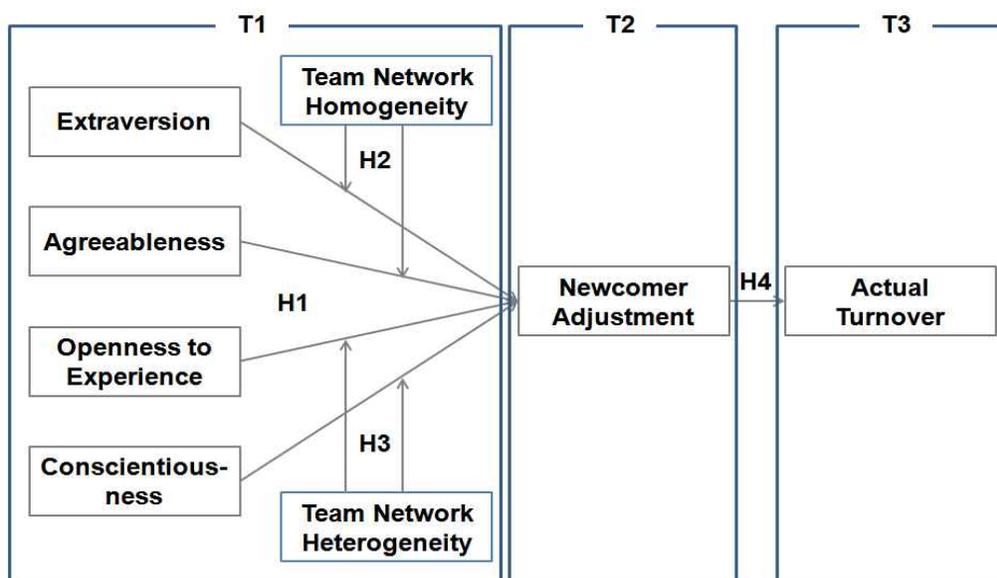
inventory with trait-relevant opportunities. As a result, situational factors relevant to personal traits enhance predictable patterns or impede individual behavior. In particular, the taxonomies proposed by Tett and Burnett (2003) can help explain differences in personality expression by integrating Big Five personality and situational features - *Job demand, Distracters, Constraints, Releasers* - at the task, social, and organizational levels. Following Tett and Burnett's (2003) approach, this paper will further focus on four of Big Five personality dimensions (except Neuroticism) and Job demand and Constraint of situational features at the group (social) level. By using trait-activation theory, this paper can provide a more complete theoretical account of *why, how, when* the newcomer's personal traits are activated/or deactivated under some situational factors.

Second, previous studies have some limitations to capture the characteristics of team environments and key mechanisms linked to outcomes. Although the mechanisms to generate advantages or hurt outcomes markedly differ depending on team characteristics, extant studies on organizational socialization have limited research boundaries to explore multifoci team characteristics (Chao, O'Leary-Kelly, Wolf, Klein, & Gardner, 1994; Jones, 1983; Kammeyer-Mueller & Wanberg, 2003; Reichers, 1987). In this respect, social network and demography/diversity studies offer useful theoretical arguments and meaningful empirical findings. For example, the social network literature shows the types of team network structures lead to team productivity through different mechanisms (Reagans, Zuckerman, & McEvily, 2004; Reagans & Zuckerman, 2001). More specifically, Reagans & Zuckerman (2001) showed network density contributes to team performance by enhancing frequent communication based on social cohesion, whereas network heterogeneity leads to desirable outcomes by generating new ideas due to less redundant information. Similarly, the demography and diversity literature also stresses the types of social structure with different mechanisms for outcomes: demographic difference engenders team member

turnover by decreasing social cohesion as well as increasing interpersonal conflicts (e.g. Pelled, Eisenhardt, & Xin, 1999; Wagner, Pfeffer, & O'Reilly III, 1984), while background diversity facilitates creativity and innovation by obtaining nonredundant information as well as searching better problem solutions (e.g. Ancona & Caldwell, 1992; Bantel & Jackson, 1989). Thus, by utilizing a social network perspective and the demography/ diversity argument, this study examines how the different types (homogeneity vs. heterogeneity) of team network structure as crucial situational cues interact with some personal traits and, as a result, how the degree of newcomer socialization varies.

Finally, despite many scholars' call for a longitudinal investigation on relationships between newcomer maladaptation and subsequent turnover (Boswell, Shipp, Payne, & Culbertson, 2009; Chen, Ployhart, Thomas, Anderson, & Bliese, 2011; Zimmerman, 2008), previous studies are not still sufficient for providing satisfying findings. Along with needs for a longitudinal approach of newcomer socialization, this study separately proposes individual personality and team network structure, newcomer adjustment, and actual turnover (not intention to leave) during three periods. By suggesting a longitudinal approach, dynamic processes and casual directions in newcomer socialization will be more precisely defined.

Thus, the purposes of this paper are threefold: (1) to explore the relationship between personal traits and newcomer adjustment, (2) to investigate the interactive effects of personal traits and team network structure on newcomer adjustment using trait-activation theory, and (3) to examine how newcomer adjustment influences actual turnover from the long-term perspective. By theoretically and empirically uncovering interaction between personal traits and team network structure with trait-activation theory, this study will bring new perspectives on organizational socialization to researchers as well as practitioners. Figure 1 provides an overview of proposed model.



〈Figure 1〉 Theoretical Model

## II. Theoretical Background

### 1. Job Change and Newcomer Adjustment

Job change involves re-socialization processes into a new organization (Van Maanen & Schein, 1979). Organizational socialization refers to “the process by which newcomers make the transition from being organizational outsiders to being insiders” (Bauer et al., 2007: 707). Since the failure of organizational socialization and resultant newcomer turnover incur expenses (recruitment, selection, training, and other opportunity costs) and these costs are unreturned, organizations have tried to design more effective tactics for organizational socialization (Allen, 2006; Fisher, 1986; Kammeyer-Mueller & Wanberg, 2003; Van Maanen & Schein, 1979). Consistent with this practical interest, Van Maanen & Schein (1979)’ pioneering work is classified socialization tactics

with six types: collective-individual, formal-informal, sequential-random, fixed-variable, serial-disjunctive, and investiture-divestiture. Building on this study, most of early work in the socialization literature had mainly focused on what organizations do for newcomer socialization (Fisher, 1986; Wanous, 1980; Wanous & Colella, 1989).

Since then, the interactionist perspective as another research stream started to emerge in the 1980s by emphasizing on interactions between a newcomer and his or her work environment and subsequent outcomes such as newcomers' attitudes and behaviors (Feldman, 1981; Jones, 1983; Reichers, 1987). According to an interactionist model focused on socially constructed reality and meaning through sensemaking (Louis, 1980), formal and informal socialization practices influence newcomer response, these influences markedly differ by individual differences, and this interaction between individuals and situations determines the overall newcomer adjustment (Feldman, 1981; Griffin et al., 2000; Jones, 1983; Reichers, 1987). Formal and informal socialization practices as antecedents of adjustment are largely overlapped with the foregoing organizational socialization tactics. In recent years, the consideration for the roles of work groups and coworkers are growing as daily socialization process for newcomers occurs primarily within teams (Kammeyer-Mueller & Wanberg, 2003; Moreland & Levine, 2001). The work group is a critically important factor in determining new recruits' adjustment to appropriate roles, tasks mastery, congruence with group norms and values (Feldman, 1981). Thus, organizational socialization scholars call for more studies on the role of work groups in the socialization process to better capture the dynamics of newcomer adjustment. In the case of individual differences as another antecedent, biography and past experience, self-efficacy and growth need strength (Jones, 1983), field dependence, tolerance of ambiguity, need for affiliation (Reichers, 1987), proactive personality (Kammeyer-Mueller & Wanberg, 2003) and active information-seeking behavior (Saks & Ashforth, 1997) are primarily considered.

Through the dynamic interactions between individuals and situations and mutual acceptance between newcomers and organizations, newcomers gradually adjust to their own group, which means coming to feel liked, accepted, and trusted by other members (social acceptance) (Bauer et al., 2007; Feldman, 1981). As socialization stages go on, new recruits start to acquire a set of appropriate role behaviors, develop work skills and abilities, and adjust to the work group's norms and values (Feldman, 1976, 1981). This adjustment increases newcomers' job satisfaction, organizational commitment, job performance, organizational citizenship behavior, and intention to retain, thereby decreasing actual turnover (Allen, 2006; Bauer et al., 2007; Bauer, Morrison, & Callister, 1998; Boswell et al., 2009; Kammeyer-Mueller & Wanberg, 2003).

## 2. Personal Traits and Situation Specificity

A large number of studies have been conducted to investigate the validity of personality for utilizing selection and training and predicting behavior and performance (Barrick, 2005; Mount & Barrick, 1995). In particular, the Five-factor model of personality (FFM) or Big-five factor structure has been widely used as a parsimonious model to explain individual differences (Barrick & Mount, 1991; Goldberg, 1990; Judge, Heller, & Mount, 2002): FFM involves *Extraversion* (sociable, gregarious, assertive, adventurous, ambitious, reward-seeking), *Agreeableness* (courteous, helpful, trusting, cooperative, sympathetic, friendly, good-natured, tolerant), *Openness to experience* (perceptive, imaginative, cultured, curious, creative, broad-minded, intelligent), *Conscientiousness* (dependable, hardworking, efficient, organized, thorough, responsible, persevering, achievement-striving), and *Neuroticism* (anxious, depressed, angry, embarrassed, emotional, worried, insecure) / *Emotional stability* (even-tempered, self-confident, calm, resilient, tolerant of stress, well-adjusted) (Barrick & Mount, 1991; Barrick, Parks, & Mount, 2005). According to the meta-analysis conducted by Barrick

& Mount(1991), conscientiousness and emotional stability are the most consistent predictors of job performance, while other factors are relevant in specific jobs or criteria. In the case of job satisfaction, the Big five traits had a correlation of .41 and, in particular, neuroticism and extraversion have meaningful relations with job satisfaction (Judge et al., 2002). Furthermore, meta-analysis of personality in creativity suggests creative scientists and artists are more open to new experiences but less conscientiousness (Feist, 1998). In addition, meta-analytic study on turnover shows emotional stability best predicted (negatively) employees' intentions to quit, whereas conscientiousness and agreeableness best predicted (negatively) actual turnover decisions (Zimmerman, 2008). Taken together, personal traits in terms of FFM are beneficial for better explaining and predicting various work outcomes such as motivation and performance (Barrick, 2005).

However, these traits as latent constructs can be noticeably expressed when situational cues relevant to such traits are given although these personal traits are useful for distinguish individuals from each other (Tett & Burnett, 2003; Tett & Guterman, 2000). Whereas strong situational cues (situational strength) replace personal differences with individuals' more homogeneous responses, trait-relevant cues (situation trait relevance) further strengthen or rather constrain individual discretion (Tett & Burnett, 2003; Tett & Guterman, 2000). In this context, examining situation trait relevance can help understand the interactive effects between personal traits and situational features. Building on trait-activation theory, Tett and Burnett (2003) proposed the taxonomies regarding Big Five personality - *Conscientiousness, Extraversion, Agreeableness, Openness to Experience, and Emotional Stability* - and situational features - *Job demand, Distracters, Constraints, Releasers* - at the task, social, and organizational levels. In summary, personal traits based on five-factor model have meaningful explanatory power to predict various outcomes, and simultaneously individual expressed behavior and job performance can be fully changed by

dynamically interacting between personal traits and relevant situational features in a multilevel model.

### 3. Team Network Structure: Network Homogeneity (Cohesion) vs. Heterogeneity (Diversity)

Every economic action within an organization is embedded in ongoing personal relations and structures of such relations, thereby generating trust and discouraging malfeasance (Granovetter, 1985). This embeddedness in relational structures provides various social capital for connected actors (Bourdieu, 1986; Portes, 1998). However, the mechanisms to generate social capital differ depending on the type of network structures and the strength of network ties (Burt, 2000). Network closure or Coleman's view (1988) focuses on closed structure with strongly interconnected actors. This close-knit network generates trust, establishes obligations/ expectations, and enforces norms and sanctions for trustworthiness of social structures (Coleman, 1988). Dense network with direct connections improves communication among members (Baker, 1984) and increases social cohesion with strong membership (Uzzi, 1997). Consistent with this logic, the demography and diversity literatures also provide evidence dissimilarity of demography increases conflict and turnover (e.g. O'Reilly III, Caldwell, & Barnett, 1989; Wagner et al., 1984) and decreases communication frequency and performance (e.g. Smith et al., 1994; Zenger & Lawrence, 1989) by hurting social integration and cohesion.

By contrast, the structural holes argument or Burt's perspective (1992) emphasizes on information advantages through brokerage (bridge). Structural holes or gaps between nodes in networks increase nonredundant information (Burt, 1992) since those to whom people are weakly tied are more likely to move in circles different from their own and will thus have access to information different from that which they receive (Granovetter, 1973). Such boundary

spanning provides social benefits such as quick promotions and high salaries through information advantages (Burt, Hogarth, & Michaud, 2000). In line with this argument, research on diversity also demonstrates links among people with different skills, information, and experience within the team function as brokerage, thus leading to different perspectives, divergent ideas, and creative actions (e.g. Ancona & Caldwell, 1992; Bantel & Jackson, 1989; Pelled et al., 1999).

In sum, although both network closure and structural holes can be brought together in a productive way, the mechanisms remain distinct: social cohesion vs. information diversity. Whereas closure structure describes how dense or hierarchical networks lower the risk associated with transaction and trust, the structural hole argument shows how structural holes are opportunities to add value with brokerage across the holes (Burt, 2000, 2001). More specifically, competitive advantages of closure network come from managing risk by communication and enforcement of sanctions, while competitive advantages of brokerage come from information acquisition and control power by broad and early access and entrepreneurial control over information. In this regard, by combining the demography literature with a social network perspective, Reagans & Zuckerman (2001) underscored both network density (the average frequency of communication among the scientists) and network heterogeneity (the extent to which interaction on the team cuts across salient demographic categories) increased R&D team performance through different mechanisms. Accordingly, considering the different effects of team network structure is needed for better understandings, by dividing the structure into team homogeneity based on social cohesion and team heterogeneity with information diversity.

### III. Hypotheses

#### 1. Personal Traits and Newcomer Adjustment

Formal and informal relationships newcomers form with team members such as coworkers and supervisors determine successful settling in the organization (Reichers, 1987). Considering that successful socialization involves the acquisition of a set of appropriate role behavior, the development of work skills and abilities, and adjustment to the work group's norms and values (Feldman, 1976, 1981), formal and informal relationships function as valuable conduits to provide newcomers with useful information, abundant social support, appropriate skills and role behavior (Griffin et al., 2000). When people build social relations with team members, in particular, personality is the critical dispositional basis for determining how the person interacts with others and forms relational networks (Bauer et al., 2007; Chao et al., 1994; Griffin et al., 2000; Jones, 1983; Kammeyer-Mueller & Wanberg, 2003; Reichers, 1987; Saks & Ashforth, 1997).

From the relationship building aspect rather than information seeking perspective, Reichers (1987) suggests field dependence, tolerance of ambiguity, and need for affiliation for efficient and effective newcomer socialization. Firstly, since field dependence provides newcomers with motivation and skill to initiate the interactions and adaptation (Witkin & Goodenough, 1977), field dependent individuals tend to rely upon the field as a referent and have the requisite interpersonal skills for facilitating interactions. Moreover, tolerance of ambiguity is a prerequisite for successful newcomer socialization because they are not familiar with new work environment and, as a result, they form their cognitive maps and role behavior through sensemaking (Louis, 1980). Finally, since needs for affiliation encourage individuals to belong to their own group for meeting their relatedness needs. As a result, newcomers with high level of

affiliation needs tend to seek out interpersonal interactions in the work group (Reichers, 1987).

These individual difference variables as crucial predictors of newcomer socialization correspond to *Extraversion*, *Agreeableness*, *Openness to Experience*, and *Conscientiousness* in terms of five-factor personality model, which has been widely used and cited in the personal traits literature. More specifically, extravert or agreeable newcomers tend to have strong needs for affiliation and excellent social skills to initiate interpersonal relations, people with high conscientiousness tend to be more field dependent, and individuals with high openness to experience tend to have more flexible thinking and liberal attitude (Barrick & Mount, 1991; Barrick et al., 2005; Goldberg, 1990; Judge et al., 2002; Tett & Burnett, 2003). These four proclivities of Big five personality are congruent with Raichers' individual difference variables for successful newcomer socialization. Thus, *Extraversion*, *Agreeableness*, *Openness to Experience*, and *Conscientiousness* will positively influence newcomer adjustment.

*Hypothesis 1: Personal traits (1) Extroversion, (2) Agreeableness, (3) Openness to Experience, and (4) Conscientiousness will be positively to newcomer adjustment.*

## 2. The Interactive Effects of Personal Traits and Situational Cues

The behavioral expression of a trait requires arousal of that trait by trait-relevant situational cues (Tett & Burnett, 2003; Tett & Guterman, 2000). Considering that the socialization process occurs primarily within teams and the effects of teams are stronger than those of organization (Kammeyer-Mueller & Wanberg, 2003; Moreland & Levine, 2001), work groups provide critical situational cues to facilitate or hamper newcomers' personal profiles, and to ultimately influence their adaptation to the team and the organization

(Tett & Burnett, 2003). In line with these arguments, by matching five personal traits and relevant situational cues, Tett and Burnett (2003) suggest an opportunity of traits to act in a positively valued way (*job demand*) and a factor to negate the impact of personal traits (*constraint*) at social (group) level. According to their taxonomies, in cases of Extraversion and Agreeableness, job demands involve team cohesion and conformity to group values and norms for social integration, whereas constraints include isolation from team members and introverted attitude or behavior. Regarding to Openness to experience, tolerance of others' ideas and creative thinking or behavior are related to job demands, while rigid and conservative coworkers and excessive rule dependency function as constraints. On the contrary, job demands of Conscientiousness correspond to precise and explicit communications and rule-following, yet deviance from dependability and punctuality is considered as a constraint. These personal traits and relevant situational cues can be combined with team characteristics drawn from the social network perspective and demography/diversity views.

As noted previously, the characteristics of teams can be divided by homogeneity based on social cohesion and heterogeneity with information diversity. Teams with closure network establish mutual trust and social integration among team members (O'Reilly et al., 1989; Wagner et al., 1984) and develop shared cognitive maps and common language (Weick, 1995; Weick & Roberts, 1993), thereby enhancing communication and enforcing norms and sanctions (Coleman, 1988). Considering the characteristics of close-knit team network structure, these situational cues facilitate personal traits relevant to interpersonal compatibility or sociability. According to Tett & Burnett (2003), interpersonal compatibility occurs when one's needs are met by others' actions in affection (liking others, needing to be liked), control (maintaining control over others, wanting to be controlled), and inclusion (maintaining good relations with others, needing those relations). The first dimension is included in Agreeableness and

the latter two are related to Extraversion, and situational cues of close-knit team network structure are congruent with Extraversion and Agreeableness. This congruence between individual personality and team environments activates these proclivities (Tett & Burnett, 2003; Tett & Guterman, 2000). As Extraversion and Agreeableness are beneficial for building interpersonal relationships (Griffin et al., 2000; Jones, 1983; Reichers, 1987), these traits activated from close-knit team network structure facilitate acquiring a set of appropriate role behaviors, developing work skills and abilities, and adjusting to the work group's norms and values (Feldman, 1976, 1981), thus leading to newcomer adaptation within the work group.

*Hypothesis 2: Network homogeneity will moderate the positive relationships between (a) Extroversion and newcomer adjustment, and (b) Agreeableness and newcomer adjustment, such that the relationships will be stronger when the team network structure is more closely connected.*

By contrast, teams with structural holes obtain nonredundant information and diverse resources across their boundaries with other groups and individuals (Ancona, 1990; Ancona & Caldwell, 1992; Burt, 1992; Granovetter, 1973). This boundary-spanning links among people with different skills, information, and experience within the team function as brokerage, thus contributing to different perspective, divergent thinking, and creative action (Ancona & Caldwell, 1992; Bantel & Jackson, 1989; Pelled et al., 1999). Considering the characteristics of brokerage team network structure, these situational cues facilitate or inhibit personal traits relevant to (information) diversity (Feist, 1998). As noted earlier, while tolerance of others' ideas and creative thinking or behavior are related to job demands of Openness to experience, rigid and

conservative coworkers and excessive rule dependency function as constraints (Tett & Burnett, 2003). In this regard, the characteristics of team network with structural holes are consistent with situational cues relevant to openness to experience. On the contrary, conscientiousness values on precise and explicit communications and rule-following activities, not deviant thinking and behavior from dependability and punctuality (Tett & Burnett, 2003). Like brokerage team network structure, situational factors which facilitate information diversity, opinion divergence, and productive conflicts rather function as constraints to negate the impact of personality for conscientious newcomers. Considering that the work group exerts some control over the amount of information new recruits get and can advise recruits about the credibility of different sources of information (Feldman, 1981), conscientious individuals will be difficult to fully activate their personal strength within the team with heterogeneity network structure.

Thus, the congruence between Openness to experience and relevant situational cues of heterogeneous team network strengthens such proclivity, whereas the incongruence between Conscientiousness and situational factors negates such trait. Although both Openness to experience and Conscientiousness can contribute to successful newcomer adaptation, the interactions between personality and situational cues of brokerage team network facilitate the impact of Openness to experience and weaken the effect of Conscientiousness on newcomer adaptation to the team and the organization.

*Hypothesis 3: Network heterogeneity will moderate the positive relationships between (a) Openness to Experience and newcomer adjustment, (b) Conscientiousness and newcomer adjustment, such that the relationship between Openness to Experience and newcomer adjustment will be stronger when the team network structure is more heterogeneous, whereas the relationship between*

*Conscientiousness and newcomer adjustment will be weaker when the team network structure is more heterogeneous.*

### 3. Newcomer Socialization and Turnover

Successful socialization involves the acquisition of a set of appropriate role behavior, the development of work skills and abilities, and adjustment to the work group's norms and values (Feldman, 1976,1981). Employees who adjust to their new roles by understanding role demands, feeling capable of performing task, and establishing effective relationships with colleagues will have a strong attachment to the organization that will prevent from leaving their job (Bauer et al., 2007). Similarly, Chao and colleagues (1994) with longitudinal data demonstrated organizational socialization positively influences newcomers' personal income, career involvement, job satisfaction, identity resolution, and adaptability. This successful adjustment to their roles and work environments ultimately will discourage newcomers to quit the firm (Bauer et al., 1998).

On the contrary, lacking socialization causes newcomers' maladaptation to the work groups and the organization (Boswell et al., 2009). This failure of adaptation decreases newcomers' work motivation (e.g. Boswell et al., 2009) and organizational commitment (e.g. Heimann & Pittenger, 1996), while it increases the intention to quit (e.g. Settoon & Adkins, 1997) and actual turnover (e.g. Ostroff & Kozlowski, 1992). Using meta-analytic review, Bauer and colleagues (2007) demonstrated newcomer adjustment measuring role clarity, self-efficacy, and social acceptance positively influences various outcomes such as performance, job satisfaction, organizational commitment, and intentions to remain, yet negatively affects turnover. Consistent with these findings, Kammeyer-Mueller & Wanberg (2003) showed with four-wave longitudinal data that antecedents of adjustment such as proactive personality and organizational and work group supports positively affect proximal adjustment outcomes—task

mastery, role clarity, work group integration, political knowledge—and these proximal variables ultimately determine distal outcomes such as organizational commitment, work withdrawal, and turnover hazard. In sum, effective newcomers' adaptation will be negatively related to his or her subsequent turnover.

*Hypothesis 4: Newcomer adjustment will be negatively related to turnover.*

## IV. Conclusion

Current organizations recruit and hire more experienced employees from the outside rather than graduates with no job experience for immediate utilization and training cost reduction. This recruiting strategy inevitably causes newcomer adjustment issues. Focusing on this trend and the issue, this study suggested the interactions between individual personalities and team network structure differently determines the degree of newcomer adjustment. This interactive approach can offer proper explanations of *why, how, when* the newcomer's some personal traits are activated under situational characteristics. Nevertheless, as this study conceptually proposes hypotheses, future research is needed to empirically test hypotheses for obtaining elaborate evidence. I hope that this study will be the meaningful starting point for facilitating follow-up research on this issue.

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## 개인의 성격 특성, 팀 네트워크 구조, 그리고 신규채용자의 적응: 특성 활성화 이론을 중심으로\*

박 지 성\*\*

### 요 약

본 연구는 오늘날 외부 채용이 증가하는 현상과 그로 인한 외부 신규 채용자의 적응 관련 이슈에 주목하여 개인의 성격적 특성과 팀 네트워크 구조의 상호작용이 신규 채용자의 적응 정도에 어떠한 영향을 미치는지를 개념적으로 살펴본다. 본 연구에서는 개인의 성격 특성 중 학계와 실무에서 가장 활발히 활용되는 5요인 성격 모형 중 네 가지인 외향성, 친화성, 새로운 경험에 대한 개방성, 그리고 성실성을 중심으로 이러한 개인의 성격이 새로운 조직에서의 적응 정도를 어떻게 결정하는지를 제시한다. 이에 더하여, 특성 활성화 이론을 기반으로 팀의 네트워크 구조가 동질형인지 아니면 이질형인지에 따라 개인의 성격 특성과 네트워크 구조 유형 간 상호작용 효과가 적응 정도에 어떠한 영향을 미치는지를 살펴본다. 마지막으로 이러한 조직 적응이 궁극적으로 실제 이직 여부와 어떠한 관계를 가지는지를 알아본다. 결론에서는 이와 관련된 논의들이 조직 사회화, 개인 성격, 그리고 직원 이직 관련 문헌들에서 어떠한 측면에서 함의를 가지며, 향후 어떠한 측면에서 후속 연구에 시사점을 줄 것인지에 대해 논한다.

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