

**NEWCOMERS' VOICE BEHAVIOR,
SUPERVISOR PERCEPTION, AND
INFORMATION SHARING IMPACT ON
NEWCOMERS' ORGANIZATIONAL
SOCIALIZATION IN CHINA'S STATE-OWNED
ENTERPRISES**

WU SHAOXUE

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by

WU SHAOXUE

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TABLE OF CONTENTS

ACKNOWLEDGEMENT	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	xii
LIST OF FIGURES	xv
LIST OF ABBREVIATIONS	xvi
LIST OF APPENDICES	xvii
ABSTRAK	xviii
ABSTRACT	xx
CHAPTER 1 INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	1
1.3 Problem Statement	10
1.4 Research Objectives	18
1.5 Research Questions	18
1.6 Significance of the Study	19
1.6.1 Theoretical Significance.....	19
1.6.2 Practical Significance.....	22
1.7 Definition of Key Terms	24
1.8 The Organization of Thesis	27
CHAPTER 2 LITERATURE REVIEW	28
2.1 Introduction	28
2.2 Voice Behavior.....	28
2.2.1 Concept of Voice Behavior	28
2.2.2 Dimensions of Voice Behavior	29
2.2.2(a) Destructive Voice	30

	2.2.2(b) Constructive Voice	32
	2.2.2(c) Defensive Voice.....	33
	2.2.2(d) Supportive Voice	34
	2.2.3 Influencing Factors of Voice Behavior	35
2.3	Organizational Socialization	39
	2.3.1 Contents of Organizational Socialization.....	39
	2.3.2 Influencing Factors of Organizational Socialization.....	43
	2.3.2(a) From Organizational Perspective	43
	2.3.2(b) From Proactive Perspective	44
	2.3.2(c) Interactive Perspective.....	47
	2.3.3 Outcomes of Organizational Socialization.....	49
	2.3.3(a) Task Mastery	49
	2.3.3(b) Task Performance	52
	2.3.3(c) Role Clarity.....	55
	2.3.3(d) Social Adjustment.....	59
	2.3.4 Newcomers' Organizational Socialization in Chinese SOEs.....	62
2.4	Supervisor's Perceptions of Newcomers' Agency and Communion	65
	2.4.1 Supervisor' Perceptions of Newcomers' Agency	65
	2.4.2 Supervisor' Perceptions of Newcomers' Communion.....	66
2.5	Task Information Sharing and Social Information Sharing	67
	2.5.1 Supervisors' Task Information Sharing	67
	2.5.2 Supervisors' Social Information Sharing.....	68
2.6	Political Skill	69
2.7	Underlying Theories.....	76
	2.7.1 Dual Perspective Model of Agency and Communion (DPM-AC) Theory	76
	2.7.2 Emotion Regulation Theory	80

2.8	Gaps in the Literature	83
2.9	Research Framework	85
2.10	Hypotheses Development.....	89
2.10.1	Relationship between Voice Behaviors and Newcomers’ Socialization Outcomes.....	89
2.10.2	Relationship between Voice and Supervisors’ Perceptions of Newcomers’ Agency and Communion	92
2.10.3	Relationship between Supervisors’ Perceptions of Newcomers’ Agency and Communion and Supervisors’ Information Sharing	95
2.10.4	Relationship between Supervisors’ Information Sharing and Newcomers’ Socialization Outcomes	97
2.10.5	Moderating Effect of Political Skill	99
2.11	Summary	102
CHAPTER 3 METHODOLOGY.....		103
3.1	Introduction	103
3.2	Research Philosophy	103
3.3	Research Design	104
3.4	Population and Source of Data.....	104
3.5	Unit of Analysis	107
3.6	Sampling Technique.....	109
3.7	Minimum Sample Size	110
3.8	Data Collection Procedures	112
3.9	Research Instruments	116
3.9.1	Newcomers’ Voice Behavior	119
3.9.2	Supervisors’ Perceptions of Newcomers’ Agency and Communion.....	121
3.9.3	Supervisors’ Task and Social Information Sharing.....	122
3.9.4	Task Mastery	123
3.9.5	Task Performance.....	124

3.9.6	Role Clarity	125
3.9.7	Social Adjustment	125
3.9.8	Political Skill	126
3.9.9	Back Translation	128
3.10	Common Method Bias	129
3.11	Pre-Testing of Questionnaire	130
3.12	Statistical Analyses	134
3.12.1	Data Screening	134
	3.12.1(a) Missing Data Analysis	134
	3.12.1(b) Outliers	135
	3.12.1(c) Normality	136
	3.12.1(d) Common Method Bias	136
3.12.2	Descriptive Statistics	137
3.12.3	Assessment of the Measurement Model.....	137
	3.12.3(a) Reliability	137
	3.12.3(b) Validity	138
3.12.4	Assessment of the Structural Model	139
	3.12.4(a) Collinearity Assessment	139
	3.12.4(b) Structural Model Path Coefficients	139
	3.12.4(c) Coefficients of Determination	140
	3.12.4(d) Effect Size.....	141
	3.12.4(e) Moderating Effects	141
	3.12.4(f) Predictive Relevance	142
3.13	Summary	142
CHAPTER 4 DATA ANALYSIS AND RESULTS		143
4.1	Introduction	143
4.2	Background of Respondents.....	144

4.3	Data Screening	149
4.3.1	Missing Data	149
4.3.2	Outliers	149
4.3.3	Normality Test.....	150
4.3.4	Common Method Bias	151
4.4	PLS-SEM Analysis	153
4.5	Measurement Model.....	153
4.5.1	Construct Validity	153
4.5.2	Convergent Validity	153
4.5.3	Discriminant Validity	161
4.5.4	Reliability Analysis	164
4.6	Mean Scores and Standard Deviation Scores of the Study Variables	164
4.7	Structural Equation Model	165
4.7.1	Collinearity Assessment.....	166
4.7.2	Path Coefficients and Coefficients of Determination	168
4.7.3	Hypothesis Testing.....	173
4.7.3(a)	Direct Effect of Constructive Voice, Destructive Voice, and Supervisors' Task Information Sharing on Task Mastery	173
4.7.3(b)	Direct Effect of Constructive Voice, Destructive Voice, and Supervisors' Task Information Sharing on Task Performance	173
4.7.3(c)	Direct Effect of Supportive Voice, Defensive Voice, and Supervisors' Social Information Sharing on Role Clarity.....	174
4.7.3(d)	Direct Effect of Supportive Voice, Defensive Voice, and Supervisors' Social Information Sharing on Social Adjustment.....	174
4.7.3(e)	Direct Effect of Constructive Voice, Destructive Voice, Constructive Voice x Political Skill, and Destructive Voice x Political Skill on Supervisors' Perceptions of Newcomers' Agency	175

4.7.3(f)	Direct Effect of Supportive Voice, Defensive Voice, Supportive Voice x Political Skill, and Defensive Voice x Political Skill on Supervisors' Perceptions of Newcomers' Communion.....	176
4.7.3(g)	Direct Effect of Supervisors' Perceptions of Newcomers' Agency on Supervisors' Task information sharing.....	176
4.7.3(h)	Direct Effect of Supervisors' Perceptions of Newcomers' Communion on Supervisors' Social information sharing.....	177
4.7.3(i)	Moderating Role of Political Skill on Constructive Voice, Destructive Voice, and Supervisors' Perceptions of Newcomers' Agency	178
4.7.3(j)	The Moderating Role of Political Skill on Supportive Voice, Defensive Voice, and Supervisors' Perceptions of Newcomers' Communion	180
4.7.4	f^2 Effect Size.....	181
4.7.5	Predictive Relevance	184
4.7.6	Summary of Hypotheses Testing Results.....	185
CHAPTER 5 DISCUSSION AND CONCLUSION.....		187
5.1	Introduction	187
5.2	Recapitulation of Findings	187
5.3	Discussion	191
5.3.1	Relationships between Voice Behaviors (Supportive Voice, Constructive Voice, Defensive Voice, and Destructive Voice) and Socialization Outcomes (Task Mastery, Task Performance, Role Clarity, and Social Adjustment)	191
5.3.1(a)	Relationship between Constructive Voice and Task Mastery	191
5.3.1(b)	Relationship between Constructive Voice and Task Performance.....	193
5.3.1(c)	Relationship between Destructive Voice and Task Mastery	194
5.3.1(d)	Relationship between Destructive Voice and Task Performance.....	195

5.3.1(e)	Relationship between Supportive Voice and Role Clarity	196
5.3.1(f)	Relationship between Supportive Voice and Social Adjustment.....	198
5.3.1(g)	Relationship between Defensive Voice and Role Clarity	199
5.3.1(h)	Relationship between Defensive Voice and Social Adjustment.....	200
5.3.2	Relationships between Voice Behaviors (Supportive Voice, Constructive Voice, Defensive Voice, and Destructive Voice) and Supervisors' Perceptions of Newcomers' Agency and Communion.....	201
5.3.2(a)	Relationship between Constructive Voice and Supervisors' Perceptions of Newcomers' Agency	201
5.3.2(b)	Relationship between Destructive Voice and Supervisors' Perceptions of Newcomers' Agency	203
5.3.2(c)	Relationship between Supportive Voice and Supervisors' Perceptions of Newcomers' Communion	204
5.3.2(d)	Relationship between Defensive Voice and Supervisors' Perceptions of Newcomers' Communion	205
5.3.3	Relationships between Supervisors' Perceptions (Agency and Communion of Newcomers) and Supervisors' Information Sharing (Task and Social)	206
5.3.3(a)	Relationship between Supervisors' Perceptions of Newcomers' Agency and Supervisors' Task Information Sharing.....	206
5.3.3(b)	Relationship between Supervisors' Perceptions of Newcomers' Communion and Supervisors' Social Information Sharing.....	208
5.3.4	Relationships between Supervisors' Information Sharing (Task Information and Social Information) and Newcomers' Socialization Outcomes (Task Mastery, Task Performance, Role Clarity, and Social Adjustment)	209
5.3.4(a)	Relationship between Supervisors' Task Information Sharing and Task Mastery	209

5.3.4(b)	Relationship between Supervisors’ Task Information Sharing and Task Performance.....	210
5.3.4(c)	Relationship between Supervisors’ Social Information Sharing and Role Clarity	211
5.3.4(d)	Relationship between Supervisors’ Social Information Sharing and Social Adjustment	212
5.3.5	Moderating Role of Political Skill	213
5.3.5(a)	Moderating Role of Political Skill on the Relationship between Constructive Voice and Supervisors’ Perceptions of Newcomers’ Agency	213
5.3.5(b)	Moderating Role of Political Skill on the Relationship between Destructive Voice and Supervisors’ Perceptions of Newcomers’ Agency	215
5.3.5(c)	Moderating Role of Political Skill on the Relationship between Supportive Voice and Supervisors’ Perceptions of Newcomers’ Communion	216
5.3.5(d)	Moderating Role of Political Skill on the Relationship between Defensive Voice and Supervisors’ Perceptions of Newcomers’ Communion	217
5.4	Contributions and Implications of the Study.....	218
5.4.1	Theoretical Contributions.....	218
5.4.2	Practical Contributions.....	221
5.4.2(a)	Effects of Voice Behavior	222
5.4.2(b)	Effects of Supervisors’ Perceptions of Newcomers’ Agency and communion	224
5.4.2(c)	Effects of Supervisors’ Information Sharing.....	224
5.4.2(d)	Effects of Newcomers’ Political Skill	225
5.5	Limitations of the Study	226
5.6	Suggestions for Future Research.....	227
5.7	Conclusion.....	229
	REFERENCES.....	231

APPENDICES

LIST OF PUBLICATIONS

LIST OF TABLES

		Page
Table 1. 1	The Findings of the Preliminary Survey on Newcomers’ Organizational Socialization in SOEs.....	5
Table 1. 2	Challenges Faced by Newcomers in SOEs in China	13
Table 2. 1	Chronology of Voice Behavior Definitions	29
Table 2. 2	Different types of Voice Behavior	30
Table 2. 3	Summary of Literature Review about Influencing Factor (individual, organizational, leadership) on Voice Behavior	37
Table 2. 4	Summary of Literature Review about Task Mastery	51
Table 2. 5	Summary of Literature Review of Task Performance	54
Table 2. 6	Summary of Literature Review about Role Clarity	58
Table 2. 7	Summary of Literature Review of Social Adjustment.....	62
Table 2. 8	Summary of Literature Review of Political Skill.....	74
Table 3. 1	The Breakdown of Constructs under Study According to Dimensions Measured.....	117
Table 3. 2	Measurement Items for Newcomers’ Constructive Voice	119
Table 3. 3	Measurement Items for Newcomers’ Supportive Voice	120
Table 3. 4	Measurement Items for Newcomers’ Defensive Voice	120
Table 3. 5	Measurement Items for Newcomers’ Destructive Voice.....	120
Table 3. 6	Measurement Items for Agentic Characteristics	121
Table 3. 7	Measurement Items for Communal Characteristics	122
Table 3. 8	Measurement Items for Supervisors’ Social Information Sharing...	123
Table 3. 9	Measurement Items for Supervisors’ Task Information Sharing.....	123
Table 3. 10	Measurement Items for Task Mastery.....	124
Table 3. 11	Measurement Items for Task Performance	124

Table 3. 12	Measurement Items for Measurement Items for Role Clarity	125
Table 3. 13	Measurement Items for Social Adjustment.....	126
Table 3. 14	Measurement Items for Political Skill	127
Table 3. 15	Rewording of Questionnaire Items based on Feedback from the Pre-test Respondents	131
Table 4.1	15 Large Chinese SOEs Profile.....	144
Table 4. 2	Descriptive Statistics of Demographic Variables	148
Table 4. 3	Skewness and Kurtosis Values for the Study Variables	150
Table 4. 4	Confirmatory Factor Analysis (CFA)	152
Table 4. 5	Loadings and Cross Loadings	155
Table 4. 6	Variable Factor Loading	159
Table 4. 7	Discriminant Validity: Fornell-Lacker.....	162
Table 4. 8	Correlation Coefficients	162
Table 4. 9	Discriminant Validity: HTMT	163
Table 4. 10	Mean Scores and Standard Deviation Scores for the Study Variables	165
Table 4. 11	Lateral Collinearity Assessment	167
Table 4. 12	Hypothesis Testing.....	177
Table 4. 13	Effect Sizes for the Relationships between Constructive Voice, Destructive Voice, Political Skill and Supervisors' Perceptions of Newcomers' Agency	181
Table 4. 14	Effect Size for the Relationships between Supervisors' Perceptions of Newcomers' Agency and Supervisors' Task Information Sharing	182
Table 4. 15	Effect Sizes for the Relationship between Constructive Voice, Destructive Voice, Supervisors' Task Information Sharing and Task Mastery	182

Table 4. 16	Effect Sizes for the Relationship between Constructive Voice, Destructive Voice, Supervisors’ Task Information Sharing and Task Performance.....	182
Table 4. 17	Effect Sizes for the Relationship between Supportive Voice, Defensive Voice, Political Skill and Supervisors’ Perceptions of Newcomers’ Communion	183
Table 4. 18	Effect Sizes for the Relationship between Supervisors’ Perceptions of Newcomers’ Communion and Supervisors’ Social Information Sharing	183
Table 4. 19	Effect Sizes for the Relationship between Defensive Voice, Supervisors’ Social Information Sharing, Supportive Voice and Role Clarity	183
Table 4. 20	Effect Sizes for the Relationship between Defensive Voice, Supervisors’ Social Information Sharing, Supportive Voice and Social Adjustment	184
Table 4. 21	Cross-Validated Redundancy for the Endogenous Variables	185
Table 4. 22	Summary of Hypotheses Testing Results	185

LIST OF FIGURES

	Page
Figure 1. 1	Number and Trend of Newcomer Recruitment in Some State-Owned Enterprises in China from 2020 to 2022.....3
Figure 2. 1	Research Framework.....88
Figure 3. 1	Procedures of Data Collection 115
Figure 4. 1	Structural Model of the Research Framework with Path Coefficients 170
Figure 4. 2	Structural Model of the Research Framework with t Values 172
Figure 4. 3	The Moderating Effect of Political Skill on the Relationship between Constructive Voice and Supervisors' Perceptions of Newcomers' Agency 179
Figure 4. 4	The Moderating Effect of Political Skill on the Relationship between Destructive Voice and Supervisors' Perceptions of Newcomers' Agency 179
Figure 4. 5	The Moderating Effect of Political Skill on the Relationship between Supportive Voice and Supervisors' Perceptions of Newcomers' Communion 180
Figure 4. 6	The Moderating Effect of Political Skill on the Relationship between Defensive Voice and Supervisors' Perceptions of Newcomers' Communion 181

LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CR	Composite Reliability
CSV	Constructive Voice
DFV	Defensive Voice
DSV	Destructive Voice
PS	Political Skill
RC	Role Clarity
SA	Social Adjustment
SPNA	Supervisors' Perceptions of Newcomers' Agency
SPNC	Supervisors' Perceptions of Newcomers' Communion
SOEs	Stated-Owned Enterprises
SPV	Supportive Voice
SSIS	Supervisors' Social Information Sharing
STIS	Supervisors' Task Information Sharing
TP	Task Performance
TM	Task Mastery

LIST OF APPENDICES

APPENDIX A	Confidentiality Agreement For Research Data
APPENDIX B	Preliminary Survey-Newcomers' Questionnaire
APPENDIX C	Preliminary Survey-Supervisors' Questionnaire
APPENDIX D	Questionnaire (To Be Filled By Newcomer)
APPENDIX E	Questionnaire (To Be Filled By Supervisor)
APPENDIX F	Descriptive Statistics Of Demographic Variables
APPENDIX G	Outliers
APPENDIX H	Cook's Distance Value
APPENDIX I	Skewness And Kurtosis
APPENDIX J	Overview Of Measurement Model
APPENDIX K	Cross Loading
APPENDIX L	Fornell-Larcker Criterion
APPENDIX M	Heterotrait-Monotrait Ratio(Htmt) Criterion
APPENDIX N	Confidence Interval Bias Corrected
APPENDIX O	Latent Variable Scores
APPENDIX P	Collinearity Statistics (Vif)
APPENDIX Q	Path Coefficients
APPENDIX R	PLSpredict Results

**IMPAK PERILAKU SUARA PEKERJA BAHARU, PERSEPSI
PENYELIA DAN PERKONGSIAN MAKLUMAT TERHADAP SOSIALISASI
ORGANISASI PEKERJA BAHARU DALAM SYARIKAT MILIK
KERAJAAN DI CHINA**

ABSTRAK

Kajian ini menyiasat hubungan antara perilaku suara, persepsi penyelia (agensi dan komuni pekerja baru), perkongsian maklumat penyelia (tugasan dan sosial), dan sosialisasi organisasi di kalangan pekerja baru dalam syarikat milik kerajaan (SOEs) di China. Selain itu, kajian ini bertujuan untuk menyiasat peranan moderasi kemahiran politik antara perilaku suara dan persepsi penyelia. Penyelidikan ini berdasarkan Teori Model Perspektif Dual Agen dan Komuni (DPM-AC) dan Teori Pengawalan Emosi. Kajian ini meneliti perilaku suara, persepsi penyelia (agen dan komuni), dan perkongsian maklumat penyelia sebagai prediktor hasil sosialisasi organisasi, dengan kemahiran politik sebagai pemoderasi. Seramai 986 pekerja baru dan penyelia mereka dari 15 SOEs di China mengambil bahagian dalam kaji selidik ini. Perisian *Smart Partial Least Squares* (SmartPLS) digunakan untuk menganalisis data yang dikumpul. Dapatan kajian menunjukkan bahawa suara konstruktif, sokongan, pemusnahan dan pertahanan berkait secara signifikan dengan hasil sosialisasi. Hasil kajian juga mendapati bahawa persepsi penyelia terhadap agensi pekerja baru berhubungan positif dengan perkongsian maklumat tugas penyelia. Selain itu, perkongsian maklumat penyelia berkait secara signifikan dan positif dengan hasil sosialisasi, khususnya prestasi tugas dan penguasaan tugas. Persepsi penyelia terhadap komuni pekerja baru berkait secara positif dengan berkongsi maklumat sosial penyelia. Selanjutnya, perkongsian maklumat sosial penyelia berkait secara signifikan dan positif dengan

hasil sosialisasi, terutamanya kejelasan peranan dan penyesuaian sosial. Selain itu, kajian ini mendedahkan bahawa perilaku suara pekerja baru memberi pengaruh signifikan terhadap persepsi penyelia terhadap agensi dan komuni pekerja baru, dengan kemahiran politik berperanan sebagai pemoderasi. Kajian ini memberikan wawasan dan pengalaman berharga bagi pengurus dan pembuat polisi mengenai kepentingan perilaku suara dalam mempromosikan sosialisasi pekerja baru dari SOEs di China. Ia menekankan peranan penting persepsi penyelia (agen dan komuni pekerja baru), perkongsian maklumat penyelia, dan kemahiran politik dalam mempromosikan sosialisasi organisasi bagi pekerja baru. Hasil kajian ini dapat memberikan panduan praktikal dan strategi untuk meningkatkan proses sosialisasi dan integrasi pekerja baru dalam konteks SOE China.

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ENTERPRISES**

ABSTRACT

Chinese state-owned enterprises (SOEs) encounter some issues in newcomer management such as newcomers' high turnover rate during the first few months of their socialization and supervisors' unwillingness to share information with newcomers. This study aims to investigate the relationships between voice behaviors, supervisors' perceptions (agency and communion of newcomers), supervisors' information sharing (task and social), and socialization outcomes among newcomers in Chinese state-owned enterprises. Besides, this study aims to investigate the moderating role of political skill between voice behaviors and supervisors' perceptions (agency and communion of newcomers). The research is grounded in the Dual Perspective Model of Agency and Communion (DPM-AC) Theory and Emotion Regulation Theory. The study examines voice behaviors, supervisors' perceptions (agency and communion), and supervisors' information sharing as the predictors of organizational socialization outcomes, with political skill as the moderating variable. A total of 986 newcomers and 974 their direct supervisors from 15 Chinese state-owned enterprises participated in this survey. Smart Partial Least Squares (PLS) software was used to analyze the collected data. The results suggested that all voice behaviors (constructive, supportive, destructive and defensive) are significantly associated with socialization outcomes. The findings also indicated that supervisors' perceptions of the agency of new employees are positively related to supervisors' task

information sharing. Moreover, supervisor task information sharing is significantly and positively related to socialization outcomes, specifically task performance and task mastery. On the other side, supervisors' perceptions of the communion of new employees are positively related to supervisors' social information sharing. Furthermore, supervisor social information sharing is significantly and positively associated with socialization outcomes, particularly role clarity and social adjustment. This study revealed that voice behaviors of newcomers have a significant influence on supervisors' perceptions of the agency and communion of new employees, with political skill acting as a moderator. This study has provided valuable insights and experiences for managers and policymakers regarding the significance of voice behaviors in promoting the socialization of newcomers from Chinese SOEs. It highlights the essential role of supervisors' perceptions (agency and communion of newcomers), supervisors' information sharing, and political skill in fostering the organizational socialization of newcomers. These findings can offer practical guidance and strategies to enhance the socialization process and integration of new employees within the context of Chinese SOEs.

CHAPTER 1

INTRODUCTION

1.1 Introduction

This study aims to examine the relationships between voice behavior, supervisors' perceptions, information sharing, and newcomers' socialization outcomes in Chinese SOEs. This chapter will present the background of the study, problem statement, research objectives, and the research questions. The significance of the study and definition of the key terms will also be discussed. To provide an overview of this PhD thesis, the organizational structure of the thesis will be detailed in the final section.

1.2 Background of the Study

With a GDP reaching US\$ 17.73 trillion, China stands as the world's second-largest economy, trailing only the United States (Saqib, 2023). Recognized for its combination of low labor costs and advanced technology, China holds a global manufacturing hub status, contributing a significant 28.7% to the total global manufacturing output in 2019 (Richter, 2021). China's State Council Information Office (SCIO, 2022) reported a substantial increase in manufacturing output from 16.98 trillion yuan in 2012 to 31.4 trillion yuan in 2021, with the country's share in the global manufacturing sector rising from approximately 20% to 30% during the same period.

In recent years, China has asserted its economic supremacy by surpassing other nations in the annual Fortune Global 500 ranking, showcasing its emergence as an economic powerhouse. Manufacturing emerges as the primary revenue driver, closely followed by sectors such as construction, real estate, e-commerce, and software

development (Saqib, 2023). The Chinese government actively employs state-owned enterprises (SOEs) to meet market demands, strategically intervening to attain economic objectives. According to the Fortune 2022 report, 71% of China's Fortune 500 companies are SOEs.

China's economy is marked by the prevalence of more than 150,000 SOEs, making it the global leader in terms of SOE numbers (Wang, 2021). The organizational landscape, particularly within SOEs in China, is marked by continuous evolution and adaptation to dynamic market conditions. SOEs are the pillar of the Chinese economy, dominating critical areas and significant sectors (Zeng, Duan, Liu, & Zeng, 2023) and playing a crucial role in fostering economic development and serving as powerful tools for policy implementation in China (Guluzade, 2020). SOEs are legal entities that conduct commercial activities on behalf of the government owner (Ong, 2024). In 2019, SOEs constituted more than 60% of China's total market capitalization, generating 40% of China's GDP, which amounted to US\$15.97 trillion (101.36 trillion yuan) in 2020 (Tjan, 2020). Over the past forty years, China, heavily reliant on SOEs, has achieved tremendous success. Chinese SOEs have been striving to become stronger, bigger, and better. This represents the development direction of SOEs reform proposed by the Chinese government (Xi, 2023).

Newcomers emerge as assets for the success of SOEs in China. In the pursuit of becoming stronger, bigger, and better, these enterprises prioritize the effective management and utilization of human resources. Key components in achieving economic development objectives include recruiting, onboarding, supporting newcomers, and enhancing their performance. Figure 1.1 shows the number and trend of newcomer recruitment in selected SOEs in China from 2020 to 2022. The increasing trend observed in the annual hiring of a substantial number of employees by many

SOEs reflects the recognition of the crucial role played by new talents (refer to Figure 1.1). New employees bring in fresh ideas, vitality, and diverse perspectives, acting as a driving force for innovation, sustainable development, and growth. Their adaptability to change, energy, and potential to contribute to succession planning make them instrumental in shaping the future success of Chinese SOEs. Recognizing the importance of newcomers, this study investigates how their voice behaviors influence organizational socialization, aiming to provide insights into optimizing the contributions of new talents for organizational success.

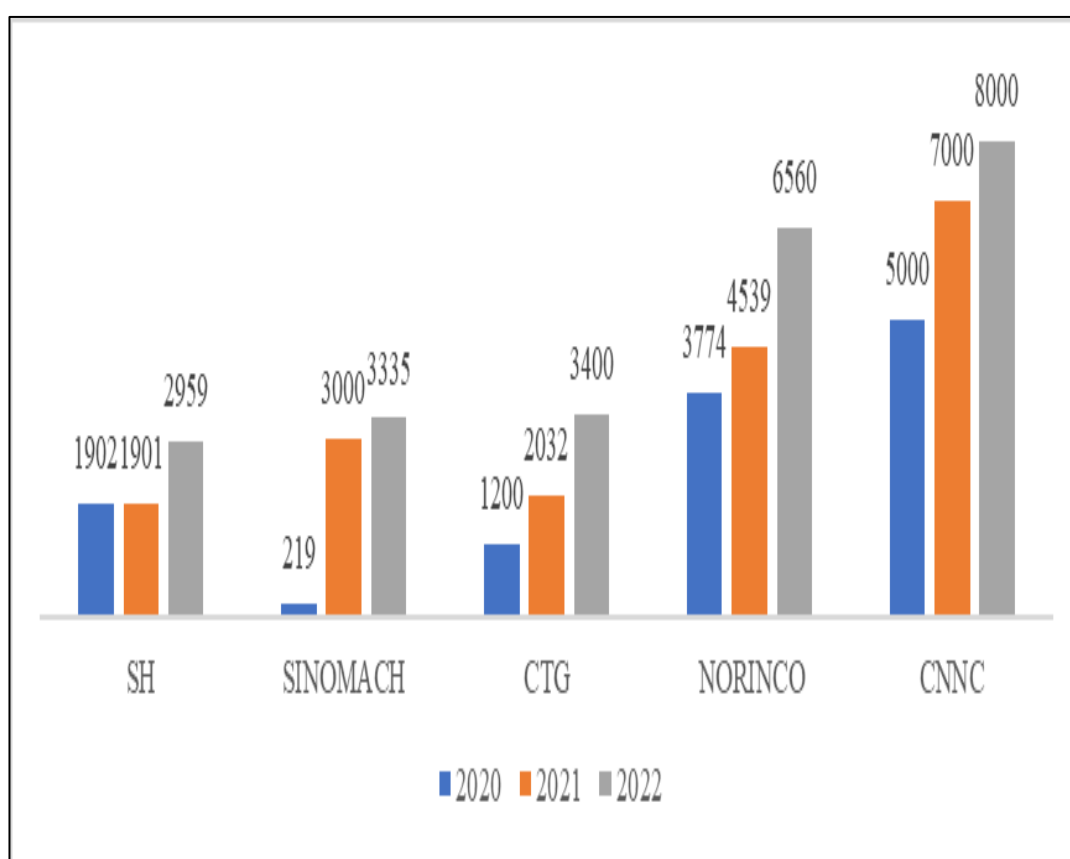


Figure 1. 1 Number and Trend of Newcomer Recruitment in Some State-Owned Enterprises in China from 2020 to 2022

Note: Sinochem Holdings=SH; China National Machinery Industry Corporation =SINOMACH; China Three Gorges Corporation=CTG; China North Industries Group Corporation=NORINCO; China National Nuclear Corporation=CNNC.

A survey on human resources in China revealed that 40% of turnover among new hires occurs within the first three months, and over 50% of new employees quit within the first six months (Song, 2022; Dao, 2021). These statistics highlight the critical need for effective organizational socialization processes to enhance newcomer retention, acclimatization, and overall success within the SOE context in China. Socialization strategies among new hires becomes critical to mitigate early turnover rates and foster a positive and supportive environment for newly recruited talents.

Sanchez (2023) suggested that the replacement of an employee can cost a company an average of 6 to 9 months of the employee's salary. The turnover of new employees results in significant financial losses for the company and also wastes resources invested in recruitment and training. Organizational socialization of new employees emerges as a solution to address these challenges. Effectively guiding new employees through the socialization process has been a persistent concern for managers in SOEs.

In order to confirm and find real issues in China's SOEs, the researcher in this study sought assistance and support from chief executives and general managers of various SOEs in China. With the support and assistance of these executives, the researcher conducted a preliminary survey in 15 Chinese SOEs (involving small, medium, and large SOEs) in 2022, involving 965 newcomers and 603 supervisors. The survey revealed that 92% of newcomers expect employers to provide training and assistance for their adjustment to a new work environment. Among supervisors, 80% recognized the importance of organizational socialization for new employees. However, a significant 60% of supervisors expressed that current efforts in organizational socialization for new employees within their companies are insufficient and necessitate improvement. Furthermore, 81% of supervisors and leaders

emphasized the necessity of providing support for new employees to successfully adapt to their new work environment. These findings highlight the importance of effective organizational socialization practices for newcomers in the context of Chinese SOEs. Table 1.1 summarizes the findings of the preliminary survey on the organizational socialization of newcomers within 15 SOEs in China.

Table 1. 1 The Findings of the Preliminary Survey on Newcomers’ Organizational Socialization in SOEs

Findings	Percentage	Respondents
Newcomers expect employers to provide training and assistance to help them adjust to a new work environment.	92%	Newcomers
Companies recognize the importance of organizational socialization for new employees.	80%	Supervisors
Companies believe organizational socialization efforts for new employees are insufficient and need improvement.	60%	Supervisors
Leaders believe it is necessary to provide support for new employees to adapt to the new environment	81%	Supervisors

Source: Preliminary survey on newcomers’ socialization in SOEs conducted by the researcher of this study (2022).

This study therefore is motivated by the need to understand and enhance the organizational socialization process for newcomers within Chinese SOEs. The primary focus is on investigating the relationships between voice behavior, supervisors’ perceptions, information sharing, and socialization outcomes. The rationale for this inquiry lies in the recognition of several pressing challenges in the organizational landscape of Chinese SOEs.

First, as Chinese SOEs aim to strengthen, expand, and improve, the effective management and utilization of human resources become important. This study recognizes that the success of these enterprises hinges on critical factors, including the recruitment of new employees, the provision of onboarding training, the support extended to newcomers, performance enhancement, and talent retention. Given the significant hiring trend of new employees into Chinese SOEs, understanding and optimizing the socialization process becomes essential, as these newcomers bring in fresh ideas, vitality, and diverse perspectives, serving as catalysts for innovation and sustainable growth. The examination of each dimension of organizational socialization outcomes (task mastery, task performance, role clarity, and social adjustment) is crucial for understanding of the socialization process within Chinese SOEs.

Second, this study recognizes the distinct challenges arising from the organizational culture and leadership styles prevalent in Chinese SOEs. The high-power distance within SOEs' management styles poses difficulties for employees in truly grasping organizational goals (Sun & Wang, 2009; Zhang, Mirza, Ahsan, & Usman, 2023). Furthermore, the traditional culture of SOEs discourages employees from expressing personal preferences and opinions, leading to a lack of interest in their roles (Sun et al., 2009). In such a high-power distance culture, employees tend to be more obedient to leadership, and performance and promotion heavily depend on leaders (Sun et al., 2009). Additionally, authoritarian leadership is commonly observed in China's SOEs, aligning with Confucian values that stress obedience from lower to upper management (Jiang, Chen, Sun, & Yang, 2017; Chen, Eberly, Chiang, Farh, & Cheng, 2014). Authoritarian behavior, associated with fear and awe (Fu & Xie, 2023), further affecting newcomers' voice behavior. Understanding the connection between newcomers' voice behaviors (supportive, constructive, defensive, and destructive) and

organizational socialization outcomes (task mastery, task performance, role clarity, and social adjustment) is crucial for comprehending how newcomers' voice behaviors influence their socialization experiences within the distinctive context of Chinese SOEs.

Third, considering China's high-power distance culture and the prevalent authoritarian leadership approach, it becomes interesting to explore how newcomers' voice behaviors, encompassing supportive, constructive, defensive, and destructive dimensions, affect the perceptions (agency and communion of newcomers) of their leaders or immediate supervisors. Different behaviors of subordinates lead to different perceptions and behaviors of leaders (Ellis, Nifadkar, Bauer, & Erdogan, 2017; Wu, Kee, Wu, Ni, & Deng, 2022). Due to factors such as SOEs' culture and management style, as well as personal factors, leaders have little interaction with newcomers, are not familiar with their characteristics, and provide a lot of useless information and resources, resulting in newcomers wasting a lot of time and energy, ultimately hindering their socialization. The proactive behavior (voice behavior) of newcomers is useful in this situation, as leaders can discover their characteristics by perceiving newcomers' voice behaviors, thereby providing targeted information and support (Ellis et al., 2017; Wu et al., 2022).

Based on this, this study suggests that the voice behaviors of newcomers can influence supervisors' perception of the agency and communion of newcomers and leaders' information sharing to promote organizational socialization of newcomers, thereby improving the socialization outcomes of newcomers. Understanding the relationship between specific voice behaviors and supervisors' perceptions is essential for comprehending how leaders interpret and assess the communicative actions of employees, particularly in a cultural context characterized by hierarchical structures

and authoritative leadership. When newcomers engage in constructive voice, leaders can perceive their agency, indicating that supervisors view employees as capable contributors. However, when newcomers engage in supportive voice, leaders can perceive their communion, suggesting that supervisors view employees as supporters. Conversely, when newcomers engage in destructive and defensive voice, they are perceived as challenging or conflicting with the supervisor's authority.

Fourth, examining the relationship between supervisors' perceptions (agency and communion of newcomers) and supervisors' information sharing (task information and social information) is critical, especially given China's emphasis on relationships and leader-member exchange. This perspective is supported by Nie and Lämsä (2013), who highlighted that the leader-member relationship plays a role in shaping successful working relationships and business outcomes in the Chinese context. Supervisors' information sharing involves the proactive sharing of insights on various topics with subordinates (Nifadkar, Wu, & Gu, 2019), encompassing both social and task-related information. Social information sharing pertains to supervisors sharing information to enhance social relationships with coworkers, while task information sharing involves supervisors sharing work-related information conducive to task completion (Ellis et al., 2017). This study aims to investigate how supervisors' perceptions (agency and communion of newcomers) may influence their own behavior, specifically, their willingness to share information (both task and social) with newcomers. This understanding is crucial as it shapes the way supervisors interact with and guide newcomers. As key communicators and influencers in the organizational socialization process, supervisors'/leaders' perceptions are likely to impact the type and extent of information they share. Therefore, exploring this relationship sheds light on the dynamics between supervisors' perceptions and the quality of information

shared, providing valuable insights into the factors influencing newcomers' socialization experiences in Chinese SOEs.

Fifth, considering that many Chinese employees prioritize developing “upward” relationships with their leaders (Kim et al., 2015), it becomes important to examine the relationship between supervisors' information sharing (task information and social information) and newcomers' socialization outcomes (task mastery, task performance, role clarity, and social adjustment). This study proposes that the information conveyed by supervisors plays a potential role in shaping newcomers' understanding of their roles, responsibilities, and organizational expectations. The existing disconnection and inadequacies in leader's information sharing and communication identified by Qi (2023), such as a lack of targeted communication for new employees and the absence of professional trainers, reveal the significance of investigating how the information shared by supervisors impact various dimensions of newcomers' socialization outcomes. This investigation is essential for addressing the identified gaps and improving the socialization process for newcomers in Chinese SOEs.

Lastly, this study proposes that political skill could act as a potential moderator, influencing newcomers' voice behavior and its impact on supervisors' perceptions. In a high-exchange society like China, individuals with strong relationships with leaders have greater opportunities (Li & Kong, 2015), then the significance of employee political skill becomes very important. Therefore, this research aims to investigate the moderating role of newcomers' political skill in the connection between newcomers' voice behavior (supportive voice, constructive voice, defensive voice, and destructive voice) and supervisors' perceptions (agency and communion of newcomers). Political skill is defined as an individual's capacity to comprehend, influence, and navigate the organizational political landscape effectively (Ferris et al., 2005). In the context of

Chinese SOEs, characterized by hierarchical structures and significant political dynamics, exploring how newcomers' political skill shapes the relationship between their voice behavior and supervisors' perceptions offers insights into for enhancing newcomers' socialization experiences in the organizational setting.

To summarize, this study aims to examine newcomers' voice behaviors and their impact on organizational socialization outcomes, as well as the relationships within the supervisor-subordinate context. This study also investigates the moderating role of newcomers' political skill in shaping the relationship between their voice behaviors and supervisors' perceptions. This study aims to provide valuable insights into the relationships between newcomers, supervisors, and organizational socialization processes.

1.3 Problem Statement

Organizational socialization is a key process for newcomers adapting to their work environment, helping them understand the organizational culture with guidance from existing staff. While some organizations excel in fostering a positive culture and effectively socializing newcomers, others face challenges such as disappointment, normalization of deviant behaviors, and poor retention. The impact of socialization is inevitable, shaping newcomers' understanding of values, norms, and behaviors. Leaders must recognize that socialization is the first behavioral experience for new employees and, to build a successful organization, they must carefully study, plan, and structure the socialization process. Task mastery, task performance, role clarity, and social adjustment are considered key socialization outcomes for newcomers (Ellis et al., 2017; Wu et al., 2022). In line with previous research, this study also adopts this framework.

The significance of organizational socialization is acknowledged in organizational psychology and management literature. Sollova's (2019) studies have demonstrated a positive correlation between organizational socialization and newcomers' job satisfaction, organizational commitment, and employee retention. Adil et al. (2023) reported a positive correlation between organizational socialization and the organizational citizenship behavior of newcomers. Liao, Zhou, and Yin (2022) found a positive relationship between organizational socialization and team innovation performance in China. Cai et al. (2023) conducted a study at one of the largest IT companies in China and reported that organizational socialization practices significantly predict newcomers' career adaptability. Organizational socialization has been shown to enhance self-efficacy, making newcomers more comfortable with their work (Purnomo, Utami & Gill, 2022). Organizational socialization significantly influences new employees' adaptation speed and lasting impact (Cooper-Thomas & Anderson, 2006).

Despite these recognized benefits, there is a scarcity of research on organizational socialization within Chinese SOEs. To confirm and find real issues in Chinese SOEs, the researcher of this study engaged chief executives and general managers from various SOEs in China. Conducting a preliminary survey in 15 Chinese SOEs (involving small, medium, and large SOEs) in 2022, involving 965 newcomers and 603 supervisors, the survey revealed that 92% of newcomers anticipate employers to provide training and assistance for their adjustment to a new work environment (See Table 1.1). Among supervisors, 80% acknowledged the importance of organizational socialization for new employees. However, 60% of supervisors believed that organizational socialization efforts for new employees were inadequate and required improvement. In other words, these newcomers exhibit poor socialization outcomes

(task mastery, task performance, role clarity, and social adjustment) and need to improve in these areas. These findings highlight the critical role of effective organizational socialization practices for newcomers and confirm and find real issues in the unique context of Chinese SOEs.

To further confirm and find real problems and challenges faced by newcomers in Chinese SOEs, the researcher conducted data collection for the actual survey in May-June 2023. This survey included an open-ended question seeking insights into the challenges associated with organizational socialization for newcomers in Chinese SOEs. Specifically, respondents were asked, “Based on your experience, when you joined the organization, were there specific aspects that you found challenging or unexpected?” A total of 986 newcomers from 15 SOEs provided feedback. The survey revealed that several key challenges faced by new employees during the organizational socialization process in SOEs in China. The main concern, identified by 87% of respondents, was a “desire for professional guidance to accelerate socialization.” Other challenges were “unfamiliar with the new work environment” (83%), the perception that “leaders or supervisors lack awareness of employee needs” (76%), a “lack of understanding from leaders” (73%), and a “perceived lack of assistance, guidance, or support from leaders” (69%). Additional obstacles included “limited interaction between leaders and subordinates” (71%), “worrying about making mistakes” (54%), “hesitancy to express ideas or not feeling confident to share ideas” (60%), and “having trouble explaining ideas clearly” (50%). The identified challenges reveal the importance of further investigation into the organizational socialization experience of newcomers within SOEs in China. Table 1.2 (p.13) presents the findings of challenges faced by newcomers and confirms the existence of these real issues in Chinese SOEs.

Table 1. 2 Challenges Faced by Newcomers in SOEs in China

Challenges Faced by Newcomers	Percentage
Desire for professional guidance to accelerate socialization	87%
Unfamiliar with the new work environment	83%
Leaders/Supervisors lack awareness of employee needs	76%
Perceived lack of understanding from leaders	73%
Perceived lack of assistance/guidance/support from leaders	69%
Limited interaction between leaders and subordinates	71%
Worrying about making mistakes	54%
Hesitant to express ideas/Not feeling confident to share ideas	60%
Having trouble explaining ideas clearly	50%

Note: Percentages are based on 986 newcomers in 15 Large SOEs in China.

Source: Researcher (2023).

In Chinese SOEs, the leaders tend to follow an authoritarian style influenced by Confucian values, where top management has a lot of authority, and lower-level employees are expected to obey (Chen et al., 2014). This leadership style, characterized by fear and intimidation (Cheng et al., 2004), discourages new employees from being proactive or sharing their ideas. Managers in China have significant power and autonomy, and employees are generally expected to comply with their directives (Chen, Hou, Wang, & Yang, 2022). Leaders have a big say in employees' performance and promotion (Li et al., 2020). Thus, employees in SOEs are cautious when engaging in voice behaviors and talking to their leaders (Chen et al., 2022), leading to a lack of initiative, limited interaction, and communication. This makes it hard for leaders to understand the needs and characteristics (agency and communion) of their employees, creating obstacles in the socialization process.

The high-power distance corporate culture in Chinese SOEs discourages voice behaviors among newcomers (Sun et al., 2009). This culture expects employees to follow leaders without question, and leaders have a big say in employees' performance and promotions (Li et al., 2020). Voice behaviors, where employees express their ideas, face uncertainty in this environment. Constructive and supportive voices can benefit

leaders, but challenging voices (defensive and destructive voice) may threaten the power of leaders (Burriss, 2012). Therefore, newcomers are very cautious and afraid when they engage in voice, thereby hindering leaders from understanding their characteristics (agency and communion) and their organizational progress.

In addition, the leaders in SOEs face challenges in sharing information during the onboarding process (Qi, 2023). There is a gap between what leaders communicate and what new employees really need. Preliminary survey found that supervisors believe newcomers' socialization is inadequate. These newcomers exhibit poor outcomes in task mastery, performance, role clarity, and social adjustment. Leaders' lack of targeted information sharing (both task-related and social) for newcomers (Qi, 2023) has been identified as a key issue. Prior studies show that leaders' sharing of task-related and social information significantly influences both task-related outcomes (task mastery and task performance) and social outcomes (role clarity and social adjustment), respectively (Ellis et al., 2017; Wu et al., 2022). This study argues that supervisors' failure to share targeted information negatively affects newcomers' socialization outcomes.

To summarize, organizational socialization is a critical aspect of the integration process for newcomers in SOEs in China. Survey findings, along with relevant literature, have confirmed and identified several issues within China's SOEs. These include newcomers' cautiousness in engaging in voice behaviors, leaders' unfamiliarity with newcomers' characteristics (such as agency and communion), a lack of targeted information sharing (task-related and social) for newcomers, and poor socialization outcomes (task mastery, task performance, role clarity, and social adjustment). However, the relationships between newcomers' voice behaviors, supervisors' perceptions of newcomers' characteristics (agency and communion),

supervisors' information sharing, and socialization outcomes (task mastery, task performance, role clarity, and social adjustment) remain understudied. Scholars have not reached a consensus on whether newcomers' voice behavior is a blessing or a curse for newcomers (Wu et al., 2022), and the identified issues and gaps necessitate an investigation into the relationship between newcomers' voice behaviors and socialization outcomes (task mastery, task performance, role clarity, and social adjustment), the impact of these behaviors on supervisors' perceptions of newcomers' characteristics (agency and communion), and the subsequent influence on information sharing (task and social). Besides, investigating the moderating role of newcomers' political skills is crucial for providing an understanding of organizational socialization within Chinese SOEs. Wu et al. (2022) argued that it is necessary to investigate the unique influences of newcomers' different types of voice behaviors on their socialization. Addressing these will contribute to academic knowledge and offer insights for understanding the socialization process and fostering a positive work environment in SOEs in China.

The novelty of this research includes the following aspects: First, this is the first study to examine both positive and negative voice in the 15 large SOEs in the manufacturing industry in China. Previous studies have solely focused on the positive or negative effects of voice within SOEs in the telecommunications and energy industries (Chen et al., 2022; Liu & Long, 2017; Wu et al., 2022).

Second, this study used four types of voice as independent variables to examine how newcomers' different voices impact their socialization. Voice is employees expressing their work ideas, opinions, or concerns to their superiors (Detert & Burris, 2007; Tangirala & Ramanujam, 2012). Essentially, voice is constructive and can benefit supervisors by helping them strengthen decision-making, identify errors, and

improve organizational efficiency (Lam & Mayer, 2014; Li, Liao, Tangirala, & Fess, 2017). Therefore, it also brings benefits to the voicer, including status enhancement. However, voice is a risk for employees as it challenges the status quo and threatens managers (Burris, 2012; Morrison & Milliken, 2000; Van Dyne, Ang, & Botero, 2003). Voicers may face retaliation and even career damage (Burris, Detert, & Romney, 2013). Previous studies have shown that due to these dual facets, researchers have not yet reached a consensus on whether voice is a blessing or a curse. In addition, voice behaviors are conceptualized into four components: constructive, supportive, defensive, and destructive (Maynes & Podsakoff, 2014). Newcomers' proactivity, such as engaging in voice behavior, can facilitate their organizational socialization (Ellis et al., 2017; Wu et al., 2022). Hence, this study used newcomers' different voice behaviors as independent variables to examine their impact on socialization.

Third, this study draws on two underlying theories (the dual perspective model of agency and communion, and emotion regulation theory) to examine how newcomers' voice behaviors influence their socialization. It explores how leaders perceive newcomers' characteristics (agency and communion) through their voice behaviors, shedding light on potential gaps in understanding resulting from limited interaction. Additionally, the study investigates the impact of leaders' information-sharing practices on newcomers' socialization experiences, addressing the disconnect identified in previous research.

Four, by examining how political skill influence the relationship between voice behaviors (4 types of voice) and leaders' perceptions of newcomers' agency and communion, this study provides insights into the adaptive strategies that newcomers might employ in navigating the organizational landscape. The recipient is influenced by the behavioral patterns of the actor (Bruckmüller & Methner, 2018). Political skills

can help employees achieve personal or organizational goals by shaping the behavior and attitudes of others in appropriate ways (Kacmar, Andrews, Harris, & Tepper, 2013). Newcomers' political skills are an important factor affecting their behavior and expression (Ferris, Treadway, Kolodinsky, Hochwarter, Kacmar, Douglas, & Frink, 2005). Previous studies have also shown that political skills can moderate the relationship between subordinates' voices and leaders' perceptions (Liao, Liden, Liu, & Wu, 2021). Therefore, this study proposes newcomers' political skills moderate the relationship between different voice behaviors and supervisors' perceptions (new employees' agency and communion), thereby facilitating newcomers' organizational socialization.

In short, this study aims to examine the impact of voice behavior on the socialization of newcomers in SOEs. Simultaneously, it also examines the influence of leaders' perception of new employees' different characteristics (agency and communion) and information sharing on their organizational socialization, as well as the moderation of newcomers' political skills. This study proposes that different voice behaviors, supervisors' perceptions of newcomers' agency and communion, and supervisors' information sharing can all affect the socialization of newcomers. The researcher of this study believes that providing targeted information sharing by leaders based on the different characteristics of newcomers promotes their organizational socialization. This enriches the limited research on newcomers' socialization and provides important practical implications for leaders and decision-makers of Chinese SOEs.

1.4 Research Objectives

The objectives of this study are as follows:

1. To examine the relationship between newcomers' voice behaviors (supportive voice, constructive voice, defensive voice, and destructive voice) and organizational socialization outcomes (task mastery, task performance, role clarity, and social adjustment).
2. To investigate the relationship between newcomers' voice behaviors (supportive voice, constructive voice, defensive voice, and destructive voice) and supervisor's perceptions (agency and communion of newcomers).
3. To assess the relationship between supervisors' perceptions (agency and communion of newcomers) and supervisors' information sharing (task information and social information).
4. To investigate the relationship between supervisors' information sharing (task information and social information) and newcomers' socialization outcomes (task mastery, task performance, role clarity, and social adjustment).
5. To examine the moderating role of newcomers' political skill on the relationship between newcomers' voice behavior (supportive voice, constructive voice, defensive voice, and destructive voice) and supervisors' perceptions (agency and communion of newcomers).

1.5 Research Questions

The research intends to answer the following research questions:

1. Do newcomers' voice behaviors (supportive voice, constructive voice, defensive voice, and destructive voice) influence newcomers' socialization outcomes (task mastery, task performance, role clarity, and social adjustment)?
2. Do newcomers' voice behaviors (supportive voice, constructive voice, defensive voice, and destructive voice) influence supervisors' perceptions (agency and communion of newcomers)?
3. Do supervisors' perceptions (agency and communion of newcomers) influence supervisors' information sharing (task information and social information)?
4. Does supervisors' information sharing (task information and social information) have a relationship with newcomers' socialization outcomes (task mastery, task performance, role clarity, and social adjustment)?
5. Does newcomers' political skill play a moderating role in the relationship between newcomers' voice behavior (supportive voice, constructive voice, defensive voice, and destructive voice) and supervisors' perceptions (agency and communion of newcomers)?

1.6 Significance of the Study

The significance of this study can be understood from both theoretical and practical perspectives.

1.6.1 Theoretical Significance

This study significantly contributes to the existing theoretical framework by advancing our understanding of newcomers' voice behaviors and socialization outcomes through the lens of two key theories: the Dual Perspective Model of Agency

and Communion (DPM-AC) Theory and emotion regulation theory. Firstly, this study enriches the DPM-AC Theory by exploring the dynamics of voice expression in the organizational socialization context. By looking into how different forms of voice influence leaders' perceptions and, subsequently, impact the socialization outcomes for newcomers, this study extends the application of DPM-AC. Secondly, this study extends theoretical significance from emotion regulation theory. Acknowledging the emotional intricacies inherent in socialization processes, particularly within the distinctive organizational context of Chinese State-Owned Enterprises (SOEs), this study, through applying emotion regulation theory to explaining the influences the integration experience of newcomers, can provide a deeper understanding of the interplay between emotion regulation and socialization outcomes. It offers novel insights that advance the theoretical discourse surrounding newcomers' voice behaviors and socialization outcomes in organizational settings, particularly within the unique context of Chinese SOEs.

Next, this study's findings add to the new employee adjustment literature and voice literature. This study extends the understanding of the outcome of voice by articulating how it impacts organizational socialization. In particular, this research contributes to the employee voice literature by expanding our understanding of the specific influences of new employees' voice behaviors on supervisors' perceptions of new employees' characteristics (agency and communion) from the perspective of social cognition. Previous voice research has primarily focused on the attitudes and actions of leaders or coworkers towards employee voice behavior (Fast, Burriss, & Bartel, 2014; Liu, Zhu, & Yang, 2010; McClean, Martin, Emich, & Woodruff, 2018). However, empirical investigation exploring the links between newcomers' different voice behaviors and supervisors' perceptions of newcomers' characteristics remains

limited. Thus, this study emphasizes voice as an interpersonal behavior between new employees and supervisors and extends the research on voice by associating constructive and destructive voice with perceived agency and supportive and defensive voice with perceived communion.

Besides, this research focuses on newcomers and the impact of voice behavior on newcomer adjustment. Prior studies have shown that newcomers are unfamiliar with the environment of the organization. They intend to take conservative actions rather than risky actions (e.g., voice behavior) (Morrison, 1993, 2014; Reissner et al., 2019). Unlike the existing research concentrating on exploring the risks newcomers face after expressing voice, this study found that newcomers' voice behaviors (constructive voice, supportive voice) can allow them to acquire more task information and social information from their supervisors, ultimately facilitating their organizational socialization. Thus, the results of this study challenged the assumption that voice behavior is highly risky for newcomers regardless of any voice. Instead, the researcher goes a step further to differentiate voice types and examine their unique influences accordingly. This study highlighted that engaging in constructive and supportive voice behaviors significantly influenced supervisors' interpersonal perceptions of new employees, ultimately promoting newcomers' social adjustment.

Lastly, this study extends information sharing literature by exploring how newcomers' different voice types stimulate supervisors' different information sharing and thus positively affect their task-related and social outcomes. Among previous studies, supervisors' various information sharing often results from the urgent needs of newcomers for different types of information (e.g., newcomers' task and social information seeking and newcomers' relationship-building behavior) (Ellis et al., 2017; Zheng, Zheng, Wu, Yao, & Wang, 2021). Few studies explored supervisors' intrinsic

motivation to provide targeted information mentoring actively. This study verified that supervisors' interpersonal perceptions of new employees could be an important factor influencing their various information sharing. Additionally, by demonstrating the crucial roles supervisors' targeted information sharing played in predicting newcomers' outcomes, the findings also provide a rich test of the situational leadership research in the context of newcomer adjustment.

1.6.2 Practical Significance

First, this study contributes to the study of newcomers by examining how different types of voice behavior influence their organizational socialization. This study is important for SOE management in China because newcomers are the “fresh blood” of an organization. Newcomers' first impressions of the organization determine their opinions concerning whether they should continue to work there. In this respect, it is important to note that turnover occurs more among newcomers. Because voice behaviors could have positive and negative impacts on organizational socialization and might lead to numerous consequences, understanding voice behavior in newcomers is of great importance.

Second, this study helps top management understand the newcomers' voice behavior by demonstrating whether, how and under what conditions voice behavior affects newcomers' agency and communion. This research enriches the nomological network of newcomers' voice behavior at the workplace by scrutinizing its downstream effects on new employees' agency and communion. By integrating political skills, an attempt is made to understand better the conditions and processes that attenuate or strengthen the effects of voice behavior toward newcomers.

Third, this study investigates how newcomers' constructive and supportive voices promote supervisors' information sharing and rise task performance, and this

study provides new ideas for senior managers of SOEs about how to manage newcomers. Chinese SOEs should incorporate newcomers' constructive and supportive voices into their performance appraisal and combine the appraisal results with supervisors' support to provide targeted mentoring so that the supervisors help newcomers successfully integrate into organizations and reduce the turnover rate of newcomers, also mobilize newcomers' voices' intrinsic motivation and enthusiasm.

Fourth, this study also highlights that newcomers' political skills could strengthen the positive influences that their constructive and supportive voices have on supervisors' perceptions of new employees' characteristics. Politically skilled individuals are effective in "managing up" and are good at putting forward suggestions in a suitable way. This research is conducive to helping managers of companies to recruit productive newcomers and also provides new innovative ideas for recruitment, Chinese SOEs should encourage managers to recruit potential employees with political skills and take measures to improve existing new employees' political skills. For instance, enterprises can provide training courses that allow newcomers to cultivate political skills or offer mentoring programs to develop political skills through interpersonal influence. So, supervisors can easily provide targeted help and mentoring for new employees with high political skills so that they can complete organizational socialization successfully.

In short, this study has considerable significance for organizational practitioners, human resource professionals, and decision-makers. The insights gained from this study can inform targeted human resource practices, offering practical guidance for the development of onboarding and integration programs tailored to the unique needs of Chinese SOEs.

1.7 Definition of Key Terms

Voice Behavior

Refers to the voluntary expression of ideas, suggestions, concerns, or opinions by employees regarding work-related issues (Maynes & Podsakoff, 2014). Maynes and Podsakoff (2014) define four types of voice behaviors exhibited by new employees:

1. **Constructive Voice** refers to the voluntary expression of ideas, suggestions, or opinions focused on effecting organizationally functional change in the work context. With the intention of contributing to the improvement of work processes, problem-solving, or innovation within the organization, aimed at enhancing overall organizational effectiveness.
2. **Supportive Voice** refers to the voluntary expression of support for worthwhile work-related policies, programs, procedures, and objectives, or speaking out in defense of these same things when they are being unfairly criticized. This type of voice behavior involves providing emotional or social support to colleagues or superiors, contributing to a positive and supportive work environment.
3. **Defensive Voice** refers to the voluntary expression of opposition to changing the existing policies, practices, and procedures of an organization, even if the proposed changes are necessary or beneficial. This attitude and behavior consistently bring negative effects to the work environment.
4. **Destructive Voice** the voluntary expression of hurtful, critical, or debasing opinions regarding work policies, practices, and procedures. This type of voice behavior is characterized by negative communication that has adverse effects on the work environment or organizational relationships.

Supervisor Perceptions of Newcomers' Agency and Communion