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**UNWRAPPING THE INFLUENCE OF
PROACTIVE PERSONALITY ON JOB
SATISFACTION DURING ORGANIZATIONAL
SOCIALIZATION: EXAMINING THE
INTERVENING EFFECTS OF PERSON-
ENVIRONMENT FIT**

Dissertação de Mestrado Integrado em Psicologia, área de especialização em Psicologia das Organizações e do Trabalho, orientada pelo Professor Doutor Nuno Miguel Vieira Rodrigues e pela Professora Doutora Teresa Manuela Marques dos Santos Dias Rebelo e apresentada à Faculdade de Psicologia e de Ciências da Educação da Universidade de Coimbra.

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Faculdade de Psicologia e de Ciências da Educação da Universidade de
Coimbra

*Unwrapping the influence of proactive
personality on job satisfaction during
organizational socialization: Examining the
intervening effects of person-environment fit*

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Abstract

This study focuses on the mediating role of person-environment perceived fit on the relationship between proactive personality and job satisfaction, in the organizational socialization context. Specifically, it follows Cable and DeRue (2002) perceived fit framework to examine the specific underlying mechanisms of person-organization fit (P-O fit) and of person-job fit (P-J fit), operationalized through its specific subdimensions of demands-abilities fit (D-A fit) and needs-supplies fit (N-S), in this link. Using a sample of 151 undergraduate trainees that were completing their final master's internship in different organizations, data was collected in two different phases, using a predictive design. The first phase was implemented at the beginning of the internships to assess newcomers' levels of proactive personality, whereas their fit and job satisfaction were measured in the second phase, which took place five months later. Results showed a positive and significant link between proactive personality and job satisfaction, supporting the validity of this disposition for predicting such key attitudinal outcome in the frame of organizational socialization. Similarly, proactive personality was found to be positive and significantly linked with P-O fit and N-S fit. Further mediation analysis revealed that, as hypothesized, this relationship is fully mediated by N-S fit. However, contrary to what was posited, P-O fit and D-A fit did not stand as mediating mechanisms of this link. The implications of these results for understanding the role of perceived fit in the link between proactive personality and job satisfaction, during the socialization stage, are presented and discussed along with their practical implications for newcomer's adjustment and success.

Keywords: proactive personality, perceived fit, job satisfaction, newcomers, organizational socialization

Resumo

Este estudo foca-se no papel mediador das percepções individuais de *person-environment fit* na relação entre a personalidade proactiva e a satisfação no trabalho, no contexto da socialização organizacional. Mais especificamente, este segue a conceptualização de fit subjetivo de Cable e DeRue (2002) para avaliar os mecanismos específicos de *person-organization fit* (P-O fit), e de *person-job fit* (P-J fit), operacionalizado nas suas subdimensões de *demands-abilities fit* (D-A fit) e *needs-supplies fit* (N-S fit), como mediadores desta relação. Partindo de uma amostra de 151 estudantes do ensino superior que se encontravam a realizar o seu estágio curricular em diferentes organizações no âmbito dos seus cursos de mestrado, os dados foram recolhidos em duas fases distintas, seguindo-se um design de investigação preditivo. A primeira fase foi implementada no início dos respetivos estágios, de forma a avaliar os níveis de personalidade proativa dos estagiários, enquanto que as suas percepções de fit e de satisfação no trabalho foram medidas na segunda fase, que ocorreu após cinco meses. Os resultados mostraram uma relação positiva e significativa entre a personalidade proactiva e a satisfação no trabalho, suportando a validade desta disposição individual para a predição desta variável critério no decurso da socialização organizacional. Do mesmo modo, a personalidade proactiva relacionou-se de forma positiva e significativa com as dimensões subjetivas de P-O fit e o N-S fit. Adicionalmente, as análises de mediação revelaram, tal como hipotetizado, que a relação entre a personalidade proactiva e a satisfação no trabalho é totalmente mediada pela dimensão de N-S fit. No entanto, contrariamente ao estabelecido pelas restantes hipóteses de investigação, as dimensões de P-O fit e de D-A fit não emergiram como mecanismos psicológicos subjacentes a esta relação. As implicações teóricas destes resultados para a compreensão do papel das percepções de fit na relação entre a personalidade proativa e a satisfação no trabalho durante a fase de socialização organizacional são apresentadas e discutidas, a par com as suas implicações práticas para o ajustamento e sucesso dos novos colaboradores, no decurso do seu processo de entrada nas organizações.

Palavras-chave: personalidade proactiva, percepções de *fit*, satisfação no trabalho, *newcomers* socialização organizacional

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Introduction

In light of growing employee's mobility between organizations in more recent years and its related implications for staff engagement and retention success, organizational socialization has become a rather important process of human resources management (Cooper-Thomas et al., 2012; Saks et al., 2007). After completing recruitment and selection procedures, the successful implementation of the following socialization phase is crucial for newcomers to adjustment to the organization and its culture. By learning about desirable behaviors, attitudes, skills, and knowledge required to perform their jobs, newcomers are able not only to meet the organization's norms and values but also to become active and successful employees (Bauer & Erdogan, 2011; Cooper-Thomas & Anderson, 2006; Fisher, 1986). Furthermore, according to the resource-based theory, an organization can enhance its competitive advantage when it is able to allocate unique resources that other organizations cannot reach or reproduce with complete accuracy. Through socialization, organizations ensure that newcomers have access to the information they need to become valuable employees and thus strengthen organization's competitive advantage. Hence, a successful implementation of the socialization process that could translate into positive work outcomes plays an important role, not only in ensuring that newcomers are being provided with what they need to achieve a successful adjustment, but also to improve the organization's workforce effectiveness (Saks & Gruman, 2014). In another words, an effective socialization process is beneficial for both the organization and the employees. Firstly, because it helps reduce levels of employee withdrawal and, consequently, the costs of extra recruitment and selection processes (Bauer & Erdogan, 2011). Secondly, because it translates into positive results for newcomers, such as "rapid role learning, task mastery, and social integration" (Cooper-Thomas et al., 2012, p. 3), which in the long-term tend to result in enhanced effectiveness, job satisfaction, organizational commitment, person-organization fit and lower intentions to quit (Bauer & Erdogan, 2011; Cooper-Thomas et al., 2012).

Job satisfaction stands as a key socialization outcome given its positive impact on newcomer's performance and on their intentions to remain in the organization (Saks & Gruman, 2014). Moreover, it constitutes one of the elements that make up life satisfaction, which is in turn part of subjective well-being (Steel et al., 2018). Considering its relevance, this study focuses on job satisfaction as an important outcome of the socialization process. As asserted in previous literature, this attitudinal criterion is considered a distal outcome of socialization, since this process directly results in newcomer's adjustment which, in time, will lead to relevant work outcomes, such as performance and job satisfaction (Saks et al., 2007). Such employee outcomes (e.g., job satisfaction, organizational commitment, job performance and reduced turnover) have been posited to influence, in turn, operational and financial organizational level outcomes (Saks & Gruman, 2014), which justifies its importance for the organization and more specifically for its human resources management.

However, in order to promote positive socialization outcomes, like enhanced levels of job performance and satisfaction, as well as for the entire socialization process's success, organizations must take into account, along with its established socialization tactics, the impact of newcomers' individual differences in this process. In fact, due to the dynamic and interchangeable environments organizations face nowadays, institutionalized socialization tactics, although very useful, should be complemented with newcomers' specific personal resources and tailored adjustment strategies (Cooper-Thomas et al., 2012). Accordingly, Bauer & Erdogan (2011), based on Reichers' (1987) interactionist perspective, propose the inclusion of the multiple antecedent factors that play a role in newcomers' socialization, in three main categories: a) new employee characteristics, b) new employee behaviors and c) organizational efforts. In particular, newcomers' characteristics play a fundamental role in socialization since they impact on how each newcomer will adapt to the new job to fulfill their needs and, simultaneously, meet the expectations of the new work environment.

Within the scope of newcomers' individual differences, proactive personality is recognized as a core dispositional construct with impact in several performance and attitudinal work outcomes (Spitzmuller et al., 2015). Individuals with proactive personality are more likely to engage in proactive behaviors, meaning that they are predisposed to be more driven to change and to adjust their environment to improve goal achievement. Such proactive patterns, enacted by individuals with high proactive personality scores, also occur in the frame of the socialization stage, including, for instance, actions pertaining to seek information, build social networks, and negotiate job changes (Crant, 2000). Previous research has shown that these behaviors help newcomers during the socialization process because they foster their adjustment, consequently enhancing performance and satisfaction levels (Wanberg & Kammeyer-Mueller, 2000). The current study builds upon these previous research developments to focus on proactive personality as a meaningful predictor of socialization outcomes, particularly job satisfaction.

Hence, the study of proactive personality as a facilitator of the process of socialization has been emphasized to illustrate how newcomers can play a role in their own integration by behaving proactively more often, for instance in terms of information seeking and bonding with other workers to learn about and fit in the organization's culture (Kim et al., 2005; Song et al., 2017; Yu & Davis, 2016). This evidence is consistent with the propositions of the interactionist approach (Reichers, 1987), according to which the success of the socialization process depends upon combined efforts of the organization and the newcomer, ascribing an active role to the latter. Therefore, this more integrated view contrasts with earlier socialization views portraying newcomers as passive agents of this process, where the responsibility of integrating new employees was placed exclusively upon the organization, particularly via the promotion of formalized socialization tactics (Li et al., 2011). Conversely, the interactionist perspective advocates that individuals take action to influence their environment adjustment, instead of being passive receivers of socialization's inherent changes and pressures (Bateman & Crant, 1993). By relying upon their proactive personality and enacted behavioral patterns, newcomers will enhance their socialization and adjustment to the new job and the organizational environment, which in turn will lead them to

benefit from positive work outcomes, such as job satisfaction (Crant, 2000). Consistently, Saks et al. (2011) conducted a study where they found that newcomer's proactivity forms (i.e., feedback-seeking, information-seeking, general socializing, boss relationship building, networking, and job change negotiation) fully mediated the relationship between proactive behaviors and job satisfaction.

Still, while the benefits of proactive personality on socialization outcomes, including job satisfaction, have been supported by initial studies in related literature, the identification of the mechanisms through which newcomer's proactivity impact job satisfaction, beyond those concerning specific proactive behaviors, remain relatively unexplored in the literature (Li et al., 2010; Li et al., 2017). Therefore, the current study aims to contribute for a better understanding of this research question by proposing that newcomer's person-environment fit perceptions may constitute psychological mechanisms of the link between proactive personality and job satisfaction during the onboarding stage. As such, it asserts that fit perceptions constitute a proximal antecedent of job satisfaction and that such newcomers' perceptions are enhanced by their proactive tendencies and behaviors (Deng & Yao, 2020).

Consequently, this study endorses the recognition of person-environment fit (P-E) theory as a useful conceptual framework to provide inputs about how individual variables impact upon the socialization process, by putting the emphasis upon the role of these fit perceptions, particularly those concerning person-organization (P-O) fit and person-job (P-J) fit, further decomposing the latter into its respective N-S fit and D-A fit subdimensions (Cable & DeRue, 2002, Saks et al., 2007). As emphasized by Arthur et al. (2006), during the socialization process "attempts are made to modify and alter individuals' values, beliefs, interests, and behaviors to bring them in line with the organization's culture, norms, and expectations" (p. 787), which ultimately improves the levels of fit. Accordingly, as noted by Saks et al (2007), when there is a match between the person, i.e., the newcomer, and the organizational environment, mostly through respective value congruence (P-O fit), as well as via the compatibility between individual knowledge and skills with job demands (P-J fit), newcomers tend to experience enhanced job satisfaction. Consistently, meta-analytic findings have also show that perceived fit stands as an important determinant of job satisfaction, further revealing that P-O fit and P-J fit represent meaningful and non-redundant job satisfaction antecedents (Kristof-Brown et al., 2005). Nonetheless, while the effects of socialization tactics have been previously studied in related literature, the examination of the influence of newcomers' characteristics, specifically proactive personality, on fit perceptions remains limited.

As Bateman and Crant (1993) have posited, individuals with proactive personality are more prone to actively exert influence in their surrounding environment, creating one that is more adapted to them, to overcome possible obstacles and enhance goal achievement. Hence, building upon the theoretical aspects already mentioned concerning proactive personality's dispositional characteristics that can prompt stronger P-E fit, along with the initial evidence suggesting the role of newcomer's proactivity in promoting P-E fit (Deng & Yao, 2020), the current study hypothesizes that proactive personality will also impact on job satisfaction, via newcomers fit perceptions

enhancement. Therefore, it will specifically focus on the mediating role of P-O and P-J fit perceptions in the relationship between newcomers' proactive personality and their levels of job satisfaction experienced during their organizational entry phase. To our knowledge, despite the illustrated pertinence of these mechanisms, this is the first study empirically testing such mediating effects of newcomers subjective fit on the link between proactive personality and job satisfaction, in the frame of organizational socialization. In the following sections, relevant literature is reviewed, and this study's main hypotheses rationales are presented and discussed.

Theoretical Framework

Proactive personality and job satisfaction

Bateman and Crant's (1993) initial definition of proactive personality is frequently adopted in related literature, describing this construct as a personal or behavioral predisposition to shape the environment in order to increase control and facilitate individual's goal achievement. Crant (2000) puts emphasis upon showing initiative and taking action as key elements of proactive personality, which represent an enduring tendency to improve one's situation and status by taking an active rather than passive approach to achieve a better environment fit, regardless of situational pressures and constraints. Accordingly, Grant and Ashford (2008) further asserted that proactive personality entails an individual disposition that prompts "anticipatory action", thereby encompassing individual proactivity enduring elements (Bauer & Erdogan, 2011).

Previous meta-analytic research has shown that proactive personality constitutes an important antecedent of several work-related behaviors and attitudes, such as job performance and particularly job satisfaction (Spitzmuller et al., 2015), which is the criterion variable adopted in this study. This attitudinal construct is commonly defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p.1304). As such, "satisfaction is the assessment of the favorability of a job, typically ranging along a continuum from positive to negative" (Judge et al., 2017, p. 2). Moreover, it represents a core job attitude which also has great impact on individuals' working life since it influences the way people feel about their job and the meaning they ascribe to it. Thus, it can be described as the affective state of an individual that results from a comparative assessment between one's current job situation and a desired one (Judge & Klinger, 2008). According to Locke's (1969) value-percept model, job satisfaction assessment includes three main elements: 1) the perception of an event or characteristic, 2) a value, which is a standard way through which an individual acts that is favorable to the self, and 3) a judgment that analyses the discrepancy between the perception and the value. From the analysis of this discrepancy, the individual will be able to understand what he/she perceives and values and depending on the size of this discrepancy, he/she will then be able to express whether is more or less satisfied with his/her work.

As previously highlighted, this job attitude plays an important role for organizations and their outcomes as it promotes desirable work results, as extended research has documented (Steel et al., 2018). In particular, through previous research developments, the relation between job satisfaction and job performance has been greatly debated in light of earlier inconsistent findings regarding the size and direction of this link. From the Hawthorne studies, it has emerged the very popular notion that a "happy worker is a productive worker". However, shortly after, this notion was thought to be a misconception because the link between the two variables was inconsistent. As a result, both practitioners and researchers were led to believe that job satisfaction would play a negligible, or at least a situationally specific, influence on job performance.

Nonetheless, more recent meta-analytic research showed that some of the previous results inconsistencies were due to ambiguities regarding the job performance definition as well as primary studies data statistical artifacts. In fact, comprehensive meta-analysis conducted by Judge et al. (2001) and Bowling et al. (2015) have shown that this relationship reaches a moderate effect size, respectively of $\rho = .30$ ($k = 312$, $N = 54,471$) and $\rho = .27$ ($k = 101$, $N = 19,494$), supporting the job satisfaction status of a meaningful predictor of job performance (Saari & Judge, 2004) and key work-related attitudinal variables in organizational research. Indeed, besides to job performance, job satisfaction is also related to other job attitudes with importance for organizations, such as organizational commitment and specifically its affective dimension. Work engagement has also been found to be related to job satisfaction, as the first occurs when the individual possesses personal and job resources which generates in himself/herself motivation to work, resulting in positive outcomes, such as job satisfaction (García-Sierra et al., 2015; Orgambidez & Extremera, 2020). Moreover, job satisfaction is negatively related to turnover intentions, meaning that workers who are less satisfied have more tendency to quit their jobs (Saari & Judge, 2004). Overall, research indicates that job satisfaction represents an important antecedent of work-related outcomes across organizational settings and employees' trajectory stages, including during organizational socialization, standing, therefore, as a key criterion in organizational research (Bauer & Erdogan, 2011).

Due to this construct's importance for the worker and the organizations, a great amount of research has been conducted to understand its determinants. Thus, following this line of enquiry and specifically within the socialization context, previous literature has shown that job satisfaction is influenced not only by socialization tactics but also by newcomer's dispositions. As Bauer and Erdogan (2011) asserted in their socialization model, the socialization process and its results will be influenced not only by the organizational efforts to promote new employee adjustment, but also by newcomers' characteristics and behaviors. In other words, the newcomer's perception of job satisfaction will be influenced by both dispositional and situational factors (Steel et al., 2018). Staw and Cohen-Charash (2005) describe the situational factors as external agents that have an impact on employees, including leadership, payment, task design, job characteristics and organizational climate and culture. However, as posited by the dispositional approach employees' job satisfaction levels, even during their organizational socialization or induction phase, are also influenced by their enduring characteristics (Judge et al., 2017). Such dispositional influences are theorized to explain the observed stability in job satisfaction assessments over time (Judge et al., 2017).

Among the dispositional determinants of job satisfaction, personality is considered a particularly important antecedent of this attitude across employees' career, with extant meta-analytic research also pointing towards this direction. Building upon the most accepted personality model in the literature, the five factor model, a meta-analytic study conducted by Judge et al. (2002) has shown meaningful correlations between the five factors and job satisfaction, with exception to openness to experience ($\rho = .02$, $k = 50$, $N = 15,196$), including neuroticism ($\rho = -.29$, $k = 92$, $N = 24,527$), extraversion ($\rho = .25$, $k = 75$, $N = 20,184$), agreeableness ($\rho = .17$, $k = 38$, $N = 11,856$)

and conscientiousness ($\rho = .26$, $k = 79$, $N = 21,719$). In particular, extraversion and emotional stability generalized its positive effects across jobs and organizational settings. A more recent meta-analysis conducted by Steel et al. (2018) found similar results, with the respective effects sizes of $\rho = -.26$ ($k = 58$, $N = 17,347$) for neuroticism, $\rho = .23$ ($k = 44$, $N = 13,805$) for extraversion, $\rho = .04$ ($k = 40$, $N = 14,621$) for openness to experience, $\rho = .16$ ($k = 40$, $N = 12,181$) for agreeableness and $\rho = .20$ ($k = 48$, $N = 14,953$) for conscientiousness.

Still, it is important to note that the big five model, despite its appropriateness to summarize individual personality structure, does not encompass all personality traits subsumed in individual's personality (Feher & Vernon, 2020). Therefore, research should advance with the study of other specific personality constructs, beyond the big five, that could play a specific role in predicting job satisfaction and other work outcomes (Judge et al., 2002). The current study intends to contribute to this research question by examining the impact of proactive personality on job satisfaction during organizational socialization. As previous research has shown, this relevant trait is not entirely covered by the Big Five model and holds incremental validity over the big five to predict overall performance and its specific dimensions (Rodrigues & Rebelo, 2019; Spitzmuller et al., 2015). In addition, and with relevance for the current study, previous empirical developments (i.e., Chang et al., 2010; Li et al., 2010) have provided cumulative evidence supporting that proactive personality is positively correlated with job satisfaction, in addition to the big five traits. Further meta-analytic findings reported by Spitzmuller et al. (2015), have reported a corrected correlation between proactive personality and job satisfaction of $\rho = .30$ ($k = 18$, $N = 7,075$) and more importantly that "more than 50% of variance in proactive personality is unrelated to the Big Five personality traits collectively" (p. 1).

During the process of socialization, such a positive link between the two variables will also be arguably present. As stated before, individuals with proactive personality are more prone to engage in proactive behaviors (Crant, 2000). Research has been showing that these behavioral patterns will help the individual during the socialization process by generating beneficial outcomes such as job satisfaction. For example, Wanberg and Kammeyer-Mueller (2000) found positive relationships between three proactive behaviors (i.e., sensemaking, relationship building, and positive framing) and job satisfaction. These authors further contented that relationship building is linked to higher levels of job satisfaction because by bonding with other workers, newcomers feel more social support and have lower feelings of loneliness and isolation. Positive framing was also positively related to job satisfaction since this proactive behavior, enacted by proactive personality, facilitates individuals' adoption of a more positive outlook when assessing their circumstances. A study conducted by Morrison (1993) has also shown that newcomer's proactive behavior of information seeking leads to higher satisfaction because it allows them to "experience less uncertainty about their new environments" (p. 564). In short, previous empirical findings support the positive impact of proactive personality on job satisfaction, via its enacted proactive behavioral mechanisms, particularly in the scope of the socialization process.

Accordingly, newcomers with proactive personality tend to make use of such proactive resources to facilitate their socialization process, particularly by engaging more actively in the organizational environment achieving, in turn, personal and organizational positive outcomes, such as job satisfaction (Crant, 2000). Therefore, in accordance with the aspects previously presented, we hypothesize that:

H1: Proactive personality is positively linked with job satisfaction.

Proactive personality and perceived fit

As described, extant research supports the positive influence of proactive personality on job satisfaction, particularly during newcomer's socialization stage (Bauer & Erdogan, 2011; Chang et al., 2010; Li et al., 2010; Li et al., 2017). Still, as emphasized by Li et al. (2017), the mechanisms through which this disposition impacts job satisfaction, besides those linked with proactive behaviors, deserved further examination. To address this question, the current study proposes that P-E fit perceptions may represent an important route through which proactive personality promotes newcomers' job satisfaction.

Due to its multidimensional scope, P-E fit is described as a complex construct encompassing multiple fit levels between individuals and organizations. It can be defined as the degree to which a person's attributes or characteristics match or correspond the characteristics of a certain environment, i.e., organizational context (Cable & Edwards, 2004; Edwards et al., 2006). This level of correspondence will influence the individual's attitudes and behaviors which, in turn, will affect work outcomes (Cable & Edwards, 2004). As stressed by the interactionist perspective (Bauer & Erdogan, 2011; Reichers, 1987), this construct also posits that an individual's behavior is influenced not only by dispositional or situational variables, but most importantly by the interaction between these two sets of variables.

In a specific review of person environment fit literature, Sekiguchi (2004) has presented three main dimensions that can be used to organize related fit research: a) perceived (subjective) vs. actual (objective) fit; b) complementary vs. supplementary fit; c) needs-supplies vs. demands-abilities fit.

Regarding perceived (subjective) versus actual (objective) fit distinction, whereas the first consists of the assessment (i.e., perception) that individuals make of whether they have a good or bad fit with a given environment, the second one concerns the measurement of the actual degree of similarity between the individual and the environment's characteristics. From a subjective fit perspective, even when an employee and its characteristics do not have an actual level of similarity with the environment, as long as he/she hold favorable perceptions of fit, a level of subjective fit with the organizational environment will arguably occur, since people act accordingly to their perceptions in order to maintain cognitive balance (Sekiguchi, 2004). Therefore, it is reasonable to postulate that perceived fit allows employees to experience higher levels of job satisfaction, since

individuals' perceptions are conceived and assessed through related cognitions, enabling them to interpret the environment in its own and consistent perspective (Kristof-Brown et al., 2005).

Additionally, perceived fit plays a role even before the individuals' entry in organizations. For example, through perceived fit applicants choose organizations they believe they will fit in better and from the organization's side, formal personnel selection decisions are also based upon the assessment that hired candidates will achieve good fit levels. Consequently, individuals' perceptions of fit will predict consistent behaviors and attitudes, including those which constitute important work outcomes, like job performance and satisfaction (Cable & DeRue, 2002). In fact, as highlighted by Kristof-Brown et al. (2005), perceived fit has previously shown stronger relationships with job satisfaction, which supports the appropriateness of focusing on subjective fit when the goal is to predict this job attitude.

Taking into account these aspects supporting the usefulness of a perceived fit conceptualization in the study of satisfaction antecedents, the current study focuses upon newcomers' subjective fit perceptions as a hypothesized mediator of the link between proactive personality and job satisfaction. More specifically, it follows Cable and DeRue's (2002) framework of perceived fit, which considers the individual perceptions of person-organization supplementary fit (P-O fit) and person-job complementary fit (P-J fit), which further encompasses demands-abilities fit (D-A fit) and needs-supplies fit (N-S fit) perceptions, as distinct and relevant dimensions of subjective fit at the organizations.

As mentioned above, supplementary versus complementary fit constitutes another important distinction in the fit literature (Sekiguchi, 2004). Supplementary fit occurs when a person's characteristics match with the characteristics of other people that take part in the same environment. Cable and Edwards (2004) add that supplementary fit is mainly represented by the concept of value congruence and concerns the match between an individual's values and an organization's value system. This value system manifests itself in the organization's employees, so if the individual identifies with them in terms of having the same values, supplementary fit occurs. Consistently, this dimension is captured in this study through P-O fit, operationalized via value congruence (Resick et al., 2007). On the other hand, complementary fit happens when the person or the environment have certain characteristics that the other is missing and through fit, both will complement each other (Cable & Edwards, 2004). This dimension of fit is commonly operationalized via P-J fit. Such fit perceptions assess the extent of congruence between the worker characteristics and their job characteristics (Resick et al., 2007; Sekiguchi, 2004), which correspond to "formal task elements of work" (DeRue & Morgeson, 2007). Yet, following Sekiguchi's (2004) literature review, complementary fit is divided into two sub-categories: needs-supplies fit (N-S fit) versus demands-abilities fit (D-A fit). While the first one occurs when the supplies delivered by the environment fulfill the individual's needs, the second one occurs when the pressures (demands) made by the environment are met by the individual's abilities. Hence, as indicated above, P-J fit will be operationalized in this study through its specific D-A fit and N-S fit subdimensions.

Zou et al. (2011) argue that newcomer's proactive personality can influence the extent to which they change and impact the new environment, facilitating their integration and adjustment to the organization. Therefore, as previously emphasized, it is plausible to reason that proactive personality may have a positive impact on the newcomer's adjustment with the environment, through their enacted efforts to shape the environment, ultimately enhancing fit levels. Building upon these aspects, we anticipate that proactive personality will promote stronger levels of both P-O and P-J fit, i.e. D-A and N-S fit, as further discussed in the following sections.

Proactive personality and P-O fit

As previous research has shown, before entering an organization, individuals with proactive personality would make use of their proactive behaviors, such as information seeking, to gather data about potential organizations to work in, as well as about its culture's core values and characteristics. Through obtained knowledge about the organization's characteristics, culture, structure and other attributes, individuals would build, beforehand, a more accurate understanding about the shared similarities between themselves and potential organizations, lastly deciding to apply to those for which they anticipate stronger levels of P-O fit (Resick et al., 2007).

Such proposition is in accordance with the first process of Schneider's attraction-selection-attrition (ASA) model (i.e., attraction), according to which individuals are attracted to organizations that show similarities with them in terms of characteristics and values (Arthur, 2006; Salter, 2006). The same process is likely to occur in a situation where the applicant receives a job offer. Through information seeking, if the individual perceived a good P-O fit, he/she would be more likely to accept the offer (Resick et al., 2007), which is consistent with the second process of this model (i.e., selection), by which individuals tend to choose organizations, or vice-versa, that have attributes that are valued by the other (Arthur, 2006; Salter, 2006). Furthermore, according to the ASA model, individuals who, after entering the organization, do not achieve a good level of fit will have the tendency to develop more pronounced turnover intentions and might end up leaving the organization (Arthur, 2006; Salter, 2006). While the ASA model postulates, through its attrition process, that employees who experience misfit are more likely to abandon the organization, some recent research proposes that proactive personality might reduce or even revert this process's consequences (Devloo et al., 2011). This rationale builds upon the tendency that more proactive employees will actively persevere to adjust their organizational environment and fulfill their goals, regardless of obstacles and constraints, which may invert possible misfit situations. As such, proactive personality might impact upon these situations improving fit and precluding the attrition process's occurrence.

Furthermore, after entering the organization, newcomers start to build relationships and have regular interactions with their colleagues, supervisors, and other organizational members (Kim et al., 2005). During this process, newcomers with proactive personality will be more prone to use their initiative to seek social interactions beyond those implied in the fulfilment of core tasks and technical requirements of their job, engaging for example in organizational citizenship

behaviors that benefit the whole organization (Li et al., 2010). These initial interactions are vital because they enhance the establishment of a social network within and beyond one's job scope, which gives to newcomers a sense of identity, social support, as well as social clues that promote a better understanding of organizational culture core values (Cable & DeRue 2002).

Due to their tendencies to actively influence the environment, the knowledge resulting from the aforementioned actions will allow newcomers with stronger proactive personality to perceive the organization's social requirements more effectively and identify what behavioral patterns and inherent values are important for the organization, allowing them to adjust their behavior to those requirements more effectively, ultimately enhancing their level of fit with the organization. Furthermore, by exhibiting values and implied behaviors that are valued by the organization, newcomers will be more likely to receive support and positive feedback, specifically enhancing their levels of P-O fit (Erdogan & Bauer, 2005). Hence, considering all the aspects presented, we hypothesize that:

H2a: Proactive personality is positively linked to person-organization perceived fit.

Proactive personality and P-J fit

Drawing upon the theory of work adjustment (Dawis, 2005), the current study also proposes that proactive personality will exert a positive influence on perceived P-J fit, contributing to its enhancement (Bayl-Smith & Griffin, 2018). This theory comprises a combination of a fit model and a dynamic process model. Thus, it considers the match between person and environment and, additionally, the efforts of the individual to maintain or increase this match, to reach work adjustment. In the specific case of P-J fit, and for its emergence, the job will have certain demands and supplies that will have to complement individual's abilities and needs, respectively. Thus, when this perception of fit emerges, the individual will try to maintain or increase its levels. According to the theory of work adjustment, the individual will need to engage in certain adjustment behaviors that increase fit levels, which are categorized into active and reactive behaviors. Whereas active behaviors comprise employee efforts to change the environment, reactive behaviors include those aiming to make changes on one's self (Bayl-Smith & Griffin, 2018; Dawis, 2005).

Newcomers with proactive personality will be more prone to exhibit mostly active behaviors, since this trait entails the "tendency or disposition to show initiative and take action to influence and enact meaningful change in the environment" (Rodrigues & Rebelo, 2019, p. 2), to build an environment that fits better with the individual (Bateman & Crant, 1993; Crant, 2000). Consistently, Erdogan and Bauer (2005) argue that when job related problems related arise, individuals with proactive personality are more likely to direct their efforts to "change the status quo" through the knowledge they hold of the norms and reach effective and successful outcomes. Furthermore, due to the current dynamic and competitive nature of work environments, job requirements tend to change at a fast pace. Hence, it is vital for individuals to "self-direct their working conditions" and develop knowledge, skills and abilities required by work demands (Sylva

et al., 2019). This adjustment can be enhanced through proactive personality, as individuals with this disposition are prone to engage in such active behaviors that help them complete their tasks, meeting job demands via more effective learning and development of knowledge, skills, and abilities, creating through this way a better P-J fit, particularly in what concerns its demands-abilities fit (D-A fit) dimension (Bayl-Smith & Griffin, 2018).

As for the needs-supplies (N-S) dimension of P-J fit, it can likewise be enhanced by proactive personality, via the enactment of such proactive behavioral tendencies. Individuals with a proactive personality are more prone to engage in such behaviors that allow them to change and adjust their tasks, to craft a job more adjusted to their characteristics and that could fulfill their needs, thus enhancing N-S fit (Bayl-Smith & Griffin, 2018; Dawis, 2005). The trait activation theory (Parker et al., 2010; Tett & Tetter, 2000), which belongs to the interactionist spectrum, explains that “individuals are thus more likely to behave in a way consistent with their predisposition if the situation stimulates aspects of this predisposition” (Parker et al., 2010, p.846). Consistently, Grant and Ashford (2008) have suggested that both proactive personality and situational factors are important to prompt proactivity, contributing to newcomers need fulfillment.

Firstly, they refer to accountability. Individuals with proactive personality are more likely to express their tendencies when put in a situation where they are expected “to justify and explain their thoughts, emotions, and behaviors” (p.14). Meaning that, if when performing their job accountability situations arise, it is more advantageous for them to act proactively because they will be held responsible. As such, as there is little additional risk for individuals with proactive personality to exhibit proactive behaviors, they might as well plan it in advance and increase their chances of success when the situation emerges. However, if the job does not provide the individual with situations to be held accountable, they can still resort to feedback-seeking. This behavioral strategy will allow them to access information about their performance and improve it while also letting others know they are focused on performing successfully (Grant & Ashford, 2008).

The second construct mentioned by Grant and Ashford (2008) is ambiguity. Situations of ambiguity are weak, meaning they lack rules to act accordingly. Likewise, they create a need in individuals to reduce uncertainty. Proactive people perceive these situations as an opportunity to search for information, feedback and support from others, in order to have a better understanding of job situations and make changes in advance (Grant & Ashford, 2008).

Lastly, there is autonomy. When autonomy is given to proactive individuals, they feel more confident in their actions. It is an indirect way of conveying that they can achieve outcomes successfully mostly relying on their abilities, which enhances engagement in proactive behaviors. These situations also give individuals the opportunity to make choices more adjusted to their characteristics and needs, thus creating a better fit with their jobs (Grant & Ashford, 2008). Yu and Davis (2016) suggest that in the case of newcomers, their need for autonomy derives from a desire for mastery and control when facing a new and unknown environment. Thus, newcomers with higher scores in proactive personality will engage in proactive behaviors to enable a better control

of the environment, so they can shape it and reach their goals successfully, fulfilling their need for autonomy.

Since organizational entry phase enacts such situational characteristics, it comprises such a situation that may prompt and facilitate the expression of proactive behavioral tendencies from newcomers that have more proactive personality, including those aiming the development of their skills and fulfillment of individual needs, enabling the beneficial effects of this disposition on P-J fit. Therefore, we assume that proactive personality will enable stronger levels of P-J fit in both its dimensions of D-A fit and N-S fit, during organizational socialization, hypothesizing that:

H2b: Proactive personality is positively linked to demands-abilities perceived job fit.

H2c: Proactive personality is positively linked to needs-supplies perceived job fit.

The mediating role of perceived fit on the link between proactive personality and job satisfaction

As asserted in previous sections, the purpose of this study is to examine the joint impact of proactive personality and key perceived fit perceptions, i.e., P-O fit and P-J fit (through D-A fit and N-S fit), on newcomers' job satisfaction, during the organizational socialization phase. Specifically, it intends to contribute for the literature regarding person-environment fit, by examining whether proactive personality will promote the abovementioned three types of fit and enhance, via these mechanisms, newcomer's job satisfaction in the end of their organizational onboarding stage.

When individuals interact with an environment (i.e., a work setting, that includes a job, other workers, and the organization itself), and if this environment shares similar characteristics with them, individuals' attitudes, values, beliefs, and behaviors will be validated and reinforced (Arthur et al., 2006). This level of similarity and inherent peer support will generate positive individual emotions and behaviors, which in turn will lead to positive work attitudes, such as job satisfaction (Chhabra, 2015).

As previously outlined, the positive link between proactive personality and P-O fit can be conceptualized through Schneider's attraction-selection-attrition (ASA) model. This model suggests that people and organizations are mutually attracted when they perceive similarity. Employees look for organizations they believe to be more similar with, and organizations hire employees who are perceived as matching with their organizational culture. Thus, when the individual enters the organization, if this match occurs, his/her needs will be fulfilled which will result in positive work attitudes, such as job satisfaction (Tsai et al., 2012). Consistent with this theoretical model, several studies have indicated a positive relationship between employee's fit perceptions and their job satisfaction. Kristof-Brown et al. (2005) found strong correlations between P-O supplementary fit and job satisfaction ($\rho = .43$, $k = 41$, $N = 33.767$). Arthur et al. (2006) also found that value congruence has a positive effect on job satisfaction and McCulloch

and Turban (2007) have reported that P-O fit was related to job satisfaction, explaining 11% of its variance. Lastly, a meta-analysis conducted by Verquer et al. (2003) reported a corrected mean correlation of $\rho = .28$ ($k = 18$, $N = 17,986$) between P-O fit and job satisfaction, further showing that the subjective measures of fit were the strongest predictors of job satisfaction ($\rho = .61$, $k = 6$, $N = 1,929$), in comparison to actual fit measures, and that value congruence demonstrated the strongest link with job satisfaction ($\rho = .35$, $k = 10$, $N = 1,657$). Considering this research together with the aspects presented, according to which proactive personality tends to enhance employee's person-environment fit, we anticipate that the beneficial effects of this disposition on newcomer's job satisfaction will take form through the enhancement of fit levels, including P-O fit.

Concerning P-J fit and job satisfaction, Cable and DeRue (2002) and Sekiguchi (2004) argued that when the job fulfills the individuals needs and the individual perceives that he/she is able to meet the job's requirements, enhanced levels of job satisfaction are likely to occur. Furthermore, fit constructs directly related to the job scope are shown to be better predictors of job attitudes and outcomes (Kristof-Brown et al., 2005). Thus, P-J fit should have a strong effect on job satisfaction (Kristof-Brown et al., 2005). Specifically, D-A fit is posited to have a positive effect in work attitudes since that, according to the demands-satisfaction theory, when people can meet the expected demands, perform the tasks inherent to their jobs efficiently, and experience less job stress, they tend to benefit, as a result, from positive outcomes such as job satisfaction (Peng & Mao, 2015). On the other hand, N-S fit is expected to result, particularly, in positive work attitudes because individuals are expected to experience more favorable attitudes, especially when their needs are satisfied (Kristof-Brown et al., 2005). Hence, if the job gives the individual the opportunity to fulfill his/her needs, that tends to translate into positive outcomes such as job satisfaction (Arthur et al., 2006). Moreover, Cable and DeRue (2002) argue that N-S fit might constitute the fit dimension that exerts a greater impact on work outcomes, since when people perform a new job tend to expect to receive rewards in return for their efforts, as an encouragement. Particularly regarding job satisfaction, N-S fit is expected to establish a primary link, since "job-related attitudes should be most strongly associated with job-related constructs" (Resick et al., 2007, p. 1447), and given that a key aspect inherent to higher levels of job satisfaction is linked with the individual's perception that the job is fulfilling one's needs (Cable & De Rue, 2002).

Consistent with these theoretical arguments, several studies have found particularly strong positive relationships between the dimension of N-S fit and job satisfaction. In their meta-analytic study, Kristof-Brown et al. (2005) reported a correlation of $\rho = .62$ ($k = 6$, $N = 1.036$) between P-J fit, as the combination of D-A fit and N-S fit, and job satisfaction. However, when analyzing these fit dimensions separately, the relationship obtained for D-A fit was of $\rho = .41$ ($k = 12$, $N = 3.735$) whereas the relationship respecting N-S fit reached $\rho = .61$ ($k = 32$, $N = 8.726$). Similarly, Chhabra (2015) also found D-A fit and N-S fit to be positively related to job satisfaction.

Additionally, the results provided by Cable and DeRue (2002), following the same conceptualization of fit adopted in the current study, showed that P-O fit and P-J fit accounted for unique variance of job satisfaction, supporting the relevancy of studying the effects of both these

fit dimensions as distinction antecedents of this criterion. Still, this study has also showed that the specific P-J fit dimension of N-S fit has emerged as the best predictor of all job-focused attitudinal outcomes under examination.

As reviewed, research indicates that fit perceptions of P-O fit and P-J fit, including D-A fit and N-S fit, are proximal and non-redundant antecedents of job satisfaction, further showing that N-S fit seems to have a particularly strong impact on this core attitudinal work outcome. Moreover, taking into consideration that proactive personality may act as a facilitator of the level of fit between newcomer and the organization during its entry phase, the current study suggests that the impact of this disposition on newcomer’s job satisfaction will occur via the enhancement of newcomers fit levels. As posited by Arthur et al. (2006), people make choices based on their personality and these choices will put them in situations that have direct effects on obtained outcomes. As such, a given employee chooses an organization to work in because he/she perceives a potential good level of fit with the organization and the respective work environment, where he/she would be likely to achieve positive work attitudes.

Particularly for newcomers with proactive personality, due to their inherent active tendencies, they will take the initiative to influence and change their organizational environment, enhancing their chances to achieve their goals and make them more aligned with organizational goals and demands, by removing obstacles and constraints. Thus, such newcomers will be more able to create higher levels of fit, which in turn will lead them to experience greater job satisfaction (Erdogan & Bauer, 2005).

Therefore, we anticipate that P-O and P-J fit perceptions, i.e., D-A fit and N-S fit, will mediate the link between proactive personality and job satisfaction, as stated in the following hypotheses further depicted in the multiple mediation model presented below (Figure 1).

H3a: P-O fit will mediate the relationship between proactive personality and job satisfaction.

H3b: D-A fit will mediate the relationship between proactive personality and job satisfaction.

H3c: N-S fit will mediate the relationship between proactive personality and job satisfaction.

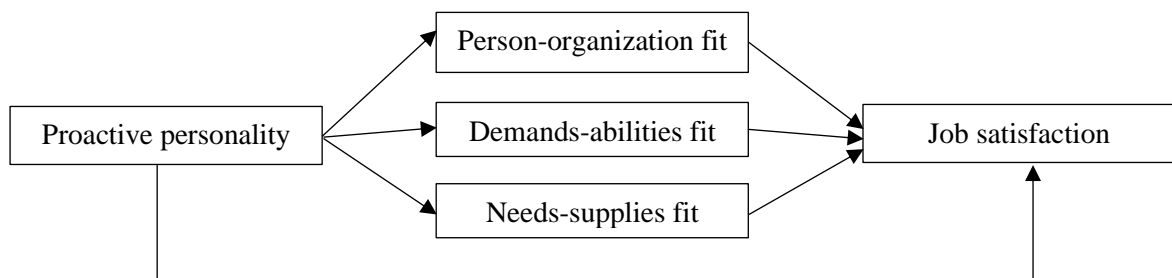


Figure 1. Hypothesized multiple mediation model concerning the mediating effects of subjective fit perceptions on the link between proactive personality and job satisfaction.

Method

Participants and procedure

Participants for this study were master's finalist students from a large national public university, who were completing their full-time curricular internships. To collect data regarding their socialization process in the correspondent organizational setting, a predictive design with two independent data collection phases, separated by five months, was implemented. The first moment of data collection occurred just before (i.e., previous week) and in some cases at the very beginning (i.e., first week) of their internships. In order to start the data collection process, master's degree courses coordinators were contacted by email to inform about the study's main objectives and its key research implications, asking for their students' email contacts along with their required permission for study's implementation. All coordinators have granted permission and forwarded master's students respective email information. Then, target students were approached to ask for their participation, through an electronic mail message containing information about research goals and planned phases of data collection. Those who agreed to take part in the study were later contacted (i.e., at the beginning of the internship) and instructed to complete a paper and pencil questionnaire, to measure proactive personality and gather relevant sociodemographic data. Additionally, they were asked to provide their permission to be contacted to participate in the second data gathering phase. All participants in the first phase provided their informed consent under the acknowledgment of the confidentiality of their answers and their exclusive use for research purposes. After completing the first phase, 160 valid questionnaires were obtained.

The second phase took place five months after the students' entrance in the organizations. As recommended in previous socialization related literature, studies should cover at least the first 100 days of the organizational entry process, since it is during this time frame that newcomer's learning and socialization mostly develop (Ostroff & Kozlowski, 1992; Song et al., 2017). During this second phase, participants were asked, via e-mail, to complete an on-line questionnaire administered to measure their fit perceptions regarding the internships, as well as their level of job satisfaction. In total, 151 valid questionnaires matching correspondent data from both phases were obtained, representing a 94.4% response rate. For the purposes of this study, only data from newcomers with no previous work experience were considered, since it aims to focus upon the variables and mechanisms under examination throughout the development of newcomer's first organizational socialization process, without possible contamination effects of previous work and organizational socialization experiences.

Thus, the final sample consisted of 151 master students facing their first organizational socialization process, through their curricular internships. The sample consisted in 60,9% female and 39,1% male participants, with an average age of 22.93 years old ($DP = 1.63$). Concerning their

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specific master's degree, 64,2% of the students were from master's in psychology, 21,9% from electrotechnical engineering master's, 9,9% from sports sciences master's and the other 4% belonged to other master's degrees, mostly journalism and management. Regarding the type of organization in which the internship took place in, 31,3% consisted in organizations from the private sector, 34% from the health sector, namely 26,7% corresponding to hospitals and 7,3% to health centers, 18,7% consisted in educational institutions, including schools (12,0%), faculties (2,7%) and educational centers (4,0%) and lastly, 11,3% consisted of social institutions. In total, 7 participants (which corresponds to 4,7% of the sample) did not provide data concerning the organization in which they were completing their internships.

Measures

To measure the variables under study, previous research's commonly used instruments were implemented. Specifically, it was used the Portuguese version of the proactive personality scale (Bateman & Crant, 1993), adapted by Rodrigues and Rebelo (2019), the three respective perceived fit scales (i.e., P-O fit, D-A fit and N-S fit) from Cable and DeRue (2002) and the Brayfield and Rothe's (1951) scale of job satisfaction, adapted to the Portuguese language in the context of Rodrigues and Rebelo's (2020) study, conducted with a sample of software engineers.

Considering that Cable and DeRue's (2002) fit perceptions subscales of perceived fit were in its original form, in English, the development of an equivalent Portuguese version was needed. Hence, before data collection, this version was built following the guidelines provided by Brislin (1986). First, the original English version was translated to Portuguese, then item lexical and grammatical correspondence were assessed by the research team and re-assessed by two external researchers. Overall, it was found that all items and respective answer's scale were considered clear and appropriate for the context and target population under study, supporting its content validity. After this initial step, the Portuguese version went through a back translation to English, carried out by a bilingual translator already familiarized with such method. After completing the translation process, a pilot study was conducted with the participation of two final-year master's students, pertaining to the population under examination, in order to receive their feedback concerning the levels of relevance and clarity of the scales (Vogt et al., 2004). Consistently, all items were considered relevant and no major difficulties were found regarding the comprehension of items' meaning, its response scale and corresponding instructions, which attested the face validity of this instrument, allowing the further implementation of its corresponding fit scales (i.e., P-O fit, D-A fit and N-S fit scales) for data collection.

Considering that all measures used were consistently employed in previous studies, which have evidenced the appropriateness of their psychometric properties, including their dimensionality, a confirmatory approach was used to assess their latent structure in the present

sample (Pituch & Stevens, 2016). Even in the case of Cable and DeRue's (2002) scales, which the Portuguese version was built and firstly used in the current study, a confirmatory analysis was also implemented to assess its construct validity, given the substantial extant evidence supporting its three-factor structure (e.g., Astakhova et al., 2013; Hinkle & Choi, 2009). Further details concerning used measures' validity and reliability are provided in the specific sections below.

Proactive Personality was measured through the six-item short form of Bateman and Crant's (1993) ten-item original scale. This short form has been shown to have appropriate psychometric properties, particularly regarding its underlying unidimensional structure, along with acceptable levels of internal consistency, according to evidence reported by several previous studies conducted with samples from different countries (Claes et al., 2005; Li et al., 2010; Rodrigues & Rebelo, 2019). An item example is "I love being a champion for my ideas, even against others' opposition" (which corresponds to "Adoro ser um defensor das minhas ideias, mesmo perante a oposição dos outros" in the Portuguese version). Respective newcomers' answers were obtained through a 5-point Likert scale, where 1 = *strongly disagree* and 5 = *strongly agree*.

Despite extant evidence supporting the psychometric appropriateness of this scale, they were further assessed in this sample. As such, regarding its construct validity, the results of a confirmatory factor analysis showed that a single factor model yields a good level of fit to the data ($\chi^2 [9, N = 151] = 11.948, p = .216, GFI = .975, CFI = .982, TLI = .970, RMSEA = 0.047, SRMR = .041$) (Hu & Bentler, 1999; Pituch & Stevens, 2016). Furthermore, all six items load appropriately and significantly on the proactive personality reflective factor, as depicted in Figure 2 (in appendix). Lastly, this scale's internal consistency was also assessed via the calculation of the corresponding Cronbach's alpha, which was of .75 in the present sample.

Perceived fit was assessed using Cable and DeRue (2002) respective subscales. Specifically, person-organization fit was assessed using three items capturing value congruence, in line with several other studies where P-O fit has been assessed using this conceptualization (Cable & DeRue, 2002). A sample item is "My personal values match my organization's values and culture" (which corresponds to "Os meus valores pessoais ajustam-se aos valores e à cultura desta organização" in the adapted version).

Regarding P-J fit and specifically its subdimension of D-A fit, it was measured using four items. An item example is "The match is very good between the demands of my job and my personal skills," (i.e. "Considero que as minhas aptidões e competências correspondem àquelas que são exigidas pelo estágio"). The remaining subdimension (i.e., N-S fit) was also measured with four items' subscale. A sample item is "The attributes that I look for in a job are fulfilled very well by my present job" (i.e., "Este estágio corresponde em larga medida ao tipo de estágio que eu pretendia" in the Portuguese version).

All these three fit subscales suffered some modifications to refer, more explicitly, to the assessment of newcomers' levels of fit with the organization and with the job performed in the frame of their correspondent internships. Particularly, the segment "at my internship" was added to all items. Responses were obtained through a 5-point Likert scale, ranging from 1 = *strongly disagree* and 5 = *strongly agree*. With regard to its construct validity assessment, a confirmatory analysis was conducted in order to test whether the expected three-factorial structure has been replicated in this sample. Results provided consistent evidence, as showed by the obtained fit statistics for the corresponding tri-factor model (χ^2 [32, $N = 151$] = 54,013, $p < .01$, GFI = .934, CFI = .983, TLI = .977, RMSEA = 0.068, SRMR = .0506) (Hu & Bentler, 1999; Pituch & Stevens, 2016). Moreover, all items adequately loaded ($> .50$, Pituch & Stevens, 2016) in the correspondent factor (see Figure 3, in appendix, for further details). The only exception occurs in the item "O meu desempenho é prejudicado pela minha falta de perícia na execução do trabalho" from D-A fit scale, which loaded below recommend cut-off and was consequently dropped from the analyses. Additional reliability analysis further supported its exclusion, since keeping this item in the scale will negatively affect D-A fit scale's internal reliability, which will drop to from .94 to .79. Thus, final Cronbach's alphas obtained in the current sample were of .93 for P-O fit, .91 for D-A fit and .94 for N-S fit.

Job satisfaction was assessed through the short version of Brayfield and Rothe's (1951) five-item's scale, which comprises a general measure of job satisfaction frequently used in related literature (see Judge & Klinger, 2008). Like minor adjustments made to items of Cable and DeRue's (2002) subscales, the items of this short version also suffered some modifications to refer more directly to this study's specific context of newcomer's internships. Consequently, the segment "at my internship" was added in the end of each item (e.g., "Sinto-me bastante satisfeito com o meu trabalho desenvolvido no estágio", which corresponds to the item "I feel fairly satisfied with my present job", in the original scale). All items were answered through a 5-point Likert scale, where 1 = *strongly disagree* and 5 = *strongly agree*. Regarding the validity and dimensionality of this construct, results show that a single factor model yielded an adequate level of fit to the data (χ^2 [5, $N = 151$] = 10,870, $p = .054$, GFI = .971, CFI = .983, TLI = .965, RMSEA = 0.088, SRMR = .0310). Likewise, in line with prior evidence from previous studies with Portuguese samples (i.e., Rodrigues & Rebelo, 2020), all items loaded appropriately and significantly on job satisfaction factor, as shown in Figure 4 (see appendix C). Lastly, a Cronbach's alpha of .87 was obtained in this study's sample.

Analytical Strategy

In order to examine whether the obtained relationship between proactive personality (i.e., the predictor) and the job satisfaction criterion empirically supports H1, the correspondent Pearson product moment correlation coefficient was used as estimate of observed validity. Still, in line with previous author's recommendations (Schmidt & Hunter, 1996; Viswesvaran et al., 2014) regarding the importance of accounting for measurement error effects (i.e., attenuation), which affect observed validity coefficients by artificially reducing their magnitude, this observed validity coefficient was corrected for unreliability in both the predictor and the criterion. Corrections were made using Salgado's (1997) VALCOR validity correction program, using obtained Cronbach's alphas as intra-rater reliability estimates.

Furthermore, to test the mediation hypotheses under study, regarding the indirect effects of proactive personality on job satisfaction, via the three dimensions of perceived fit under study (i.e., P-O fit, D-A fit and N-S fit), a multiple mediation analysis was used. Consistently, an ordinary least square path analysis was conducted through the Hayes' (2012) PROCESS macro (model 4) for SPSS. As such, the statistical significance of indirect effects was estimated through the calculation of bias-corrected 95% bootstrap intervals (95% BC), based on 5000 samples. Bootstrapping allows an appropriate level of control over Type I and II errors and mitigate potential power problems that may arise from possible non-normal sampling distributions of indirect effects (Hayes, 2017; Williams & MacKinnon, 2008).

Results

Prior to test research hypotheses, the discriminant validity of all scales used to measure the variables under study was assessed. Due to relatively small size of the sample for carrying out a confirmatory factor analysis with all scale's items (i.e., 21 items in total), an exploratory factor analysis was performed, as a feasible alternative, to gather the required evidence. After employing principal-axis factoring and *oblimin* rotation, to account for expected construct inter-relations, a five-factor solution was obtained, including the construct of proactive personality, the three constructs of perceived fit under analysis, plus the construct of job satisfaction. Such solution accounted for 71.05% of total item variance and all items displayed appropriate and clean loadings in the respective factor, ranging from .50 to .64 for proactive personality, .78 to .99 for P-O fit, .72 to .87 for N-S fit, .75 to .95 for D-A fit, and .49 to .77 for job satisfaction (see appendix D for further details). These results support the adequate empirical discriminability of all constructs under analysis, allowing the further testing of this study's research hypotheses.

Table 1 presents the descriptive statistics and intercorrelations between variables under study. As can be observed, a positive and significant relationship between proactive personality and job satisfaction was found, specifically of $r = .24$ ($p < .01$) corresponding to a validity coefficient of $\rho = .30$ (95% CI: .09, .47), when corrected for measurement error in both variables, which supports this study's first hypothesis (H1). Furthermore, proactive personality has also showed positive and significant correlations with two specific fit perceptions under examination, i.e., P-O fit ($r = .19$, $p < .05$) and N-S fit ($r = .19$, $p < .05$). Yet, the relationship between this dispositional predictor and the mediator of D-A fit was found to be weak and non-significant ($r = .11$, $p = .17$).

Table 1. Means, standard deviations and intercorrelations between study variables.

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
1. Sex ^a	1.61	0.49	—						
2. Age	22.93	1.63	-.13	—					
3. PP	3.68	0.54	-.33***	.14	—				
4. P-O fit	3.64	0.84	-.17*	-.04	.19*	—			
5. D-A fit	3.89	0.65	-.04	.06	.11	.02	—		
6. N-S fit	3.75	0.92	-.06	-.07	.19*	.52***	.20*	—	
7. SAT	3.79	0.70	-.17*	.15	.24**	.52***	.26**	.62***	—

Note. $N = 151$. ^aMale were coded as 1 and females were coded as 2. PP = *proactive personality*; P-O = *person-organization fit*; D-A = *demands-abilities fit*; N-S = *needs-supplies fit*; SAT = *job satisfaction*. *** $p < .001$; ** $p < .01$; * $p < .05$.

Additionally, consistent with previous studies (Cable & DeRue, 2002; Chhabra, 2015; Kristof-Brown et al., 2005), newcomers' perceptions of fit under analysis were positively linked with job satisfaction criterion: $r = .52$ ($p < .001$) for P-O fit; $r = .26$ ($p < .01$) for D-A fit; and, $r = .62$ ($p < .01$) for N-S fit. Moreover, the results from a further regression analysis showed that these fit perceptions account for 46% of job satisfaction's total variance (adjusted $R^2 = .46$, $F(3,147) = 43.53$, $p < .001$) and yield a significant and non-redundant contribution for the prediction of this criterion, respectively of $\beta = .29$ ($p < .001$) for P-O fit, $\beta = .17$ ($p < .01$) for D-A fit and $\beta = .44$ ($p < .001$) for N-S fit, converging with previous meta-analytic results (i.e. Kristoff-Brown et al., 2005).

Given that significant links were found between proactive personality and both hypothesized mediators of P-O fit and N-S fit; and that both these hypothesized mediators were significantly related with job satisfaction criterion, preconditions for testing the respective indirect effects, as postulated by H2a and H2c, were met (Hayes, 2013). Still, contrary to our expectations, proactive personality has not established a significant relationship with D-A fit hypothesized mediator, which does not provide support for H2b, according to which this fit dimension will also emerge as an intervening person-environment variable on the link between this newcomer's disposition and their levels of job satisfaction.

Thus, Process macro (model 4) for SPSS, developed by Hayes (2012) was used to estimate H2a and H2c proposed mediating effects of P-O fit and N-S fit dimensions. Since newcomers' sex was significantly correlated with some of the variables that build up such indirect effects, particularly with the criterion, it was included as a control in respective analysis. Considering previous acknowledged advantages of bootstrapping for testing mediation, bias-corrected 95% bootstrap intervals, based on 5000 samples, were used to assess the statistical significance of mediating effects. Obtained results are showed in Table 2.

Results showed that the hypothesized indirect effect of proactive personality on job satisfaction, via P-O fit, with an estimate of .05 (95% BC: -.001, .135), was not statistically significant, as the bootstrap confidence interval included zero. Consequently, these findings have not provided support for H3a in the current sample. Contrarily, the bootstrap analyses revealed that the other indirect effect of proactive personality under examination, i.e., through N-S fit, with an estimate of .06 (95% BC: .013, .254) was significant, given the corresponding bootstrap confidence interval does not included zero, thus providing support to H3c. Furthermore, as depicted in Table 2, the direct effect of proactive personality on job satisfaction became non-significant (95% BC: -.06, .281) once the N-S fit mediator was included in the model, showing that this fit dimension fully mediates the link between proactive personality and job satisfaction in this sample.

Table 2. Results of mediation analyses examining the mediating role of P-O fit and N-S fit in the link between proactive personality and job satisfaction, controlling for newcomer's sex.

	<i>Estimate</i>	<i>SE</i>	<i>p</i>	BC Bootstrap 95% CI*	
				Lower	Upper
<i>Model 1. P-O fit as outcome</i>					
Constant	3.10	0.61	.00	1.899	4.30
Sex	-0.21	0.14	.16	-0.492	0.081
Proactive personality	-0.24	0.13	.07	-0.024	0.50
<i>R</i> ² = .05					
<i>Model 2. N-S fit as outcome</i>					
Constant	2.55	0.67	.00	1.217	3.881
Sex	0.00	0.16	.98	-0.314	0.321
Proactive personality	0.32	0.15	.03	0.034	0.613
<i>R</i> ² = .04					
<i>Model 3. Job satisfaction as outcome</i>					
Constant	1.43	0.43	.00	0.586	2.264
Sex	-0.10	0.09	.28	-0.288	0.082
Proactive personality	0.11	0.09	.20	-0.060	0.281
P-O fit	0.21	0.06	.00	0.087	0.328
N-S fit	0.37	0.06	.00	0.257	0.474
<i>R</i> ² = .46					
<i>Direct effect of proactive personality on job satisfaction</i>	0.11	0.09	.20	-0.06	0.281
<i>Indirect effect of proactive personality on job satisfaction via P-O fit</i>	0.05	0.03		-0.001	0.135
<i>Indirect effect of proactive personality on job satisfaction via N-S fit</i>	0.12	0.06		0.013	0.254

Note. *N* = 151. *Bias-corrected bootstrap confidence intervals. All the coefficients reported are unstandardized.

Discussion

Organizational socialization constitutes a critical human resources management process, which influences newcomers' performance, job attitudes, and intentions to remain in the organization (Bauer & Erdogan, 2011; Cooper-Thomas et al., 2012). Therefore, its effective implementation plays an important role in fostering newcomer's adjustment and related effectiveness, representing the last, but not the least, important phase of organization's personnel recruitment and selection efforts to attract, select, and accommodate the talent needed for organization's success and competitive advantage (Saks & Gruman, 2014). However, as highlighted by the interactionist approach applied to the organizational socialization context (Reichers, 1987), the success of this process is dependent upon the extent to which organizations can complement institutionalized socialization tactics with newcomers' specific resources, needs, and characteristics (Bauer & Erdogan, 2011; Cooper-Thomas et al., 2012).

Drawing upon such propositions, the current study intended to contribute for related literature by examining the joint impact of a key newcomer's individual characteristic, i.e., proactive personality, and perceived person-environment factors, i.e., perceptions of fit, on the key socialization outcome of job satisfaction. To the best of our knowledge, this is the first study to propose that proactive personality's beneficial influence on this attitudinal criterion occurs via the mediating mechanisms of perceived fit, i.e., P-O fit, D-A fit and N-S fit (Cable & DeRue, 2002). As a result, it has drawn some relevant theoretical and applied implications for the literature, as further presented and discussed.

Theoretical Implications

Consistent with previous primary and meta-analytic research (Li et al., 2010; Li et al., 2017; Spitzmuller et al., 2015), a positive link between proactive personality and newcomers' levels of job satisfaction, reported after five months of socialization, was found. This result supports the first research hypothesis, which postulated the predictive validity of this newcomer disposition in relation to this criterion. Moreover, obtained results have showed that the size of this link reaches a moderate magnitude, after its correction for measurement error. Thus, these findings are aligned with previous research in supporting the meaningful role of proactive personality for predicting job satisfaction, but also extend such previous developments by showing, specifically, that such positive effect of this personality variable also occurs in employee's integration phase.

Furthermore, results also revealed that this individual disposition enhances the development of newcomers' positive fit perceptions, specifically of P-O fit and N-S fit, as implied by hypothesis 2a and 2c. This pattern of findings is consistent with the role of proactive personality in enacting behavioral tendencies to actively influence and adjust the environment to facilitate individual's goal achievement (Bateman & Crant, 1993). More precisely, the positive relationship between proactive personality and P-O fit assign credit to the advocated rationale, based on Schneider's ASA model, that employees with higher levels of proactive personality tend to examine

the degree of similarity they share with an organization prior to their entry (through proactive behaviors such as information seeking), which corresponds to the first phase of the model, i.e., attraction. Thus, more proactive employees are more likely to look for and choose organizations they perceive to be more similar or compatible with their core values - which is consistent with the model's second phase, i.e., selection - enhancing their chances of generating P-O fit (Erdogan & Bauer, 2005; Kim et al., 2005; Li et al., 2010; Resick et al., 2007). Additionally, it also ascribes plausibility to the advocated proposition that when entering into a new organizational environment, their enduring adaptative tendencies may lead newcomers with higher proactive personality levels to seek for social interactions in order to establish a network, allowing them to not only identify with their surroundings, but also gain a better understanding of the organization's culture and values (Cable & DeRue, 2002; Li et al., 2010). This knowledge will enhance their comprehension about the social requirements and behavioral patterns desired by the organization, allowing them to meet those requirements more efficiently and, likewise, receive positive support and feedback, thus creating a better P-O fit (Erdogan & Bauer, 2005).

Likewise, the significant and positive relationship of proactive personality with N-S fit further supports the instrumentality of this dispositional tendency to accommodate the work environment even in the case of the more restrict scope on newcomer's job, facilitating individual needs fulfilment and consequently enhancing N-S fit (Bauer et al., 2019; Bayl-Smith & Griffin, 2018; Dawis, 2005). Specifically, proactive personality will promote the fulfillment of newcomers needs, like desire for control, autonomy, and accountability in the job's frame, by translating into beneficial newcomer proactive actions (Ashford & Black, 1996; Bauer et al., 2019; Grant & Ashford, 2008; Yu & Davis, 2016).

Despite the positive impact of proactive personality on both P-O fit and N-S fit, the further test of respective mediation hypotheses effects, as postulated by H2a and H2c, showed that only N-S fit acts as an intervening variable in the link between this personality trait and newcomer's job satisfaction. Moreover, results revealed that N-S fit fully mediates this link, giving empirical support to hypothesis 3c. These findings suggest that newcomers with a more proactive personality tend to engage in behaviors primarily focused on generating higher levels of N-S fit, which ultimately contributes to higher levels of job satisfaction. When newcomers with higher levels of proactive personality engage in proactive behaviors, such as feedback seeking, building social network, and negotiating job changes, they are generating more favorable circumstances to fulfill their needs (Grant & Ashford, 2008). In other words, they are generating the supply to their needs by adjusting the circumstances and creating the opportunity to behave proactively, therefore enhancing their N-S fit (Ashford & Black, 1996; Bauer et al., 2019; Yu & Davis, 2016).

Consistently, out of the three fit perceptions examined, our results suggest that only N-S fit seems to act as the route through which proactive personality translates into greater newcomer's job satisfaction, supporting its role in facilitating job related need fulfillment which, as previous studies have underlined, represents an important driver of job satisfaction (Cable & DeRue, 2002; Kristof-Brown et al., 2005; Resick et al., 2007). Some researchers even argue that, in its definition,

job satisfaction implies and is clearly dependent upon need fulfillment (Cable & De Rue, 2002). Furthermore, N-S fit perception has a specific job-related focus and, therefore, is posited to have a greater impact on job-related attitudes, i.e., job-satisfaction (Resick et al., 2007).

Contrary to our expectations, hypothesis 3a did not receive empirical support in this sample, meaning that P-O fit did not act as an additional and significant mediator of the link between proactive personality and job satisfaction, when N-S fit is accounted for. One reason that could explain the absence of this effect concerns the possible mismatch that may occur between proactive personality and organization's core values, particularly in the cases where proactivity is not explicitly encouraged or valued. In other words, the freedom to engage in proactive behaviors and change the environment in order to create a better fit, may not be granted or at least encouraged. Therefore, despite more proactive newcomers' stronger intentions to take the initiative to change their environment and prompt a better fit, such endeavors might be particularly unsuccessful when there are strong cultural constraints to proactivity and inherently risk-taking initiatives (Bayl-Smith & Griffin, 2018).

Moreover, although newcomers with higher proactive personality levels may assess their levels of congruence with an organization prior to their entry, a misfit may still occur during organizational socialization where more accurate knowledge about the organizational culture is acquired. Consistently, when proactive individuals, including newcomers, are put in situations framed by strong organizational cultures, where they are not able to behave accordingly to their personality, those situational forces may constrain their proactivity ultimately precluding, or at least, reducing the potential of proactive personality to facilitate newcomer's accommodation to a such a strong system and enhance job satisfaction. Therefore, future research should examine whether the level to which organizational culture core values supports proactivity and change-related behaviors, may act as moderator of the beneficial effect of proactive personality in promoting higher P-O fit and subsequent job satisfaction (Erdogan & Bauer, 2005).

In contrast to P-O fit and N-S fit perceptions, obtained findings showed that proactive personality does not influence D-A fit, not providing support for hypothesis 2b. A possible explanation comes from the strict nature of D-A fit, which primarily results from the compatibility between job demands and newcomer job knowledge and skills (Kristoff-Brown et al., 2005). Due to this nature, it is likely that contextual factors regarding the support of the supervisor in developing newcomers' skills and knowledge might play a more important role in facilitating D-A fit than individual dispositions of proactive personality (Dhir & Dutta, 2020). Another important element to consider as a plausible facilitator of newcomers D-A fit may be the organization's socialization tactics, specifically their degree of effectiveness in supporting newcomers' job specific knowledge acquisition (Saks & Gruman, 2014). In short, D-A fit could be mainly preceded by situational variables, such as support from the supervisor and coworkers or even from the organization itself, via effective socialization tactics.

Practical Implications

Besides the theoretical contributions discussed above, our findings also draw some practical implications. In light of the positive and meaningful impact of proactive personality on newcomer's job satisfaction, as showed by our results, organizations should include the assessment of this personality variable in their personnel selection procedures, as a strategy to promote higher levels of satisfaction during the socialization phase. In addition, organizations could also provide newcomers with guidance, encouraging the expression of their proactive tendencies as a way to fulfil their needs and enhance their job satisfaction, which in turn will enhance their performance (Cooper-Thomas & Anderson, 2006; Cooper-Thomas et al., 2012), and consequently, their desire to remain in the organization (Bauer et al., 2019). Therefore, organization socialization efforts should be aligned with newcomer's proactive tendencies to increase the chances of newcomers benefiting from greater job satisfaction.

Moreover, this study's results show that all three fit perceptions are important predictors of newcomers' job satisfaction. Hence, organizations should promote higher levels of newcomer's fit during selection and socialization processes. That can be achieved by assessing levels of P-O fit during personnel recruitment and selection processes, by creating further socialization tactics that focus on the enhancement of D-A fit, for example through encouraging supervisors to allocate time to support and develop newcomer's knowledge and skills required for upcoming job tasks. Lastly, the assessment of proactive personality should be carried out as a strategy of improving N-S fit. In particular, by conducting such assessment organizations will be more effective in targeting and tailoring the amount of socialization support needed by the newcomers, since especially those who score lower in this individual disposition will be more likely to need further assistance to enhance their N-S fit, which in turn is instrumental for higher job satisfaction (Cooper-Thomas & Anderson, 2006; Kim et al., 2005; Yu & Davis, 2016).

Limitations and Future Research

Despite its contributions, this study has some limitations. Firstly, since our findings were obtained using a sample of trainees completing their first organizational socialization process, through their curricular internship, they may not generalize to other newcomers' types, such as formally hired newcomers or newcomers with previous job experience. Secondly, the relatively small size of our sample and the specific education level of its elements, i.e., master's degree, also restricts the extent to which these findings can be generalized to other socialization settings, especially those involving newcomers with distinct education levels. Therefore, future research with larger samples and including different types of newcomers is needed before more definite conclusions can be taken about the role of proactive personality and perceived fit in promoting newcomer's job satisfaction.

Thirdly, as previously emphasized, future research should analyze other antecedents of P-O fit and D-A fit, since these fit dimensions seem to be more affected by situational factors, or

possibly through the interaction between newcomers' dispositions and aspects of socialization context. Thus, besides including relevant newcomer's dispositions, like proactive personality, studies should build upon the interactionist approach and integrate relevant socialization situational variables (Bauer & Erdogan, 2011; Kim et al., 2005; Reichers, 1987). Organizational tactics, socialization and job design strategies, as well as organizational support, may represent important facilitators of these types of fit, especially if they are validated, structured, and tailored to newcomer's characteristics (Cooper-Thomas & Anderson 2006; Sekiguchi, 2004). In addition, specifically regarding D-A fit, support from supervisors should also be considered in future studies as an antecedent of this fit perception (Bayl-Smith & Griffin, 2018; Dhir & Dutta, 2020; Kristoff-Brown et al., 2005).

Fourthly, as asserted by DeRue and Morgeson (2007), the integration of work design, needs theory, and fit literature is needed to build a better understanding on how fit perceptions evolve over time and what could influence them. As such, longitudinal designs with measures of perceived fit dimensions assessed in multiple time points are needed to evaluate how these perceptions evolve through time and, more importantly, whether they might influence each other. Finally, it would also be important to examine other psychological mechanisms of the link between proactive personality and job satisfaction, as well as which variables define the boundaries of proactive positive influence in newcomers' outcomes. As previous literature has emphasized, proactive personality and its related proactive behaviors, may not always be desirable or beneficial, specifically when the organizational culture and newcomer's proximal environment does not encourage or support them (Erdogan & Bauer, 2005). Therefore, future research should focus on how proactivity support from the organization might act as moderator of proactive personality positive influence in newcomer adjustment and success (Bayl-Smith & Griffin, 2018).

In conclusion, this study stands as one of the first attempts to analyze the mediating role of perceived P-O fit, D-A fit and N-S fit in the relationship between newcomer's proactive personality and job satisfaction, during the organizational socialization stage. Results indicated that proactive personality has a positive and meaningful impact on job satisfaction and, likewise, acts as a facilitator of higher newcomer levels of P-O fit and N-S fit. Still, findings suggest that the influence of this disposition on job satisfaction occurs, exclusively, via N-S fit. These findings support that organizations may achieve positive attitudinal outcomes, such as job satisfaction, by profiling newcomers according to their proactive personality levels, since whilst those who score higher tend to take the initiative to actively accommodate their job to facilitate individual needs fulfillment and become more satisfied, those who score lower in this disposition are more likely to need further support to reach higher levels of N-S fit and job satisfaction. Despite replicating previous meta-analytic results by showing that all perceived fit dimensions, i.e., D-A fit, P-O fit and N-S fit, represent relevant and non-redundant antecedents of newcomers' job satisfaction, obtained findings pointed that only N-S fit acts as a meaningful mechanism through which proactive personality translated into enhanced job satisfaction, encouraging further research to map other antecedents of newcomers perceived fit and related job satisfaction.

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Appendix

Appendix A: Questionnaire – 1st data collection phase

Appendix B: Questionnaire – 2nd data collection phase

Appendix C: Confirmatory factor analyses of proactive personality, fit perceptions and job satisfaction scales

Appendix D: Factor loadings from exploratory factor analysis of all measuring scales of the variables under study, using oblimin rotation

Appendix A: Questionnaire – 1st data collection phase



Estudo dos Processos de Integração em Contexto Profissional

Caro(a) estagiário(a)

A nossa equipa de investigação encontra-se a desenvolver, em conjunto com uma equipa de investigação liderada pela professora Teresa Rebelo, um estudo acerca do papel das características individuais nos processos de integração em contexto profissional.

Assim, em nome da equipa de investigação, venho solicitar a sua participação neste estudo, na qualidade de estagiário/a de Psicologia, através do preenchimento de dois breves questionários que lhe serão entregues em 2 fases distintas durante o seu estágio. Este questionário corresponde à 1ª fase.

É garantida a confidencialidade das suas respostas, sendo a análise dos resultados aplicada sempre à amostra global e nunca a respostas de teor individual.

A sua participação é decisiva para o sucesso deste estudo e garantir-lhe-á acesso aos resultados globais do mesmo, que lhe facultarão informação relevante acerca dos mecanismos mais eficazes de integração numa nova situação profissional.

Desde já agradecida pelo seu tempo e consideração, em meu nome e pela equipa de investigação e colocando-me ao dispor para eventuais dúvidas que possam surgir,

Saudações académicas,

A equipa

Faculdade de Psicologia e Ciências da Educação
Universidade de Coimbra

II. Indique em que medida concorda ou discorda de cada uma das afirmações seguintes enquanto *descrições exactas de si próprio*, utilizando a escala abaixo. Certifique-se que responde a todos os itens.

Escala	1. Discordo Fortemente	2. Discordo	3. Não Concordo nem Discordo	4. Concordo	5. Concordo Fortemente
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1. Independentemente das probabilidades, quando acredito em algo faço com que isso aconteça	1	2	3	4	5
2. Se me deparo com algo de que não gosto, corrijo-o	1	2	3	4	5
3. Adoro ser um defensor das minhas ideias, mesmo perante a oposição dos outros	1	2	3	4	5
4. Sou excelente a identificar oportunidades	1	2	3	4	5
5. Estou sempre à procura de melhores formas de fazer as coisas	1	2	3	4	5
6. Quando acredito numa ideia, nenhum obstáculo me impede de a concretizar	1	2	3	4	5

Como se trata de uma investigação constituída por duas fases pedimos-lhe que indique no campo abaixo o seu e-mail que servirá para podermos efectuar a correspondência das respostas dos participantes nas duas fases e também para lhe enviarmos os resultados finais. Sem esta informação não será possível articular as suas respostas com as das fases posteriores invalidando-se a sua importante participação:

Endereco de mail:

Para concluir indique por favor alguns dados biográficos.

Sexo: Feminino Masculino

Idade: _____

Curso: _____ | Área de Especialização: _____

Indique a sua média de curso: _____

A sua área de especialização corresponde à sua primeira escolha: Sim Não

Em que tipo de instituição se encontra a estagiar (ex: escola, hospital, empresa, etc): _____

Caso possua experiência profissional anterior ao seu estágio indique em que função/funções e para cada uma coloque o número de anos/meses de experiência adquirida:

Função 1:	Anos:	Meses:
Função 2:	Anos:	Meses:
Função 3:	Anos:	Meses:

Este questionário terminou. Muito obrigado pelo seu tempo.

*Os nossos melhores cumprimentos
A equipa de investigação.*

Appendix B: Questionnaire – 2nd data collection phase



Estudo dos Processos de Integração em Contexto Profissional – Fase 2

Caro(a) Estagiário(a)

Gostaríamos de agradecer, desde já, a sua importante participação na 1ª fase do estudo acerca do papel das características individuais nos processos de integração em contexto profissional e vimos agora, solicitar-lhe que continue a sua participação nesta investigação através do preenchimento deste questionário relativo à 2ª fase deste estudo.

Este questionário, em particular, incide sobre diversos aspectos relativos à sua situação de estágio. **Note, por favor que as questões do questionário referem-se a aspectos relacionados com a sua Organização/Instituição de acolhimento, com os seus Colegas dessa Organização/Instituição de acolhimento e com o seu Orientador dessa Organização/Instituição de acolhimento. Não responda tendo por referência o seu Orientador e os seus Colegas estagiários da Faculdade.**

Durante toda a investigação a confidencialidade das suas respostas é garantida, sendo a análise dos resultados aplicada sempre à amostra global e nunca a respostas de teor individual.

A sua participação nas duas fases é decisiva para o sucesso deste estudo e garantir-lhe-á acesso aos resultados globais do mesmo, que lhe facultarão informação relevante acerca dos mecanismos e processos de integração numa nova situação profissional.

Desde já agradecidos pelo seu tempo e consideração colocamo-nos ao seu dispor para eventuais dúvidas que possam surgir,

Saudações académicas,

P'la Equipa de Investigação

Faculdade de Psicologia e Ciências da Educação
Universidade de Coimbra

1- Os aspectos que valorizo na vida são muito semelhantes àqueles que são valorizados pela minha organização	1	2	3	4	5
2- Os meus valores pessoais ajustam-se aos valores e à cultura desta organização	1	2	3	4	5
3- Os valores e cultura desta organização têm muito a ver com as coisas que valorizo na vida	1	2	3	4	5
1- Considero que as minhas aptidões e competências correspondem àquelas que são exigidas pelo estágio	1	2	3	4	5
2- O meu desempenho é prejudicado pela minha falta de perícia na execução do trabalho	1	2	3	4	5
3- O meu conhecimento e as minhas aptidões e competências correspondem às exigências do estágio	1	2	3	4	5
4- Possuo as aptidões e as competências necessárias para desempenhar a minha função	1	2	3	4	5
1-Considero que este estágio permite-me realizar o tipo de trabalho que eu quero fazer	1	2	3	4	5
2- Este estágio corresponde em larga medida ao tipo de estágio que eu pretendia	1	2	3	4	5
3- Este estágio combina bem comigo	1	2	3	4	5
4- Este estágio satisfaz as minhas necessidades	1	2	3	4	5
1- Sinto-me bastante satisfeito com o meu estágio.	1	2	3	4	5
2- Na maioria dos dias do meu estágio sinto-me entusiasmado com o meu trabalho.	1	2	3	4	5
3- Cada dia do meu estágio parece interminável.	1	2	3	4	5
4- Retiro verdadeiro prazer do trabalho que realizo no meu estágio.	1	2	3	4	5
5- Considero o trabalho que realizo no estágio bastante desagradável.	1	2	3	4	5

Como já é do seu conhecimento necessitámos que nos indique o seu e_mail para que possamos articular a correspondência das respostas dos participantes nas fases do estudo, mantendo a confidencialidade das suas respostas. Por favor indique no campo abaixo o seu email, o mesmo que indicou no questionário da 1ª fase. **Sem esta informação não será possível articular as suas respostas com as das fases posteriores invalidando-se a sua importante participação:**

Endereço de email:

O questionário terminou. Muito Obrigado pelo seu Tempo e Consideração

Os nossos melhores cumprimentos

A equipa de investigação

Appendix C: Confirmatory factor analyses of proactive personality, fit perceptions and job satisfaction scales

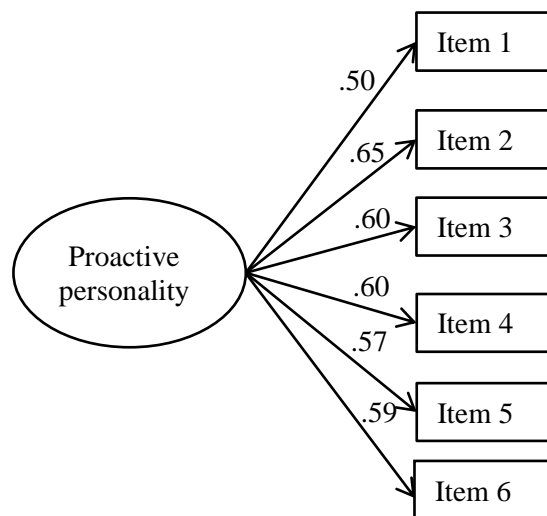


Figure 2. Single factor solution from confirmatory factor analysis of Bateman and Crant's (1993) 6-item subscale, with item's loadings standardized estimates.

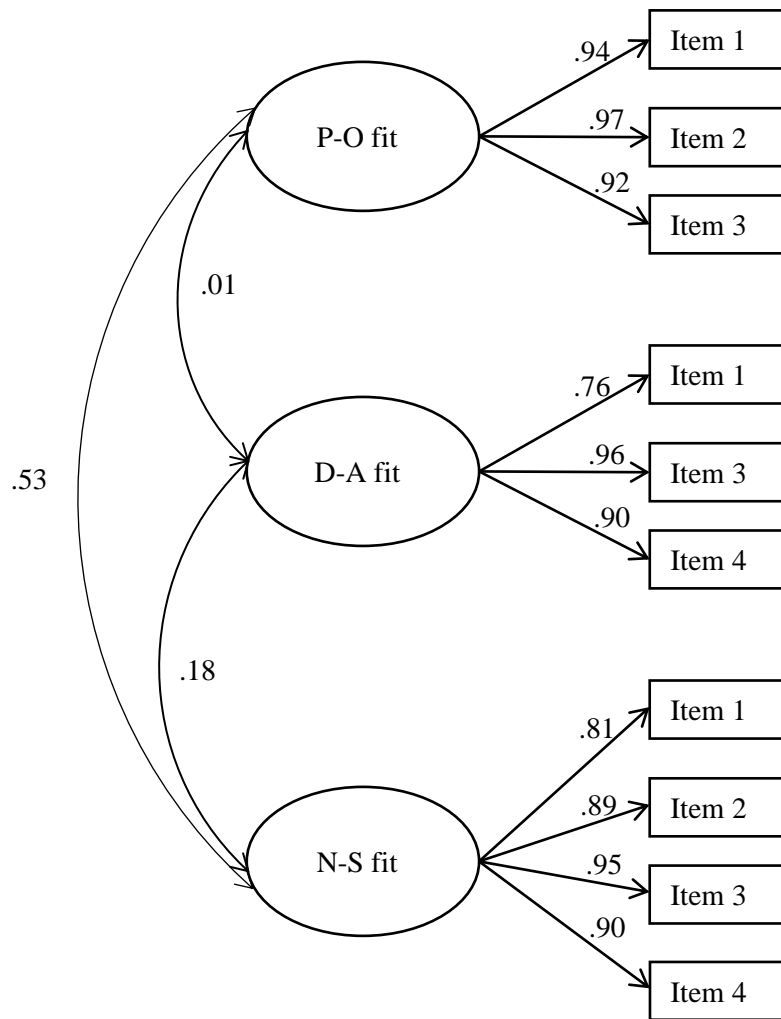


Figure 3. Three factor solution from confirmatory factor analysis of Cable and DeRue's (2002) subscales, with item's loadings standardized estimates.



Figure 4. Single factor solution from confirmatory factor analysis of Brayfield and Rothe's (1951) scale, with item's loadings standardized estimates.

Appendix D: Factor loadings from exploratory factor analysis of all measuring scales of the variables under study, using oblimin rotation

<i>Scale and items</i>	F1	F2	F3	F4	F5
<i>N-S fit</i>					
Item 1	.874	-.012	.038	.054	.106
Item 2	.855	.013	.033	.043	-.047
Item 3	.851	.023	-.011	-.008	-.154
Item 4	.717	.023	-.086	.086	-.228
<i>D-A fit</i>					
Item 3	-.020	.948	-.047	.020	-.005
Item 4	-.069	.912	-.048	-.052	-.106
Item 1	.115	.753	.089	.053	.042
<i>Proactive personality</i>					
Item 2	.086	-.091	.636	.031	.022
Item 4	-.088	.209	.625	-.032	-.024
Item 5	.111	.077	.591	-.013	.196
Item 6	-.048	-.071	.576	.033	-.085
Item 3	.036	-.095	.575	.033	-.092
Item 1	-.059	.019	.500	-.006	-.074
<i>P-O fit</i>					
Item 2	.002	.015	-.046	.988	.029
Item 3	-.018	.048	.006	.947	.032
Item 1	.025	-.054	.047	.776	-.090
<i>Job satisfaction</i>					
Item 5	.039	-.047	.034	.035	-.765
Item 4	-.007	.042	.087	.107	-.737
Item 3	.009	.044	-.003	.068	-.686
Item 1	.285	.153	-.024	.031	-.550
Item 2	.299	.056	.083	-.012	-.493
<i>Eigen value</i>	7.08	2.66	2.45	1.44	1.29
<i>Percentage of explained variance</i>	33.70	12.68	11.67	6.85	6.16

Note. Pattern Matrix values are displayed.