

How core self-evaluations and leadership behaviors relate to newcomer creativity: a job crafting perspective

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Abstract Session 1

11:00-12:30

M3-15

Forumzaal

How core self-evaluations and leadership behaviors relate to newcomer creativity: A job crafting perspective

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Hiring graduates is an important human resource strategy for companies to promote creativity and manage continuous innovation. Surprisingly, little research has examined whether or not graduates as organizational newcomers can actually contribute to creativity. In this study, by incorporating a job crafting perspective we develop a model for understanding how newcomer creativity evolves over time after organizational entry. Four-wave data were collected from 146 newcomers during their first year of working in a Chinese company. In accordance with our theorizing, the results indicated that newcomer core self-evaluations and leadership (i.e., leader moral and empowering behaviors) change were positively related to job crafting change, which, in turn, was positively related to creativity change via work engagement change. This study advances the theories of creativity and socialization and provides implications for improving management practices to transform graduates into creative employees.

Keywords: core self-evaluations, job crafting, leadership, newcomer creativity, work engagement