

Appendix A

Guidelines for coding of text units – deductive content analysis

Domain	Taormina's descriptions	Coding
Training	<p>‘which relates to how well the company has prepared the employee to do a job’ (Taormina, 2004, p. 78)</p> <p>‘the development of job-related skills and abilities’ (Taormina, 1997, p. 30)</p> <p>‘the act, process or method by which one acquires any type of functional skill or ability that is required to perform a specific job’ (Taormina, 1997, p. 31)</p>	<p>Included are units describing functional mastery, skills and abilities relating to the job itself, and units about tasks or job content. Units about supervision or coworker assistance are included when referring to the process of acquiring professional skills or developing functional ability. Units about meetings and teamwork should be included when these are referred to as job tasks.</p>
Understanding	<p>‘which measures how well the employee comprehends how the organization functions and how to operate within it’ (Taormina, 2004, p. 78)</p> <p>‘the extent to which an employee fully comprehends and can apply knowledge about his or her job, the organization, its people and its culture’ (Taormina, 1997, p. 34)</p> <p>Factors include, but are not limited to, role clarity, reality shock, role definition, adjustment to group norms and values, technical, social, referent, feedback and cultural information acquisition, task, role, group and organization learning, accepting organizational reality, developing one's role and identity and deciphering the reward system. (Taormina, 1997)</p>	<p>Included are units describing how the work place is functioning and how to operate within it; organizational norms, standards, rules and routines; role clarity, role development, boundary setting and feedback; organizational culture, social climate, interpersonal conflicts and multidisciplinary issues; and newcomer shocks and surprises. Units about cooperation and teamwork should be included when referring to understanding norms, multidisciplinary issues or workplace culture.</p>
Coworker support	<p>‘which assesses how well the employee relates to other members in the organization’ (Taormina, 2004, p. 78)</p> <p>‘coworker support is defined as the emotional,</p>	<p>Included are units describing social relations and interaction with coworkers, social cohesion and support</p>

moral or instrumental sustenance which is provided without financial compensation by other employees in the organization in which one works with the objective of alleviating anxiety, fear or doubt' (Taormina, 1997, p. 37)

from other members of the organization. Units about cooperation with colleagues, meetings and teamwork should be included in this domain, when referring to social relations and support.

Future prospects

'which assesses the employee's long-term view with the organization, such as his or her anticipation of continued employment in and the rewards offered by the organization' (Taormina, 2004, p. 78)

Included are units describing views about a future in the organization; aspects influencing whether the participants expects to stay or leave; possibilities of continued employment; perceptions about the rewards (or the lack of such) offered by the organization.

'the extent to which an employee anticipates having a rewarding career within his or her employing organization' (Taormina, 1997, p. 40)

'involves the acceptability of those aspects which facilitate an employee's desire to remain employed in the organization.'

'employee's view of the job's rewards which make it attractive'

'it is the employee's perceptions which are critical in one's decision to stay if the prospects appear promising or to resign if they appear unlikely to satisfy his or her needs, hopes or ambitions'. (Taormina, 1997, p. 41)

Examples: Probability of remaining employed, salary, future assignments, promotions, bonuses, benefits, recognition, stock options, awards (Taormina, 1997).

Text units to which none of the domains apply, are categorized as "Other".

References

Taormina, R. J. (1997). Organizational socialization: A multidomain, continuous process model. *International Journal of Selection and Assessment*, 5(1), 29-47.

Taormina, R. J. (2004). Convergent validation of two measures of organizational socialization. *International Journal of Human Resource Management*, 15(1), 76-94.