

On-boarding new employees: a three-component perspective of welcoming

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Abstract

Purpose – No component of the human capital management has been more overlooked by companies than the process of welcoming new recruited employees – the on-boarding phase. This paper aims to present a three-component perspective of on-boarding and a contribution to measuring the employees' perceptions based on three dimensions of welcoming: structured corporate welcome, manager welcome and coworkers welcome.

Design/methodology/approach – An empirical study based on a self-reported survey was conducted to test the model and an on-boarding employees' perceptions proposed scale. The authors hypothesized that the three on-boarding components relate positively to some critical work outcomes (e.g. work engagement and affective organizational commitment). Analyses using a sample of 347 workers from Portuguese firms showed that the three-component on-boarding scale had adequate validity and all three components of on-boarding were positively related to the work outcomes included in this study.

Findings – Findings suggest that an effective onboarding process, based on the three-component perspective (corporate welcome, manager welcome and coworkers welcome), is a significant contribution to promote organizational affective commitment and work engagement of new employees.

Originality/value – The paper addresses the need for organizations to design on-boarding programs based on an integrated perspective, not only formal corporate activities but also preparing managers and coworkers to host effectively new employees. Strong association with work outcomes enables a better understanding on how onboard can contribute to an engaged and retained workforce.

Keywords Affective commitment, Person-organization fit, Work engagement, On-boarding

Paper type Research paper

Introduction

Over the past 20 years, high-performance work systems have received considerable attention from both academic and organizational leaders. Effectively managing human capital has become a strategic issue, and the search for the "Holy Grail" continues. Organizations and researchers continue to search for a significant and positive relationship between human resources management practices, employee attitudes and company performance (Becker and Huselid, 2006; Guest, 2011; Nishii *et al.*, 2008; Sun *et al.*, 2007; Wright *et al.*, 2001; Wright *et al.*, 2005). However, maybe best HR practices concept is being replaced by customized HR practices, as the research findings show that a best practice in one company does not necessarily have the same impact in other companies; it seems that "one-size best practice does not fit all" (Lepak and Snell, 1999; Marchington and Grugulis, 2000). Despite this interesting debate, when business and HR leaders are asked to identify



current and future HR priorities, the answers are invariably related to talent attraction as a way to ensure they have the right skills and the talent the company needs; to attract and retain the right people; and to offer aggressive performance-related rewards and competency development programs including training, job rotation, mentoring, coaching or shadowing practices (BCG, 2013; CIPD, 2015; Deloitte, 2015). While the emphasis is still on recruiting, developing and retaining a talented workforce, particularly young graduates from top universities (Philips, 2009; Rigg, 2015), no component of the human capital management has been more overlooked by companies than the process of effectively inducting new employees into the work environment – the on-boarding phase. Implementing on-boarding practices and activities involves more than just organizing a formal one- or two-day session in a conference room during which someone from the HR department provides information about the company's structure, mission and goals, internal rules and ethics code to newcomers (Graybill *et al.*, 2013; Reese, 2005). The central argument in this paper is that on-boarding practices based in organized corporate sessions are essential but insufficient to welcome effectively new employees, and we argue that organizations policies must consider a board range of components. Three goals drive the aim of this study. First, to test a multidimensional conceptualization of the on-boarding experience since to date, there has not been sufficient systematic attempts to produce such an approach. This approach was guided by a simple theoretical framework that could be readily understood by HR professionals and business leaders. The second objective was to test a measure to assess the conceptualized model through an empirical study and to verify whether it had sufficient reliability and validity to be used by organizations to obtain feedback regarding new employees' perceptions of the importance of the on-boarding experience. Finally, to test their ability to predict important work outcomes, we correlate each of the on-boarding components with variables identified as potential outcomes of employee involvement with the job (work engagement) and with the organization (affective commitment).

A three-component on-boarding perspective

A company is far more likely to retain new employees if it on-boards them appropriately when this is achieved, adequate levels of productivity are expected in a short period and the high costs of turnover can be reduced (Cashman and Smye, 2007). According to Klein and Polin (2012), onboarding refers to the specific practices initiated by an organization or its agents to facilitate employee adjustment to new roles. From the employee perspective, an effective on-boarding process contributes to faster alignment with the company culture and objectives; to reducing the employee's insecurity and anxiety about not meeting the company's expectations for his performance; to strengthening the employee's acclimation to the workplace environment; and overall to acquiring desired or necessary attitudes, behaviors, and knowledge (Bauer *et al.*, 1998; Cable and Parsons, 2001). Some research identifies outcome indicators for the adjustment between the person, the job and the organization, including organizational commitment, job satisfaction, citizenship behavior and organizational trust, among others (Allen, 2006; Cooper-Thomas and Anderson, 2002; Judge, 1994; Lewicki *et al.*, 1998). Based on the theory of work adjustment (Dawis and Lofquist, 1984) and the relevant meta-analysis conducted by Kristof-Brown *et al.* (2005), whose results clearly show that the adjustment model should distinguish specific types of fit (person-organization, person-supervisor and person-group), we tested the value of using such a multidimensional approach in the on-boarding process for newly recruited employees. A strategic on-boarding model should be design based on three relevant components: structured corporate welcome, management welcome and coworkers welcome.

Some successful companies (e.g. MasterCard, EY, IBM, Google, Facebook and Apple, among many others) are offering excellent formal hosting and induction sessions through structured corporate programs at different levels: the organizational or macro level, the functional level and the on-the-job task-oriented level or micro level. The macro level typically includes group sessions with newcomers that involve delivering information about the company, such as its history, structure, mission, vision and core values and providing a written copy of the ethics code, all of which are illustrated using high-quality digital supports. It may also include specific conference room workshops during which information is shared about the benefits package, how to effectively manage the intranet system or the employee self-service portal, or how the performance appraisal system or the cafeteria plan works. Following this macro approach is the functional integration level; at this level, newcomers are grouped according to the operational area for which they have been recruited, such as finance, marketing or human resources. These sessions are conducted by a functional manager who delivers detailed information about the newcomers' work area. Finally, at the micro level, employees receive specific information about their job description, the tasks they will do, the procedures to follow, and performance objectives. HR departments may prepare a welcome package with a CEO letter to emphasize the importance of the new employees' job to the company mission but must always avoid "false promises" because those can create unrealistic expectations about the employee's future in the company and a psychological contract breakdown may appear sooner or later. Traditional on-boarding, with its videos, lectures, and extensive reading, can be a bit dull, so why not convert the elements of a structured on-boarding program into a competitive game? Gamification can make the on-boarding process less tedious (Burke, 2014). Gamification promises to deliver more motivating, engaging, and, ultimately, effective on-boarding processes (Depura and Garg, 2012).

However, regardless of the extent to which well-structured support is implemented, integrating and inducting newcomers requires a second dimension: management welcome. It is crucial that organizations have senior managers who are committed to on-boarding. The new employee must feel genuine support from his senior manager and supervisor. When we move to a new job, how many times in the days before starting does the following question arise: *How will I get along with my new boss?* Organizations must ensure that job roles and responsibilities are clearly communicated by managers and supervisors and ensure that they have the time to respond to any questions or doubts raised from the new employee. Management support is proven to have a tremendous positive impact on employees' wellbeing and work attitudes (Eisenberger *et al.*, 1990; Luthans and Peterson, 2002; Saks, 2006). Managers play an important role in the on-boarding phase in not only clarifying duties and task goals (or KPI's if applicable) and priorities and team goals but also helping the new employee to build a successful social network (Leader-Chivee *et al.*, 2008; Saks and Gruman, 2011).

Finally, but no less important, a third dimension must be considered: coworkers welcome. Organizations should also prepare coworkers for hosting the new employees' first day on the job. First impressions matter a great deal, and the way in which the team helps the newcomer feel comfortable and demonstrates that he is not considered a threat makes a difference. It is critical to ensure that a new employee is introduced to each of his coworkers and that a friendly atmosphere is part of the company culture or DNA. Organizations that are more successful at integrating newcomers tend to use a relational approach, which helps new hires establish a network of relationships with coworkers (Rollag *et al.*, 2005). Their employee on-boarding strategy also focuses on activities that require a team effort and coordination so that new employees do not feel isolated. Coworkers are crucial in helping

newcomers; the early development of relationships with a variety of coworkers makes newcomers feel more connected to an organization, which in turn increases their satisfaction and their commitment to the firm (Allen and Shanock, 2013).

This notion is not new; prior research (Adkins *et al.*, 1996; Miller and Jablin, 1991; Morrison and Robinson, 1997) found empirical support for the notion that coworker interaction is very important since newcomers exhibit proactive behavior in seeking out information in the workplace, and such information is sometimes more likely to be sought from coworkers rather than supervisors. Organizational culture plays an important role on newcomers onboard, since it represents the way the organization is sharing among new members its values which are the guiding principles for organizational norms and behaviors (Van Vuuren *et al.*, 2007; Wanberg, 2012). On-boarding programs are designed to create a better fit within the organization by aligning company culture with those of the newly hired employees (Cable and Parsons, 2001).

Study hypotheses

The main idea to test in our study was: if an organization onboard effectively it can positively influence the newcomer engagement to his work and to his affective commitment to the organization. Employees with high affective commitment are emotionally linked to the organization, to the management and to the members of the group they belong (Krajcsák, 2018). At this stage, we wanted to argue that one can achieve a better understanding of an employee's adjustment within an organization when all three forms of on-boarding are considered together. To determine whether the three components of the on-boarding scale measured distinct constructs – structured corporate welcome, management welcome, and coworkers welcome – and to verify its positive relationship with some work attitude outcomes. An important work attitude resulting from onboarding is organizational commitment which is an attachment to the organization, characterized by shared values, a desire to remain in the organization. Newcomer socialization tactics, which first step includes onboarding activities, are highly influential in an employee's development of organizational commitment (Meyer and Allen, 1991). In organizations with effective onboarding, employees may perceive higher person-organization fit and organizational commitment than those without effective onboarding (Meyer and Bartels, 2017). Our option to include affective commitment dimension lies in the belief that it shows the strongest positive relationship with desirable outcomes (Eisenberger *et al.*, 1986) such as desire to remain in the organization. Despite the fact that literature (Meyer and Allen, 1991) distinguishes two other forms of commitment – continuance and normative – the affective that presupposes an emotional liaison and identification with organizational values and goals is the most related with on-boarding newcomers (Meyer and Bartels, 2017; Saks *et al.*, 2007). Literature also reports some doubts about “whether continuance commitment is really a form of commitment since there is no psychological bond involved” (Van Vuuren *et al.*, 2007, p. 49). The option to include work engagement as another dependent work outcome relies on previous research findings that highlight its strong relationship with employee performance (Bakker *et al.*, 2004; Bakker and Demerouti, 2007), with employee retention and with better perceived fit (Klein *et al.*, 2015).

In this study we adopted Klein and Polin (2012) definition of onboarding as formal or informal practices and programs engaged in by an organization to facilitate newcomer adjustment, to create higher levels of fit within both the job and the organization, and, consequently to reach sooner high levels of performance (Olson *et al.*, 2005). Bauer *et al.* (2007) presented a model with antecedents and outcomes of newcomer adjustment. Based on that model we hypothesized that an employee who perceived that have on-boarding

experiences might be more likely than someone who did not have this perception to develop high work engagement, i.e. a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli *et al.*, 2002):

- H1. Corporate welcome during the on-boarding phase will positively relate to work engagement and to affective commitment.
- H2. Management welcome during the on-boarding phase will positively relate to work engagement and to affective commitment.
- H3. Coworkers welcome during the on-boarding phase will positively relate to work engagement and to affective commitment.

Method

Sample and procedures

An email containing a link to the questionnaire was sent to a list of 30 professional contacts of the researcher working in Portuguese firms. These individuals were invited to participate and asked to disseminate the study through their companies' intranet with a link that allowed workers to access the questionnaire and an invitation to participate voluntarily (snowball technique). The email explained all the procedures and assured prospective participants of the confidentiality and anonymity of their answers and that there were no right or wrong answers (as was indicated on the cover page of the questionnaire, which also described the purpose of the study and its use only for academic purposes). The data were collected for approximately two months, between March and April 2017.

The final sample contained 347 participants (356 questionnaires were received, but 9 were eliminated because some responses were missing). Of the total sample, 187 (53.9 per cent) were females. The age distribution was as follows: 47.5 per cent between 18 and 28 years, 33.7 per cent between 29 and 39 years, 13 per cent between 40 and 50 years, and just 6.1 per cent over 50 years. Regarding work-related background variables, we found that 247 (71.2 per cent) had less than 5 years of organizational tenure, and 263 (75.8 per cent) were employed in the private sector.

Measures

To develop a measure to capture employees' perceptions of the three components of the on-boarding model (OB-M) they experienced, we followed the recommendations proposed by Hinkin (1995) for scale development practices in organizational studies. We began with item generation for each dimension – structured corporate welcome, management welcome and coworker welcome –, and a total of 15 items were written to capture the specific content of each dimension based on conceptual definitions (Cesário, 2015; Graybill *et al.*, 2013; Snell, 2006); we then conducted semi-structured interviews with five HR directors and five newly recruited employees to obtain qualitative feedback about the clarity and readability of each item to fine-tune the items as well as to confirm whether any important welcoming activities were missing. All the items were presented in Portuguese. The feedback we obtained allowed us to revise some of the items, and then managers and employees were asked to sort each randomly ordered item into one of the three dimensions; this was done to test the content validity of the items with respect to the dimension it was intended to reflect. Based on the item sort, the proportion of substantive agreement was examined for each item (Anderson and Gerbing, 1991). As all the participants classified each item into the intended

dimensions, we retained all the proposed items on the OB-M scale, with 5 items per dimension. An issue of concern in scale construction is the number of items in a measure; keeping a measure short is an effective means of minimizing response biases (Hinkin, 1995). We decided to maintain all the items in this stage of the study not only because adequate internal consistency reliabilities can be obtained with as few as three items per measure (Cook *et al.*, 1981) but also because, as a result of the test-study, we wanted to conduct the analysis recognizing that some items could be deleted due to potential low factor loadings, resulting in a shortened scale. With respect to the scaling of the items, we adopted the recommendation that the alpha coefficient reliability of a Likert-type scale has been shown to increase with the use of up to five points for participant responses (Lissitz and Green, 1975). Based on these concerns, we established that a sample of 200 participants would be sufficiently acceptable for scale development purposes by conducting confirmatory factor analysis. The resulting 15-item scale, with a five-point response scale, was used in the following test study. As explained in the study results section, the final version of the scale study is composed of 13 items (see Appendix), two items were removed after exploratory factor analysis due to low factor loading (<0.60).

The dependent variables were measured using very reputable scales. Affective commitment was measured using the Meyer *et al.* (1993) affective commitment scale (six items) that was used in other Portuguese studies (Chambel and Castanheira, 2012; Chambel and Sobral, 2011). An example item was “I feel a strong sense of belonging to my organization”. The items were scored using a seven-point Likert scale (1 = strongly disagree, 7 = strongly agree). High scores on this scale indicate high levels of affective commitment. The internal consistency was high (Cronbach’s $\alpha = 0.90$).

We measured work engagement using a Portuguese-adapted version of the Utrecht Work Engagement Scale (seventeen items) (Schaufeli *et al.*, 2002) that was used in a previous study of Portuguese workers (Chambel, 2014). Item examples were as follows: “At work, I feel I am bursting with energy” and “I find the work that I do full of meaning and purpose”. The participants answered the questionnaire items using a seven-value Likert scale ranging from 1 (never) to 7 (always). High scores on this scale indicate high levels of work engagement. The internal consistency was very high (Cronbach’s $\alpha = 0.97$).

Statistical analysis

Structural equation modeling (SEM) with AMOS software package was used to test the on-boarding measurement model through confirmatory factor analysis (CFA). Building on the validation of the 15 items in the on-boarding scale, CFA of the three factors (corporate welcome, management welcome and coworkers welcome) was conducted. To confirm the dimensionality, we compared the proposed three-factor model with an alternative one factor on-boarding model (i.e. with all 15 items grouped into one latent variable). The models were compared using Chi-square tests and on other fit indices: the *standardized root mean square* (SRMR), the *Bentler comparative fit index* (CFI), the *Tucker-Lewis index* (TLI), the *normed fit index* (NFI), and the *root mean square error of approximation* (RMSEA). Levels of 0.90 or higher for the NFI, CFI and GFI and levels of 0.06 or lower for the RMSEA indicate that the model fits the data reasonably well (Arbuckle, 2003).

Additionally, and to test convergent and discriminant validity, differential relationships among the work attitudes outcomes (engagement and affective commitment) and the three types of welcome during the on-boarding phase were examined. Path analysis was conducted to analyze the relationships between these variables.

Results

On-boarding model validity

Before testing the structural model (Figure 1), as previously explained, we conducted confirmatory factor analysis to test two competing models to examine whether on-boarding support is represented by a three-factor model or a single factor model that assumes that structured corporate welcome, management welcome and coworkers welcome load on one general factor, representing a global on-boarding support. The one-factor model exhibited poor fit to the data, and the three-factor model obtained an adequate fitness (Table I), which indicates an adequate confirmation of the dimensionality of on-boarding.

These analyses showed that in the sample, the factor structures of the research variables were consistent with the conceptual model and also that the manifest variables loaded on the latent variables, as intended. The comparison with the one-factor model confirmed that the three components of on-boarding were constructs that had discriminant validity. The internal consistency obtained for each factor is high (structured corporate welcome, Cronbach's $\alpha = 0.90$; management welcome, Cronbach's $\alpha = 0.88$; and coworkers welcome, Cronbach's $\alpha = 0.91$). Thus, the initial objective, which assumed that employees distinguished three types of welcoming during the on-boarding phase, was verified.

Correlates of the three components of on-boarding

Correlations between variables are reported in Table II. All three forms of welcome during the on-boarding phase correlated significantly and positively with work engagement and

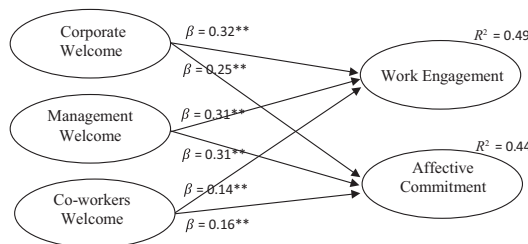


Figure 1.
The final model (standardized path coefficients)

Models	X^2/df	NFI	CFI	GFI	RMSEA
Three-factor onboarding	1.51	0.93	0.99	0.96	0.03
One-factor onboarding	8.34	0.85	0.86	0.73	0.14

Table I.
Onboarding goodness-of-fit of the measurement models

Variables	1	2	3	4	5
Corporate welcome	1				
Management welcome	0.78**	1			
Coworkers welcome	0.64**	0.70**	1		
Engagement	0.65**	0.66**	0.56**	1	
Affective commitment	0.60**	0.62**	0.54**	0.75**	1

Table II.
Correlations among the variables

Note: ** $p < 0.01$

affective commitment. As expected, corporate welcome, management welcome and coworkers welcome correlate positively with each other.

To justify the inclusion of the three components of on-boarding in future organizational studies, it was necessary to demonstrate that they contribute to the prediction of work engagement and affective commitment. We have accomplished this through multi-regression analyses using the *path analysis* methodology, which aims to provide quantitative estimates of the causal connections between sets of variables (Bryman and Cramer, 2005).

The results of the regression analyses (Figure 1) indicated that the three components of on-boarding welcome made a significant contribution to the prediction of both work engagement and affective commitment. Thus, the results suggest that how employees are engaged with their work and whether they have a strong desire to remain with the firm may be influenced jointly by perceived structured corporate welcome, management welcome, and coworkers welcome. By analyzing, in particular, the relationship between work engagement and the three components of on-boarding, we found that almost fifty per cent of the variation in work engagement seems to be explained by the joint effects of on-boarding welcome ($R^2 = 0.49$). A similar effect was found in relation to affective commitment, with forty-four per cent of its variation explained by perceptions of the three components of on-boarding welcome ($R^2 = 0.44$).

Discussion

The purpose of this study was to test a conceptual model for capturing employees' perceptions of the way they have been welcomed and inducted into an organization and to test a survey instrument that could assess a wide range of on-boarding issues. We believe this goal was accomplished as considerable support was found for the construct validity of our scale that includes three dimensions of on-boarding: corporate welcome, management welcome and coworkers welcome. We believe that the effectiveness of organizational practices for inducting new employees can be better understood by considering not only formal on-boarding programs but also managers and coworkers' attitudes towards newly recruited employees.

We observed positive correlations between the three forms of welcoming during on-boarding that might be explained, in part, by the fact that all three may have many common antecedents; for example, they all may reflect a specific organizational culture or a perceived level of organizational trust. (Webber *et al.*, 2012; Taormina, 2009). The on-boarding phase offers an opportunity for new employees to obtain relevant information about the organization, its values and mission, how it works, its business challenges, what is expected regarding employee performance and the relation between the employees' work and the firm's objectives. Access to information and information sharing by managers or by coworkers during the on-boarding phase is a mechanism that enables companies to aid employees in achieving higher performance. Particularly, the correlation between corporate and management welcome during on-boarding seems to be very high; this may be explained by the fact that workers often treat the actions of their manager/supervisor as the personification of the organization's commitment to them (Levinson, 1965; Rousseau, 1995). As a result, the relationship with the manager/supervisor places a great deal of emphasis on the relationship between a worker and his/her organization. A manager may be viewed as a representative of the organization (Herriot and Pemberton, 1997), and all the welcome given by the manager is translated as welcoming given by the organization. In line with this assumption, the organizational support theory (Eisenberger, Huntington, Hutchison, and Sowa, 1986) considered that workers develop a general perception concerning the extent to

which the organization values their contributions and cares about their well-being (perceived organizational support, or POS) but also develop a perception of supervisor support. These two perceptions are related, and meta-analyses reviews indicated that supervisor support was an antecedent of POS (Kurtessis *et al.*, 2017; Rhoades and Eisenberger's, 2002). We suggest further research be conducted to determine the relationship between corporate and management welcome during on-boarding and the possibility that one is an antecedent of the other. Evidence for the construct validity of our instrument was also found by assessing the relationships between the three components – corporate welcome, manager welcome and coworkers welcome – and workers' attitudes (i.e. work engagement and organizational affective commitment). As expected, all three components of on-boarding predict work engagement and affective commitment. This positive association might be explained, in part, by the fact that when the employees perceived that their on-boarding experience was positive, it may have impacted their attitudes, and they may have responded with high levels of energy and dedication to their jobs and a strong desire to stay with the firm for a long time with the intention of establishing a long-term career. Corporate welcome and manager welcome showed a similar strong significant association with affective commitment and work engagement, and higher than the effect of coworkers welcome. This result is in line with previous research indicating that onboarding practices were more likely to be experienced formally (corporate welcome) than informally (coworkers welcome) because they may be more planned and implemented (Klein *et al.*, 2015; Klein and Polin, 2012).

Conclusion and implications

Results are consistent with prior findings that have suggested the positive influence of perceived coworker involvement and supervisor support on employee job satisfaction, work-life balance, commitment and intention to remain in the organization (Babin and Boles, 1996; Eisenberger *et al.* 1990, 2002; Frye and Breugh, 2004).

The development of this three-component approach to onboarding new employees has potentially important implications for future research and for professionals. We suspect that this issue is frequently neglected by organizations; most human resources management practices are focused more on recruitment and selection activities and less on welcoming new employees in an effective way. A strategic multidimensional on-boarding implementation requires continuous monitoring, an innovative approach, and regular feedback from new employees to ensure that they assimilate the company's values and work challenges and that performance objectives are being fulfilled. New employees who have been effectively welcomed and integrated are more likely to develop work engagement and organizational commitment. The onboarding phase should clearly be perceived as a critical success factor for an attraction and retention strategy. Optimized onboarding presents clear and significant benefits to organizations, due to a wide variety of benefits, such as more effective employee/manager communication, stronger bonds among colleagues, faster culture assimilation, and an important contribution to employee engagement and retention.

Some limitations of this study must be acknowledged. One possible limitation is that in our sample, almost 30 per cent of the participants had an organizational tenure of more than five years, and they may not fully remember the way they were on-boarded when they joined the firm; future research should control this aspect by restricting participation to employees with fewer than five years in an organization. Another limitation of the final on-boarding scale is that it may not be inclusive of all aspects and procedures used by organizations in their on-boarding activities; the items were identified based both on available firm documents and on interviews with ten human resources managers and newly

recruited employees to obtain qualitative feedback about the adequacy of the issues and to reduce the ambiguity of some of the terms.

The measure of work engagement also raised some constraint, a very high value was obtained to internal consistency what may suggest the existence of redundant items due to the fact that the best fit was achieved with a single factor structure. The sampling method used, known as “snowball”, was used basically due to the available time to collect data. However this method can produce biased samples because respondents who have a large number of social connections are able to provide researchers with a higher proportion of other respondents who most likely have characteristics similar to that initial respondent. The result could be a final sample that is over-represented by the characteristics of those respondents and under-represented by characteristics of those with fewer social connections (Erikson, 1979).

Finally, the variables were assessed using self-reported data, which raises the question of the results being contaminated by common method variance. Nevertheless, the research was focused on employees’ perceptions of the on-boarding process they experienced, and self-reported data thus seemed appropriate in this case.

In summary, we hope that this proposed conceptual model and measurement instrument proves useful in further research on aspects of person-organization adjustment and that the research findings help to facilitate and encourage new managerial retention strategies and practices.

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Appendix. The three components of on-boarding welcome items*Corporate welcome*

When I started to work for this firm:

- I was provided with information about its history, mission, corporate values, etc., thereby facilitating my integration.
- I was clearly informed about the internal rules (policies, regulations, ethic code, etc.).
- The information I received was helpful in understanding the business.
- I received adequate information to perform my duties.

Management welcome

When I started to work for this firm:

- I did not feel comfortable with my supervisor's welcome (*reverse*).
- My supervisor provided adequate support to facilitate my integration.
- Whenever I had a problem or difficulty, my supervisor was available to help me.
- My supervisor's attitude helped me to reduce my initial insecurity.

Coworkers welcome

When I started to work for this firm:

- My colleagues were always spontaneously available to clarify my doubts.
- My colleagues' attitudes helped to reduce my fears of job inadequacy.
- My colleagues always shared information I needed to adapt to my job.
- My colleagues shared pleasant moments of conviviality with me (coffee breaks, lunch time, etc.).
- My colleagues provided adequate support to facilitate my integration.

In this study, all the items of the scale were formulated in Portuguese; if they are used in English, we suggest refining the phrasing.

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