Assessing Whether Organisational Trust Mediates The Correlational Relationship Between Talent Management And Job Embeddedness

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Introduction

Organisations are engulfed by globalisation, volatile work environments and accelerated technological advancements, thereby placing increasing demands for high levels of work performance not only to secure the bottom-line but also to survive. An added obstacle faced by organisations is the high turnover rate necessitating management to apply their minds and strategise in order to facilitate employee retention, protect their intellectual capital and grow it in efforts to gain a competitive edge in the marketplace. At the same time, research reflects that the greater the extent of job embeddedness, the less likely employees are to have intentions of leaving the organisation; hence, job embeddedness can play an instrumental role in reducing labour turnover (Ampofo, Coetzer, Susomrith & Rermlawan, 2016).   In efforts to attain this, organisations are recognising the need to facilitate organisational trust and effective talent management in efforts to build and nurture job embeddedness, where a paucity of research exists especially in the South African work environment. This study therefore examines the relationship between talent management and job embeddedness as well as the influence of organisational trust on this relationship. The notion to reduce labour turnover stems primarily from costs associated with the replacement and training and development of employees. The rationale is that if talent management, supported by organisational trust, can massage away turnover intentions then they can be effectively leveraged to enhance job embeddedness thereby dissuading labour turnover, and contributing positively to organisational development and profitability and gaining a competitive advantage.

Keywords: organizational trust, talent management, job embeddedness, mediates, employee retention

Objectives of the Study

The study was conducted in a parastatal organisation in KwaZulu-Natal that specialises in the provision of bulk potable water. Within this context, the study firstly aims to assess the relationship between talent management and job embeddedness. In efforts to achieving a holistic perspective to this end, the study aims to assess the influence of organisational trust on the relationship between talent management and job embeddedness. The individual and combined impact of talent management and organisational trust on job embeddedness is also assessed.

Background

Employees are the asset and backbone of an organisation; hence, the importance of embedding existing employees to reduce high turnover rates and gain and sustain a competitive advantage is fundamental. The growing necessity for employees to be

embedded in their jobs has seen a rising interest in research within the last decade. Job embeddedness is a relatively new construct drawn from the perspectives of embedded figures and Lewin's field theory to determine the influences that keep employees in a job (Potgieter et al., 2018). Notwithstanding its recent debut as a concept, job embeddedness is encompassed within human relations, which dates back to the Middle ages to an era of craftsmen and apprentices. Throughout the 18th and 19th centuries, major socioeconomic and cultural shifts occurred as a result of the Industrial Revolution, where the rights and remuneration of apprentices were concerned (Lang, Kern & Zapf, 2016). During the 1920s to the 1940s, the worldwide economic crises, the Great Depression, significantly affected the Industrial Revolution, bringing it to a halt. However, the economic downfall saw a rise in the human relations movement and created a platform for the development of various theories (Akgunduz & Sanli, 2017). The human relations movement created theoretical views, which placed organisations into positions to view employees as dignified beings, as opposed to profitable assets (Akgunduz & Sanli, 2017).

The major insights came from Frederick Taylor's Scientific Management theory or top-down approach (Schachter, 2016) and Elton Mayo's bottom-up approach (Paramboor, Musah, & Al-Hudawi, 2016). The scientific management theory aimed to increase productivity by addressing three factors: (1) workers were not allowed to share their expertise, (2) job performance rewards were absent, and (3) the view that thoughts only of the management counted (Dalcher, 2017). In contrast to the scientific management theory, the bottom-up approach by Mayo, attempted to improve the employee-employer relationships (Muldoon, Bendickson, Bauman & Liguori, 2019; Schachter, 2016). The similarity between these approaches is that both approaches aim to establish an equilibrium where employees are motivated, dedicated and increase the level of productivity to the organisational output.

The constructs of Job embeddedness, talent management, organisational trust and their measurement

Job embeddedness

Job embeddedness refers to the stimuli that result in an employee staying in a job. It involves relations to other aspects of the job, the perceived person-job fit and the sacrifices associated with exiting the job (Potgieter et al., 2018; Watson, 2018). Employees are embedded through a broad range of components that create connections between them and their families within the social, psychological, and financial web. The web comprises work and non-work related aspects such as friends, groups, the community and the external environment in which the employee resides (Sablynski, 2017). Job embeddedness involves stimuli that are either work related (on-the-job/organisational embeddedness) or non-work related (off-the-job/community embeddedness). These influences are further divided into three parts; These factors represent the influences an employee assesses when making the decision to stay in a job that relate to fit, links, and sacrifice:

- **Fit**: the degree of similarity between an individual's job and community; and how it fits with aspects of their life.
- **Links**: the extent to which employees are connected to other people or activities; and
- **Sacrifices**: what employees would forfeit if they left a job (e.g. relocation).

Each of these sub-dimensions is represented once in the organisational embeddedness dimension and once again in the community embeddedness dimension.

One strategic mechanism to embed employees into their jobs is to adopt effective talent management as employees are more likely to remain in an organisation that values them enough to invest in them.

Talent management

The human capital of an organisation is fundamental for the smooth operation, execution of business, organisational strategy and profitability (Caucutt & Lochner, 2020). Talent management has long been a critical function in organisations. This function has emerged and developed over time but functions mainly to manage employees from an aspect that develops and serves their best interests. In this study, talent management is viewed as those processes of recruiting, managing, assessing, developing and retaining employees (Gallardo-Gallardo & Thunnissen, 2016). Hence, in the context of the study, talent management is assessed in terms of the extent to which employees perceive talent management as being of high quality and meeting the promises made. Furthermore, the study assesses the extent to which employees believe that the organisation manages employees' talents to engage effectively in human resource practices (recruitment and selection, training and development, performance management, succession planning and, workforce planning). When interacting on an interpersonal level, one critical aspect in any form of exchange is trust (Alic, 2016).

Talent management has long been a critical function in organisations. This function has emerged and developed over time due to the significance of employees in an organisation (Alic, 2016). It is a loosely understood concept but functions mainly to manage employees from an aspect that develops and serves the best interests of employees.

The human capital of an organisation is fundamental for the smooth operation, execution of business and organisational strategy and profitability (Caucutt & Lochner, 2020). The effectiveness of talent management, therefore, is vital in any organisation. Due to the lack of a consistent definition of talent management, the concept was viewed in many ways and refers to HR practices (basically, a new term for talent management). Whether talent management aims to manage the talent of all employees (inclusive approach) or manages the talent of high-caliber employees only (exclusive approach) is still controversial (Cascio & Boudreau, 2016; McDonnell, Collings, Mellahi & Schuler, 2017).

Talent Management in Organisations

Talent management is often referred to as human capital management, and is said to involve the processes of recruiting, managing, assessing, developing and retaining an organisation's most prized-possession: the employees (Glaister, Karacay, Demirbag & Tatoglu, 2018). Organisations have come to realise that talent management is not a payroll system with HR abilities, a recruitment system, or a performance appraisal scheme. It may be a Human Resources Information System (HRIS), however, it does not technically refer to such. Technically, talent management in this regard refers to a structure of firmly integrated HR processes that enable organisations to make informed choices that support the overall strategic objective which is to meet the bottom-line (Glaister et al., 2018). Talent management functions such as recruitment and selection, training and development, succession planning, performance management, workforce planning, compensation strategies and other HR functions have often been siloed into departments within an organisation (Thunnissen, 2016). The five main talent management functions include recruitment and selection, training and development, succession planning, performance management and workforce planning:.

In an article published by Juneja (n.d), it was noted that the role of HR functions is crucial as all areas need to excel. Thus, organisations cannot attract high-calibre candidates but fail to manage and develop them once they become employees. Juneja (n.d) looked at the Indian Information Technology behemoth, Infosys, as an example of an organisation who, in recent months, experienced high attrition rates despite being a dream workplace for graduates. This

was the result of poor talent retention and development strategies. However, organisations such as Microsoft, Google and Apple have been found to attract the best talent in the market as well as manage them in such a way that their practices become benchmarks for other organisations (Juneja, n.d). Additionally, it was found that organisations exceling in talent management practices experienced lower turnover rates despite compensation. According to these higher ranking organisations in terms of talent management, the following guidelines were implemented:

- Avoid patriarchal hiring procedures; instead, welcome diversity.
- Create talent pools.
- Ensure vertical and horizontal career pathing for current employees.
- Create a fulfilling work culture.

Furthermore, South Africa is not immune to the failure of talent management implementation. The local government municipalities are one of the organisations facing difficulties (Koketso & Braam Rust, 2017). Koketso and Braam Rust (2017) found that poor service delivery on the part of municipality resulted from poor talent management strategies that fail to retain key talent in the public service. The talent management challenges were found to be linked to the dependent variables of the study like pay satisfaction, turnover and intention to turnover theories, organisational commitment, employee engagement and motivation.

This study examines the relationship between talent management and job embeddedness as well as asseses the extent to which organisational trust mediates this relationship.

In addition, it was noted that trust is a pertinent issue considered in measuring employees' job embeddedness (Purba, Oostrom, Born & Van Der Molen, 2016). Trust forms the basis by which employees determine whether or not they may achieve person-job fit. Trust also forms part and parcel of the social integration that occurs within the link aspect of job embeddedness. Trust amongst colleagues, or towards the organisation, can also be perceived as an element sacrificed when leaving a job. Hence, organisational trust may play a significant background role in the job embeddedness of an employee.

Organisational Trust

Trust forms a significant part of forming positive human relations and aids in the successful generation of a trusting climate in an organisation (Ensari & Karabay, 2016). Trust in an organisation is vital for performance and is built on the relations between all employees (Basit & Duygulu, 2018; Jiang & Shen, 2018; Oosthuizen, Rabie & De Bee, 2018). The labour of an organisation invests skills, time and discretion to achieve business strategy, organisational strategy and the overall goals of the organisation. Hence, if organisational trust is lost, then employees are less enthusiastic about performing in their jobs since they feel untrusted or betrayed (Basit & Duygulu, 2018). The daily interactions of employees generate dependency, responsibility and decision-making among employees by establishing a climate of trust (Mekebbaty, Abdelgadir, Ibrahim, Ahmed, Mohammed & Ahmed, 2019). Organisational trust is the overall assessment of the trustworthiness of an organisation based on the perception of the employee. It is the employees' belief that the organisation will function to the benefit of the employees (Singh & Srivastava, 2016).

Contemporary studies have proved that trust in organisations result in positive work outcomes such as higher work performance, lower turnover, quality communication and greater commitment to the organisation (Jena et al., 2017). Similarly, Tabak and Hendy (2016) define organisational trust as an individual's viewpoint and prospect regarding the likeliness that the employer will act in a favourable manner that is not disadvantageous to employees' interests. The notion of trust extends from a cohesive social attachment-

exchange theory view in that an individual's level of trust is determined by preceding relations with an employer and the conviction that the employer will act in a similar way to that of the past. Principally, if an employer has treated an employee favourably in the past, an employee expects auspicious future interactions (Tabak & Hendy, 2016) which fosters trust and possibly promotes interactive cooperation on the employees' behalf (Kalkan, 2016; Jena et al., 2017). Conversely, if an employee undergoes unfavourable experiences then future expectations are tainted, causing lower levels of trust and possibly affecting employees' behaviours and intent to stay. These behaviours can be anything from gossip and sabotage to resignations.

Furthermore, the presence of organisational trust in organisations has been shown to directly affect the performance and commitment of the workforce (Johennesse & Chou, 2017; Yousef, 2017). Research shows that trust in management, supervisors and employees positively affect the functioning of HR practices (Basit & Duygulu, 2018; Jooss et al., 2019; Yap, 2017). For instance, the function of performance management is more effective and effortlessly executed if employees are working in a climate of trust, since the presence of trust positively affects performance (Basit & Duygulu, 2018). Thus, in the context of HR practices, organisational trust is worth analysing.

Prior research demonstrates that an employee's inclination to trust the organisation is based on past experiences and is commonly analysed using three facets: (1) Managerial Trust (the trust of management), (2) Supervisory Trust, and (3) Trusting Colleagues:

- **Managerial Trust**
Managerial trust refers to the trust of management. This is an individual's ideas that are affiliated with the support from an organisation and a belief that an organisation's conduct will benefit and not be harmful to an employee (Gider, Akdere, & Top, 2019). Uriesi (2019) outlines trust as the expectancies of relationships and actions within the organisation. Managerial trust is the foundation on which all horizontal and vertical relationships occur (Gider et al., 2019). Additionally, this form of trust focuses on the organisation entirely. Furthermore, this type of trust is associated with the impression of value (Atik, Demirtasm & Aksoy, 2019); commitment, job performance, intent to leave a job (Uriesi, 2019; Parven & Awan, 2018) and employee motivation.

- **Supervisory Trust**
Supervisory trust is an employee's view that a direct manager, or supervisor, is competent, honest, supportive and involved (Jiang, Gollan & Brooks, 2017). Employees hold the view that the actions and decisions of supervisors have a direct impact on them (Uriesi, 2019). According to Maximo, Stander and Coxen (2019), trust between employees and supervisors should be the responsibility of the supervisor who make written and verbal statements that have a critical impact. However, this type of trust could impact managerial trust (Jiang et al., 2017) as a result of the representativeness of supervisors as employers (Maximo et al., 2019). It was found that employees who distrust supervisors are more likely to focus only on their tasks which impedes job satisfaction and commitment (Jiang et al., 2017), which are directly related to job embeddedness.

- **Trusting Colleagues**
Trusting colleagues is based on the premise that an employee's colleagues are competent to perform tasks, are reliable and act with integrity (Kocak, 2016; George, 2016). Hence, an employee is trusting of colleagues when there is a strong belief that they will be transparent at all times, will not participate in scandalous behaviour or be abusive on any scale (George, 2016). Being trusting of colleagues exists on both the social and organisational levels.

However, it is believed that when employees trust on both levels, performance is positively affected (Gider et al., 2019). Literature shows that employees who trust each other employed greater commitment to work groups and had a wider platform for effective communication (Kocak, 2016).

Trust between individuals allow for an easier mapping of actions without the fear of repercussions as a result of the perception that the critique from others will be beneficial and compassionate (Kalkan, 2016). This perception implies that trust can reduce the anxieties concerning any negativity resulting from behaviours. Thus, employees feel easy about opening up. Mistakes made within a climate of trust are often encouraged because this facilitates learning. Employees are prone to expressing emotions, being vocal, identified and participative.

A study conducted by Marasi, Cox and Bennett (2016) looked at organisational trust as an antecedent for workplace deviance and found that most employees engaged in workplace deviances when lower levels of organisational trust existed. However, Marasi et al. (2016) added that job embeddedness is a valuable moderating variable between organisational trust and workplace deviance because not every employee with lower organisational trust engages in workplace deviances and this is dependent on how embedded an employee is in a job. Furthermore, Murside and Hamitoglu (2019) showed that the presence of organisational trust positively affected job satisfaction, job performance, commitment, communication abilities, risks, decision-making and problem-solving skills. These have been associated with greater productivity, decreased turnover and job satisfaction. Hence, it was concluded that organisational trust encompasses an extensive range of results that have an effect on individuals and organisations. A lack of trust in a work setting, however, decreases motivation and performance, and impacts on turnover intention. It is empirically

proven that organisational trust lessens turnover intention (Kodish, 2017); that organisational trust is positively correlated with lower turnover intentions (Kalkan, 2016) and; trust in leaders positively impacts employee tenure (Murside & Hamitoglu, 2019).

Evidently, the presence of organisational trust positively affects job embeddedness and, thus directly impacts on labour turnover. The influence of talent management on job embeddedness is also hypothesized.

METHODOLOGY

Research approach: The research methodology has been designed to undertake a quantitative, cross-sectional study to assess the relationships among talent management, organisational trust and job embeddedness The population comprised of all staff from a large parastatal organisation, consisting of 399 employees, that specialises in the provision of bulk potable water and is considered an employer of choice, from which a sample of 196 employees was drawn using simple random sampling. The adequacy of the sample was determined using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.864) and the Bartlett's Test of Spherecity (Chi-square = 2135.661; p = 0.000) which respectively indicated suitability and significance. The results indicate that the normality and homoscedasticity preconditions are satisfied. The composition of the sample may be described in terms of age, race, gender, tenure and job level, race, position, tenure and education. age, race, gender, tenure and job level. The majority of participants in the organisation are 40 years and above (48%), male (50.5%) participants, with the majority being Africans (69.4%) followed by Indians (19.4%%), being at employee level (62.2%), with a tenure of less than 10 years (65.3%).

Measuring instrument: Data was collected using a questionnaire consisting of two sections relating to the objectives of this study. Section A related to the biographical information (age,

gender, race, tenure and job level) and was collected using a nominal scale with pre-coded option categories. Section B comprised of Section B comprised of 18 items to measure the three dimensions of job embeddedness (fit, link and sacrifice) (6 items each), 10 items to measure talent management and 5 items to tap into organisational trust. Pilot testing was also undertaken by administering the questionnaire to 18 employees in the sampling frame utilising the protocols thatare used in the large-scale administration but these 18 employees were not included in the main sample size of 196 employees.

Measures: The validity of the questionnaire was assessed using Factor Analysis. A principal component analysis was used to extract initial factors and an iterated principal factor analysis was performed using SPSS with an Orthogonal Varimax Rotation. Only items with loadings >0.4 were considered to be significant. Furthermore, when items were significantly loaded on more than one factor, only that with the highest value was selected (Nnambooze & Brijball Parumasur, 2016). In terms of the anticipated dimensions of the study, 3 factors with latent roots greater than unity were extracted from the factor loading matrix. The Factor Analysis generated 3 factors with eigenvalues greater than unity which were the 3 dimensions of the study as constructed in the measuring instrument. The reliability of these 3 dimensions of the study were determined using Cronbach's Coefficient Alpha: Organisational trust (Alpha = 0.766), Talent management (Alpha = 0.784) and Job embeddedness (Alpha = 0.844) which respectively range from good, strong to high level of inter-item consistency. The questionnaires were administered remotely using online survey software and tools, QuestionPro, in adherence to the national call for social distancing as a result of the coronavirus pandemic. Data was analysed using descriptive statistics (frequencies, percentages, means, standard deviations, critical ranges, minimum and maximum values) as well as inferential statistics (Pearson Product Moment Correlation, Analysis of Variance, Post-Hoc Scheffe's test, t-test) as well as mediation.

Although the traditional 4-step approach to mediation suggested by Baron and Kenny (1986) is still widely used, it is also criticised. An alternative to this method, which are often used in addition to it, is bootstrapping (MacKinnon, David, Lockwood, Chondra & Williams, 2004). The Bootstrapping method involves taking a superficially large number of random samples with replacement (e.g., 5000) of the same sample size from your own data, estimating the indirect effect (the ab path) in each sample, ordering those estimates from lowest to highest, and then defining a confidence interval for the bootstrapped indirect effect as within some range of percentiles (e.g., 2.5th and 97.5th for a 95% confidence interval). In this study, in addition to the 4-step approach, the bootstrapped estimates are reported. The study assesses the mediation effect of organisational trust on the correlational relationship between talent management and hob embeddedness.

5.1.   DESCRIPTIVE STATISTICS

The perceptions of employees regarding the influence of talent management and organisational trust was assessed by asking respondents to respond to various aspects of the three key dimensions of the study (job embeddedness, talent management and organisational trust) using a 1 to 5 point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The results were processed using descriptive statistics (Table 1).

TABLE 1 DESCRIPTIVE STATISTICS: KEY DIMENSIONS OF THE STUDY

Dimension	Mean	95 % Confidence Interval		S²	Std. Dev.	Min.	Max.
		Lower Bound	Upper Bound				
Job Embeddedness	2.2183	2.15	2.29	0.25	0.49552	1.00	4.00
Talent Management	2.3685	2.44	2.60	0.33	0.61758	1.00	4.80
Organisational Trust	2.5714	2.47	2.67	0.48	0.69282	1.00	4.80

Table 1 reflects that employees view the key dimensions of the study differently, which in descending level of mean score values are:

- Organisational Trust   (Mean = 2.57)
- Talent Management   (Mean = 2.52)
- Job Embeddedness   (Mean = 2.22)

Against a maximum attainable score of 5, it is evident the employees display only moderate levels of organisational trust and job embeddedness. Employees also hold only moderate views/perceptions of talent management and organisational trust within the organisation.

From Table 1, it is evident that room for improvement exists. In order to establish where the areas of improvement within each of the dimension and sub-dimension lie, frequency analyses were implemented.

With regard to job embeddedness, improvement may be achieved by ensuring that:

- employees' current skills are suitable for their current job/work demands.
- employees play a significant role within their work teams
- employees feel easy and relaxed at the organisation.
- enjoy good interpersonal relations.
- the organisation offers good job stability
- when engaging in selection cognisance is given to candidate's level of

satisfaction to location, access to amenities, proximity to work, family and friends.

Regarding talent management, improvements may be achieved by ensuring that there is effective workforce planning, that training and development activities are aimed at, and are perceived as, equipping employees with the skills to better their job performances, that concerted efforts are made to provide the best performance appraisal system to reward employees.

Regarding organisational trust, improvements may be made in terms of the human resource practices of performance management and, training and development and efforts should be made to sustain employees' higher levels of trust in workforce planning and, recruitment and selection.

INFERENTIAL STATISTICS

Inferential statistics were used to test the hypotheses of the study.

Relationships Amongst the Dimensions of the Study

Inferential statistics were computed on the dimensions of job embeddedness, talent management and organisational trust to enable the researcher to draw conclusions regarding the hypotheses of the study.

Hypothesis 1

There exists significant intercorrelations amongst key dimensions of the study (job

embeddedness, talent management and organisational trust) respectively (Table 2).

TABLE 2 INTERCORRELATIONS: KEY DIMENSIONS OF THE STUDY (JOB EMBEDDEDNESS, TALENT MANAGEMENT AND ORGANISATIONAL TRUST) (n = 196)

Dimension	r/p	Organisational Trust	Job Embeddedness	Talent Management
Organisational Trust	r p	1		
Job Embeddedness	r p	0.510 0.000*	1	
Talent Management	r p	0.836 0.000*	0.545 0.000*	1

*p<0.01

Table 2 reflects that the key dimensions of the study (job embeddedness, talent management and organisational trust) significantly intercorrelate with each other at the 1% level of significance. Therefore, hypothesis 1 may be accepted. The implication is that any change or improvement in any one of the dimensions has the potential to have a rippling effect and bring about improvements in the other two as well as overall improvements.

From Table 2, it is evident that a strong relationship exists between organisational trust and talent management (r = 0.836). It is also evident that a moderate relationship exists between job embeddedness and talent management (r = 0.545) and between organisational trust and job embeddedness (r = 0.510).

Hypothesis 2

There is a significant relationship between talent management and job embeddedness (Table 3).

TABLE 3 CORRELATION: TALENT MANAGEMENT AND JOB EMBEDDEDNESS (n = 196)

Dimension	Talent Management	
	r	P
Job embeddedness	0.545	0.000*

* p < 0.01

Table 3 reflects that there is a significant but moderate relationship between talent management and job embeddedness at the 1% level of significance. Therefore, hypothesis 2 may be accepted.

Hypothesis 3

There is a significant relationship between talent management and organisational trust (Table 4).

TABLE 4 CORRELATION: TALENT MANAGEMENT AND ORGANISATIONAL TRUST (n = 196)

Dimension	Talent Management	
	r	P
Organisational trust	0.836	0.000*

* p < 0.01

Table 4 reflects that there is a significant and strong relationship between talent management and organisational trust at the 1% level of significance. Therefore, hypothesis 3 may be accepted.

Hypothesis 4

There is a significant relationship between organisational trust and job embeddedness (Table 5).

TABLE 5 CORRELATION: TALENT MANAGEMENT AND ORGANISATIONAL TRUST (n = 196)

Dimension	Job embeddedness	
	r	p
Organisational trust	0.510	0.000*

* p < 0.01

Table 5 reflects that there is a significant but moderate relationship between organisational trust and job embeddedness at the 1% level of significance. Therefore, hypothesis 4 may be accepted.

The strength of the relationships are depicted graphically (Figure 1).

Figure 1: Relationships amongst the key dimensions of the study

MEDIATION ANALYSIS

In this study mediation will be assessed using the 4-step approach of Baron and Kenny (1986) as well as bootstrapping (MacKinnon, David, Lockwood, Chondra & Williams, 2004). The

Bootstrapping method involves taking a superficially large number of random samples with replacement (e.g., 5000) of the same sample size from your own data, estimating the indirect effect (the ab path) in each sample,

ordering those estimates from lowest to highest, and then defining a confidence interval for the bootstrapped indirect effect as within some range of percentiles (e.g., 2.5th and 97.5th for a 95% confidence interval). Below, the 4-step approach is followed, and the bootstrapped estimates are reported in addition.

The study assesses the mediation effect of organisational trust on the correlational relationship between talent management and hob embeddedness. The mediation effect proposed is displayed in Figure 2. The mediation analysis is specified in terms on hypotheses 4 and 5.
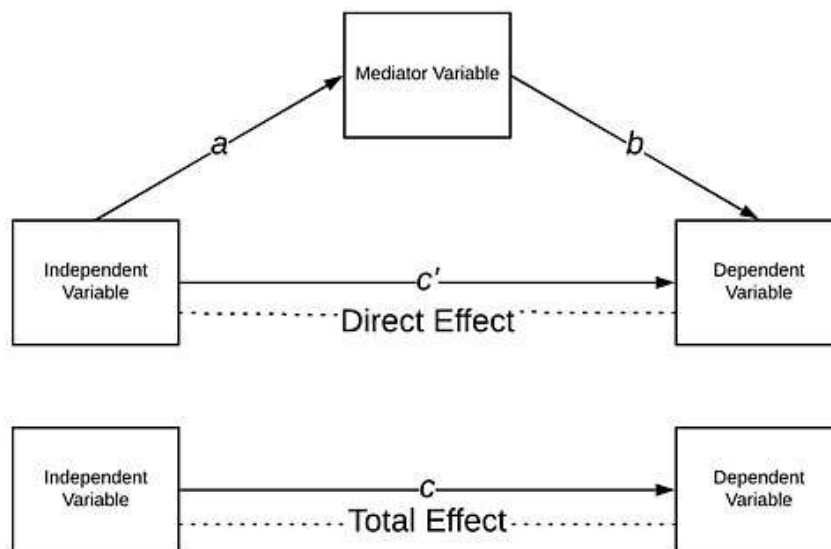

FIGURE 2: MEDIATION SHOWING DIRECT AND TOTAL EFFECT

Hypothesis 5:

Talent management significantly predicts job embeddedness (c) (Table 5) (Figure 2).

Step 1: Step 1 establishes the total effect of X on Y. This represents path c in the model. In Step 1 of the mediation model, the regression of

talent management on job embeddedness ….., ignoring the mediator, was significant. (b = 0.622, p = 0.000) (Table 6). Hence, hypothesis 5 may be accepted. Also, from Figure 2 it is evident that talent management has a direct and total effect on job embeddedness. Hence, hypothesis 4 may be accepted.

TABLE 6: TOTAL EFFECT OF X ON Y (PATH c)

EFFECT	SE	t	p	LLCI	ULCI
0.622	0.063	9.817	0.000	0.497	0.746

Step 2: Next you need to show that the independent variable is correlated with the

mediator. This step essentially involves treating the mediator as if it were an outcome variable

and represents path a in Figure 2. Step 2 showed that the regression of talent management on the

mediator, organisational trust, was also significant. (b =0.344, p= 0.000). (Table 7).

TABLE 7: EFFECT OF TALENT MANAGEMENT ON ORGANISATIONAL TRUST (PATH a)

EFFECT	SE	t	p	LLCI	ULCI
0.344	0.028	12.188	0.000	0.288	0.400

Step 3: Next we show that the mediator, organisational trust, affects the outcome variable of job embeddedness (estimate and test path b). However, it needs to be controlled for the independent variable of talent management.

In this case, the relationship between talent management and job embeddedness ..... is significant (b=1.093, p=0.000) (Table 8), controlling for organisational trust.

TABLE 8: EFFECT OF ORGANISATIONAL TRUST ON JOB EMBEDDEDNESS (PATH b)

EFFECT	SE	t	p	LLCI	ULCI
1.093	0.367	2.358	0.000	0.821	1.364

Hypothesis 6:

Organisation trust mediates the correlational relationship between talent management and job embeddedness (Tables 9 and 10).

Step 4: To establish path c', namely that Organisational trust (M) mediates the talent management- job embeddedness (X-Y) relationship, the effect of X on Y controlling for M should be zero.

If the effect of X on Y is no longer significant when adding the mediator, this suggests **complete** mediation. If the effect is still significant, but reduced, thus suggests partial mediation. Put in another way, you compare the **direct** of effect of X (the c' path-- predicting Y from X after controlling for M) to the **total effect** of X (the c path from Step 1). If c' is smaller than c, and non-significant, the research concludes that M completely mediates the association between X and Y. But if c' is smaller, but still significant, the researcher concludes that M is only a "partial" mediator

of X's influence on Y. Complete mediation rarely happens in practice,

This analysis revealed that, controlling for the mediator (organisational trust), the coefficient was reduced (from 0.622 to 0.246), and talent management was still a significant predictor of job embeddedness.... (b = 0.246, p =.0.001) (Table 9), which suggests partial mediation. This is confirmed by the indirect effect in the output, tested using the bootstrapping method with bias-corrected confidence estimates. The indirect effect can be described as the amount of mediation that took place and can be described as c-c'. The indirect effect can be calculated by a x b. The 95% confidence interval of the indirect effect was obtained with 5000 bootstrap resamples. Zero does not fall within the confidence intervals of the Beta coefficient (BootLLCI= 0289; 0.477) (Table 10), therefore mediation can be assumed. Hence, organisational trust has only a partial mediation on the talent management-job embeddedness relationship. Hence, hypothesis 5 may be accepted.

TABLE 9: EFFECT OF TALENT MANAGEMENT ON JOB EMBEDDEDNESS WHILST CONTROLLING FOR ORGANISATIONAL TRUST

EFFECT	SE	t	p	LLCI	ULCI
0.246	0.073	3.373	0.001	0.102	0.390

TABLE 10:   MEDIATION OF ORGANISATIONAL TRUST ON THE TALENT MANAGEMENT-JOB EMBEDDEDNESS RELATIONSHIP WITH BOOTSTRAP METHOD

EFFECT	SE	t	p	LLCI	ULCI
0.376	0.048	3.373	0.001	0.289	0.477

QUALITATIVE RESULTS

Table 11 presents the results of the qualitative data obtained from the open-ended question in the questionnaire, which invited participants to provide any comments relating to organisational trust, talent management or job embeddedness that they felt the questionnaire did not cover. The qualitative results in the form of narratives under the key themes are presented.

TABLE 11 Qualitative analysis of open-ended question: Factors affecting job embeddedness, talent management and organisational trust

Category/Theme	Responses
Job Embeddedness	❖ Guaranteed retirement fund benefits affect job embeddedness. ❖ Job embeddedness could be greatly increased if small benefits were met e.g. social events that include spouses/families. This will be a small percentage of the budget but will have long term benefits. ❖ Leave benefits influence job embeddedness e.g. study leave. ❖ [Poor job satisfaction as a result of poor staff growth, recognition and development which negatively affects embeddedness]. ❖ [Equal pay for equal work is not implemented].
Recruitment and Selection	❖ Feedback is not provided after employees apply for position for which they qualify. ❖ These practices are highly influenced by equity which erodes the confidence and capabilities of top level staff. ❖ These practices are believed to be bias in terms of race. ❖ These practices are negatively affected by nepotism.
Training and Development	❖ The organisation provides good training interventions but there is a lack of retention. ❖ Training and development is too focused on permeant employees. ❖ Overall happiness with training interventions as all training requirements are met.
Performance Management	❖ The performance appraisal system needs to be reviewed. ❖ The questionnaire did not cover whether the performance management system motivates or demotivates staff. This could be one of the causes of poor performance. ❖ Performance management needs proper policy implementation. ❖ [Current salary scales demotivate employees to perform at their maximum].
Organisational Trust	❖ Organisational trust has reduced over the years as the perception of benevolent intent towards employees has declined.

	❖ Mistrust is a result of the lack of long term commitment to the organisation, due to medium term contractual employment (5 year contracts). Therefore, employees are more focused on self-fulfilment.

CONCLUSION

In this study, it is evident that the employees display higher levels of organisational trust than job embeddedness. The benefit is that organisational trust was found to predict job embeddedness. It would therefore, benefit the organisation to focus its energies and strategies in enhancing employees' trust in managers, supervisors and in their colleagues. The study also concludes that the correlational relationship between talent management and job embeddedness is partially mediated by organisational trust. Evidently, investing time and energy in facilitating organisational trust can generate positive outcomes for the organisation, especially in terms of nurturing job embeddedness.

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