



**UNIVERSITY OF  
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**INYUVESI  
YAKWAZULU-NATALI**

**Assessing talent management and organisational trust as precursors to job  
embeddedness**

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Master of Commerce in Human Resource Management**

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College of Law and Management Studies**

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To my mother, who has been there every step of the way. Words cannot describe how grateful I am for you, I would never be where I am today without you. Thank you for being a role model, and constantly praying for me. A mother's love is unmatched.

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## ABSTRACT

Owing to the increase of globalisation, technology and the volatile work environment that organisations currently face, the element of job embeddedness and its effect on labour turnover necessitates an operational and vigorous approach (Hashim, Ishak & Hilmi, 2017). Research shows that job embeddedness increases work performance and organisational commitment (Chan, Ho, Sambasivan & Ng, 2019; Shen & Jiang, 2019). However, there is limited research concerning the effect of Human Resources (HR) functions (talent management) and organisational trust, on job embeddedness; instead, it is viewed as a mechanism used to reduce labour turnover as a result of the costs associated with it. Previous studies have failed to determine the impact of talent management and organisational trust on job embeddedness, especially in the South African economy.

This study was conducted in a large parastatal organisation that provides bulk potable water in KwaZulu-Natal and used a simple random sampling technique to draw a sample of 196 employees whilst ensuring representivity. Data was collected using electronic questionnaire surveys, and the psychometric properties (validity and reliability) were statistically assessed using Factor Analysis and Cronbach's Coefficient Alpha respectively. The data was analysed using both descriptive and inferential statistics.

The results demonstrate that talent management and organisational trust are critical precursors to job embeddedness and, organisations are encouraged to apply vigorous and conscious approaches to talent management and organisational trust in an effort to increase job embeddedness thereby reducing organisational turnover. This study provides guidelines, recommendations and a model for the implementation of strategies for enhancing job embeddedness in the workplace. This model will assist the organisation to increase job embeddedness through consistent approaches to talent management using fair and objective processes, equal opportunities for all employees, ensuring transparency and continuously creating and sustaining a climate of trust.

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## **CHAPTER ONE**

### **INTRODUCTION AND OVERVIEW OF THE STUDY**

#### **1.1. INTRODUCTION**

Employees are the most fundamental asset of a company and form the backbone of any organisation. 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 concept based on the perspectives of embedded figures and Lewin's field theory to determine the influences that keep employees in a job (Potgieter, Coetzee & Ferreira, 2018). Furthermore, owing to the increase of globalisation, technology and the volatile work environment that organisations currently face, the element of job embeddedness and its effect on labour turnover necessitates an operational and vigorous approach in order to increase job embeddedness, thereby positively impacting on labour turnover (Hashim et al., 2017). The notion to reduce labour turnover stems primarily from costs associated with the replacement and training and development of employees (Caucutt & Lochner, 2020).

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. Additionally, it was found that organisations excelling in talent management practices experienced lower turnover rates despite compensation (Caucutt & Lochner, 2020). 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).

This chapter introduces the job embeddedness, talent management and organisational trust constructs and places them into the context relevant for the study by providing the background to the study and the problem statement. Furthermore, the research objectives, research questions, variables being assessed, a brief outline of the research methodology and design, study limitations, importance of the study for stakeholders and structure of the dissertation is provided.

## **1.2. BACKGROUND TO THE PROBLEM**

Talent management, in this study, 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) and gain a competitive advantage in the competitive and globalised economies (Rabbi, Faria & Ahad, Nouman & Kousar, Tahira & Ali, Tanzila, 2015). The South African work environment is characterised by a shortage of skilled labour and empirical evidence lacks in this field. Organisations must retain current talent in an effort to avoid labour turnover which have become prevalent with the transition of different generations occurring in the workforce. Additionally, organisations have seen the need to predominantly provide a work environment that fosters trust in an effort to influence employees' decisions to stay. 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) and has been linked to lower turnover. The growing interest in an organisation's ability to ensure embeddedness of employees has primarily resulted from substantial costs, both organisational and personal, associated with leaving a job (Lei, Basit & Hassan, 2018).

Moreover, job embeddedness which refers to the stimuli that result in an employee staying in a job (Potgieter et al., 2018; Watson, 2018) focuses primarily on the aspects positively affecting an employee's decision to stay in a job. Research shows that job embeddedness increases work performance and organisational commitment (Collins & Mossholder, 2017). However, there is limited research concerning the effect of business functions on job embeddedness; instead, it is viewed as a mechanism used to reduce labour turnover as a result of the costs associated with it. The study was conducted in a large parastatal organisation that provides bulk potable water and is considered "an employer of choice", however, it still faces turnover challenges. To address this gap and add to the existing body of knowledge, this study aims to empirically determine the impact that talent management and organisational trust have on job embeddedness in order for organisations to enhance job embeddedness thereby reducing labour turnover.

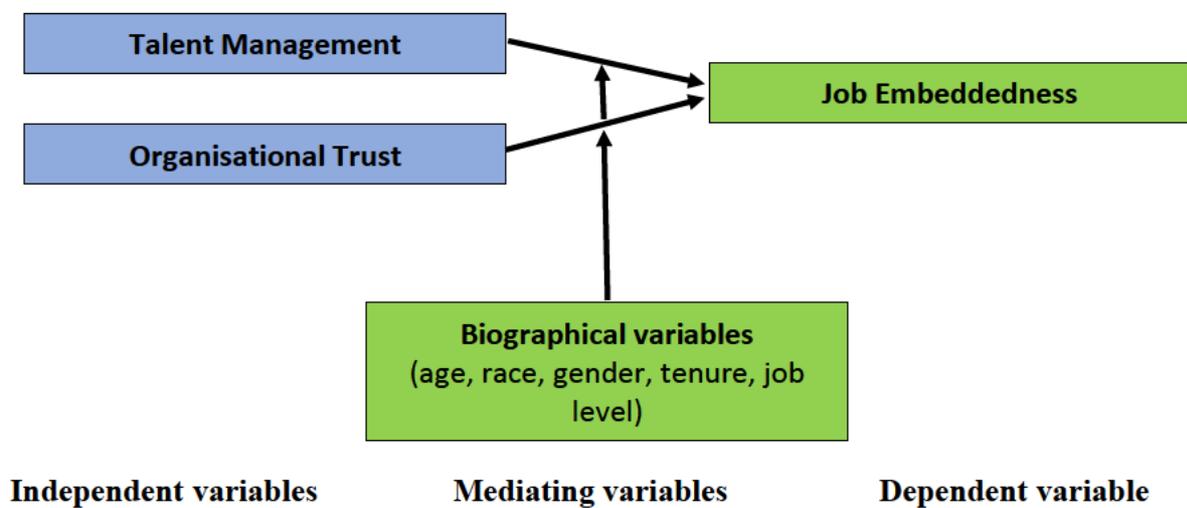
### **1.3. PROBLEM STATEMENT**

Increased competition in the 21<sup>st</sup> century necessitates an understanding of mechanisms to enhance job embeddedness in an effort to reduce the inevitable negative organisational outcome of turnover. Organisations are pressed to identify practices that primarily and positively impact employee decisions and overall performance in an effort to reduce turnover intentions thereby boosting competitive edges and work environments. A competitive edge is an organisation's main focus as it is the crux of business profitability. A favourable work environment acts as a catalyst for a competitive edge because high performance and productivity exists and thus, an organisation outdoes competitors. A lower turnover rate has been found to exist in environments where talent management efforts are of high quality (Lei et al., 2018). Furthermore, lower turnover rates are common in organisations where trusting employment relationships exist (Jena, Pradhan & Panigrahy, 2017). The implementation of talent management practices in an organisation has long been a concern due to the nature of processes, subjectivity and work relationships (a lack of trust) that exist (Glaister et al., 2018).

The study was undertaken in a large parastatal organisation that specialises in the provision of bulk potable water and is considered an "employer of choice". However, it is inevitable for large parastatal organisations, with many employees, to be prone to issues or gaps. An array of events indicated that employees left the organisation as a result of poor talent management. Moreover, organisational trust had become an area of concern for the organisation. Both these concepts became apparent as areas of concern through corridor talk, a breakdown of communication, a breakdown of relationships, exit interviews and the failure of management to maintain promises. Job embeddedness has been studied in terms of retention, turnover, organisational commitment, work engagement and job performance, which according to research are viewed as antecedents of job embeddedness (Chan et al., 2019; Shen & Jiang, 2019). However, there is no empirical analysis taken on the relationship between talent management and job embeddedness, and organisational trust and job embeddedness.

Therefore, the problem statement of the study aims to assess talent management and organisational trust as precursors to job embeddedness. In the context of this study, talent management is assessed in terms of the extent to which employees perceive talent management of being of high quality and meeting the promises made. Furthermore, the purpose of the study is to assess the extent to which employees believe that the organisation manages employees' talents to engage effectively in HR practices (recruitment and selection, training and

development, performance management, succession planning and workplace planning). In addition, the purpose of the study incorporates assessing the extent to which employees believe that the organisation can be trusted to engage in effective and fair recruitment and selection, training and development, performance management, succession planning and workforce planning. It is these perceptions of proper talent management and effective management of these HR practices that influence employee job embeddedness. In other words, the greater the perceptions of effective talent management and organisational trust, the greater the potential for employee job embeddedness. These conceptualisations may then be graphically depicted in Figure 1.1.



**Figure 1.1. Graphical representation of the dimensions of the study.** Researcher’s own creation.

The aim of the study was not simply to assess the relationship between the independent variables of talent management and organisational trust and the dependent variable of job embeddedness respectively, but rather to obtain a holistic assessment. To achieve this, the study assesses the influence of several biographical variables. In this regard, the biographical variables were not randomly selected. Instead, the researcher carefully reviewed the literature to ascertain which biographical variables presented inconclusive results and these were included in the study to provide the organisation with a contextualised perspective that can be taken cognisance of when formulating future HR strategies. Hence, this study evaluates the influence of age, race, gender, tenure and job level on the dimensions of the study (talent management, organisational trust, job embeddedness) due to the inconclusive results obtained from extant research.

For example, in assessing the influence of age on job embeddedness, some researchers noted significant influences (Ghadeer, 2018; Hinshaw & Atwood, 1983; Irvine & Evans, 1998; Maertz & Champion, 1998; Reitz, 2014; Shen & Hall, 2009; Tai, Bame & Robinson, 1998) while others (Deepa, 2018; Li et al., 2021; Rutishauser & Staffelbach, 2018) did not. Furthermore, with regard to the influence of biographical variables on HR practices (recruitment and selection, training and development, performance management, succession planning, workforce planning) some significant influences were noted. For example, some researchers (Atreya & Kumar, 2018; Reardon, 2018) noted significant differences in the perceptions of workforce planning based on gender, yet Sparkman (2018) noted significant differences in the perceptions of workforce planning based on tenure and, Turesky and Warner (2020) observed significant influences on workforce planning based on race.

Likewise, significant but inconclusive influences of biographical variables was noted in terms of organisational trust. Researchers noted significant influences on perceptions of organisational trust based on gender but Varihanna and Nizam (2020) only noted little influence. Furthermore, the influences of age on organisational trust was noted by some researchers (Kim, 2019; Leelamanothum, Na-Nan & Ngudgratoke, 2018; Phong, Hui & Son, 2018) whilst Palmer and Louise (2017) noted the influence of race on organisational trust but Ngungu (2020) did not. In addition, researchers (Chan & Mak, 2014; Lambert, Hogan & Minor, 2017; Smith, 2019) noted the influence of tenure on organisational trust but Umoren (2020) did not. Similarly, whilst researchers (Aydan & Kaya, 2018; Kim, 2019; Marvel, 2021; Pong, Hui & Son, 2018; Sparkman, 2018) noted significant influences of job level on job embeddedness and HR practices, others (Chan & Mak, 2014; Umoren, 2020) did not. These seminal studies supported the conceptualisation of the study depicted in Figure 1.1 and reinforce age, race, gender, tenure and job level as biographical variables that potentially mediate the independent variables-dependent variable relationships.

#### **1.4. OBJECTIVES OF THE STUDY**

The issue of labour turnover has long impacted organisations. The necessity to retain employees, especially talented employees, coupled with a trustworthy work environment, is vital and multifaceted in its composition. Therefore, in order to assess talent management and organisational trust as precursors to job embeddedness, the following research objectives, which have been formulated taking cognisance of Bloom's taxonomy, will be explored. The

two theoretical objectives, provide the foundation for the formulation of the empirical objectives of the study.

Theoretical objectives were:

1. To evaluate the literature and be able to provide a better understanding of job embeddedness (definition, nature and meaning, evolution, traditional and non-traditional frameworks, key dimensions [fit, link, sacrifice], relation to organisational trust).
2. To evaluate the literature and be able to provide a better understanding of talent management (definition, nature and meaning, effects of organisational trust on talent management, the role of talent management in organisations and the 5 human resource practices of recruitment and selection, training and development, performance management, succession planning and workforce planning).

Empirical objectives were:

- 1.4.1. To examine the relationship between talent management and job embeddedness.
- 1.4.2. To assess the relationship between organisational trust relating to the HR practices (recruitment and selection, training and development, performance management, succession planning and workforce planning) and job embeddedness.
- 1.4.3. To analyse the extent to which the dimensions and sub-dimensions of talent management, organisational trust and job embeddedness inter-correlate with each other.
- 1.4.4. To evaluate whether there are significant differences in perceptions of talent management amongst employees varying in biographical profiles (age, race, gender, tenure and job level) respectively.
- 1.4.5. To evaluate whether there are significant differences in the perceptions of organisational trust amongst employees varying in biographical profiles (age, race, gender, tenure and job level) respectively.
- 1.4.6. To assess whether there are significant differences in the level of job embeddedness amongst employees varying in biographical profiles (age, race, gender, tenure and job level) respectively.
- 1.4.7. To determine how much of the variance in job embeddedness may be attributed to talent management and organisational trust.

1.4.8. To create a model for the implementation of strategies for enhancing job embeddedness in the workplace.

## **1.5. RESEARCH QUESTIONS**

Moreover, the following research questions are explored:

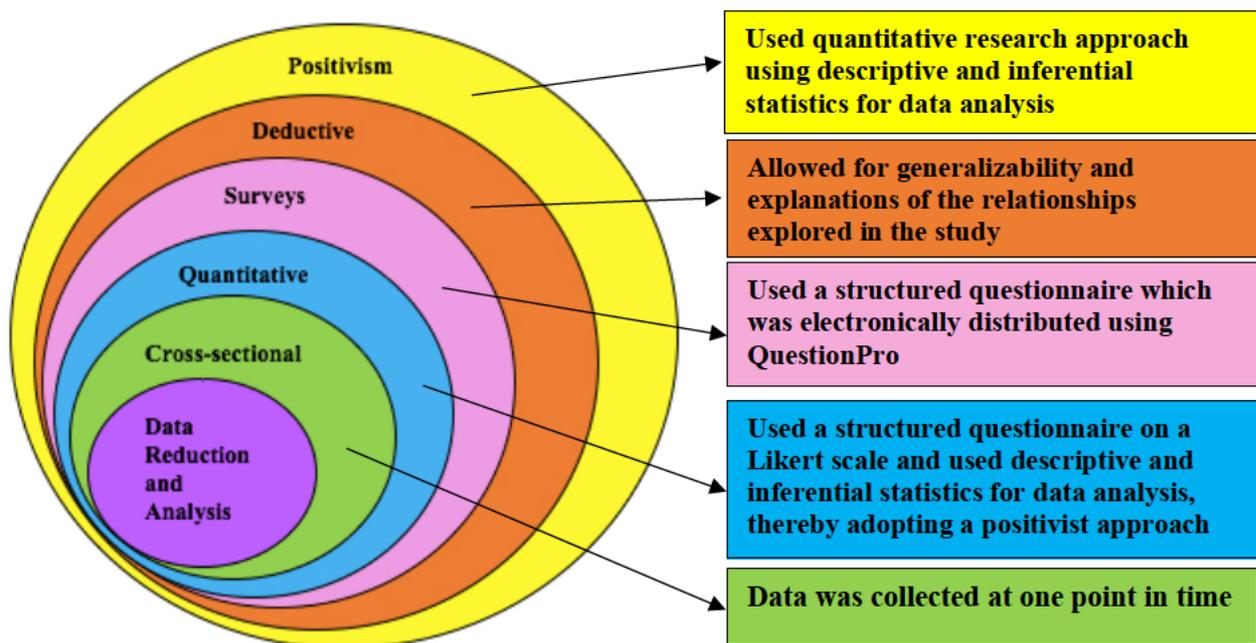
- 1.5.1. What is the nature of the relationship between talent management and job embeddedness ?
- 1.5.2. What is the nature of the relationship between organisational trust relating to the HR practices (recruitment and selection, training and development, performance management, succession planning, workforce planning) and job embeddedness ?
- 1.5.3. To what extent do the dimensions and sub-dimensions of talent management, organisational trust and job embeddedness inter-correlate with each other?
- 1.5.4. Are there significant differences in perceptions of talent management amongst employees varying in biographical profiles (age, race, gender, tenure and job level) respectively?
- 1.5.5. Are there significant differences in the perceptions of organisational trust amongst employees varying in biographical profiles (age, race, gender, tenure and job level) respectively?
- 1.5.6. Are there significant differences in the level of job embeddedness amongst employees varying in biographical profiles (age, race, gender, tenure and job level) respectively?
- 1.5.7. How much of the variance in job embeddedness may be attributed to talent management and organisational trust?
- 1.5.8. What strategies and recommendations can be modelled for enhancing job embeddedness in the workplace?

## **1.6. RESEARCH METHODOLOGY AND DESIGN**

The study followed the positivism research philosophy which allows for more reliable results and made use of the deductive research approach. Additionally, the study used a quantitative research approach and made use of a cross-sectional study design. Data was collected by means of an electronic questionnaire survey that was distributed to 196 employees stationed at the head office of a large parastatal organisation for the provision of bulk potable water. A simple random sampling strategy, which is a probability sampling technique, was used to attain the

study sample that contains 196. The sample size was adequate to provide the confidence and precision desired for a population of 399 employees. The selected sampling strategy gave every element in the sampling frame an equal chance to form part of the sample. The study used descriptive and inferential statistics to analyse the data. To ensure that the collected data was accurate and of good quality, validity was assessed statistically by the use of Factor Analysis and reliability was statistically determined using Cronbach's Coefficient Alpha.

The research design underpinning the study is depicted in Figure 1.2 and justified on the right.



**Figure 1.2. Research design underpinning the study.** Adapted from Saunders, M., Lewis, P. & Thornhill, A. (2016). *Research Methods for Business Students*. (7<sup>th</sup> ed.). United Kingdom, Harlow: Pearson Education.

### 1.7. LIMITATIONS OF THE STUDY

This study is quantitative in nature and used an electronic questionnaire survey to collect data and as a result faced the limitation of a low response rate since an invite to participate in a study is often considered as 'spam'. Additionally, this type of questionnaire required the respondents to be computer literate and did not provide for probing or clarification of questions. Furthermore, this study was conducted at one site of the selected organisation which could mean that generalisation and non-representation are possible limitations. Future studies should consider a larger scaled study to accommodate all employees in order to assess job

embeddedness from the perspectives of talent management and organisational trust. Furthermore, this study used online approaches due to the need to comply with national social distancing imperatives dictated by the coronavirus pandemic.

In the absence of a questionnaire that will suitably tap into the combination of dimensions of this study, the researcher designed a questionnaire. Upon, undertaking the Factor Analysis, the limitation of cross-loading of items across factors came to fore. This limitation was addressed by identifying such items, eliminating them and re-computing the psychometric properties until validity and reliability was adequately established.

### 1.8. SUMMARY OUTLINE PER CHAPTER

This dissertation is made up of seven chapters which are summarised in Table 1.1. Table 1.1 provides the reader with an overview of each of the chapters' aims and outcomes.

**Table 1.1**

*Summary Outline per Chapter*

CHAPTER	OVERVIEW
<b>Chapter One</b> Introduction and Overview of the Study	This chapter introduces the job embeddedness, talent management and organisational trust constructs and places them into the context relevant for the study by providing the background to the study and the problem statement. Furthermore, the research objectives, research questions, brief outline of the research methodology and design, study limitations, importance of the study for stakeholders and structure of the dissertation is provided.
<b>Chapter Two</b> Job Embeddedness	This chapter addresses theoretical research objective 1 and reviews the literature around job embeddedness and sheds light on the Human Relations Theory, employee turnover, antecedents of job embeddedness, job embeddedness and the sub-dimensions of job embeddedness (fit, links and sacrifices). The chapter ends with an analysis of organisational trust and its relation to job embeddedness.

**Table 1.1 (Continued)**

***Summary Outline per Chapter***

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<b>Chapter Three</b> Talent Management and Organisational Trust	This chapter addresses theoretical research objective 2 and explores talent management by analysing the five HR practices used in talent management which are recruitment and selection, training and development, performance management, succession planning and workforce planning. Additionally, this chapter looks at the element of organisational trust relating to each of the five HR practices.
<b>Chapter Four</b> Research Methodology	This chapter explicates the research methodology designed and implemented for the purpose of achieving the objectives of the study. In addition, the description of the sample together with the sampling techniques used to carry out the study is discussed. The data collection method used to obtain data from the target participants is presented. Furthermore, the chapter discusses data analysis methods through the appropriate use of descriptive and inferential statistics together with a discussion of how the psychometric properties (validity and reliability) of the questionnaire will be statistically determined.
<b>Chapter Five</b> Presentation of Results	This chapter presents the study results, and uses tabular and graphical presentations. The chapter statically evaluates the psychometric properties of the questionnaire (validity and reliability) and displays the inferential and descriptive statistics, as well as the biographical influences. Lastly, the qualitative data obtained from the open-ended question in the questionnaire is presented. The key findings of the study is presented graphically at the end of the chapter.
<b>Chapter Six</b> Discussion of Results	This chapter engages in a discussion of the results based on the key themes that were empirically investigated and that are evaluated against the findings of other researchers. The key findings of the study along with other similar and contrasting results are presented graphically at the end of the chapter.

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**Table 1.1 (Continued)**

***Summary Outline per Chapter***

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<b>Chapter Seven Conclusion and Recommendations</b>	This chapter provides recommendations based on the results of the study as well as recommendations for future research. The recommendations based on the results of the study are presented graphically at the end of the chapter.
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*Note.* Researcher's own creation.

**1.9. IMPORTANCE OF THE STUDY TO ALL RELEVANT STAKEHOLDERS**

This study is essential to employees, managers, the organisation and the economy at large because being informed of the mechanisms used to reduce labour turnover has an impact on organisations' ability to perform and gain a competitive edge. Furthermore, this study is also valuable to academics and scholars who will gain insight into better managing job embeddedness, relating to talent management and organisational trust, in the workplace.

**1.10. CONCLUSION**

This chapter introduced the research study, and provided an overview of the research study, in relation to the assessment of talent management and organisational trust as precursors to job embeddedness. Furthermore, this chapter provided the background of the study, problem statement, research objectives, research questions, variables being assessed, a brief of the research methodology and design, and the limitations of the study. Additionally, this chapter summarised the seven chapters, in Table 1.1, that are included in the study and finally, stated the importance of the study to all relevant stakeholders. The proceeding chapter provides an analysis of the literature surrounding job embeddedness and includes an analysis of the literature on organisational trust and its relation to job embeddedness.

## **CHAPTER TWO**

### **JOB EMBEDDEDNESS**

#### **2.1. INTRODUCTION**

As the rising interest into HR constructs sees a significant influx of literature, it is credible that this is a result of the current economic conditions that face our labour market. A high unemployment rate signifies a large pool of candidates who are likely inexperienced both in the field and in a specific organisation but this is not what impacts an organisation's turnover. Instead, it acts as a reservoir for talent needed in an organisation. However, organisations invest in employees in an effort to increase productivity and gain and sustain a competitive advantage (Hashim et al., 2017). Thus, the dire need to reduce high labour turnover rates and increase retention, has at the focus, the need to understand existing employees and their needs. It is without saying that employees are the backbone of an organisation and the importance of embedding employees is fundamental.

The purpose of this literature review chapter is address theoretical objective 1. The chapter explores the literature on job embeddedness by analysing its history which indicates that the necessity to take care of employees dates back to the 18<sup>th</sup> century which saw a human relations movement create theoretical views placing organisations into positions to view employees as dignified beings, as opposed to profitable assets (Lang, Kern & Zapf, 2016). The chapter then proceeds to discuss and argue employee turnover traditional and non-traditional frameworks. This provides insight into the evolution and necessity of non-traditional frameworks. Thereafter, the chapter provides an analysis of the antecedents of job embeddedness to evaluate how this construct was developed. The antecedents of job embeddedness include job satisfaction, employee engagement, organisational commitment, intention to stay and discretionary effort. The chapter then divulges the key dimensions of job embeddedness, namely, fit, links and sacrifices, which are made up of two aspects per dimension: organisation fit, community fit, organisation link, community link, organisation sacrifice and community sacrifice. Lastly, job embeddedness and its relation to organisational trust is explored.

#### **2.2. BACKGROUND**

Employees are the most fundamental asset of a company and form the backbone of any organisation. The growing necessity for employees to be embedded in their jobs has seen a rising interest in research within the last decade (Chan et al., 2019; Hashim et al., 2017; Shen

& Jiang, 2019). Job embeddedness is a relatively new construct based on the perspectives of embedded figures and Lewin's field theory to determine the influences that keep employees in a job (Potgieter et al., 2018). 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). Much of the research involving this construct has been primarily associated with retention, turnover, organisational commitment, work engagement and job performance, which according to research are viewed as antecedents of job embeddedness (Chan et al., 2019; Shen & Jiang, 2019). Furthermore, owing to the increase of globalisation, technology and the volatile work environment that organisations currently face, the element of job embeddedness and its effect on labour turnover necessitates an operational and vigorous approach in order to increase job embeddedness thereby positively impacting on labour turnover (Hashim et al., 2017). The notion to reduce labour turnover stems primarily from costs associated with the replacement and training and development of employees (Hashim et al., 2017).

### **2.3. HUMAN RELATIONS THEORY**

Human relations has always been an aspect worth considering dating back to the Middle ages to an era of craftsmen and apprentices. Throughout the 18<sup>th</sup> and 19<sup>th</sup> 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). 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 a level of productivity to the organisational output.

#### **2.4. EMPLOYEE TURNOVER AND EMPLOYEE JOB EMBEDDEDNESS**

Employee turnover, also referred to as labour turnover, has been a progressive theory in the last six decades evolving from traditional and non-traditional frameworks. Attitudinal models, such as March and Simon's are included in the traditional theoretical framework. March and Simon developed a model in 1985 of perceived desirability (i.e. level of job satisfaction) adjacent with perceived ease (i.e. job alternatives) which combine to predict intentions to leave a job (Coetzer, Inma, Poisat, Redmond & Standing, 2018). During the 1980s and 1990s, there was a significant increase of traditional attitudinal theories on turnover with novel notions of commitment and job satisfaction (Coetzer et al., 2018). However, non-traditional theory refuted traditional theory by signifying the downfall of the approach in recognising and addressing the variation in turnover characteristics (Porter, Woo & Campion, 2016). To gain perspective of this view, post 1990s, the non-traditional theorists proposed that attitudinal and job search theories be omitted to incorporate organisational attachment and individual differences amongst the workforce as key aspects in turnover (Porter et al., 2016). The views of employee turnover by non-traditionalists, established a model of unfolding turnover, offset the breakthrough for the literature of employee turnover. Subsequent studies give credence to the theory of unfolding turnover as providing a remarkable shift in constructing new theories that facilitate a greater understanding of employee turnover (Collins & Mossholder, 2017).

The work of Mitchell, Holtom, Lee, Sablinski and Erez (2001) further added to this framework by creating the concept of job embeddedness. Lewin's (1982) study on figures and field theory, which describes embeddedness as a web in a two-dimensional framework, formed the foundation for the job embeddedness theory. Based on this theory, in the context of job embeddedness, figures depict psychological images embedded in the background of individuals; therefore, an attachment to the organisation formed, and separation would be difficult (Lewin, 1982). Li, Lee, Mitchell, Hom and Griffeth (2016) determined that when people form an attachment to an organisation, they became embedded into the environment or its social web. From this perspective, the job embeddedness theory was centred on staying through the premise on fit, links and sacrifices. Existing research indicates that studying

theories on job embeddedness creates a gap for the creation of strategies that could motivate employees to stay with an organisation (Coetzer et al., 2018; Collins & Mossholder, 2017).

## **2.5. ANTECEDENTS OF JOB EMBEDDEDNESS**

Job embeddedness is often used as a mediating variable in research. This has resulted in theory development concerning the makeup of job embeddedness, as opposed to the factors that shape and create job embeddedness into what it is. Research espouses the antecedents of job embeddedness to come from theoretical models including job satisfaction, employee engagement, organisational commitment, intention to stay and discretionary effort (Shen & Jiang, 2019). These theoretical models are commonly researched HR development fields that have been used to describe and predict retention patterns and are considered the antecedents of job embeddedness (Chan et al., 2019).

Moreover, the antecedents of job embeddedness which have been used to describe and predict retention patterns relate to talent management and organisational trust (Shen & Jiang, 2019). For example, employees who are more engaged with their work are more likely to have a greater person-job fit resulting from suitable recruitment and selection processes. Additionally, Gharakhani and Zaferanchi (2019) indicate that job dissatisfaction and job satisfaction are a product of the perceived connection between what a person wants from their job and what they perceive the job offers (expectations that can be met through talent management), which if satisfied, can be difficult to give up if they left a job (sacrifice).

The five antecedents of job embeddedness include job satisfaction, employee engagement, organisational commitment, intention to stay and discretionary effort:

### **2.5.1. Job Satisfaction**

The concept of job satisfaction, which is defined as the pleasant state of emotions stemming from the evaluation of a job as achieving or facilitating the achievement of job values, is one that has been largely researched and used to explain voluntary employee turnover (Valle, Leupold & Leupold, 2016). Research surrounding job satisfaction dates back to the late 1930's where researchers such as Roethlisberger and Dickson (1939) looked at job satisfaction and satisfaction among employees at a Western Electric company. They proposed that the attitudes of employees are highly influenced by the surrounding environment. Consequently, Yousef

(2017) regarded job satisfaction as a result of the inconsistencies that exist between perceptions and value standards. Gharakhani and Zaferanchi (2019) further indicate that job dissatisfaction and job satisfaction are a product of the perceived connection between what a person wants from their job and what they perceive the job offers, which if satisfied, can be difficult to give up if they left a job. These results have been supported by Yousef (2017) who stated that the intention to stay in a job was strongly influenced by the extent of job satisfaction.

Karabati, Ensari and Fiorentino (2019) illustrated that job satisfaction can be described as one's attitude concerning job roles and the relationship to employee motivation. This implies that employees are less likely to leave their job if they are satisfied. A study conducted by De Koff and Broyles (2019) looked at the perceptions of extension agents regarding fundamental job characteristics and their level of job satisfaction. Results indicated that these employees were, overall, satisfied with their jobs and were largely satisfied by the personal learning and career growth opportunities. These findings are consistent with a study conducted by Pomare, Churruca, Long, Ellis and Braithwaite (2019) who proposed that in the context of organisational change, employees should identify opportunities for personal growth. Research surrounding job satisfaction particularly follows similar thought processes, while limited research concerns the effects of non-organisational factors on employee retention.

### **2.5.2. Employee Engagement**

Employee engagement is defined as task behaviours that encourage links to work and others (Shen & Jiang, 2019). This definition was originally developed in the 1990's by Kahn who illustrated that engagement involves cognitive, emotional and physical aspects. Cognitive engagement refers to the awareness of a mission and role in the job or organisation. Emotional engagement is thought of as the significant connections made to others while physical engagement refers to the daily task performed by employees (Cooper-Thomas, Xu & Saks, 2018). The appeal of the direct impact on organisational profit has led to the promotion of employee engagement by organisations, especially those which rely heavily on anecdotal knowledge to support their claims (Cooper-Thomas et al., 2018). Recent research indicates that the concept of engagement has received greater appreciation on practitioners' behalf since it is held that an engaged workforce enables competitive advantages, greater problem solving, lesser turnover and increased productivity (Bailey, Madden, Alfes & Fletcher, 2017).

In a study conducted by Bailey et al. (2017) it was found that employees who have increased levels of work-life balance, positive affectivity and psychological capital were highly engaged

compared to those who showed lower levels. It was also highlighted that employees who are highly engaged, tended to positively influence employees who are less engaged. This gave rise to the necessity of mentoring initiatives as tools to influence engagement levels which ultimately impacted turnover intentions and rates (Bailey et al., 2017). The effect of highly engaged employees, signifies that employees fit in seamlessly and balance work demands. It is also evinced that highly engaged employees are less likely to leave an organisation, resulting in lower turnover (Bailey et al., 2017). This idea is the foundation of job embeddedness: reduce labour turnover.

### **2.5.3. Organisational Commitment**

Organisational commitment is similar to job satisfaction and excludes the effects of non-work aspects on an individual's intent to stay. The organisational commitment concept within research has developed over time. Haque and Aston (2016) defines commitment as the sum of normative pressures that cause one to act in a manner that suits organisational standards. This definition is based on the notion that employees are, to some extent, responsible to the organisation. Similarly, De Nobile (2017) defines organisational commitment as the relative strength of an employee's association with and involvement in an organisation. Research indicates that the most significant factors that affect organisational commitment are personal value, group involvement and behaviours, and job autonomy. Cohen and Abd El Majid (2020) argue that the notion in which commitment is regarded as an emotional or affective attachment to an organisation such that an employee associates with and is involved in the organisation, is the most widespread approach to organisational commitment.

In a study conducted by Lee and Low (2016), a negative correlation between commitment and tenure was found; however, it was noted that this negative correlation dissipated within one year of employment. These results suggest that, employers should consider development and investment strategies for new employees in the first few months of employment to influence the commitment of employees. However, experienced employees could negatively impact the commitment of newer employees especially when larger age gaps are apparent. This often poses as a challenge because seasoned employees may be great mentors but lack openness to be innovative in ways of work.

Contrastingly, institutionalised strategies such as incentives and performance bonuses were positively correlated with organisational commitment which impacted an employees' inclination to leave an organisation. This finding was emphasised by Guha and Chakrabarti

(2016) who also indicated that organisational commitment, commitment propensity and turnover can be forecasted by initially measuring commitment of employees. Subsequently, higher levels of organisation socialisation are said to be significantly and negatively correlated with turnover (Guha & Chakrabarti, 2016).

#### **2.5.4. Intent to Stay**

Intent to stay refers to the probability that an employee will remain with an organisation (Choi & Lee, 2018). Literature indicates that the intent to stay and the contrary, intent to leave, are valuable predictors of turnover and retention in an organisation (Behera, Behera & Prutipinyo, 2020; Gosser, Petrosko, Cumberland, Kerrick, & Shuck, 2018) although predictive ability differs among environments. Choi and Lee (2018) found a significant negative relationship between turnover and intent to stay. This means that employees are less likely to leave an organisation if their intent to stay is strong. Jones (2017) however, argues that employees are sometimes embedded in a job with a weak intent to stay due to certain favourable conditions that ties an employee to a job, such as sacrificing organisational specific perks from long service.

Research shows that jobs that cause higher stress levels and an employee's gender and age were the most influential factors on the intent to stay (Jones, 2017). It was empirically tested that greater stress resulted in decreased intent to stay, with females and older employees experiencing greater stress levels at work (Jones, 2017). Research suggests that employees experience higher levels of intent to stay when there is higher organisational commitment, stronger job satisfaction, significant managerial support, high work group cohesion, being older, having greater experience and being less educated (Gosser et al., 2018). Studies have shown that employers who employ practices that imitate moral direction, involve transparent communication channels, ensure involvement of employees in decision-making, do not condone recognition and create shared goals as possible strategies to predict intent to stay (Youcef, Ahmed & Ahmed, 2016).

Research around intent to stay is primarily conducted in the medical field and a study showed that 34% of variance in nurses' intention to remain employed was explained by regression models (Al-Hamdan, Manojlovich & Tanima, 2017). The most significant predictors were age, job satisfaction and tenure. The proposed model used in the study hypothesized six groups of predictors of intent to stay but only four were statistically significant determinants of intent to stay: personality, group cohesion, job satisfaction and organisational commitment. Burnout and

managerial capabilities, the other two groups of predictors of intent to stay are considerable predictors of job satisfaction instead.

### **2.5.5. Discretionary Effort**

The concept of discretionary effort dates back to the 1980's where it was described as being a voluntary act that exceeds employer expectations (Sharafizad & Redmond, 2019). It is said to be the extra effort that an employee invests that creates a competitive edge for the organisation (Curry, Gravina, Sleiman & Richard, 2019). Literature surrounding discretionary effort is versatile. In a study conducted by Shanmugam and Krishnaveni (2016), it was discovered that employees who are valued and respected differently by peers, invest differing levels of effort. Employees who were highly respected displayed efforts that were predominantly motivated by emotional commitment to the group whilst the behaviours of lesser respected employees were motivated by apprehension about acceptance into the social web.

Discretionary effort has been widely used in research surrounding employee behaviour because this concept is not related to specific jobs; has the ability to positively impact organisational commitment; and has the capacity to positively impact productivity and capability to adjust to environmental fluctuations (Sharafizad & Redmond, 2019). Discretionary effort, however, is often easily unnoticed by management, influenced by employment service and impressions of work early in an individual's career (Sharafizad & Redmond, 2019).

Discretionary effort is closely linked to engagement since engagement can also be thought of as the extent to which an individual puts discretionary effort into the work, in the form of time, resources and dynamism (Hesketh, Cooper & Ivy, 2017). The scientific management theory viewed discretionary effort negatively maintaining that production would be negatively affected if employees relied primarily on discretionary effort to perform their work (Hesketh et al., 2017). This means that the removal of discretionary effort minimised errors and maximised productivity. However, proceeding theory development advised against this thought and suggested that discretionary effort positively impacts working environments, especially during the transition of generations where Baby Boomers are exiting (Shanmugam & Krishnaveni, 2016). Moreover, caution is said to be taken since discretionary effort cannot be extracted through the manipulation of commitment and employee emotion.

In fact, research on employee engagement tied to discretionary effort has experienced a natural progression and evolution. Early origins of the concept focused on ways to influence

engagement (Lockwood, 2007; Vance, 2006) and quickly moved to the 10 Ms on employee engagement (model, metropolis, magnate, moderation, malleability, microphone, manager represents empowerment, moon symbolises learning, mirror for healthy self-esteem, match for people's passion for their different jobs) (Wildermuth & Wildermuth, 2008) moving onto building an engaging organisation culture and then to facilitating engagement through strategic communications management. After focussing on numerous foundational aspects of engagement (Corporate Leadership Council, The Gallup Organisation, Towers Perrin, American Society of Training and Development, Society for Human Resource Management), the focus moved to the bottom line and finding a direct linkage between employee engagement and profit (Czarnowsky & Schneider, 2008; Kotter, 2008) and ultimately spurred the question on how employee engagement should be defined and an exploration of its related concepts, which this study aims to contribute to.

## **2.6. JOB EMBEDDEDNESS**

Job embeddedness is viewed through the same lenses by most, if not all, researchers. These lenses reveal that the foundation of the job embeddedness construct involve three inter-related factors (Hashim et al., 2017; Lyu & Zhu, 2019). First, an employees' attachment to work is influenced by non-work factors. For instance, a 'spillover' approach of turnover indicates that work and family life interact. Additionally, Sablynski (2017) posited that organisational commitment was not as good a predictor of intention to leave as having a family at home. Second, non-attitudinal organisational factors are empirically related to turnover, including working with specific projects or people – the task, group and team attachments have been categorised as 'constituent commitments' (Allen, Peltokorpi & Rubenstein, 2016). Third, the 'unfolding model' of turnover explains a range of motives for leaving one's job, mainly related to external 'shock' factors (Fasbender, Van der Heijden & Grimshaw, 2019). Fasbender et al. (2019) propose that shocks, for instance traumatic marital issues, significantly impact the intention to leave. Collectively, these three literatures have also positioned job embeddedness as a substitute to understanding the factors that shape turnover intentions and behaviours (Hashim et al., 2017).

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 (Sablinski, 2017). Job embeddedness involve stimuli that are either work related (on-the-job/organisational embeddedness) or non-work related (off-the-job/community embeddedness) and these influences are independent from the traditional measures of affective commitment, job satisfaction and perceived job alternatives as validated by previous research (Watson, 2018). These influences are further divided into three parts; each of which is represented once in the organisational embeddedness dimension and once again in the community embeddedness dimension. 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 is defined as an employee's alleged compatibility or contentment with an organisation and environment (Erkutlu & Chafra, 2017). Links are defined as the official or unofficial associations between an employee and organisations or people (Lang et al., 2016). Sacrifice is defined as the perceived cost of substance and psychological benefits forfeited when an employee leaves a job (Erkutlu & Chafra, 2017).

The job embeddedness model, which is a new forward-thinking model, focuses on the factors that make an individual more likely to stay in the job, in addition to the factors likely to make an employee leave (Porter, Posthuma, Maertz, Joplin, Rigby, Gordon & Graves, 2019). The job embeddedness construct asserts that employees will stay, given a particular blend of on-the-job and off-the-job elements that render leaving a job disadvantageous (Watson, 2018). Sablinski (2017) posit that employees stay in a job if there are more connections. For instance, an employee may choose to stay in an organisation as a result of positive relationships with superiors (work related) or if a life partner is employed within the same area (non-work related). Essentially, job embeddedness captures a comprehensive perspective of an employee-employer working relationship than is normally seen by attitudinal measures such as commitment or satisfaction (Afsar & Badir, 2016). It is also noted that job embeddedness contrasts traditional models and thus focuses on keeping a person in a job (employee retention) as opposed to employee turnover. It analyses a set of influences on employee retention that are categorised into six aspects (organisation fit, community fit, organisation link, community link, organisation sacrifice and community sacrifice) from three dimensions (fit, links and sacrifices).

Hence, the three key dimensions of job embeddedness are (Afsar & Badir, 2016):

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

The above dimensions are conceptualised and placed into a three by two matrix with six cells as depicted in Table 2.1.

**Table 2.1**  
*Dimensions of Job Embeddedness*

	<b>Organisation</b>	<b>Community</b>
<b>Fit</b>	Organisation Fit	Community Fit
<b>Link</b>	Organisation Link	Community Link
<b>Sacrifice</b>	Organisation Sacrifice	Community Sacrifice

*Note.* Researcher’s own creation.

The abovementioned dimensions provide clarity to the nature of job embeddedness.

### **2.6.1. Dimension One: Fit**

Fit is commonly described as a person’s comfort or perceived compatibility with an organisation and with the surrounding environment (Hussain & Deery, 2018). In other words, it is the extent to which an employee feels easy or relaxed at work and in the environment, and a lack thereof can be used as a predictor of turnover. It has been shown that a stronger fit with an organisation can reap benefits for both the employee and employer (Hussain & Deery, 2018). Employees who have goals and values that coincide with the organisation result in the greater commitment and discretionary effort. This creates greater productivity which benefits the organisation and could possibly place the organisation at an advantage over competitors (Hussain & Deery, 2018). This dimension is often a key aspect that is taken into consideration when employers want to reduce turnover. There are two aspects of fit in job embeddedness.

### **2.6.1.1. Organisation Fit**

The job embeddedness theory indicates that an employee's work-orientated goals, individual values and future plans must coincide or "fit" with the organisation and overall work demands of the job (e.g. abilities, skills and knowledge) (Hussain & Deery, 2018). Additionally, an employee assesses his or her comfort or perceived compatibility with the surrounding environment and community. Organisation fit is often referred to as person-job fit and is highly regarded in the initial recruitment of employees (Afsar & Rehman, 2017). This is because studies have proved that a greater person-job fit from the onset of employment positively affects an individual's inclination to stay in a job, thus reducing turnover (Afsar & Rehman, 2017).

Afsar and Rehman (2017) state that if an employee has a better fit, then he or she is more likely to have a sense of professional and personal ties to the organisation. For example, Afsar and Rehman (2017) found that only after almost two years of tenure, did the misfit with the organisation values terminate faster than a fit with the organisation values. Kwon and Kang (2019) also added that when there is a low person-job (organisational) fit from the point of engagement, turnover is likely to occur. Research also suggests that turnover is decreased when there is a fit with an employee's personal attributes and his/her job (Kwon & Kang, 2019). There has been a consistent outlook that employees choose employment opportunities based on value congruence and that employers have attempted to recruit based on this (Kwon & Kang, 2019).

### **2.6.1.2. Community Fit**

The other important aspect of fit which is recognised is the fit to the community and surrounding environment. Examples of this kind of fit include comfort or perceived compatibility with the accessible amenities, weather and overall culture of the location in which the employee lives (Kwon & Kang, 2019). Moreover, it is worth noting that political and religious climates, outdoor activities such as gymnasiums, and entertainment facilities such as shopping malls vary dramatically across regions (Kwon & Kang, 2019). Most importantly, the assessment of an employee's community fit is generally independent of the organisation fit (Kwon & Kang, 2019). For example, an employee may claim to enjoy a job but hate where it is located. Additionally, for a person to relocate, a recalibration of fit would be required; however, a new job within the same location could also disturb a person's routines with

different work demands or schedules, or a new travel route (Kwon & Kang, 2019). This notion may also be directly related to the links dimension of job embeddedness since a relocation would require one to uproot, and affect the connections with others. The next dimension of job embeddedness, links, is discussed below.

### **2.6.2. Dimension Two: Links**

Links are referred to as the official or unofficial connections that are created between an employee and organisations or other people (Lang et al., 2016). The theory of job embeddedness advocates that a number of elements connect an employee and his or her family in a financial, psychological, and social web that comprises work and non-work friends, teams, the community, and the physical environment in which he or she resides. Singh and Dixit (2019) state that an employee is more likely to be bound to the job and the organisation when a greater number of links between the employee and the web exist. Individuals create links among a myriad of aspects within their lives (Lang et al., 2016). Leaving a job, and possibly their home can require a sudden or large-scaled rearrangement of existing links. The greater the number of links, the greater the financial, emotional and/or psychological costs incurred when leaving the existing situation (Lang et al., 2016). There are two aspects of links in job embeddedness:

#### **2.6.2.1. Organisation Links**

Being a part of a team, group or committee at work serve as a significant element for an organisation link (Jamshaid & Malik, 2018). Organisational links refer to the extent to which employees are connected to the organisation in terms of work teams, close colleagues and social status (Lang et al., 2016). An employee is known to be “socially integrated” when a strong organisation link exists (Jamshaid & Malik, 2018). Research suggests that staying on a job is reinforced by normative pressures which derive from colleagues and family (Lang et al., 2016). This dimension of job embeddedness may solely rely on the personality type which relates to how social an individual is. However, an employee may lack social skills to create bonds with other colleagues but be comfortable with relationships on a professional level (e.g. one may have a good relationship with one’s boss) (Jamshaid & Malik, 2018).

### **2.6.2.2. Community Links**

The community links aspect of job embeddedness implies that employees place value on non-work related aspects such as family orientation (being married and/or being a parent), owning assets such as property, and having family and friends nearby (Singh & Dixit, 2019). A study conducted by Singh and Dixit (2019) found that older, married employees with longer periods of service, who have dependents, are less likely to leave a job. Additionally, research shows that hobbies (e.g. running clubs) and religious activities are factors that may influence an employee's link to the community (Singh & Dixit, 2019).

Certain links are considered more valuable than others, and these variances are often population specific (Singh & Dixit, 2019). For instance, employees with greater experience may be provided with opportunities to represent their organisation within the community which function as valuable connections that link the employees with professional groups, educational institutions and community resources that may be viewed as career enhancements (Singh & Dixit, 2019). These opportunities may become a perk that an employee forgoes when he/she leaves a job, and thus becomes a sacrifice (Singh & Dixit, 2019). The sacrifice dimension of job embeddedness is discussed in the next section.

### **2.6.3. Dimension Three: Sacrifice**

The perceived cost of material and psychological benefits that are or may be forfeited when an individual leaves a job refers to the sacrifice dimension of job embeddedness (Karatepe, 2016). In the context of this study sacrifice in job embeddedness is the sacrifices that an employee willingly engages in in order to embed him/herself into the job (Karatepe, 2016). This relates to affective commitment and not sacrifices made out of fear of loss or out of obligation to do so. Therefore, the focus is on affective rather than normative or continuance commitment. Research shows that employees find difficulty in leaving a job as this process does not occur in a vacuum; instead, an end of employment with an organisation results in the forfeiture of financial and non-financial benefits (Karatepe, 2016). This dimension of job embeddedness is often not considered as having a major impact. However, research has shown that sacrificing of certain elements in a job can have physical and psychological effects (Karatepe, 2016). Individuals who leave their jobs sometimes suffer financial losses which impacts quality of life and ultimately, has the potential to affect the individual's mindset (Jamshaid & Malik, 2018). There are two aspects of sacrifice in job embeddedness:

### **2.6.3.1. Organisation Sacrifices**

This aspect of sacrifice relates directly to those losses occurred in an organisational context. In most instances, an individual is likely to experience personal losses such as forfeiting attractive perks and leaving close colleagues (Karatepe, 2016). Organisations have identified the role of work group cohesion as a tool to curb turnover (Karatepe, 2016). The greater the losses incurred when leaving an organisation, the more difficult it is for an individual to leave (Jamshaid & Malik, 2018). Though, competitive salary and perks can be found across most environments, the switching costs involved with leaving a job (e.g. provident/pension funds, medical aids) are significant (Jamshaid & Malik, 2018). Furthermore, the non-transferable benefits that fixated with the organisation (e.g. profit shares) are also significant sacrifices (Singh & Dixit, 2019). The latter consideration has been proven to be negatively related to labour turnover.

Less significant, but still valuable, possible losses felt by exiting an organisation involve concerns for job stability and career growth in the current economic times. On the contrary, individuals who stay in an organisation benefit in a number of ways. For instance, employees with uninterrupted employment service receives generous bonuses or more experience in the organisation could place an individual in a strong position to apply for internal positions with higher status or pay, which could boost job satisfaction, organisational commitment and ultimately job embeddedness (Jamshaid & Malik, 2018).

Research indicates that one of the most prevalent issues relating to turnover is the desire for flexibility of working hours (Jamshaid & Malik, 2018; Karatepe, 2016). Organisations who understand and foster the needs of employees and cater to those needs, such as flexible working hours, are able to create solid reputations. Hence, organisations experience decreased turnover, improved employee performance and organisational citizenship behaviour.

### **2.6.3.2. Community Sacrifices**

Community sacrifices are those elements foregone that impact an employee when a job is exited or changed (Potgieter et al., 2018). These sacrifices include, but are not limited to desirable neighbourhoods, relatives or friends living close by, relocation and commuting to and from work (Potgieter et al., 2018). The most prevalent community sacrifice is the issue of relocation where individuals sacrifice leaving an environment that is relatively safe and attractive and may change traveling routes. However, relocation is not always a factor involved

when leaving a job (Potgieter et al., 2018). Individuals may find alternate employment but remain in the same physical location but routines and conveniences may be wholly or partially impacted (Potgieter et al., 2018). Although trivial, a new job may require a different route than what was normally used which may be worse than the route normally taken (Potgieter et al., 2018). Organisations may offer flexible working hours which allows, for example, parents to run school trips – a benefit lost with leaving a job. Generally, these sacrifices affect an individual’s private life and may result in minor or major discomfort in terms of inconveniences, changed routines and different ways of doing things (Potgieter et al., 2018).

The sub-dimensions of job embeddedness are summarised in Table 2.2.

**Table 2.2.**  
***Summary of Job Embeddedness Dimensions***

<b>Dimensions/Aspect</b>	<b>Organisation</b>	<b>Community</b>
<b>Fit</b>	<ul style="list-style-type: none"> <li>• Get on well with members of a group.</li> <li>• Considers one’s self a good match with the organisation.</li> <li>• Skills and abilities well used in the job.</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable weather and culture.</li> <li>• Suitable outdoor activities</li> <li>• Religious and political affiliations.</li> </ul>
<b>Links</b>	<ul style="list-style-type: none"> <li>• Good relationships with colleagues.</li> <li>• Involved in work groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Owning assets such as a house.</li> <li>• Family and friends in the same area.</li> <li>• Hobbies and religious activities in the area.</li> </ul>
<b>Sacrifices</b>	<ul style="list-style-type: none"> <li>• Leaving colleagues.</li> <li>• Missing out on perks/benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Leaving an attractive area of residence.</li> <li>• Relocation.</li> </ul>

*Note.* Researcher’s own creation.

In sum, studies have indicated that organisations who thoroughly understand each element of job embeddedness (fit, link and sacrifices) and take into consideration employee social webs will retain employees who are more likely to be bound to the organisation (Afsar & Badir,

2016). Afsar and Badir (2016) noted that when organisations make greater investments into training and conduct objective performance management procedures, employees gain greater career growth opportunities, and higher compensation and reward systems which assist employees with fitting into a job and the organisation. It was further noted that a more favourable relationship between employees and direct management contribute to a better job and organisational fit.

Moreover, individuals create greater links through social webs that are created through organisational goals (Potgieter et al., 2018; Singh & Dixit, 2019). This means that, for example, when employees are placed into teams, they may create valuable links that play a role in their embeddedness. Additionally, the investment in training, fair performance management, career growth prospects and opportunity for increased remuneration may pose as significant sacrifices when leaving a job (Karatepe, 2016). In view of this, it is worthy to note that HR practices (recruitment and selection, training and development, performance management, succession planning and workforce planning) significantly affects an employee's job embeddedness (Karatepe, 2016).

Furthermore, 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 (Ensari & Karabay, 2016). Trust also forms part and parcel of the social integration that occurs within the link aspect of job embeddedness (Basit & Duygulu, 2018). Trust amongst colleagues, or towards the organisation, can also be perceived as an element sacrificed when leaving a job (Singh & Srivastava, 2016). Hence, organisational trust may play a significant background role in the job embeddedness of an employee.

## **2.7. ORGANISATIONAL TRUST**

Organisational trust is the overall assessment of the trustworthiness of an organisation based on the perception of the employee (Singh & Srivastava, 2016). It is the employees' belief that the organisation will function to the benefit of the employees (Singh & Srivastava, 2016). 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).

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 (Tabak & Hendy, 2016). These behaviours can be anything from gossip and sabotage to resignations (Tabak & Hendy, 2016).

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, (2) Supervisory Trust, and (3) Trusting Colleagues:

### **2.7.1. Managerial Trust**

Managerial trust refers to the trust in management (Uriesi, 2019). 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 (Parven & Awan, 2018; Uriesi, 2019) and employee motivation.

The impact of managerial trust significantly influences an employees' commitment, job performance, intent to leave a job and employee motivation (Atik et al., 2019; Parven & Awan, 2018; Uriesi, 2019). Trust in management is crucial to the perceptions that employees hold regarding the organisation and the relevant practices, specifically from HR, as HR departments are generally deemed "bad" or perceived negatively (Atik et al., 2019). Parven et al (2018) states that employees who have little trust in management are more likely to display lower levels of commitment and motivation, leading to them to seek alternate employment. It was determined that commitment and motivation can be positively influenced by transparency and integrity from HR which is felt through the implementation of HR practices.

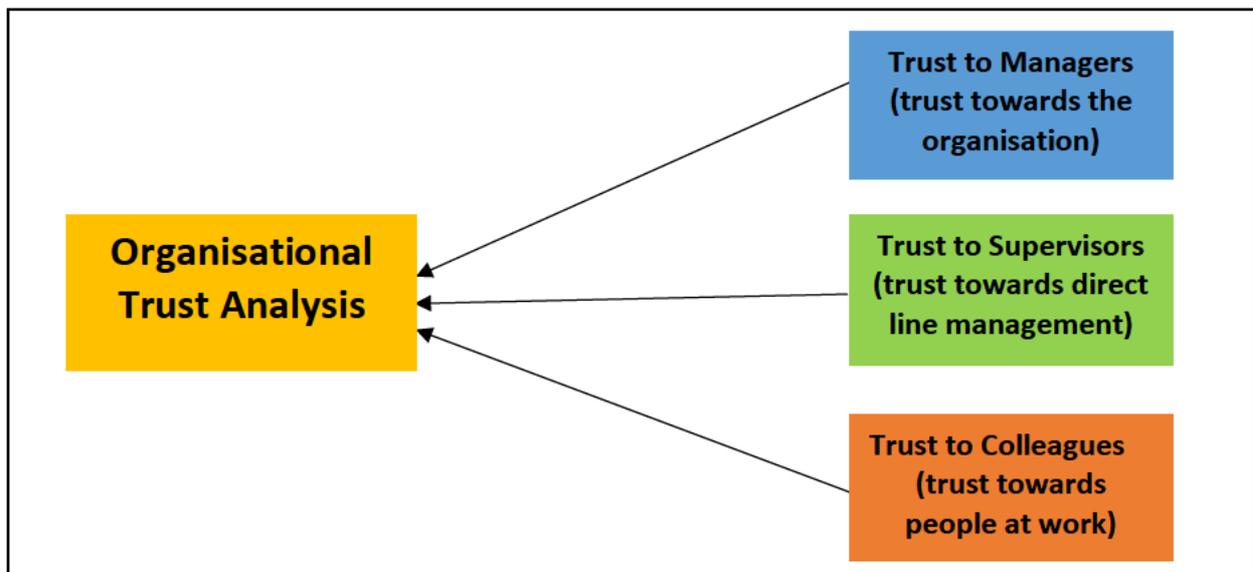
### **2.7.2. Supervisory Trust**

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) because supervisors act as representatives of the employer in the workplace (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.

### **2.7.3. 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 (George, 2016; Kocak, 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 stated 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).



*Figure 2.1. Organisational trust analysis.* Researcher's own creation.

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 (Kalkan, 2016). Thus, employees feel easy about opening up. Mistakes made within a climate of trust are often encouraged because this facilitates learning (Kalkan, 2016). Employees are prone to expressing emotions, being vocal, identified and participative (Kalkan, 2016).

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).

## **2.8. CONCLUSION**

The purpose of this chapter was to explore the literature surrounding job embeddedness. It was identified that job embeddedness is a product of inhumane labour practices that date back many centuries where employees were merely economical assets. The literature saw a human relations movement where employees were valued and treated as human beings as opposed to assets. A number of constructs in the humanistic approach laid the foundation for the development of the job embeddedness theory. These constructs are referred to as the antecedents of job embeddedness and included job satisfaction, employee engagement, organisational commitment, intention to stay and discretionary effort. It was identified that greater job satisfaction, increased employee engagement, better organisational commitment, higher intention to stay and greater discretionary effort induced stronger job embeddedness. Furthermore, job embeddedness is made up of three dimensions: fit, links and sacrifices, which are each seen in an organisational and community view. The chapter included a discussion of organisational trust and its relation to job embeddedness. In sum, it was evident that the presence of organisational trust positively affects job embeddedness, thus directly impacts on labour turnover.

The next chapter explores the literature on talent management which encompasses the five HR practices (recruitment and selection, training and development, performance management, succession planning and workforce planning), and will analyse each practice in relation to organisational trust.

## **CHAPTER THREE**

### **TALENT MANAGEMENT AND ORGANISATIONAL TRUST**

#### **3.1. INTRODUCTION**

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. Talent management encompasses a number of definitions; however, it is viewed in this study as those processes of recruiting, managing, assessing, developing and retaining employees (Gallardo-Gallardo & Thunnissen, 2016). Furthermore, trust is imperative for any form of exchange (Alic, 2016). In terms of talent management, organisational trust has a significant impact on all dimensions of business and is thus, considered a vital element of all organisational practices (Alic, 2016).

The aim of this chapter is to address theoretical chapter two by analysing the literature relating to talent management and the effects of organisational trust on talent management practices. The chapter starts with a brief background of talent management and organisational trust which states the conceptualisation and necessity of both variables. Thereafter, the role of talent management in organisations is discussed leading into the five HR practices, namely, recruitment and selection, training and development, succession planning, performance management and workforce planning and the effect of organisational trust on each HR practice. Additionally, it must be noted that organisational trust is linked to the HR practices (recruitment and selection, training and development, performance management, succession planning and workforce planning) and is not discussed on its own.

#### **3.2. BACKGROUND**

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. However, research shows that the field of talent management is characterised by a lack of theoretical frameworks and consistent definitions (Gallardo-Gallardo & Thunnissen, 2016). This has resulted in differing views and interpretations of talent management which can be viewed in at least three different ways:

- (1) talent management often refers to HR practices (basically a new term for talent management),
- (2) talent management can refer to succession planning practices, or
- (3) it generically refers to the management of “talent” in an organisation (van Zyl, Mathafena & Ras, 2017).

In essence, a lack of conceptualisation indicates that the term talent management does not have a uniform understanding, aim or scope. However, 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). However, as mentioned, talent management encompasses a number of definitions; however, for purposes of the study it is viewed as those processes of recruiting, managing, assessing, developing and retaining employees (Gallardo-Gallardo & Thunnissen, 2016).

Moreover, research shows that there is little attention paid to the evolution of talent management in the future. Literature on the talent management topic includes, among others, recognising the talent necessary for international business operations (Kabwe & Okorie, 2019), managing top-management talent (Jooss, Burbach & Ruël, 2019), and connecting talent management practices and the strategic management of business processes (Krishnan & Scullion, 2016). Furthermore, research has grown in areas that link talent management to topics such as expatriation, diversity management (Yap, 2017), and managing generational differences (Cismaru & Iunius, 2020). A major challenge highlighted in the literature is the failure of organisations to manage the talents of their employees effectively, despite the care taken to recruit that talent.

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 to 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. Additionally, Altinoz, Cakiroglu and Cop (2013) found that a strong

positive correlation between talent management and organisational trust ( $r=0.763$ ) exists and that 58% of employees' perceptions of organisational trust was relative to talent management. Likewise, it was found that organisations with a greater climate of trust, experienced higher performance levels, had more trained staff and had better retention (Mahmoud, Hinson & Adika, 2018). Furthermore, a presence of trust in an organisation has positively affected the succession of employees because employees trust that the organisation will keep their end of the deal (Reardon, 2018).

Furthermore, in relation to the biographical variables (age, gender, race, job level and tenure) of the study, it is evident that in literature, talent management has a different impact on each of these. According to a study conducted by Hafez, AbouelNeel and Elsaid (2017), that aimed to identify any differences in the impact of talent management on employees varying in age, it was shown that no such differences existed. Contrastingly, Sowjanya, Rama Krishna and Nageswara Rao (2017) showed that gender has negatively impacted talent management. They explain that gender discrimination is large scale at many organisations and results primarily from societal and cultural norms. These norms imply that females are responsible for nurturing off springs and prioritising the family's health, apart from career development thus making talent management more effective and valuable for male employees.

Furthermore, Jindal and Shaikh (2017) found that employees aged 50-59 years old are more commonly known for their need for independence and high regard for education. Jindal and Shaikh (2017) further state that these characteristics indicate that these employees value talent management processes such as training and development and succession planning. Likewise, Duxbury and Ormsbee (2020) state that older employees are more seasoned and therefore, are more likely to appreciate and value talent management due to the years of experience, knowledge and aptitudes gained.

Additionally, in terms of tenure, Mahlahla (2018) identified that an employees' length of service depended on a number of factors, some of which include compensation, career advancement opportunities, job status and management support. Talent management practices did not play a major role in the retention of employees; however, those who have been with the organisation for 10-15 years valued these practices the most (Mahlahla, 2018). This was a result of feelings of complacency and the need to grow. However, Altindag, Cirak and Acar

(2018) stated that employees who have been with an organisation for a long period of time (usually 10 years or more) appreciate talent management processes more as they have the expertise and hindsight experience in the organisation to make impactful inputs for the efficiency of organisational processes.

Poisat, Mey and Sharp (2018) found that the diversity in South Africa is a critical aspect which organisations need to take cognizance of. It was added that diversity brought a number of issues such as conflict among culturally different employees, difficulty understanding local cultures and differences in customs and work ethics. These differences impact the way in which organisations perform talent management. Furthermore, Poisat et al. (2018) also added that, in a South African context, organisations are sensitive to job statuses. This meant that, typically, employees varying in job levels are treated differently thereby resulting in differing perceptions regarding talent management.

### **3.3. 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. 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, if not exceed, 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 included in the current study are recruitment and selection, training and development, succession planning, performance management and workforce planning (Glaister et al., 2018; Thunnissen, 2016) and are thus, discussed at length in sections below.

In an article published by Sharma (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. Sharma (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 (Sharma, 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 (Sharma, n.d):

- Avoid patriarchal hiring procedures, instead welcome diversity.
- Create talent pools.
- 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 also some of the organisations facing difficulties (Koketso & Braam Rust, 2017). Koketso and Braam Rust (2017) found that poor service delivery on the part of municipalities 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 (Koketso & Braam Rust, 2017).

Additionally, a further example of the necessity of talent management is shown in a study conducted by Grobler and Diedericks (2019), where the tourist accommodation industry was investigated. Grobler and Diedericks (2019) study results from a cluster of 14 hotel groups, representing 33 995 hotel rooms, showed that despite the fact that the World Economic Forum indicates that this industry scores relatively low on the HR dimension, there is large scale application of talent management strategies that result in extensive competition.

### **3.3.1. Recruitment and Selection**

These HR practices are at the forefront of the talent management process as organisational stability is a result of attracting and hiring talented people and to achieve the best or optimal person-job fit (Derous & De Fruyt, 2016). In an economic state characterised primarily by a perpetual growth of competition where employees are significantly valued resources who contribute directly to organisational performance, recruitment and selection become weighty business functions (Derous & De Fruyt, 2016). Recruitment refers to the process of attracting the potential candidates in order to fill a job vacancy within an organisation (Alic, 2016). Selection, on the other hand, refers to the process of selecting the best candidate from the pool of candidates that have been recruited for the available job vacancy (Abdollahbeigi, Salehi & Jayashree, 2017). Organisations are pressurised to recognise and understand the organisational and talent needs in order to refine the recruitment and selection processes (Alic, 2016). Exceptional recruiting and selecting efforts engender organisational efficiency. Furthermore, these functions are the initial effort made in an employment relationship (Alic, 2016) and ultimately affects the entire employment cycle from hiring to exiting. There is evidence that the right recruitment and selection strategies have less negative ripple effects, especially in the long-term (Bartlett, Kremin, Saunders & Wood, 2017; Hotho, Minbaeva, Muratbekova-Touron & Rabbiosi, 2018; Tejaswini and Singh, 2017). Recruitment and selection therefore, warrant further exploration.

#### **3.3.1.1. Recruitment**

Organisations have become identifiably more consumed by using superior recruitment approaches in order to achieve a competitive edge and enhance organisational performance (Ployhart, Schmitt & Tippins, 2017). The recruitment function in an organisation is predominantly concerned with creating a pool of talent suitable for a job vacancy for the process of selection of the most suitable post (Ployhart et al., 2017). Research found that employers who require extensive experience from applicants, could possibly place themselves at a disadvantage by excluding high potential candidates (Derous & De Fruyt, 2016). However, this tactic could also ensure that a smaller pool of high calibre experienced talent is attracted thereby meeting organisational expectations (Derous & De Fruyt, 2016).

Previous studies have emphasized the link between recruitment and organisational performance (Hotho et al., 2018; Oaya, Ogbu & Remilekun, 2017; Prasad & Kumar, 2020). Tejaswini and Singh (2017) argue that when employers attain the right employees, organisations can depend on the proficiency of employees. Hence, this HR process furthers the achievement of overall organisational goals of which includes retention. Furthermore, finding the right person for a job can be done internally and externally.

#### **3.3.1.1.1. Internal Recruitment**

Internal recruitment involves the creation of a talent pool with employees who are already employed in the organisation (Al-Khasawneh, Malkawi & AlGarni, 2018). Organisations often advertise the vacancy inside the organisation to identify suitable skills and qualifications and those employees who believe they are a fit for the job will apply. This method of recruitment is often implemented because of the reduced costs, time efficiency and familiarisation with the organisation (Bartlett et al., 2017). Research shows that employees who are internally recruited have lower intention to quit as a result of the horizontal or vertical moves that provide greater exposure on business functions (Bartlett et al., 2017). The ways in which this method is executed include, but is not limited to, company transfers, promotions, demotions, absorption of retirees and employing relatives of deceased employees (Bartlett et al., 2017). Employing relatives of deceased employees can also be considered internal recruitment as these individuals may be familiar with the organisation.

#### **3.3.1.1.2. External Recruitment**

This method of recruitment involves creating a talent pool by attracting individuals from outside the organisation (Al-Khasawneh et al., 2018). This method is often performed after the internal method has been used and returned no suitable candidates, and is a longer, more costly process of recruiting new employees (Bartlett et al., 2017). Furthermore, this method of recruiting is favourable because it avoids favouritism that is often an issue that has been identified in research (Hotho et al., 2018). However, this method could bring in fresh new minds creating opportunities for growth and innovation. The ways in which this method is executed include, but is not limited to, online advertising, educational institutions and recruitment agencies.

**Table 3.1**

***Sources of Internal and External Recruitment***

<b>Sources of Recruitment</b>	
<b>Internal</b>	<b>External</b>
<ul style="list-style-type: none"><li>• Transfers</li><li>• Promotions</li><li>• Demotions</li><li>• Absorption of retirees and</li><li>• Employing relatives of deceased employees</li></ul>	<ul style="list-style-type: none"><li>• Online advertising</li><li>• Educational Institutions</li><li>• Recruitment Agencies</li></ul>

*Note.* Adapted from Tejaswini, T.S., & Singh, B.V. (2017). Recruitment and selection. *Journal of Engineering Sciences*, 8(4), p. 56.

Recruitment, along with selection, are imperative rites of passage before employees are trained and socialised (Derous & De Fruyt, 2016). Recruiting is the role preceding selection, which aids in the creation of a pool of probable employees for the organisation so that the right candidate can be selected for the job (Derous & De Fruyt, 2016). The main aim of recruitment is to expedite the selection process.

**3.3.1.2. Selection**

The steps and responsibilities of the selection process vary extensively between organisations. Some organisations employ tools such as personality testing to identify the most suitable individual as per the job requirements because candidates often produce remarkable curriculum vitae's which may be a misrepresentation. Other organisations base the selection of a candidate on the highest rating from the process of interviews which shows which candidate represented themselves best (Chungyalpa & Karishma, 2016). However, this may also pose as an issue due to the subjective nature of the interview panel.

Moreover, selecting a candidate sourced through external recruiting may provide for new ideas and innovation; however, there is less certainty that a new employee has low intentions to leave (Derous & De Fruyt, 2016). This is due to the fact that new employees sourced externally will need to acclimatise to the work environment, build reputations and relationships with fellow

colleagues, and may possibly still be job seeking for better employment opportunities (Abdollahbeigi et al., 2017; Alic, 2016).

Research shows that candidates who are not most suitable for a job can create issues in the long run (Abdollahbeigi et al., 2017). It is believed that candidates who do not fit in with the organisational culture may have difficulties in terms of performance and maintain a higher intent to leave. Alic (2016) states that employees who are recruited and selected based on competencies such as skills, personality and adaptability, are more likely to stay in a job as a result of the ease of fit with the job and organisation.

### **3.3.1.3. Recruitment, Selection and Organisational Trust**

The element of organisational trust in the process of recruiting and selecting an individual for a job vacancy is minimally explored in literature. However, few researchers acknowledge the role of trust as a mediating variable and indicate that trust positively affects relationships between various variables such as organisational justice, employee engagement and turnover (Agwu & Nwoke, 2019; Newman, Rose & Teo, 2016). Additionally, organisational trust is evinced to positively affect recruitment because people are more likely to apply for a job at a company that is known for a climate of trust (Newman et al., 2016). From an employee perspective however, the processes of recruitment and selection are sometimes viewed as untrustworthy especially in public sectors where corruption and nepotism are rife (Agwu & Nwoke, 2019). Furthermore, employees who are better fitted to a job and organisation and trust the organisation, are more enthusiastic about learning and succeeding in their careers, making them more open to training and development (Agwu & Nwoke, 2019).

### **3.3.2. Training and Development**

The nature of work has evolved over time, thus broadening training purposes from work efficiency to equipping employees with skills to handle dynamic and complex tasks (Khan, Abbasi, Waseem, Ayaz & Ijaz, 2016). This practice was once an on-the-job task, conducted by direct management, but has now been simplified via technological advances that allow learning to occur virtually, almost anywhere and at any time (Khan et al., 2016). Training and development has also evolved and is now a value-added prospect for enhancing individual abilities, leveraging team effectiveness and creating competitive advantages (Bell, Tannenbaum, Ford, Noe & Kraiger, 2017).

Training is referred to as an activity taken to systematically restructure employees' capabilities and skills through learning and experience (Bisharat, Obeidat, Alrowwad, Tarhini & Mukattash, 2017). Practically, the concept of training refers to the process of giving access to an employee, planned or coordinated programmes, courses, systems, curriculums or education which is directly in line with the employee's job demands and performance (Bell et al., 2017). Development, however, proactively provides solutions to workplace issues before they become a concern or after they become identifiable problem (Fletcher, Alfes & Robinson, 2018).

### **3.3.2.1. Training**

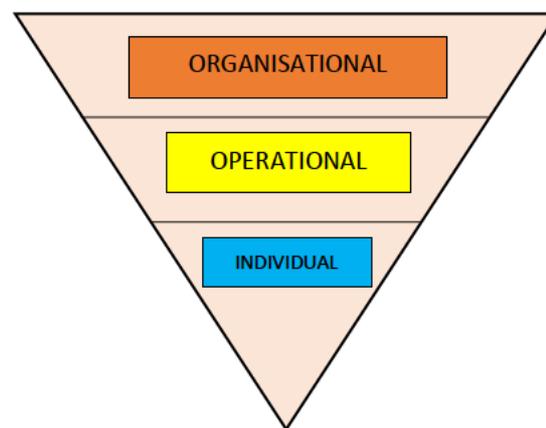
Training is understood and conceptualised in a myriad of ways. It is said to occur at different levels and for different time periods. However, the aim of training is to assist individuals in being upskilled for enhanced performance and the attainment of various goals (Armstrong & Landers, 2018). Sung and Choi (2018) add that this process helps employees mainly by ensuring efficiency thereby decreasing frustrations involved with underperforming or undesired results. Frustrations involved with underperforming or undesired results have a negative impact on motivation and morale (Rodriguez & Walters, 2017). Employees who are unable to perform at the expected standard may even exit the organisation because they become demotivated and dissatisfied (Chaudhary & Bhaskar, 2016). For this basis, training exists to benefit both the organisation and individual by ensuring employees are competent to perform their jobs and meet organisational goals, as well as ensures that employees feel satisfied with their skills and performance (Chaudhry, Jariko, Mushtaque, Mahesar & Ghani, 2017). Thus, improved capabilities positively affect employee performance and retention. Johennesse and Chou (2017) argue, however, that training is simply an effort made to upskill employees and cultivate retention but cannot be used as a tool to measure retention.

Furthermore, organisations are faced with the challenge of identifying what training is necessary, over a certain period, to ensure employees are competent to perform their jobs and meet organisational goals (Khan et al., 2016). This is accomplished by identifying training needs by conducting a training needs analysis (Manna, Singh & Sharma, 2016).

### **3.3.2.2. Training Needs Analysis**

A training needs analysis (TNA) is a process that identifies a skills gap (Manna et al., 2016). This process is imperative to ensure the right training is provided to the right employees and is conducted at three levels, namely, organisational, operational and individual (Figure 3.2). Organisational TNA's involves identifying training needs in line with organisational strategy;

operational TNA's identify the gaps for performing the job tasks and; individual TNA's establish an employees' training needs in relation to the work objectives (Singh & Dangwal, 2017). TNA's typically lay the foundation for employee training paths and development plans. Figure 3.2 indicates the significance of each level by depicting the levels in an upside-down triangle and shows that organisational TNA holds the most weight while individual TNA holds the least. An individual TNA has little to no relevance if organisational TNA's are not prioritised, hence, organisational TNA's are the most significant.



**Figure 3.1. Training needs analysis levels.** Adapted from Bansal, A., & Tripathi, P. (2017). A literature review on training need analysis. *Journal of Business and Management*, 19(10), p. 52.

TNA's are fundamental for the mapping of training paths and employee development plans because these efforts identify the gaps that require attention (Manna et al., 2016).

### **3.3.2.3. Development**

The development of employees is often considered a form of training because it allows individuals to gain new skills and abilities for personal growth (Kiyana & Bett, 2017); however, this concept is understood as a broader concept. It is viewed as a holistic, continuous growth of employees so that they are equipped to handle job tasks and responsibilities (Akter, 2016). Development is often associated with training and these two concepts are rarely studied separately but development is an overarching concept that involves training as a form of employee development. According to Kiyana and Bett (2017), development as well as training can occur at any time during the course of employment but development specifically refers to targets and key performance areas that employees need to achieve in. Research shows that some organisations employ tools such as Individual Development Plans (IDP's) that scope out

the nature of the job along with the individual areas for development that an employee must accomplish over a set period (Armstrong & Landers, 2018). These plans allow for opportunities for refresher courses, further upskilling training and extensive knowledge transfers such as those experienced in conferences or seminars (Armstrong & Landers, 2018).

The development of employees has been shown to positively affect retention efforts. In a study conducted by Fletcher et al. (2018), it was shown that organisations who offer greater opportunities for development yielded annual lower turnover as opposed to organisations who did not provide opportunities for development. Kiyana and Bett (2017) argue that employees who are well established in their careers are less concerned with development but instead focus on extrinsic rewards. This implies that the effect of development on turnover is less known.

#### **3.3.2.4. Training, Development and Organisational Trust**

Training and development is viewed as a human capital investment. Organisations who provide employee training and development without contractual agreements to remain in the organisation, make investments in the employees which benefit both the employees and the organisation (Vanhala & Ritala, 2016). Among the positive effects, investment in employees positively affects the employability of an individual, making him/her more marketable (Hayes, 2018). An investment in employees can create a sense of moral obligation for an employee which can result in an employee ensuring that the organisation benefits from the skills or capabilities that have been obtained (Vanhala & Ritala, 2016). However, an investment in employees may possibly pose an organisational risk because they may seek better employment opportunities as a result of their increased employability (Hayes, 2018). Furthermore, this could have cost implications for the organisation who will need to hire and invest in a new employee (Hayes, 2018).

Additionally, from an employee point of view, research indicates that when employees' personal expectations are met by the organisation, employees display high levels of trust (Bolger, Rhodes & Coward, 2017). These expectations include efforts such as rewards, recognition, additional benefits and investment in the form of training and development (Bolger et al., 2017). When employees feel they are not being treated or valued in the manner in which they expect, they often display lower work efforts, affecting performance, and trust (Bolger et al., 2017). Thus, most employers use performance management as a tool to eliminate

expectations that shape trust, and base rewards and recognition on performance that is measured (Bolger et al., 2017).

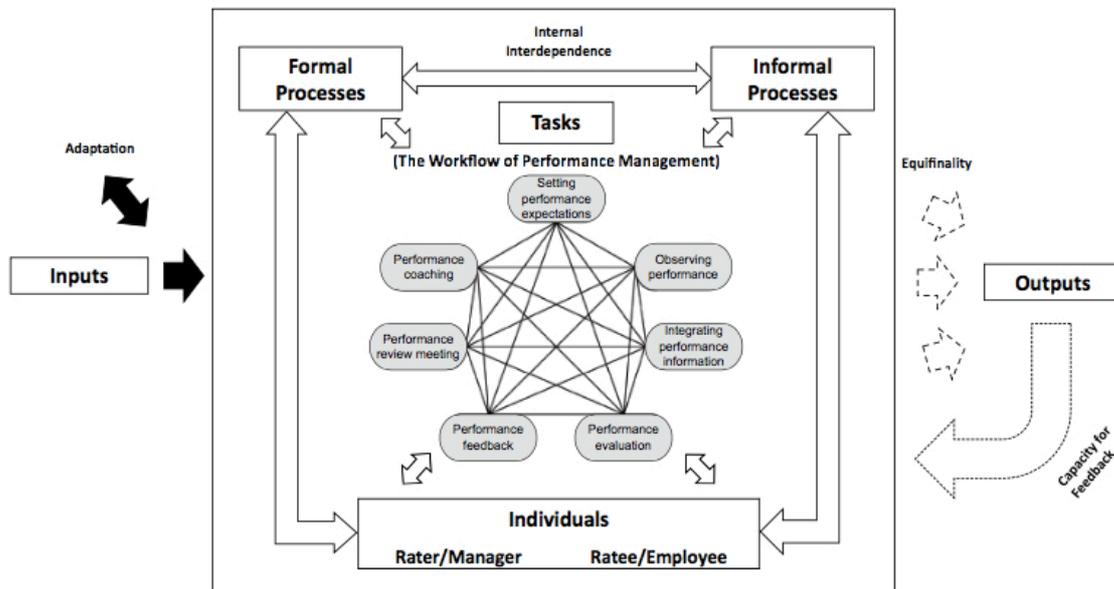
### **3.3.3. Performance Management**

Within the last three decades, the focal point in the organisational performance sphere has changed from measuring performance (i.e. what, how and reporting of results) to managing performance (i.e. how to apply the measures to manage organisational performance) (Bititci, Cocca & Ates, 2016; Cappelli & Tavis, 2016; Franco-Santos & Otley, 2018). Performance management is viewed as a frequent objective process where performance measures are applied to manage and develop the overall performance in an organisation through constant adaptation to the turbulent operating environment (Gerrish, 2016). Additionally, organisations often theoretically refer to performance management as the activities, policies, procedures, and interventions that are created and designed to monitor and improve employee performance (Tweedie, Wild, Rhodes & Martinov-Bennie, 2019).

Research shows that the process of managing performance starts with the development of strategies that encompasses the vision, mission, values and the identification of strategic objectives, which is accompanied by the creation of precise action plans to accomplish the objectives (Cappelli & Tavis, 2016; Gerrish, 2016). Thereafter, the specified plans of action are executed (Richards, Yeoh, Chong & Popovic, 2019), and the progression and achievement of the objectives are observed (Cappelli & Tavis, 2016). Regularly reviewing performance and strategies are key ways to ensure that the designed improvement and growth efforts are producing the anticipated outcomes and that the strategy being implemented is achieving the set objectives (Franco-Santos & Otley, 2018). It was identified that the reviewing of performance and strategies should be event based and not routine, to allow for adaptation of unforeseen changes (Franco-Santos & Otley, 2018). Furthermore, a change in strategy requires a review of the performance measure to ensure relevancy and alignment to the organisational objectives (Cappelli & Tavis, 2016). It was further noted that the use of communication that is suitable and efficient will positively influence the level of commitment towards goal achievement and appropriate behaviour (Gerrish, 2016).

Schleicher, Baumann, Sullivan, Levy, Hargrove and Barros-Rivera (2018), however, conceptualised the process of performance management by creating a model using six factors namely, inputs, outputs, formal processes, informal processes, tasks and individuals, to

systematically describe performance management (see Figure 3.3). This model was based on Nadler and Tushman's (1980) model of congruence which explains that work, individuals, structure and culture all intercorrelate and work together to determine the organisation's performance.



**Figure 3.2. Systems based model of performance management.** Adapted from Schleicher, D.J., Baumann, H.M., Sullivan, D.W., Levy, P.E., Hargrove, D.C., & Barros-Rivera, B.A. (2018). Putting the system into performance management systems: A review and agenda for performance management research. *Journal of Management*, 44(6), p. 2215.

Schleicher et al. (2018), explains that performance management involves input into a web of formal processes, informal processes, tasks and individuals that produces an expected output. Formal and informal processes have internal interdependence which indicate that these processes rely and influence each other. These processes drive the workflow of performance management which are the tasks and the tasks are implemented by individuals who are managers and employees. The individuals also influence the processes as they are the ones driving the process entirely in order to ensure the expected outcomes, or outputs. The web of formal processes, informal processes, tasks and individuals systematically produce the desired or undesired output which can be used to provide feedback for improvement of the entire web.

Researchers have also added that organisations avoid viewing performance management as a daunting task that requires the development of strategies that encompasses the vision, mission,

values and the identification of strategic objectives (Bauwens, Audenaert, Huisman & Decramer, 2019). Kodi and Kumar (2018) found that organisations have merely identified key performance areas for each job position that are formally agreed upon in a performance contract. When an employee is hired with highly efficient recruitment and selection processes; a high person-job fit ensued; and relevant support such as training and development initiatives are available, then the set key performance areas for the employee are easily achievable (Kodi & Kumar, 2018). Thereafter, performance is monitored and managed using performance reviews and performance appraisals. Performance is generally reviewed bi-annually according to the organisation's financial year with the performance appraisal occurring at the end of the financial year (Kodi & Kumar, 2018). A performance appraisal indicates if an employee has achieved the key performance areas which were initially agreed upon (Kodi & Kumar, 2018).

Literature shows that the concepts of performance management and performance appraisals are two widely used concepts in the HR field (DeNisi & Murphy, 2017; Destler, 2017; Heywood, Jirjahn & Struewing, 2017). These concepts are distinguished by noting that performance management is the wide scale activities, policies, procedures, and interventions that are created and designed to improve employee performance while a performance appraisal is a tool used in the evaluation of an employees' performance (DeNisi & Murphy, 2017). Performance management programmes can commence with performance appraisals and also include feedback, key performance targets, training needs and reward structures. Performance management systems initially focus on performance appraisals as a starting point, and then aim to improve individual performance that is consistent with business strategy and organisational performance (DeNisi & Murphy, 2017). However, counter arguments question how performance is appraised if an employee has not been given the opportunity to perform (Heywood et al., 2017).

### **3.3.3.1. Performance Appraisals**

Performance appraisals are typically used for a myriad of reasons, some of which include salary increases, promotions, career pathing and feedback for improvement (DeNisi & Murphy, 2017). Most types of appraisals include a development aspect which focuses on skills and experiences that employees should obtain, and an evaluation aspect (Heywood et al., 2017). Performance appraisals act as a communication agent between employees and management (Heywood et al., 2017). Performance appraisals are developed to identify employee strong points and areas for improvement which can be useful in identifying how an employee can

further performance e.g. training or mentoring. Efficient development and implementation may produce greater employee advancement from feedback, as well as increased employee satisfaction (DeNisi & Murphy, 2017). This may encourage retention as the management of performance may be perceived positively, as opposed to being a measurement process (Kodi & Kumar, 2018).

### **3.3.3.2. Performance Management and Organisational Trust**

The process of performance management is considered an adaptable process that requires cohesivity between employees and managers (Destler, 2017). Organisational trust in relation to performance management is less explored, instead the presence of interpersonal trust has been closely examined in literature. Cappelli and Tavis (2016) indicated that employees expect employers to recognise extra effort and discretion used to meet business objectives, regardless of whether the efforts and discretion deviate from prescribed routes. Employees believe that they can trust management to go over and above performance evaluations and recognise their efforts to consistently and committedly put the organisation first (Destler, 2017). This is often a source of conflict and a break down in trust because employers and employees have subjective views concerning effort and discretion and therefore, base performance purely on the agreed evaluation terms (Destler, 2017). Furthermore, taking into the account that each employee and manager is different, variations may exist between employees' performance evaluations causing greater conflict and further breakdown in trust among employees and the organisation entirely (Destler, 2017). Peters, Klijn, Stronks & Harting (2017) adds that the accumulation of interpersonal trust amounts to a presence of trust in the workplace alluding to the fact that organisational trust is in fact based on each employee's ability to trust each other and management.

### **3.3.4. Succession Planning**

Research indicates that there is wide acceptance of human capital of an organisation being the most valuable intangible asset that accounts for more than two thirds of an organisation's total assets (Hosseini, Barzoki & Isfahani, 2018). Organisations are experiencing difficulty in dealing with the short falls of experienced workers, particularly for leadership positions (Hosseini et al., 2018). Moreover, whether organisations focus on succession planning for all positions or specific/critical positions only is at the discretion of the custodians within an organisation (Hosseini et al., 2018). The most critical or valued positions in an organisation are

generally business-specific (Mucherumuhia & Kagiri, 2018; Sharma & Sengupta, 2018). Organisations in the banking sectors, for instance, may consider Chartered Accountancy positions as critical due to the impact of the position on business functions, while the water sector may deem positions such as Plant Superintendents as critical. Critical positions across all sectors are considered key factors in the development or maintenance of competitive advantages (Sharma & Sengupta, 2018). Succession planning is basically a process of identifying future leaders (Hosseini et al., 2018). This task, however, is a product of HR governance as a deliberate effort to ensure the continuation of critical leadership positions, development and maintenance of intellectual and knowledge capital for the future and promoting the development of employees (Olatunji, Kehinde & Nwachukwu, 2017).

Succession management, which is often viewed as an task to replace top management, is an approach used to identify potential employees within the organisation to ensure that the organisation is equipped for the everchanging operating environment (Ahmad, Mohamed & Manaf, 2017). Sharma and Sengupta (2018) add that this process is, by definition, more than an effort to fill future vacancies. It involves a coordinated task that identifies significant positions and their required formal and informal education and experience; choosing suitable internal employees; developing these employees and monitoring their progress, selecting the best suited successor and influencing commitment and availability of resources (Sharma & Sengupta, 2018). A key challenge in the implementation of this process is the selection of successors (Olatunji et al., 2017). A review of literature shows that despite the variations in the execution across industries, organisations follow similar practices, and generally follow and use similar competency models, evaluations, systems, developments and identification of talent pools which are vital elements in all succession planning (Mucherumuhia & Kagiri, 2018).

According to Hosseini et al. (2018), there are three key dimensions to the use of succession planning:

a) *Short-term replacement or urgent planning:*

This type of planning is centred on emergencies resulting from the abrupt change in an organisation. Usually, the HR department endeavours to fill the vacant post by using internal recruitment since it is cost effective and less time consuming (Hosseini et al., 2018).

b) *Long-term replacement planning:*

This form of planning is highly proactive and forward-thinking, and focuses on future needs, involves the evaluation of employees processes for the purposes of identifying successors and generally has the most impact on retention (Ahmad et al., 2017).

c) *Blended planning:*

In the blended planning approach, organisations focus on developing internal candidates and source suitable candidates from the external environment (Ahmad et al., 2017). This type of planning promotes balance in terms of promoting well-seasoned employees from the current workforce and benefiting from the knowledge and expertise of external candidates.

Execution of effective succession planning is imperative for organisational efficiency and it is noted that for leadership, the ability to identify new potential candidates and obtain potential successors from the existing workforce is crucial (Cavanaugh, 2017). This means that succession planning is the process of identifying employees as potential successors and developing their expertise for their long-term retention (Cavanaugh, 2017; Hosseini et al., 2018). Furthermore, the overall purpose of this HR function is to stipulate the organisation-specific succession prerequisites and recognise employees for future leadership who fit the organisational needs (Ahmad et al., 2017). According to Ahmad et al. (2017), the necessity of succession planning in an organisation is made relevant by the following points:

- Employees have the opportunity for personal development to further managerial capabilities
- Employees have access to developmental opportunities
- There is a reduction in cost and time to fill management vacancies
- There is less time needed for employees to ‘hit the ground running’
- Recruitment and retention of high quality employees

On the contrary, some research argue that the onus of succession planning does not lay entirely with HR (Schepker, Nyberg, Ulrich & Wright, 2018). Schepker et al. (2018) argue that this function forms part of HR management but should not originate from HR. This function is firstly, the responsibility of every Chief Executive Officer (CEO) and the senior management team to be wholly involved and see the process through with utmost commitment and build the foundation for successor criteria (Schepker et al., 2018).

Peters-Hawkins, Reed and Kingsberry (2018) identified that private sector organisations were three times more successful in the implementation of succession planning than public sector organisations. This was a result of the greater alignment of leadership development and succession planning. It was further shown that the availability of budget, a focus on organisational culture and organisation-wide values are areas of focus in the public sector which allows less flexibility for the recruitment of management (Peters-Hawkins et al., 2018). The private sector has discretion in terms of a number of aspects such as budget and therefore, is able to better sustain the implementation of succession processes (Peters-Hawkins et al., 2018). Furthermore, the skill sets that exist in private sectors are highly sought-after as a result of the effort and costs involved with recruiting and training, while the public sector may be more relaxed in these regards (Peters-Hawkins et al., 2018).

Umans, Lybaert, Steijvers and Voordeckers (2020) found that greater transparency in the entire process has potentially outweighed a number of risks that an organisation may face. It is shown, however, that short falls in the literature owing to succession management and transparency can be bridged with the following recommendations:

- Influence commitment to succession planning by making it transparent from the start by keeping employees in the loop regarding any potential actions or intentions. This will boost communication and thus, greater understanding (Church & Rotolo, 2016).
- Make explicit the requisites and development associated, and provide clear explanations of the objectives and criteria for successors (McKee & Froelich, 2016).
- Provide a platform for feedback and support that allows employees and successors to be knowledgeable and comfortable about the process (Harrell, 2016).

In order to meet the above mentioned recommendations, organisations employ a number of ways that successors can be prepared for their future plans to fill management positions. The two main approaches to succession planning involve mentorships and training. These two tasks, apart from formal documentation and procedures are the leading means by which successors are equipped to fill leadership positions (Abdollahbeigi et al., 2017; Bell et al., 2017).

#### **3.3.4.1. Mentorships**

Mentoring is a form of employee development that allows for support throughout the succession journey (Abdollahbeigi et al., 2017). Mentors are generally employees who are due to exit the critical leadership position and organisation (Abdollahbeigi et al., 2017). However, organisations sometimes lend expertise from external sources (Abdollahbeigi et al., 2017). The main role of a mentor is to teach and guide a successor to meet the expectations and desired level of performance for the role they are to fill, and to positively influence commitment, thereby influencing retention (Leuzinger & Rowe, 2017). Mentoring can impart valuable knowledge and expertise but it is often supplemented with training (Abdollahbeigi et al., 2017).

#### **3.3.4.2. Training**

This aspect of succession is generally for acquiring the theoretical aspects of a job (Abdollahbeigi et al., 2017). It is viewed as a means to, amongst others, encourage entrepreneurship, influence a change in attitude, be an introduction to key business functions, allow decision making (Bell et al., 2017). The upskilling and growth of an employee has a major impact on his/her performance and ultimately retention (Abdollahbeigi et al., 2017). The training of successors is critical for the smooth implementation of the succession plan. Furthermore, research emphasises the necessity of trust in the entire process (Mehrtak, Farzaneh, Habibzadeh, Kamran, Zandian, & Mahdavi, 2017; Reardon, 2018).

#### **3.3.4.3. Succession Planning and Organisational Trust**

Succession plans provide a platform for employees to find a stronger understanding of their career standing and future prospects (Umans et al., 2020). Thus, succession planning is a form of career management, which benefits both the employee in terms of development and the organisation in terms of organisational performance (Mehrtak et al., 2017). According to Mehrtak et al. (2017), career management places an organisation in a positive view since employees are provided with future possibilities that encourage retention. Reardon (2018) adds that organisations that have implemented succession plans with the presence of trust have shown to be more successful. This means that organisational trust positively affects the implementation and recognition of succession plans across a workforce.

### **3.3.5. Workforce Planning**

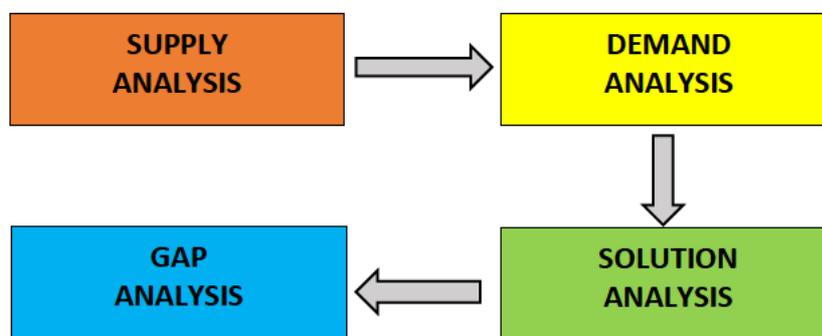
HR practitioners have used workforce planning as the initial step in talent management because the mapping of significant success drivers is crucial in determining what skills are required in all areas of work (Fraher & Brandt, 2019). Organisations have realised that workforce planning is a key mechanism used to retain talent, meet the expectations of the workforce and achieve strategic goals (Fraher & Brandt, 2019). Workforce planning is a process involving the alignment of organisational needs and people strategy which rely on the examination and projection of the talent needed to implement a business strategy. It is a method of ensuring that the right people, with the right skills are employed at the right time within the organisation (Culpan, Culpan, Docherty & Denton, 2019).

The pertinent factors that are considered when strategically planning the workforce include the vision, mission, business plan, key markets which will be serviced, product lines which will be launched, status of current talent and availability of talent (Kroezen, Van Hoegaerden & Batenburg, 2018). These aspects form the key sources when assessing the labour market, talent needs and alignment with strategies. Pittman and Scully-Russ (2016) have indicated that the necessity to create a Strategic Workforce Plan (SWP) before business strategy creation eliminates a situation where HR focuses on catching up, instead of implementing. Evidently, a SWP goes further than assessing numbers, it aims to identify the specific needs to ensure organisational agility and sustainability. Equivalently, it focuses on the potential number of employees and what skills they need to possess, along with organisational capability risks that could jeopardise sustainability (Culpan et al., 2019). According to Pittman and Scully-Russ (2016), strategic workforce planning has become more relevant as a result of the aging workforce and an emerging “baby boom” retirement wave. As a result, the importance of workforce planning has risen substantially and has been evinced to improve work-life balance, strategies for talent management and employee development, and employee retention (Pittman & Scully-Russ, 2016).

Furthermore, according to Knevel, Gussy and Farmer (2017) workforce planning primarily concerns developing the skills of employees to ensure efficient and effective service. Organisations are forced to develop and manage the skilled employees in an organisation in order to keep abreast of the growing demands for competition, exceptional performance and competence (Knevel et al., 2017). HR is tasked with two activities when developing and implementing workforce planning efforts. These tasks include identifying current and future

skills which is the human capital required to achieve business goals, and determining the suitable workforce capacity plan based on the current available capital for future needs (Knevel et al., 2017).

An array of workforce planning models exist that have been developed by numerous organisations. There is large-scale sharing and cross-pollination among the procedures, practices and methods used. While these models may differ in development and implementation, they are all dependent on four crucial steps which include the analysis of supply, demand, gaps and solutions (Doumic, Perthame, Ribes, Salort & Toubiana, 2017).



**Figure 3.3. Workforce planning steps.** Adapted from Doumic, M., Perthame, B., Ribes, E., Salort, D., & Toubiana, N. (2017). Toward an integrated workforce planning framework using structured equations. *European Journal of Operational Research*, 262(1), p. 223.

A standard model of workforce planning commences with supply analysis, which aims to identify organisational capabilities in an effort to produce information on the current organisation's workforce; analyse workforce demographics and recognise employment trends to be able to determine and forecast the impact of turnover on the organisation if no efforts are made (Abdollahbeigi et al., 2017). Additionally, the analysis of trends is a building block for solution analysis. The analysis of demand evaluates future tasks and work capacities, and describes what future competencies are required. It can also be said the analysis of demand aims to measure the effect that workforce changes will have regardless of the source of change (Doumic et al., 2017). Solutions analysis is aimed at creating tactics to bridge the gaps in capabilities and to limit any surpluses (Doumic et al., 2017). Gap analysis, however, makes a comparison of supply and demand to gain an understanding of the discrepancies between the present and future. Analysing gaps shows events where the current workforce capabilities will

not achieve future goals (demand greater than supply), and events where the existing workforce capabilities exceeds future needs (supply greater than demand) (Doumic et al., 2017).

Furthermore, with the rise of globalisation and emerging markets, organisations are pressured to use cutting-edge technology to constantly stay abreast with competitors (Safarishahrbijari, 2018). Workforce analytics have become increasingly popular in the field of HR and is used to convert raw data into more manageable and quantifiable outcomes (Huselid, 2018).

### **3.3.5.1. Workforce Analytics**

Using the latent skills and competencies of employees has always been a task of HR. This task has been conquered with the use of workforce analytics. This technology makes workforce planning strategic and provides organisations with a stronger competitive standing (Safarishahrbijari, 2018). Workforce analytics refers to the evidence based approach that involves the components of business intelligence, instruments and processes ranging from basic reporting of HR metrics to predictive approaches (Huselid, 2018; Lakshmi & Pratap, 2016). Furthermore, workforce analytics aims to equip organisations with greater ability to make more strategic decisions on the human capital side of business (Lunsford & Phillips, 2018). Workforce analytics can also be viewed as the tool used to assist in data structuring of a storyline (Huselid, 2018). It is a form of extraction from raw data for insightful information relating a storyline to the business strategies (Huselid, 2018). Additionally, it processes the primary data and aims to identify any problematic metrics and emphasizes attention on the crucial areas which aid in vital strategic decisions (Simón & Ferreiro, 2018).

HR uses HR analytics to track absenteeism, performance, schedules and projects of employees (Huselid, 2018) while workforce analytics aids strategic workforce planning (Simón & Ferreiro, 2018). HR analytics is vital in linking labour strategy and business outcomes that gives HR the integrity to make business decisions by recognising cost efficiency benefits, increase talent retention and improving organisational performance (Abdollahbeigi et al., 2017; Huselid, 2018). It was found that businesses who are able to leverage in information based decision making for the workforce gain stronger competitive advantages, are more profitable and are in greater positions to achieve future goals and demands (Abdollahbeigi et al., 2017).

Workforce analytics, and HR analytics specifically have become more and more significant with the increase of technological advancements (McIver, Lengnick-Hall & Lengnick-Hall, 2018). Further to this, analytics have become a crucial part of HR's function to strategically

plan for the workforce (Nienaber & Sewdass, 2016). Organisations are now more inclined to make decisions regarding the workforce based on analytics. HR analytics are therefore, critical for HR workforce planning for a number of reasons (Nienaber & Sewdass, 2016):

- Provides greater clarity in terms of what is happening within the organisation.
- Assists in possible actions required.
- Tracks the implementation of strategies used.
- Assists in forecasting all outcomes and solutions to overcome problems.
- Anticipates future talent supply and demand in the local and global spheres.

Additionally, research has shown that workforce planning is often a cumbersome task and requires the input of many internal stakeholders (Chornous & Gura, 2020; McIver et al., 2018; Nienaber & Sewdass, 2016). This has brought into question whether the presence of trust in the workplace has a bearing on the practice of workforce planning.

### **3.3.5.2. Workforce Planning and Organisational Trust**

Workforce planning rarely requires a level of interpersonal trust where an employer and employee expect that each party behaves in a certain manner (Eaton, Williams, Wong, Roberts & Mahtani, 2019). Furthermore, organisational trust is said to have no direct bearing on the processes and procedures involved with workforce planning (Teare, Horne, Clements & Mohammed, 2017). However, it has been argued whether the quality and implementation of workforce planning is affected by the presence of trust in an organisation (Fraher & Brandt, 2019). In a small scale study conducted by Fraher & Brandt (2019), it was established that trust is often related to aspects such as provision of benefits, disclosure of classified information and meeting expectations. Additionally, it was found that the practice of workforce planning is developed and implemented with greater care and in shorter time frames when trust is present (Fraher & Brandt, 2019). Internal stakeholders are more inclined to work alongside each other and the implementation of approved strategies are widely accepted among the workforce (Fraher & Brandt, 2019). Thus, it can be agreed that organisational trust may not directly affect workforce planning; instead, it assists as a factor that ensures smooth development and application.

### **3.4. CONCLUSION**

This chapter aimed to explore talent management by analysing the five HR practices used in talent management. Additionally, this chapter looked at the element of organisational trust relating to each HR practice (recruitment and selection, training and development, succession planning, performance management and workforce planning). The HR practices form a cycle and are likely to be dependent on or affect each other (Cappelli & Tavis, 2016). For instance, when recruitment and selection are effectively managed, the process of managing the performance of the selected employee in the long run becomes an effortless task due to the person-job fit and/or person-organisation fit and this ultimately affects the employee's turnover decision (Cappelli & Tavis, 2016).

It is evident that, in terms of talent management, organisational trust has a significant impact on all dimensions of business and is thus, considered a vital element of all organisational practices (Destler, 2017). Furthermore, the significance of the relationship between talent management and organisational trust is reinforced through the impact that trust has on each of the HR practices except workforce planning. There is cohesive evidence that indicate that organisational trust positively affects recruitment and selection, training and development, performance management and succession planning (Destler, 2017; Newman et al., 2016; Reardon, 2018; Vanhala & Ritala, 2016). Workforce planning, however, is not directly impacted but is rather influenced by the presence of trust in the organisation.

Furthermore, Altinoz et al. (2013) found that a strong positive correlation between talent management and organisational trust exists and that 58% of employees' perceptions of organisational trust was relative to talent management. Moreover, the relationships between the biographical variables (age, gender, race, job level and tenure) and talent management respectively produce varied results. For example, one study showed that talent management did not affect employees varying in gender (Hafez et al., 2017) while another study found that gender has negatively impacted talent management (Sowjanya, 2017). Thus, the relationship between talent management, organisational trust and the biographical variables (age, gender, race, job level and tenure) is tested in the hypotheses in the proceeding chapters.

## **CHAPTER FOUR**

### **RESEARCH METHODOLOGY**

#### **4.1. INTRODUCTION**

Prior chapters explored literature surrounding job embeddedness, talent management and organisational trust. This chapter presents the designed methodology followed in the process of data collection aimed at achieving the objectives of the study relating to job embeddedness, talent management and organisational trust. This chapter presents the problem statement of the study, reinstates the objectives of the study and identifies the hypotheses that will be tested. Furthermore, this chapter describes the sampling techniques that were carried out and the data collection and measuring instrument. Lastly, data analysis, using the appropriate descriptive and inferential statistics, is discussed, and the manner in which validity and reliability is statistically determined is established.

#### **4.2. PROBLEM STATEMENT**

Increased competition in the 21<sup>st</sup> century necessitates an understanding of mechanisms to enhance job embeddedness in an effort to reduce the inevitable negative organisational outcome of turnover. Organisations are pressed to identify practices that primarily and positively impact employee decisions and overall performance in an effort to reduce turnover intentions thereby boosting competitive edges and work environments. A competitive edge is an organisation's main focus as it is the crux of business profitability. A favourable work environment acts as a catalyst in creating a competitive edge where high performance and productivity is achieved and thus, allows an organisation to outdo competitors. A lower turnover rate has been found to exist in environments where talent management efforts are of high quality (Lei et al., 2018). Furthermore, lower turnover rates are common in organisations where trusting employment relationships exist (Jena, Pradhan & Panigrahy, 2017). The implementation of talent management practices in an organisation has long been a concern due to the nature of processes, subjectivity and work relationships (a lack of trust) that exist.

The study was undertaken in a large parastatal organisation that specialises in the provision of bulk potable water and is considered an "employer of choice". However, it is inevitable for large parastatal organisations, with many employees, to be prone to issues or gaps. An array of events indicated that employees left the organisation as a result of poor talent management.

Moreover, organisational trust had become an area of concern for the organisation. Both these concepts became apparent as areas of concern through corridor talk, a breakdown of communication, a breakdown of relationships, exit interviews and the failure of management to maintain promises. Job embeddedness has been studied in terms of retention, turnover, organisational commitment, work engagement and job performance, which according to research are viewed as antecedents of job embeddedness (Chan et al., 2019; Shen & Jiang, 2019). However, there is no empirical analysis taken on the relationship between talent management and job embeddedness, and organisational trust and job embeddedness.

Therefore, the problem statement of the study aims to assess talent management and organisational trust as precursors to job embeddedness. In the context of this study, talent management is assessed in terms of the extent to which employees perceive talent management of being of high quality and meeting the promises made. Furthermore, the purpose of the study is to assess the extent to which employees believe that the organisation manages employees' talents to engage effectively in HR practices (recruitment and selection, training and development, performance management, succession planning and workplace planning). In addition, the purpose of the study incorporates assessing the extent to which employees believe that the organisation can be trusted to engage in effective and fair recruitment and selection, training and development, performance management, succession planning and workforce planning. It is these perceptions of proper talent management and effective management of these HR practices that influence employee job embeddedness. In other words, the greater the perceptions of effective talent management and organisational trust, the greater the potential for employee job embeddedness. These conceptualisations are graphically depicted in Figure 1.1.

The aim of the study was not simply to assess the relationship between the independent variables of talent management and organisational trust and the dependent variable of job embeddedness respectively, but rather to obtain a holistic assessment. To achieve this, the study assesses the influence of several biographical variables. In this regard, the biographical variables were not randomly selected. Instead, the researcher carefully reviewed the literature to ascertain which biographical variables presented inconclusive results and these were included in the study to provide the organisation with a contextualised perspective that can be taken cognisance of when formulating future HR strategies. Hence, this study evaluates the influence of age, race, gender, tenure and job level on the dimensions of the study (talent

management, organisational trust, job embeddedness) due to the inconclusive results obtained from extant research.

For example, in assessing the influence of age on job embeddedness, some researchers noted significant influences (Ghadeer, 2018; Hinshaw & Atwood, 1983; Irvine & Evans, 1998; Maertz & Champion, 1998; Reitz, 2014; Shen & Hall, 2009; Tai, Bame & Robinson, 1998) while others (Deepa, 2018; Li et al., 2021; Rutishauser & Staffelbach, 2018) did not. Furthermore, with regard to the influence of biographical variables on HR practices (recruitment and selection, training and development, performance management, succession planning, workforce planning) some significant influences were noted. For example, some researchers (Atreya & Kumar, 2018; Reardon, 2018) noted significant differences in the perceptions of workforce planning based on gender, yet Sparkman (2018) noted significant differences in the perceptions of workforce planning based on tenure and, Turesky and Warner (2020) observed significant influences on workforce planning based on race.

Likewise, significant but inconclusive influences of biographical variables was noted in terms of organisational trust. Researchers noted significant influences on perceptions of organisational trust based on gender but Varihanna and Nizam (2020) only noted little influence. Furthermore, the influences of age on organisational trust was noted by some researchers (Kim, 2019; Leelamanothum, Na-Nan & Ngudgratoke, 2018; Phong, Hui & Son, 2018) whilst Palmer and Louise (2017) noted the influence of race on organisational trust but Ngungu (2020) did not. In addition, researchers (Chan & Mak, 2014; Lambert, Hogan & Minor, 2017; Smith, 2019) noted the influence of tenure on organisational trust but Umoren (2020) did not. Similarly, whilst researchers (Aydan & Kaya, 2018; Kim, 2019; Marvel, 2021; Pong, Hui & Son, 2018; Sparkman, 2018) noted significant influences of job level on job embeddedness and HR practices, others (Chan & Mak, 2014; Umoren, 2020) did not. These seminal studies supported the conceptualisation of the study depicted in Figure 1.1 and reinforce age, race, gender, tenure and job level as biographical variables that potentially mediate the independent variables-dependent variable relationships.

#### **4.3. OBJECTIVES OF THE STUDY**

The issue of labour turnover has long impacted organisations since the recognition of employees. The necessity to retain employees, especially talented employees, coupled with a

trustworthy work environment, is vital and multifaceted in its composition. Therefore, in order to assess talent management and organisational trust as precursors to job embeddedness, the following research objectives, which have been formulated taking cognisance of Bloom's taxonomy, will be explored. The two theoretical objectives, provide the foundation for the formulation of the empirical objectives of the study.

Theoretical objectives were:

1. To evaluate the literature and be able to provide a better understanding of job embeddedness (definition, nature and meaning, evolution, traditional and non-traditional frameworks, key dimensions [fit, link, sacrifice], relation to organisational trust).
2. To evaluate the literature and be able to provide a better understanding of talent management (definition, nature and meaning, effects of organisational trust on talent management, the role of talent management in organisations and the 5 human resource practices of recruitment and selection, training and development, performance management, succession planning and workforce planning).

Empirical objectives were:

- 4.3.1. To examine the relationship between talent management and job embeddedness.
- 4.3.2. To assess the relationship between organisational trust relating to the HR practices (recruitment and selection, training and development, performance management, succession planning, workforce planning) and job embeddedness.
- 4.3.3. To analyse the extent to which the dimensions and sub-dimensions of talent management, organisational trust and job embeddedness intercorrelate with each other.
- 4.3.4. To evaluate whether there are significant differences in the perceptions of talent management amongst employees varying in biographical profiles (age, race, gender, tenure and job level) respectively.
- 4.3.5. To evaluate whether there are significant differences in the perceptions of organisational trust amongst employees varying in biographical profiles (age, race, gender, tenure and job level) respectively.
- 4.3.6. To assess whether there are significant differences in the level of job embeddedness amongst employees varying in biographical profiles (age, race, gender, tenure and job level) respectively.

- 4.3.7. To determine how much of the variance in job embeddedness may be attributed to talent management and organisational trust.
- 4.3.8. To create a model for the implementation of strategies for enhancing job embeddedness in the workplace.

#### **4.4. HYPOTHESES OF THE STUDY**

The hypotheses of the study are listed below.

##### **Hypothesis 1**

There exists significant intercorrelations amongst key dimensions of the study (job embeddedness, talent management and organisational trust) respectively.

##### **Hypothesis 2**

There is a significant relationship between job embeddedness and organisational trust.

##### **Hypothesis 3**

There is a significant relationship between talent management and organisational trust.

##### **Hypothesis 4**

There exists significant intercorrelations amongst the organisational trust sub-dimensions (organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and organisational trust within workforce planning) respectively.

##### **Hypothesis 5**

There exists significant intercorrelations amongst the job embeddedness sub-dimensions (fit, links, sacrifices) respectively.

##### **Hypothesis 6**

There exists significant intercorrelations amongst the talent management sub-dimensions (recruitment and selection, training and development, performance management, succession planning and workforce planning) respectively.

**Hypothesis 7**

There is a significant difference in the perceptions of employees varying in gender regarding the key dimensions of the study (job embeddedness, talent management and organisational trust) respectively.

**Hypothesis 8**

There is a significant difference in the perceptions of employees varying in gender regarding the talent management sub-dimensions (recruitment and selection, training and development, performance management, succession planning and workforce planning) respectively.

**Hypothesis 9**

There is a significant difference in the perceptions of employees varying in gender regarding the organisational trust sub-dimensions (organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and organisational trust within workforce planning) respectively.

**Hypothesis 10**

There is a significant difference in the perceptions of employees varying in biographic profiles (age, race, job level, tenure) regarding the key dimensions of the study (job embeddedness, talent management, organisational trust) respectively.

**Hypothesis 11**

Talent management and organisational trust significantly account for the variance in job embeddedness.

The link between the various research objectives and hypotheses are tabulated (Table 4.1).

**Table 4.1*****Tabulation of Research Objectives and Hypotheses***

<b>Theoretical Objective</b>	<b>Relates To</b>	<b>Corresponds to Empirical Objective</b>	<b>Measured by Hypothesis</b>	<b>Statistics Used for Each Hypothesis</b>
1	Job Embeddedness	1, 3, 6, 7, 8	1, 5, 7, 9, 11	Pearson Product Moment Correlation, T-test, Multiple Regression
2	Talent Management and HR Practices	1,3,4,8.	1, 3, 6, 7, 8, 10	Pearson Product Moment Correlation, T-test, Analysis of Variance, Post-Hoc Scheffe's Test

*Note.* Researcher's own creation.

#### **4.5. SAMPLING TECHNIQUE AND SAMPLE DESCRIPTION**

Kumar (2019) describes a population as a frame of observations, which serves as the source from which the sample is selected. The study matter, which can be people, clusters, organisations, objects or the conditions surrounding the study matter, are a population of a study (Orngreen & Levinsen, 2017). The target population, or sampling frame, for this research study consists of 399 employees from the head office of a large parastatal organisation that provides bulk potable water and has been selected based on ease of access and convenience of the researcher. The adequacy of the sample was statistically assessed by computing the Kaiser-Meyer-Olkin-Measure (KMOM) of Sampling Adequacy which proved that the sample was more than adequate (KMOM = 0.864) as a KMOM greater than 0.5 is considered to be suitable. In addition, the sphericity of the sample was statistically assessed using Bartlett's test of Sphericity which reflected suitability and significance (Chi-square = 2135.661;  $p = 0.000$ ). Hence, the results indicate that the normality and homoscedasticity preconditions are satisfied.

#### **4.5.1. Sample and Sample Size of the Study**

A sample of a study refers to the portion of a target population that is selected for investigation and is believed to be representative of the target population (Kumar, 2019). A sample size refers to the size of subgroup of the population participating in a study (Sekaran & Bougie, 2016). The population of the study included 399 employees from the head office of a large parastatal organisation for the provision of bulk potable water. The head office formed the population of the study as it included technologically literate employees with access to computers. The rest of the workforce not belonging to the population form part of those who are not computer literate and were geographically dispersed. Furthermore, due to the COVID-19 pandemic, not all employees were working from their work stations and since employees were working from home, it was safer to target available staff as it still provides a good impression of the views of employees in the organisation as the requirements of representivity and adequacy have been met. An adequate sample size to provide the confidence and precision desired for a population of 399 is 196. According to the population-to-sample size table by Sekaran and Bougie (2016) (Appendix G), 196 is the adequate minimum recommended sample size for a population of 399.

The population-to-sample size table of Sekaran and Bougie (2016) (Appendix G) is a quick reference sample size table based on Kerjcie and Morgan's (1970) and Cohen's (1988) guidelines, both of which focus on the criteria of precision and confidence level. In fact, Cohen (1988) stipulates 5 factors that contribute to making valid statistical inferences which are significance level or criterion, effect size, desired power, estimated variance and sample size.

#### **4.5.2. Sampling Technique**

Sampling is a process involving the selection of suitable elements as representatives from the population (Sekaran & Bougie, 2016). Sampling is also defined as the portion of the sampling frame that is chosen for a study (Orngreen & Levinsen, 2017), and is divided into two main techniques:

- (1) Probability sampling
- (2) Non-probability sampling

The researcher used probability sampling to select participants from the population. Probability sampling means that all elements of the population have a known and equal possibility of being

chosen (Sekaran & Bougie, 2016). A simple random sampling strategy, which is a probability sampling technique, was used.

The selected sampling strategy gives every element in the sampling frame an equal chance to form part of the sample. The primary advantage of simple random sampling is the elimination of researcher bias (Sekaran & Bougie, 2016). The importance of bias elimination is coherent with the representativeness and generalisability of simple random sampling which is also considered advantageous. However, there are some disadvantages involved. Orngreen and Levinsen (2017) indicate that the disadvantages of random sampling are the time and cost factors that are associated with retrieving a current list of the population, especially for large populations and geographically dispersed areas. These disadvantages; however, are eliminated because the researcher is an employee at the parastatal organisation and has access to a list of the employees who form the population.

In employing a simple random sampling strategy, the researcher retrieved a list of all employee email addresses stationed at the head office of the parastatal organisation. All employees were made aware of the research being conducted to which no objection was made. This list was relatively easy to obtain since the researcher is a current employee at the organisation. The list contained the names and e-mail addresses of the 399 employees stationed at the head office of parastatal organisation which was numbered from 1 to 399. The researcher used a computer programme to randomly generate 196 numbers from a total of 399. The randomly generated numbers were the participants who were selected according to the numbered list. Any individual from the list that was not available or chosen not to participate, procedural response in each such case, was to select the next name on the list.

#### **4.5.3. Description of the Sample**

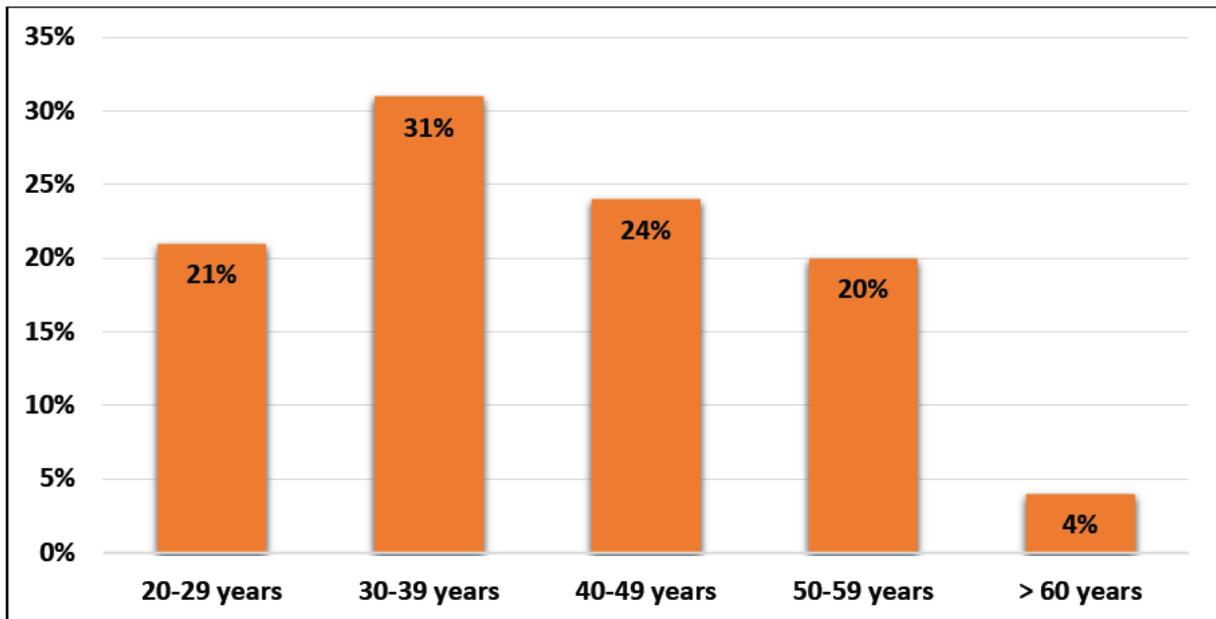
The composition of the sample is presented in tabular and graphical form using frequencies and percentages. Descriptive statistics (measures of central tendency and dispersion) will also be used to analysis the key dimensions of the study.

**Table 4.2***Composition of the Sample (N=196)*

<b>Items</b>	<b>Category of the Biographic Data</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Age</b>	20-29 years	41	20.9
	30-39 years	61	31.1
	40-49 years	46	23.5
	50-59 years	40	20.4
	> 60 years	8	4.1
<b>Gender</b>	Males	99	50.5
	Females	96	49.0
	Others	1	0.5
<b>Race</b>	Africans	136	69.4
	Indians	38	19.4
	Coloureds	8	4.1
	Whites	13	6.6
	Others	1	0.5
<b>Job Level</b>	Executive Level	1	0.5
	Senior Management	13	6.6
	Middle Management	57	29.1
	Employee	122	62.2
	Other	3	1.5
<b>Tenure</b>	1-5 years	78	39.8
	6-10 years	50	25.5
	11-15 years	27	13.8
	16-20 years	8	4.1
	> 21 years	33	16.8

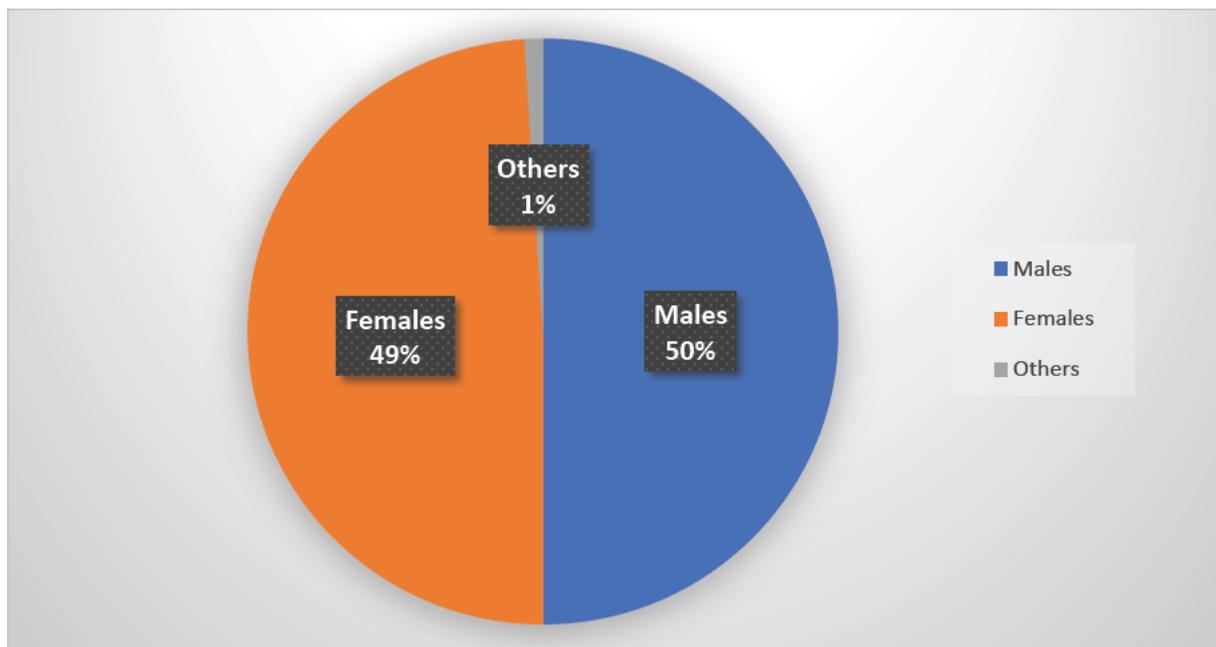
*Note.* Researcher's own creation.

The information per item in Table 4.2 is presented graphically from Figure 4.1 to Figure 4.5.



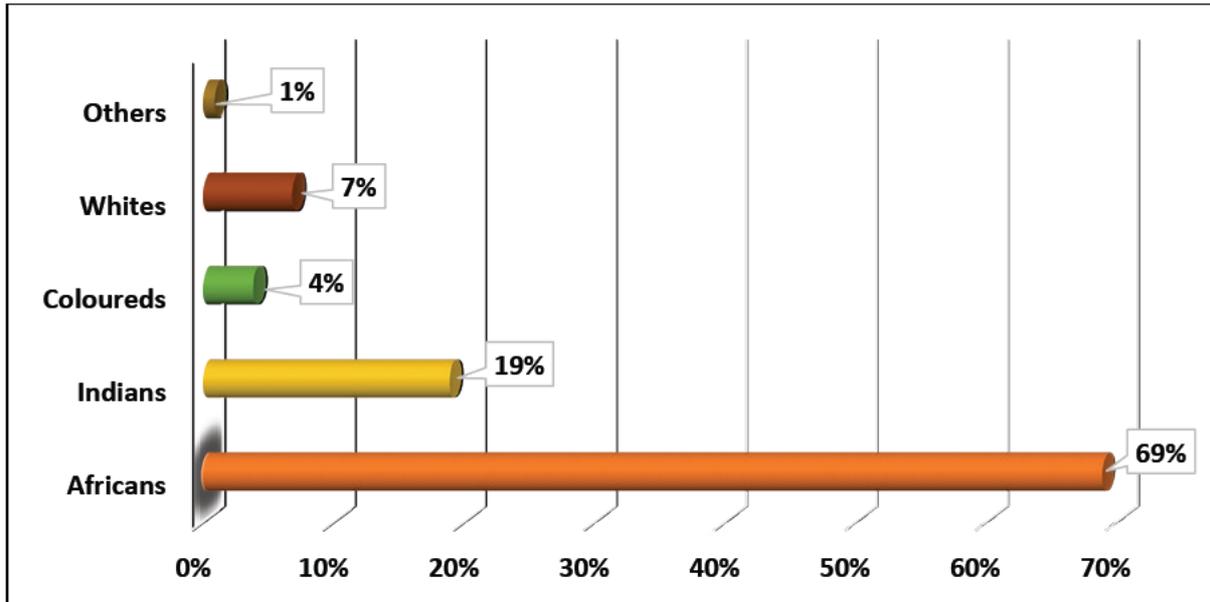
**Figure 4.1. Composition of the sample: Age.** Researcher’s own creation.

Figure 4.1 indicates that the majority of participants in the organisation are 30-39 years old (31%). The composition of the sample relating to age has a relatively normal distribution.



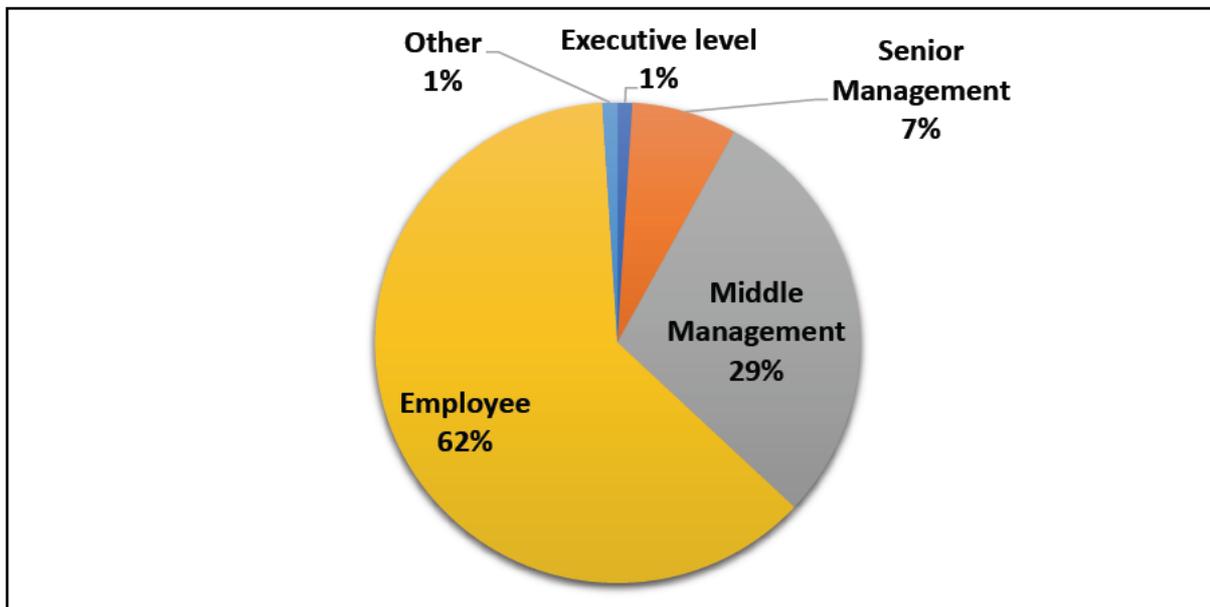
**Figure 4.2. Composition of the sample: Gender.** Researcher’s own creation.

Figure 4.2 reveals that there were slightly more male participants (50.5%) than female participants (49%).



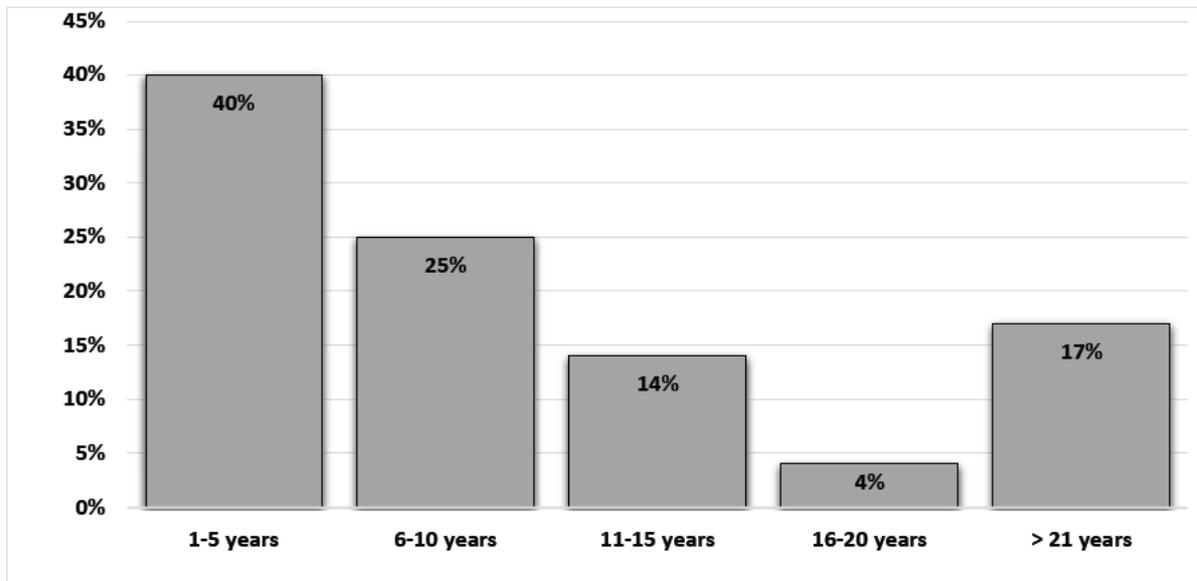
**Figure 4.3. Composition of the sample: Race.** Researcher's own creation.

Figure 4.3 reveals that the majority of participants were African (69%), followed by Indians (19%).



**Figure 4.4. Composition of the sample: Job level.** Researcher's own creation.

Figure 4.4 reveals that majority of participants were employees (62%) followed by middle management (29%).



**Figure 4.5. Composition of the sample: Tenure.** Researcher’s own creation.

Figure 4.5 shows that 40% of participants are employed by the organisation for 1 – 5 years, while 25% have been employed for 6 – 10 years.

#### **4.6. DATA COLLECTION**

Data collection methods are the strategies used to gather data from primary or secondary sources (Sekaran & Bougie, 2016). The study collected primary data by means of an electronic questionnaire survey.

##### **4.6.1. Primary Data Collection**

Primary data is original pieces of information that is collected for the sole purpose of a study (Heap & Waters, 2019). Questionnaires, observations, interviews and experiments are commonly used primary data collection instruments. The study collected primary data using electronic questionnaires. This method of data collection is convenient and most useful for collecting data from large sample sizes because data may be easily obtained from several participants and information can be coded without difficulty (Sekaran & Bougie, 2016). Additionally, the world is facing a global pandemic due to COVID-19 which has made social distancing a national imperative in South Africa. As a result, electronic questionnaires are useful for safeguarding participants and the researcher.

#### **4.6.2. Questionnaires**

This research instrument is a set of controlled, predetermined questions distributed to the sample of the study (Heap & Waters, 2019). Sekaran and Bougie (2016) indicate that electronic questionnaires are useful with the growing computer literate population and result in more reliable data being produced. Sekaran and Bougie (2016) add that electronic questionnaires allow respondents to easily change responses and are a cost effective way to collect primary data. Furthermore, social distancing as a result of the COVID-19 pandemic has primarily influenced the use of electronic questionnaires. Some of the disadvantages of this type of questionnaire include a lack of computer literacy, ensuring the right people are being surveyed, a high non-response rate and generalisation not always being possible (Heap & Waters, 2019).

The study collected data from all employees based at the large parastatal organisation for the provision of bulk potable water through the use of an electronic questionnaire (Appendix B). The questionnaire took approximately 10-15 minutes to complete and comprised of three sections with one open-ended question. All items in the questionnaire did not lead the participant or use difficult to understand terms thereby eliminating bias. Section A related to the biographical data of the participant which are measured using a nominal scale with categorical variables and include age, gender, race, job level and tenure. The study did not include educational level because in this organisation, employees only go into higher positions if they have higher qualifications. This means that as one progresses in education level, one may move up the hierarchy.

Moreover, Section B encompassed Likert scale items that included six items per dimension for each of the three dimensions of job embeddedness (fit, link and sacrifice) which totalled eighteen items. Section C also comprised of Likert scale items which included fifteen items on the five HR practices of talent management (recruitment and selection, training and development, performance management, succession planning and workforce planning) relating to organisational trust. The open-ended questionnaire permitted participants to add anything relating to organisational trust, talent management or job embeddedness that they feel the questionnaire does not cover, thereby attempting to overcome the limitation of a structured questionnaire.

The questionnaire is categorised into eight dimensions among Section B and C. The dimensions contain a number of items as shown below:

### **Section B**

- Dimension One: Fit (Questions 1 to 6),
- Dimension Two: Links (Questions 7 to 12),
- Dimension Three: Sacrifices (Questions 13 to 18).

### **Section C**

- Dimension Four: Recruitment and Selection; and Trust (Questions 1 to 3),  
Two items relate to Recruitment and Selection and one item specifically relates recruitment and selection to organisational trust.
- Dimension Five: Training and Development; and Trust (Questions 4 to 6),  
Two items relate to Training and Development and one item specifically relates training and development to organisational trust
- Dimension Six: Performance Management; and Trust (Questions 7 to 9)  
Two items relate to Performance Management and one item specifically relates performance management to organisational trust.
- Dimension Seven: Succession Planning; and Trust (Questions 10 to 12),  
Two items relate to Succession Planning and one item specifically relates succession planning to organisational trust.
- Dimension Eight: Workforce Planning; and Trust (Questions 13 to 15),  
Two items relate to Workforce Planning and one item specifically relates workforce planning to organisational trust.

As mentioned, the electronic questionnaire is not without flaws. The researcher was able to overcome the disadvantages of this type of questionnaire by using a population that is computer literate. Fortunately, there was a high response rate as the participants were genuinely interested in the study and generalisation was possible. Additionally, the study used a self-developed questionnaire as no existing questionnaires related directly to the study. While many

studies assess job embeddedness relating to variables such as retention, turnover, organisational commitment, work engagement and job performance, which according to research are viewed as antecedents of job embeddedness (Chan et al., 2019; Shen & Jiang, 2019), no questionnaire assessed job embeddedness in relation to talent management and organisational trust directly. Additionally, to ensure the reliability of the self-developed questionnaire, in-house pre-testing and pilot tests were done by administering the questionnaire to 18 employees in the sampling frame utilising the protocols that were used in the large-scale administration.

#### **4.6.3. Data Administration**

Data was collected from the research participants using a self-designed questionnaire. A 1 to 5 point Likert scale included choices ranging from strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4) to strongly agree (5). This scale is used to obtain a degree of preference from the participants. Each item response was captured after being assigned a numeric value.

The administration of questionnaires to all participants was implemented via e-mail. The researcher created an electronic questionnaire using QuestionPro and distributed the Uniform Resource Locator (URL) to the email addresses of the sample. The participants were then able to click the URL and complete the questionnaire. This method of administering surveys is referred to as electronic administration of questionnaires (Yu & Qian, 2018).

#### **4.6.4. In-house Pre-Testing and Pilot Testing**

To ensure that the questionnaire was reliable, the researcher conducted pretesting and pilot testing. Pretesting is defined as the chain of actions to assess the aptitude of a research instrument to obtain relevant data, the competence of the selected data collection technique and the entire suitability of the field procedures (Sekaran & Bougie, 2016). The aim of in-house pretesting is to identify whether, at face value, the questionnaire measures what it means to. This aim is realised through the distribution of a draft questionnaire to field experts and to the researcher's supervisor who assess the relevance and suitability of each questionnaire item. The in-house pretesting reviewers reviews indicated that a minor modification was required to make certain that the questionnaire is suitable and therefore unambiguous. The minor modifications included defining the study dimensions (job embeddedness, talent management

and organisational) for purposes of the study, in order for the participants to better understand the context of the study and, correcting the error in numbering.

According to Ismail, Kinchin and Edwards (2018), a pilot study is a small-scale study that is conducted before the full-scale study that intends to:

- a) identify flaws in the measurement process;
- b) detect ambiguous items in the measuring instrument and;
- c) recognise non-verbal behaviour that could indicate ill feelings regarding the measuring instrument.

Hence, in order to ensure the reliability and suitability of the measuring process and measuring instrument, a pilot study was carried out by electronically administering the questionnaire to 18 employees, who were randomly selected from the sampling frame list utilising the protocols that were used in the large-scale administration. The email addresses of the 18 employees were subsequently removed and the sample was then extracted. According to Connelly (2008), extant literature suggests that a pilot study sample should be 10% of the sample projected for the larger parent study. However, this is not a simple or straight forward issue to resolve because the types of studies are influenced by many factors. Nevertheless, Hill (1998) suggested 10 to 30 participants for pilots in survey research; while Julious (2005) in the medical field suggested 12. The study's pilot study sample was selected using the rule of thumb by Julious (2005) which states that the pilot must include a minimum of 12 participants. The participants of the pilot study did not form part of the sample of the study and this was ensured by removing the employees email addresses from the population before selecting a sample.

#### **4.7. DATA ANALYSIS**

Data analysis is an imperative step executed post data collection from a representative sample of the sampling frame (Sekaran & Bougie, 2016). Data is analysed to answer the research questions of the study. This study is quantitative in nature and analysed the collected data using descriptive and inferential statistics. The data was processed using the Statistical Package for the Social Sciences (SPSS) Version 27.0 software. Getting the data ready for analysis entailed data capturing based on coding already existing on the pre-coded questionnaire, editing the data which was captured on an Excel spreadsheet and managing incomplete questions. As per guidelines, where >25% of the questionnaire was incomplete, the questionnaire was regarded

as a spoilt copy and not used for analysis. In order to ensure accuracy of capturing every 5<sup>th</sup> row was rechecked against the already numbered questionnaires. Data was only processed once capturing and labelling accuracy were confirmed.

#### **4.7.1. Descriptive Statistics**

Descriptive statistics allow for research variables to be described and compared numerically (Kaur, Stoltzfus & Yellapu, 2018). Conner (2017) defines descriptive statistics as “statistics such as frequencies, the mean, and the standard deviation, which provide descriptive information about a particular set of data”. Thus, descriptive statistics used in this study include frequencies, percentages, measures of central tendency and measures of dispersion.

##### **4.7.1.1. Frequencies and Percentages**

Frequencies express the count that several subgroups of a particular phenomenon occur from which the percentage and the cumulative percentage of the occurrences can be calculated with ease (Sekaran & Bougie, 2016). In this study, frequencies ascertain the number of participants that form part of each of the groups of each biographical item (age, gender, race, tenure, job level). Additionally, percent means “per hundred” (Sekaran & Bougie, 2016) and will be used as percentages allow data to be easily understood.

##### **4.7.1.2. Measures of Central Tendency**

Quantitatively describing data for populations and samples generally provide an impression of values that are average, middling or common (Sekaran & Bougie, 2016). These are known as the three measures of central tendency and are better known as mean, median and mode (Ali, Bhaskar & Sudheesh, 2019):

- Mean: This is defined as the arithmetic average of a distribution of scores.
- Median: This refers to the midpoint or middle value which is found after the values in a data set have been arranged in ascending or descending order.
- Mode: This measure of central tendency is the value or values that appear most frequently in a data set.

The mean is used as the main measure in the assessment of the study dimensions.

#### **4.7.1.3. Measures of Dispersion**

Measures of dispersion are suitable for numerical data and describe how data values are dispersed around the central tendency (Sekaran & Bougie, 2016). The three measures are the range, standard deviation and variance (Ali et al., 2019):

- Range: This is the difference between the lowest and highest value in a given data set.
- Standard Deviation: This term describes the extent of spread of numerical data.
- Variance: Variance refers to a squared unit of measurement. It is functional for explaining variability of distributions, and is an exceptional index of the degree of dispersion.

Standard deviation is the main dispersion measure used in the evaluation of the study dimensions (fit, links, sacrifices, recruitment and selection; and trust, training and development; and trust, performance management; and trust, succession planning; and trust, workforce planning; and trust) respectively.

#### **4.7.2. Inferential Statistics**

Inferential statistics refers to a cluster of statistical methods and systems used for quantitative data to make deductions about the sampling frame in relation to the sample (Sekaran & Bougie, 2016). Inferential statistics including correlation, T-test, analysis of variance and multiple regression were used and are interpreted at the 1% or 5% level of significance.

##### **4.7.2.1. Correlation**

Correlation is used when two quantitative variables are analysed and measures the direction and strength of association between the variables (Amrhein, Trafimow & Greenland, 2019). It measures the relationship between one variable to another. The Pearson Product Moment correlation was used to assess hypothesized relationships. The magnitude of the relationship was determined by the  $r$  value and the direction is reflection in the sign in front of the value, which may be negative (inverse) or positive (direct). The closer the value of  $r$  is to unity, the stronger the relationship. Correlation, in this study, was used to test hypotheses 1 to 6.

#### **4.7.2.2. T-test**

A t-test is basically defined as measuring the difference between two groups (Emerson, 2017). More specifically, it is “used to test a hypothesis that the mean of the population from which the sample is drawn is equal to a comparison standard” (Sekaran & Bougie, 2016, p. 302). In this study, hypotheses 7 to 9 were tested using the T-test.

#### **4.7.2.3. Analysis of Variance (ANOVA)**

This statistic identifies the significant mean differences amongst two or more groups with a dependent variable that is measured on ratio or interval scales (Emerson, 2017). ANOVA was used to test hypothesis 10.

#### **4.7.2.4. Multiple Regression**

Multiple regression analysis allows for objective degree assessment and analyses the relationship amongst independent variables and the dependent variables. Thus, it determines how more than one independent variable influences a dependent variable (Sekaran & Bougie, 2016). In this study, the stepwise multiple regression was used due to its benefit of ease in selecting the explanatory variables as well as its provision of the beta coefficient for each predictor. Hypothesis 11 was tested using multiple regression.

In this study, the collected data was coded by the QuestionPro platform, and displayed on an Excel spreadsheet. The researcher used a statistician to analyse the data. The researcher was then able to present that data graphically and in tabular form. The use of a statistician is valuable in that the researcher saves time and avoids a wide variety of analytical traps.

### **4.8. STATISTICAL ANALYSIS OF THE QUESTIONNAIRE**

This study statistically determined the psychometric properties of the questionnaire (validity and reliability). Validity is statistically calculated using Factor Analysis while reliability is statistically assessed utilising Cronbach’s Coefficient Alpha. This will make certain that the data which has been collected is of suitable quality as well as has inter-item consistency.

#### **4.8.1. Validity**

Validity defines whether a measurement instrument measures what it is intended to measure (Taherdoost, 2016). Factor Analysis is defined as a multivariate method used to check the dimensions of the operationally defined term, as well as signifying which of the items are most suitable for each dimension (Sekaran & Bougie, 2016). Additionally, Abutabenjeh and Jaradat (2018) state that Factor Analysis is a means of examining the correlation between pairs of variables measured on a rating scale. Thus, Factor Analysis is done to ensure the appropriateness of the questionnaire items. Additionally, in-house pretesting was done to confirm that at face value, the questionnaire measures what it intends to measure and to verify the item content.

#### **4.8.2. Reliability**

Reliability refers to the consistency of the measuring instrument (Abutabenjeh & Jaradat, 2018). In line with this, Sekaran and Bougie (2016) describes reliability as the extent to which results can be generalised to a number of measurement tests. Similarly, Taherdoost (2016) explains reliability as the stability and consistency provided in the measurement of a phenomenon. Hence, a measurement instrument is consistent when it measures the same data more than once and produces the same or similar results. This study statistically calculated reliability using Cronbach's Coefficient Alpha which is the statistical calculation commonly used to measure internal (inter-item) consistency that demonstrates how the items in a measurement positively correlate (Sekaran & Bougie, 2016). To test inter-item consistency of a measure, Cronbach's coefficient alpha should be closer to 1, which indicates a greater existence of internal consistency, and alpha values greater than 0.70 are considered to be acceptable, if not, good (Sekaran & Bougie, 2016).

#### **4.9. ETHICAL CONSIDERATIONS**

Ethical consideration in this study involves being ethical about the collection, analysis and dissemination of data (Sekaran & Bougie, 2016). Firstly, all participants involved in the study provided written consent and had the option to revoke information should they no longer wish to participate (Appendix A). Secondly, full anonymity was maintained. Since the questionnaire was administered using an electronic platform, the researcher was unable to identify participants as the questionnaire did not require any personal details such as names and identity numbers. The collected data was kept confidential as the information was only available to the

researcher. Thirdly, ethical clearance has been granted by the University of KwaZulu-Natal's Ethical Clearance Committee (Appendix C). This provides the researcher with assurance that the intended research adheres to ethical codes of conduct in research and does not harm participants in any way.

#### **4.10. CONCLUSION**

This chapter highlighted the sampling techniques, data collection methods and data analysis for this study. This study used a simple random sampling technique to collect primary data using an electronic questionnaire. Furthermore, the collected data was analysed using appropriate descriptive and inferential statistics as well as validity and reliability to achieve the objectives and test the hypotheses of the study. Additionally, it is highlighted that this study undertook the collection, analysis and dissemination of data in an ethical way. The next chapter presents the results of the study using tabular and graphical representations with narrative interpretation of aggregated data.

## CHAPTER FIVE

### PRESENTATION OF RESULTS

#### 5.1. INTRODUCTION

The literature review explored the literature and theoretical framework underpinning the study relating to job embeddedness, talent management and organisational trust. The methodology for the study was set out in chapter four and implemented - providing empirical data, the analyses of which are presented in this chapter. The validity and the reliability of the measuring instrument are assessed first to add credence to the results being presented.

#### 5.2. STATISTICAL ANALYSIS OF THE QUESTIONNAIRE

The psychometric properties of the questionnaire (validity and reliability) were evaluated statistically.

##### 5.2.1. Validity

The validity of the questionnaire was evaluated using exploratory Factor Analysis (Table 5.1). 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 (Bollen, 2020; Maskey, Fei & Nguyen, 2018). Furthermore, when items were significantly loaded on more than one factor, only that with the highest value was selected. In terms of the anticipated dimensions of the study, 3 factors with latent roots greater than unity were extracted from the factor loading matrix (Table 5.1).

**Table 5.1**

*Validity Of The Measuring Instrument: Factor Analysis*

ITEM NO.	COMPONENT		
	1	2	3
B1	0.526	0.231	0.252
B2	0.430	0.313	0.307

**Table 5.1 (Continued)*****Validity of the Measuring Instrument: Factor Analysis***

<b>B3</b>	0.519	0.404	0.404
<b>B4</b>	0.478	0.509	0.139
<b>B5</b>	0.445	0.599	-0.150
<b>B6</b>	0.359	0.260	-0.406
<b>B7</b>	0.382	0.363	0.425
<b>B8</b>	0.448	0.254	0.425
<b>B9</b>	0.365	0.238	0.210
<b>B10</b>	0.529	0.497	-0.328
<b>B11</b>	0.263	0.522	-0.369
<b>B12</b>	0.351	0.494	-0.383
<b>B13</b>	0.395	0.118	-0.195
<b>B14</b>	0.529	0.012	0.035
<b>B15</b>	0.614	-0.331	-0.133
<b>B16</b>	0.564	0.097	-0.036
<b>B17</b>	0.524	0.022	-0.018
<b>B18</b>	0.433	0.220	-0.138
<b>C1</b>	0.727	-0.238	-0.211
<b>C2</b>	0.694	-0.298	-0.269
<b>C3</b>	0.714	-0.265	-0.243
<b>C4</b>	0.660	-0.086	0.038
<b>C5</b>	0.717	-0.196	0.006
<b>C6</b>	0.712	-0.200	0.022
<b>C7</b>	0.638	-0.153	-0.152
<b>C8</b>	-0.134	-0.025	-0.136
<b>C9</b>	0.438	-0.126	0.113
<b>C10</b>	0.487	-0.219	0.248
<b>C11</b>	0.301	-0.026	0.484
<b>C12</b>	0.589	-0.399	0.130
<b>C13</b>	0.643	-0.507	0.060

**Table 5.1 (Continued)**

*Validity of the Measuring Instrument: Factor Analysis*

<b>C14</b>	0.286	-0.158	0.118
<b>C15</b>	0.619	-0.347	-0.065
<b>Eigen Value</b>	8.976	3.152	1.969
<b>% of Total Variance</b>	27.200	9.552	5.966

*Note.* Researcher's own creation.

Table 5.1 indicates that 22 items load significantly on Factor 1 and account for 27.2 % of the total variance. 10 items relate to job embeddedness, 7 items relate to talent management and 5 items relate to organisational trust. The 10 items that relate to job embeddedness, 3 items relate to job embeddedness (fit), 2 items relate to job embeddedness (links) and another 5 items relate to job embeddedness (sacrifices). Hence, Factor 1 may be labelled as *job embeddedness*.

Table 5.1 indicates that 4 items load significantly on Factor 2 and account for 9.55% of the total variance. Table 5.1 reflects that all 4 items relate to job embeddedness. However, of the 4 items that relate to job embeddedness, 2 items relate to job embeddedness (fit) and 2 items relate to job embeddedness (links). Although job embeddedness (fit) and job embeddedness (links) have 2 items each, job embeddedness (fit) has a higher average weighting and hence, Factor 2 may be labelled as *job embeddedness (fit)*.

Table 5.1 indicates that 3 items load significantly on Factor 3 and account for 5.97% of the total variance. Table 5.1 reflects that 2 items relate to job embeddedness, and 1 item relates to talent management. Of the 2 job embeddedness items, 1 item relates to job embeddedness (fit) and 1 item relates to job embeddedness (links). Although all items have 1 item significantly loaded on Factor 3 (job embeddedness (fit), job embeddedness (links), talent management), talent management has the highest item loading and hence, Factor 3 may be labelled as *talent management*.

From the Factor Analysis, it is evident that whilst job embeddedness and talent management emerge as distinct factors, organisational trust merged with the other factors. This may imply that employees are viewing organisational trust in terms of the sub-dimensions of job embeddedness. Items relating to job-embeddedness links, fit and sacrifices can easily be perceived by respondents as issues of organisational trust.

In order to overcome this problem, two steps were subsequently taken, and these include:

- 1) Those items that loaded significantly on more than one factor were eliminated. These amounted to 7 items. These were items B3, B4, B5, B8, B9, B10 and B13.
- 2) Those items that did not load significantly on any of the factors were eliminated. In other words, the loading on all factors were  $< 0.4$ . In this study, there was only one such item that was eliminated and it was item C8.

After eliminating the aforementioned items, the Factor Analysis was re-computed (Table 5.2) (Appendix F). Only items loadings  $> 0.4$  were considered significant. Only 3 factors with eigenvalues greater than unity were generated.

**Table 5.2**

*Validity of the Measuring Instrument: Factor Analysis (Re-computed)*

ITEM NO.	COMPONENT		
	1	2	3
B1	0.470	0.252	0.289
B6	0.326	0.466	-0.176
B7	0.295	0.316	0.496
B11	0.181	0.671	0.020
B12	0.274	0.710	-0.150
B14	0.510	0.090	0.060
B15	0.667	-0.133	-0.198
B16	0.544	0.249	0.073
B17	0.511	0.114	-0.003
B18	0.404	0.407	0.066
C1	0.763	-0.049	-0.273
C2	0.747	-0.075	-0.348
C3	0.353	-0.089	-0.444
C4	0.661	-0.002	-0.021
C5	0.742	-0.077	-0.091
C6	0.379	-0.062	-0.760
C7	0.651	-0.032	-0.208
C9	0.447	-0.134	0.117
C10	0.508	-0.244	0.417
C11	0.299	-0.051	0.660

<b>C12</b>	0.648	-0.328	0.199
<b>C13</b>	0.736	-0.323	0.090
<b>C14</b>	0.313	-0.112	0.204
<b>C15</b>	0.676	-0.209	-0.022
<b>Eigen Value</b>	7.804	2.080	1.573
<b>% of Total Variance</b>	31.22	8.32	6.29

*Note.* Researcher’s own creation.

Table 5.2 reflects that 16 items load significantly on Factor 1 and account for 31.22% of the total variance. Of these 16 items, 7 of these items relate to talent management, 6 items relate to job embeddedness and 3 items relate to organisational trust. Since the majority of the items relate to *talent management*, *Factor 1 may be labelled likewise.*

Table 5.2 indicates that four items load significantly on Factor 2 and account for 8.32% of the total variance. All 4 items relate to job embeddedness and hence Factor 2 may be loaded as *job embeddedness.*

Table 5.2 also reflects that 2 items load significantly on Factor 3. Both items relate to organisational trust and hence, Factor 3 may be labelled as *organisational trust.*

By eliminating the overlapping items and re-computing the Factor Analysis, it is evident that the factors emerged more distinctly. Furthermore, the variable of organisational trust was no longer clouded by job embeddedness items and surfaced as a separate factor.

### 5.2.2. Reliability

The reliability of the measuring instrument was evaluated using Cronbach’s Coefficient Alpha (Table 5.3).

**Table 5.3**

*Reliability of the Measuring Instrument: Cronbach’s Coefficient Alpha*

<b>DIMENSION</b>	<b>No. of Items</b>	<b>Cronbach’s Alpha</b>
<b>Job Embeddedness</b>	18	0.844
<b>Talent Management</b>	10	0.784
<b>Organisational trust</b>	5	0.766

*Note.* Researcher’s own creation.

The greater the coefficient alpha value is to 1, the higher is the reliability or inter-item consistency (McNeish, 2018; Taber, 2018; Vaske, Beaman & Sponarski, 2017). Table 5.3 indicates that the items measuring job embeddedness have a very high level of inter-item consistency (Cronbach's Coefficient Alpha = 0.844). Table 5.3 further indicates that the items measuring talent management have a high degree of reliability (Cronbach's Coefficient Alpha = 0.784) and those measuring organisational trust (Cronbach's Coefficient Alpha = 0.766) have a moderate to high level of inter-item consistency.

After re-computing the Factor Analysis, the Cronbach's Coefficient Alpha was also re-computed as items were eliminated (Appendix F). The results are presented in Table 5.4.

**Table 5.4**

***Reliability of the Measuring Instrument: Cronbach's Coefficient Alpha (Re-computed)***

<b>DIMENSION</b>	<b>No of items</b>	<b>Cronbach's Alpha</b>
<b>Job Embeddedness</b>	18	0.746
<b>Talent Management</b>	10	0.843
<b>Organisational trust</b>	5	0.766

*Note.* Researcher's own creation.

From Table 5.4, it is evident that the reliabilities of all 3 dimensions are still high. Evidently, eliminating the overlapping items did not affect the reliability of the results for each of the dimensions. It must be noted that after eliminating the overlapping items (in all cases), the reliabilities are good:

- The reliability of job embeddedness dropped from 0.844 to 0.746 but the reliability is still good.
- The reliability of talent management increased from 0.784 to 0.843.
- The reliability for organisational trust remained the same at 0.766.

### **5.3. 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 to strongly agree. The results were processed using descriptive statistics (Table 5.5).

**Table 5.5**  
*Descriptive Statistics: Key Dimensions of the Study*

Dimension	Mean	95 % Confidence Interval		Variance	Std. Dev.	Min.	Max.
		Lower Bound	Upper Bound				
Job Embeddedness	2.22	2.15	2.29	0.25	0.50	1.00	4.00
* Fit	2.07	1.99	2.15	0.32	0.57	1.00	3.50
* Links	2.32	2.23	2.41	0.40	0.64	1.00	3.67
* Sacrifice	2.27	2.19	2.36	0.37	0.61	1.00	4.00
Talent Management	2.52	2.44	2.60	0.33	0.58	1.00	4.80
* Recruitment and Selection	2.47	2.33	2.61	0.98	0.99	1.00	5.00
* Training and Development	2.13	2.03	2.24	0.54	0.73	1.00	5.00
* Performance Management	2.90	2.82	2.99	0.36	0.60	1.00	5.00
* Succession Planning	2.68	2.56	2.79	0.70	0.84	1.00	5.00
* Workforce Planning	2.36	2.26	2.47	0.56	0.75	1.00	5.00
Organisational Trust	2.57	2.47	2.67	0.48	0.69	1.00	4.80
* Organisational Trust in Recruitment and Selection	2.72	2.58	2.86	0.98	0.99	1.00	5.00
* Organisational Trust in Training and Development	2.26	2.14	2.38	0.68	0.82	1.00	5.00
* Organisational Trust in Performance Management	2.29	2.15	2.43	0.96	0.98	1.00	5.00
* Organisational Trust in Succession Planning	2.99	2.84	3.15	1.74	1.08	1.00	5.00
* Organisational Trust in Workforce Planning	2.59	2.46	2.72	0.86	0.93	1.00	5.00

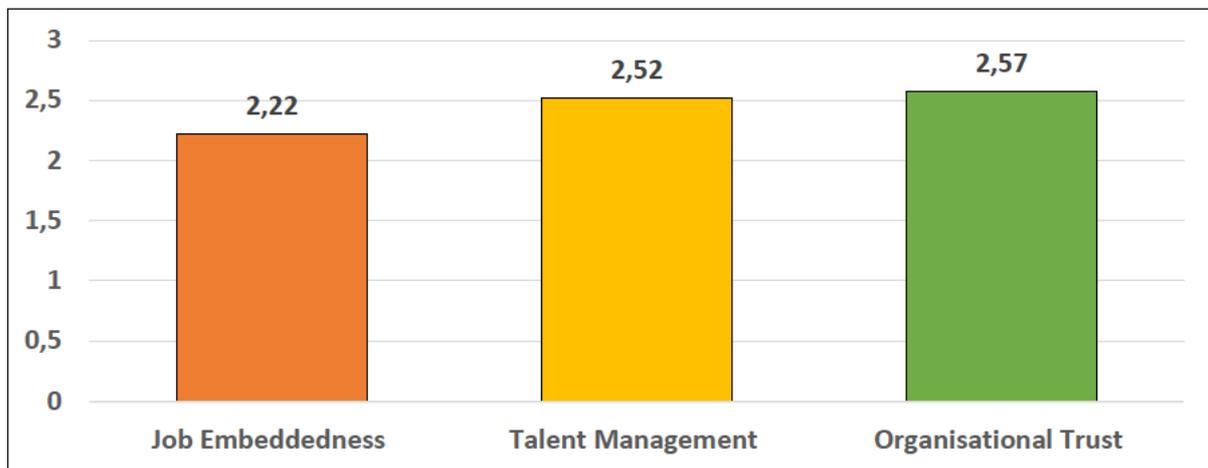
*Note.* Researcher's own creation.

Table 5.5 reflects that employees view the key dimensions of the study are viewed by employees 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.

The mean score values of the key dimensions of the study are depicted graphically in Figure 5.1.



**Figure 5.1. Key dimensions of the study: Mean score values.** Researcher's own creation.

Table 5.5 also reflects that employees view the sub-dimensions of the study differently. Table 5.5 reflects that employees view the sub-dimensions of organisational trust differently, which in descending level of mean score values are:

- Organisational Trust in Succession Planning (Mean = 2.99)
- Organisational Trust in Recruitment and Selection (Mean = 2.72)
- Organisational Trust in Workforce Planning (Mean = 2.59)
- Organisational Trust in Performance Management (Mean = 2.29)
- Organisational Trust in Training and Development (Mean = 2.26)

Furthermore, it is evident that employees view the sub-dimensions of talent management differently, which in descending level of mean score values are:

- Performance Management (Mean = 2.90)
- Succession Planning (Mean = 2.68)
- Recruitment and Selection (Mean = 2.47)
- Workforce Planning (Mean = 2.36)
- Training and Development (Mean = 2.13)

In addition, in terms of job embeddedness, it is evident that employees view the sub-dimensions differently, which in descending level of mean score values are:

- Links (Mean = 2.32)
- Sacrifices (Mean = 2.27)
- Fit (Mean = 2.07)

Therefore, this means that employees have a higher degree of similarity between their jobs and communities (fit), than the degree to which they are connected to other people or activities (links); and the things they are willing to forfeit if they left their jobs (sacrifices). It is evident from the means analyses that employees consider sacrifices (what employees would forfeit if they left a job) to impact them less than fit and links.

From Table 5.5, 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 regards to job embeddedness (fit), 91.9% of employees agreed (42.9% agreed and 49% strongly agreed) that they are a good match for the organisation. It is also evident that 88.2% of employees agreed (42.3% agreed and 45.9% strongly agreed) that their current skills are suitable for their current job/work demands. Additionally, 83.6% of employees agreed (42.3% agreed and 41.3% strongly agreed) that they are happy with where their jobs are located because of the access to many amenities. Moreover, it is evident that 71.5% of employees (43.9% agreed and 27.6% strongly agreed) feel easy and relaxed at the organisation.

With regards to job embeddedness (links), it is evident that 96.4% of employees agreed (46.9% agreed and 49.5% strongly agreed) that they play a significant role within their work teams.

Additionally, 90.3% of employees believe (49.5% agreed and 40.8% strongly agreed) that they get along exceptionally well with their colleagues. Furthermore, it is evident that 65.4% of employees (37.8% agreed and 27.6% strongly agreed) are content in their jobs because it is located close enough to family and/or non-work friends.

With regards to job embeddedness (sacrifices), it is apparent that 82.1% of employees are convinced (50% agreed and 32.1% strongly agree) that the company offers great job stability. Furthermore, it is evident that 68.9% of employees believe that (48% agree and 20.9% strongly agree) they travel to work on a relatively easy route with little to moderate traffic.

Regarding talent management in relation to workforce planning, it is evident that 83.6% of employees believe (61.2% agreed and 22.4% strongly agreed) that workforce planning is important due to the aging workforce that is occurring. Furthermore, with regards to talent management, relating to training and development, it is evident that 82.2% of the employees are convinced (63.3% agreed and 18.9% strongly agreed) that the training activities provided by the organisation, better equip employees to perform their jobs. In addition, with regards to talent management relating to performance management, the results indicate that 71.4% of employees believe (50% agreed and 21.4% strongly agreed) that the company makes concerted efforts to provide the best performance appraisal system to reward employees.

#### **5.4. INFERENCE STATISTICS**

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

##### **5.4.1. 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 5.6).

**Table 5.6**

*Intercorrelations: Key Dimensions of the Study (Job Embeddedness, Talent Management And Organisational Trust) (N = 196)*

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

*Note.* \* $p < 0.01$ . Researcher's own creation.

Table 5.6 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 5.6, 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 job embeddedness and organisational trust (Table 5.7).

**Table 5.7****Correlation: Job Embeddedness and Organisational Trust (N = 196)**

Dimension	<i>r/p</i>	Job Embeddedness	Organisational Trust
<b>Job Embeddedness</b>	<i>r</i> 1 <i>p</i>		
<b>Organisational Trust</b>	<i>r</i> 0.510 <i>p</i> <b>0.000*</b>		1

*Note.* \* $p < 0.01$ . Researcher's own creation.

Table 5.7 reflects that there is a significant but moderate relationship between job embeddedness and organisational trust at the 1% level of significance. The direct relationship means that as the level of organisational trust increases, so too would the degree of job embeddedness. Therefore, hypothesis 2 may be accepted.

### Hypothesis 3

There is a significant relationship between talent management and organisational trust (Table 5.8).

**Table 5.8****Correlation: Talent Management and Organisational Trust (N = 196)**

Dimension	<i>r/p</i>	Talent Management	Organisational Trust
<b>Talent Management</b>	<i>r</i> 1 <i>p</i>		
<b>Organisational Trust</b>	<i>r</i> 0.836 <i>p</i> <b>0.000*</b>		1

*Note.* \* $p < 0.01$ . Researcher's own creation.

Table 5.8 reflects that there is a significant and strong relationship between talent management and organisational trust at the 1% level of significance. The direct relationship means that an increase in the level of quality talent management will be equally accompanied by an increase in the level of organisational trust. Therefore, hypothesis 3 may be accepted.

#### Hypothesis 4

There exists significant intercorrelations amongst the organisational trust sub-dimensions (organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and organisational trust within workforce planning) respectively (Table 5.9).

**Table 5.9**

*Intercorrelations: Organisational Trust Sub-Dimensions (N = 196)*

<b>Dimension</b>	<i>r/p</i>	<b>Organisational Trust within Recruitment and Selection</b>	<b>Organisational Trust within Training and Development</b>	<b>Organisational Trust within Performance Management</b>	<b>Organisational Trust within Succession Planning</b>	<b>Organisational Trust within Workforce Planning</b>
<b>Organisational Trust within Recruitment and Selection</b>	<i>r</i> 1 <i>p</i>					
<b>Organisational Trust within Training and Development</b>	<i>r</i> 0.455 <i>p</i> 0.000*		1			
<b>Organisational Trust within Performance Management</b>	<i>r</i> 0.228 <i>p</i> 0.001*		0.339	1		
<b>Organisational Trust within Succession Planning</b>	<i>r</i> 0.452 <i>p</i> 0.000*		0.399	0.306	1	
<b>Organisational Trust within Workforce Planning</b>	<i>r</i> 0.478 <i>p</i> 0.000*		0.538	0.296	0.529	1

*Note.* \* $p < 0.01$ . Researcher's own creation.

Table 5.9 reflects that the organisational trust sub-dimensions (organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and

organisational trust within workforce planning) significantly intercorrelate with each other at the 1% level of significance. Therefore, hypothesis 4 may be accepted. The implication is that any change or improvement in any one of them has the potential to have a rippling effect and bring about changes and improvements in the others as well as overall improvements.

It is evident from Table 5.9 that a moderate relationship exists between organisational trust within recruitment and selection and organisational trust within training and development ( $r = 0.455$ ); organisational trust within recruitment and selection and organisational trust within succession planning ( $r = 0.452$ ); organisational trust within recruitment and selection and organisational trust within workforce planning ( $r = 0.478$ ); organisational trust within training and development and organisational trust within workforce planning ( $r = 0.538$ ) and between organisational trust within succession planning and organisational trust within workforce planning ( $r = 0.529$ ).

However, weak relationships exist between organisational trust within recruitment and selection and organisational trust within performance management ( $r = 0.228$ ); organisational trust within training and development and organisational trust within performance management ( $r = 0.339$ ); organisational trust within training and development and organisational trust within succession planning ( $r = 0.399$ ); organisational trust within performance management and organisational trust within succession planning ( $r = 0.306$ ) and between organisational trust within performance management and organisational trust within workforce planning ( $r = 0.296$ ).

### **Hypothesis 5**

There exists significant intercorrelations amongst the job embeddedness sub-dimensions (fit, links, sacrifices) respectively (Table 5.10).

**Table 5.10*****Intercorrelations: Job Embeddedness Sub-Dimensions (N = 196)***

<b>Dimension</b>	<i>r/p</i>	<b>Fit</b>	<b>Links</b>	<b>Sacrifices</b>
<b>Fit</b>	<i>r</i> 1 <i>p</i>			
<b>Links</b>	<i>r</i> 0.593 <i>p</i> <b>0.000*</b>		1	
<b>Sacrifices</b>	<i>r</i> 0.517 <i>p</i> <b>0.000*</b>		0.418	1

*Note.* \*p<0.01. Researcher's own creation.

Table 5.10 indicates that sub-dimensions job embeddedness (fit, links, sacrifices) significantly intercorrelate with each other at the 1% level of significance. Therefore, hypothesis 5 may be accepted. The implication is that any change or improvement in any one of them has the potential to have a rippling effect and bring about improvements in the other two as well as overall improvements.

From Table 5.10, it is evident that a moderate relationship exists between fit and links ( $r = 0.593$ ). It is also evident that a moderate relationship exists between fit and sacrifices ( $r = 0.517$ ) and between links and sacrifices ( $r = 0.418$ ).

### **Hypothesis 6**

There exists significant intercorrelations amongst the talent management sub-dimensions (recruitment and selection, training and development, performance management, succession planning and workforce planning) respectively (Table 5.11).

**Table 5.11***Intercorrelations: Talent Management Sub-Dimensions (N = 196)*

<b>Dimension</b>	<i>r/p</i>	<b>Recruitment and Selection</b>	<b>Training and Development</b>	<b>Performance Management</b>	<b>Succession Planning</b>	<b>Workforce Planning</b>
<b>Recruitment and Selection</b>	<i>r</i> <i>p</i>	1				
<b>Training and Development</b>	<i>r</i> <i>p</i>	0.541 <b>0.000*</b>	1			
<b>Performance Management</b>	<i>r</i> <i>p</i>	0.328 <b>0.001*</b>	0.322 <b>0.000*</b>	1		
<b>Succession Planning</b>	<i>r</i> <i>p</i>	0.318 <b>0.000*</b>	0.352 <b>0.000*</b>	0.273 <b>0.000*</b>	1	
<b>Workforce Planning</b>	<i>r</i> <i>p</i>	0.521 <b>0.000*</b>	0.499 <b>0.000*</b>	0.292 <b>0.000*</b>	0.526 <b>0.000*</b>	1

*Note.* \* $p < 0.01$ . Researcher's own creation.

Table 5.11 indicates that the talent management sub-dimensions (recruitment and selection, training and development, performance management, succession planning and workforce planning) significantly intercorrelate with each other at the 1% level of significance. Therefore, hypothesis 6 may be accepted. The implication is that any change or improvement in any one of them has the potential to have a rippling effect and bring about improvements in the other two as well as overall improvements.

From Table 5.11, it is evident that a moderate relationship exists between recruitment and selection and training and development ( $r = 0.541$ ); recruitment and selection and workforce planning ( $r = 0.521$ ); training and development and workforce planning ( $r = 0.499$ ); and between succession planning and workforce planning ( $r = 0.526$ ). However, it is also evident that a weak relationship exists between recruitment and selection and performance management ( $r = 0.328$ ); recruitment and selection and succession planning ( $r = 0.318$ ); training and development and performance management ( $r = 0.322$ ); training and development and succession planning ( $r = 0.352$ ); performance management and succession planning ( $r = 0.273$ ); and between performance management and workforce planning ( $r = 0.292$ ).

#### 5.4.2. Impact of Biographical Variables

The influence of the biographical variables of gender, age, race, tenure and job level in the company on the dimensions of job embeddedness, talent management and organisational trust were evaluated using tests of differences (t-test and ANOVA) respectively.

#### Hypothesis 7

There is a significant difference in the perceptions of employees varying in gender regarding the key dimensions of the study (job embeddedness, talent management and organisational trust) respectively (Table 5.12).

**Table 5.12**

*T-Test: Key Dimensions of the Study and Gender (N=196)*

<b>DIMENSION</b>	<b>T</b>	<b>df</b>	<b>p</b>
<b>Job Embeddedness</b>	14.649	195	<b>0.000*</b>
<b>Talent Management</b>	18.707	195	<b>0.000*</b>
<b>Organisational Trust</b>	17.323	195	<b>0.000*</b>

*Note.* \*p < 0.01. Researcher's own creation.

Table 5.12 indicates that there is significant differences in the perceptions of employees varying in gender regarding all of the key dimensions of the study (job embeddedness, talent management and organisational trust) respectively. Hence, hypothesis 7 may be accepted. In order to assess exactly where these significant differences lie, mean analyses were undertaken (Table 5.13).

**Table 5.13***Mean Analyses: Key Dimensions of the Study and Gender (N=196)*

<b>DIMENSION</b>	<b>Category</b>	<b>Mean</b>
<b>Job Embeddedness</b>	Male	2.186
	Female	2.248
<b>Talent Management</b>	Male	2.474
	Female	2.503
<b>Organisational Trust</b>	Male	2.584
	Female	2.554

*Note.* Researcher's own creation.

Table 5.13 indicates that females are more job embedded than males. It is also evident that females are more convinced than males that talent management is effective in the organisation. However, males are more inclined to have and display organisational trust than females.

### **Hypothesis 8**

There is a significant difference in the perceptions of employees varying in gender regarding the talent management sub-dimensions (recruitment and selection, training and development, performance management, succession planning and workforce planning) respectively (Table 5.14).

**Table 5.14***T-Test: Talent Management Sub-Dimensions and Gender*

<b>DIMENSION</b>	<b>T</b>	<b>df</b>	<b>p</b>
<b>Recruitment and Selection</b>	20.871	195	<b>0.000*</b>
<b>Training and Development</b>	21.604	195	<b>0.000*</b>
<b>Performance Management</b>	44.261	195	<b>0.000*</b>
<b>Succession Planning</b>	28.027	195	<b>0.000*</b>
<b>Workforce Planning</b>	25.479	195	<b>0.000*</b>

*Note.* \*p<0.01. Researcher's own creation.

Table 5.14 reflects that there are significant differences in the perceptions of employees varying in gender regarding all of the sub-dimensions of talent management (recruitment and selection, training and development, performance management, succession planning and workforce planning) respectively at the 1% level of significance. Hence, male and female employees hold differing views on all the sub-dimensions of organisational trust. In order to assess where these significant differences lie, mean analyses were undertaken (Table 5.15).

**Table 5.15**

*Mean Analyses: Talent Management Sub-Dimensions and Gender (N=196)*

<b>DIMENSION</b>	<b>Category</b>	<b>Mean</b>
<b>Recruitment and Selection</b>	Male	2.44
	Female	2.51
<b>Training and Development</b>	Male	2.13
	Female	2.14
<b>Performance Management</b>	Male	2.90
	Female	2.90
<b>Succession Planning</b>	Male	2.60
	Female	2.74
<b>Workforce Planning</b>	Male	2.36
	Female	2.36

*Note.* Researcher's own creation.

Table 5.15 reflects that females are more influenced by the organisation's recruitment and selection practices, training and development and succession planning than males. However, it is evident from Table 5.15 that males and females equally trust the organisations performance management and workforce planning.

### **Hypothesis 9**

There is a significant difference in the perceptions of employees varying in gender regarding the organisational trust sub-dimensions (organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and organisational trust within workforce planning) respectively (Table 5.16).

**Table 5.16*****T-Test: Organisational Trust Sub-Dimensions and Gender (N=196)***

<b>DIMENSION</b>	<b>T</b>	<b>df</b>	<b>p</b>
<b>Organisational Trust within Recruitment and Selection</b>	15.598	195	<b>0.000*</b>
<b>Organisational Trust within Training and Development</b>	10.733	195	<b>0.000*</b>
<b>Organisational Trust within Performance Management</b>	10.098	195	<b>0.000*</b>
<b>Organisational Trust within Succession Planning</b>	17.312	195	<b>0.000*</b>
<b>Organisational Trust within Workforce Planning</b>	14.251	195	<b>0.000*</b>

*Note.* \*p<0.01 Researcher's own creation.

Table 5.16 reflects that there are significant differences in the perceptions of employees varying in gender regarding all of the sub-dimensions of organisational trust (organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and organisational trust within workforce planning) respectively at the 1% level of significance. Hence, male and female employees hold differing views on all the sub-dimensions of organisational trust. In order to assess where these significant differences lie, mean analyses were undertaken (Table 5.17).

**Table 5.17***Mean Analyses: Organisational Trust Sub-Dimensions and Gender (N=196)*

<b>DIMENSION</b>	<b>Category</b>	<b>Mean</b>
<b>Organisational Trust within Recruitment and Selection</b>	Male	2.68
	Female	2.76
<b>Organisational Trust within Training and Development</b>	Male	2.30
	Female	2.22
<b>Organisational Trust within Performance Management</b>	Male	2.29
	Female	2.27
<b>Organisational Trust within Succession Planning</b>	Male	3.03
	Female	2.95
<b>Organisational Trust within Workforce Planning</b>	Male	2.62
	Female	2.57

*Note.* Researcher's own creation.

According to Table 5.17, it is evident that females have greater trust in the organisation's recruitment and selection practices than males. However, males trust the organisation's practices of training and development, performance management, succession planning and workforce planning to a greater extent than females.

### **Hypothesis 10 (Re-computed Statistics)**

There is a significant difference in the perceptions of employees varying in biographic profiles (age, race, job level, tenure) regarding the key dimensions of the study (job embeddedness, talent management, organisational trust) respectively (Table 5.18).

**Table 5.18**

*Analysis of Variance: Biographical Profiles (Age, Race, Job Level, Tenure) and Key Dimensions of the Study*

Dimension	Age		Race		Job Level		Tenure	
	F	p	F	p	F	p	F	p
<b>Job Embeddedness</b>	0.899	0.465	1.332	0.259	1.713	0.149	1.015	0.401
<b>Talent Management</b>	3.860	0.005*	1.945	0.105	1.358	0.250	4.541	0.002*
<b>Organisational Trust</b>	4.222	0.003*	1.428	0.226	1.608	0.174	3.115	0.016**

*Note.* \*  $p < 0.05$ . \*\* $p < 0.01$ . Researcher's own creation.

Table 5.18 indicates that there is a significant difference in the perceptions of employees varying in age regarding talent management and organisational trust at the 1% level of significance. Additionally, there is no significant difference in the perceptions of employees varying in job level regarding job embeddedness, talent management and organisational trust respectively. Furthermore, Table 5.18 shows that there is a significant difference in the perceptions of employees varying in tenure regarding talent management at the 1% level of significance and organisational trust at the 5% level of significance.

However, Table 5.18 also indicates that there is no significant difference in the perceptions of employees varying in age regarding job embeddedness. Furthermore, there is no significant difference in the perceptions of employees varying in race regarding job embeddedness, talent management and organisational trust respectively. Table 5.18 further indicates that there is no significant difference in the perceptions of employees varying in tenure regarding job embeddedness.

Hence, hypothesis 10 may be partially accepted in terms of the dimensions of the study and age and tenure but may be rejected in terms of the dimensions of the study and race and job level respectively. This means people from the various race groups and job level groups view job embeddedness, talent management and organisational trust similarly.

In order to determine where the differences lie in terms of age and tenure regarding talent management and organisational trust, Post Hoc Scheffe's test was conducted (Table 5.19).

**Table 5.19**

*Mean Analyses: Talent Management and Organisational Trust and Demographic Variables (N=196)*

<b>Dimension</b>	<b>Biographical Item</b>	<b>Category</b>	<b>Mean</b>
<b>Talent Management</b>	<b>Age</b>	20 – 29 years old	2.315
		30 – 39 years old	2.390
		40 – 49 years old	2.541
		50 – 59 years old	2.725
		>60 years old	2.675
<b>Talent Management</b>	<b>Tenure</b>	1 – 5 years	2.305
		6 – 10 years	2.552
		11 – 15 years	2.589
		16 – 20 years	2.538
		>21 years	2.739
<b>Organisational Trust</b>	<b>Age</b>	20 – 29 years old	2.346
		30 – 39 years old	2.406
		40 – 49 years old	2.545
		50 – 59 years old	2.793
		>60 years old	2.700
<b>Organisational Trust</b>	<b>Tenure</b>	1 – 5 years	2.333
		6 – 10 years	2.580
		11 – 15 years	2.585
		16 – 20 years	2.600
		>21 years	2.780

*Note.* Researcher's own creation.

Table 5.19 indicates that employees who are 50-59 years old are highly influenced by talent management and organisational trust, while the other age groups are less influenced. Furthermore, it is evident that employees who have been with the organisation for 21 years or more are highly influenced by talent management and organisational trust, while the other groups influenced to a lesser degree.

### Hypothesis 11 (Re-computed Statistics)

Talent management and organisational trust significantly account for the variance in job embeddedness (Table 5.20).

**Table 5.20**

***Multiple Regression: The Impact of the Key Dimensions of Talent Management and Organisational Trust on Job Embeddedness***

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		0.554	0.307	0.299	0.415	
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	p
1	Regression	14.676	2	7.338	42.651	0.000 <sup>b</sup>
	Residual	33.204	193	0.172		
	Total	47.880	195			
Model		Unstandardised Coefficients		Standardised Coefficients	T	p
		B	Std. Error	Beta		
1	(Constant)	1.009	0.137		7.373	<b>0.000*</b>
	Talent management	0.353	0.098	0.394	3.612	<b>0.000*</b>
	Organisational trust	0.129	0.078	0.180	1.650	<b>0.000*</b>

*Note.* \*p< 0.01. Researcher's own creation.

Table 5.20 indicates that the talent management and organisational trust account for 30% of the variance in job embeddedness. The remaining 70% may be due to factors that lie outside the jurisdiction of the study (Rights & Sterba, 2019). From Table 5.20, it is also evident that talent management and organisational trust impact on job embeddedness in varying degrees. The Beta loadings in Table 5.20 reflect that talent management (Beta = 0.694) has a greater impact on job embeddedness than organisational trust (Beta = 0.180). The beta loading for talent management (Beta = 394) reflects that every one unit of change in talent management, will bring about 39.4% change in job embeddedness. Furthermore, the beta loading for organisational trust (Beta = 0.180) reflects that every one unit of change in organisational trust will trigger 18% of change in job embeddedness. Hence, talent management has a greater impact on job embeddedness than organisational trust. Since both dimensions impact significantly on job embeddedness, hypothesis 11 may be accepted at the 1% level of significance.

Having eliminated 8 items from the study, the descriptive and inferential results were re-computed (Appendix F). To eliminate repetition, comparisons were made for ease of reference. Employees' views on the dimensions of job embeddedness, talent management and their level of organisational trust was statistically assessed and descriptive analyses were undertaken (Table 5.21).

**Table 5.21**

*Descriptive Statistics: Key Dimensions of the Study*

Dimension	Mean	95 % Confidence Interval		Variance	Std. Dev.	Min.	Max.
		Lower Bound	Upper Bound				
Job Embeddedness	2.34	2.27	2.41	0.25	0.52	1.00	4.45
* Fit	2.07	1.99	2.15	0.32	0.57	1.00	3.50
* Links	2.32	2.23	2.41	0.40	0.64	1.00	3.67
* Sacrifice	2.27	2.19	2.36	0.37	0.61	1.00	4.00
Talent Management	2.37	2.28	2.45	0.33	0.62	1.00	4.78
* Recruitment and Selection	2.47	2.33	2.61	0.98	0.99	1.00	5.00
* Training and Development	2.13	2.03	2.24	0.54	0.73	1.00	5.00
* Performance Management	2.90	2.82	2.99	0.36	0.60	1.00	5.00
* Succession Planning	2.68	2.56	2.79	0.70	0.84	1.00	5.00
* Workforce Planning	2.36	2.26	2.47	0.56	0.75	1.00	5.00
Organisational Trust	2.57	2.48	2.65	0.48	0.60	1.00	4.20
* Organisational Trust in Recruitment and Selection	2.72	2.58	2.86	0.98	0.99	1.00	5.00
* Organisational Trust in Training and Development	2.26	2.14	2.38	0.68	0.82	1.00	5.00
* Organisational Trust in Performance Management	2.29	2.15	2.43	0.96	0.98	1.00	5.00
* Organisational Trust in Succession Planning	2.99	2.84	3.15	1.74	1.08	1.00	5.00
* Organisational Trust in Workforce Planning	2.59	2.46	2.72	0.86	0.93	1.00	5.00

*Note.* Researcher's own creation.

Table 5.21 reflects that the key dimensions of the study are viewed by employees differently, which in descending level of mean score values are:

- Organisational Trust (Mean = 2.57)
- Talent Management (Mean = 2.37)
- Job Embeddedness (Mean = 2.34)

After eliminating the overlapping items and re-computing the descriptive statistics the following were observed:

- There was a small increase in overall mean in job embeddedness from 2.22 to 2.34.
- There was a small decrease in overall mean in talent management from 2.52 to 2.37.
- The mean for organisational trust remained the same at 2.57.

In order to undertake deeper analyses, frequency analyses were undertaken and produced the same outliers as in the original computation, making the analysis of sub-dimensions redundant. The intercorrelations amongst the dimensions of the study were also assessed.

### Hypothesis 1

There exists significant intercorrelations amongst key dimensions of the study (job embeddedness, talent management and organisational trust) respectively (Table 5.22).

**Table 5.22**

*Intercorrelations: Key Dimensions of the Study (Job Embeddedness, Talent Management And Organisational Trust) (N = 196)*

<b>Dimension</b>	<i>r/p</i>	<b>Organisational Trust</b>	<b>Job Embeddedness</b>	<b>Talent Management</b>
<b>Organisational Trust</b>	<i>r</i> <b>p</b>	1		
<b>Job Embeddedness</b>	<i>r</i> <b>p</b>	0.575 <b>0.000*</b>	1	
<b>Talent Management</b>	<i>r</i> <b>p</b>	0.489 <b>0.000*</b>	0.579 <b>0.000*</b>	1

*Note.* \*p<0.01. Researchers own creation.

Table 5.22 reflects that the key dimensions of the study (job embeddedness, talent management and organisational trust) still significantly intercorrelate with each other at the 1% level of

significance. Therefore, hypothesis 1 may still 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. The only difference in re-computing the intercorrelations after eliminating the overlapping items is that the strength of all these significant relationships increased. The strongest relationship is between that of job embeddedness and talent management ( $r = 0.579$ ) followed by that between job embeddedness and organisational trust ( $r = 0.575$ ).

Furthermore, another implication is that if the organisation aims to enhance job embeddedness, strategic human resources management needs to focus almost equally on talent management and organisational trust, if not slightly more on enhancing talent management whilst providing opportunities for embedding employees into their jobs and work environments by providing effective mentoring and coaching.

The influence of the biographical variables of age, race, tenure and job level in the organisation on the dimensions of job embeddedness, talent management and organisational trust were again evaluated using tests of differences (t-test and ANOVA) respectively. It must be noted that that despite eliminating the overlapping items, the ANOVA results remained the same and these are summarised in Table 5.23.

**Table 5.23**

*ANOVA: Biographical Variables and Key Dimensions of the Study*

<b>Dimension</b>	<b>Result Before/After eliminating overlapping items</b>	<b>Job Embeddedness</b>	<b>Talent Management</b>	<b>Organisational Trust</b>
<b>Age</b>	<b>Before</b>	<b>N</b>	<b>Y</b>	<b>Y</b>
	<b>After</b>	<b>N</b>	<b>Y</b>	<b>Y</b>
<b>Race</b>	<b>Before</b>	<b>N</b>	<b>N</b>	<b>N</b>
	<b>After</b>	<b>N</b>	<b>N</b>	<b>Y</b>

**Table 5.23 (Continued)***ANOVA: Biographical Variables and Key Dimensions of the Study*

<b>Job level</b>	<b>Before</b>	N	N	N
	<b>After</b>	N	N	N
<b>Tenure</b>	<b>Before</b>	N	Y	Y
	<b>After</b>	N	Y	N

*Note.* Results before and after eliminating overlapping Items. Researcher's own creation.

**KEY:**

**N - there is no significant difference**

**Y- There is a significant difference**

From Table 5.23, it is evident that the revised statistics show that there is a significant difference in the perceptions of employees varying in race regarding the level of organisational trust in the organisation. To assess exactly where these significant differences lie in terms of race and organisational trust, mean analyses were computed (Table 5.24).

**Table 5.24***Mean Analyses: Race and Organisational Trust*

<b>RACE</b>	<b>Mean</b>	<b>N</b>	<b>Std. Deviation</b>
<b>African</b>	2.5353	136	0.57755
<b>Indian</b>	2.7158	38	0.62494
<b>Coloured</b>	3.0250	8	0.27124
<b>White</b>	2.2154	14	0.73094

*Note.* Researcher's own creation.

Deeper analyses into the influence of race on perceptions of organisational trust reflect that Coloured employees display the greatest amount of organisational trust (Mean = 3.0250), followed by Indian employees (Mean = 2.7158), African employees (Mean = 2.5353) and then

White employees (Mean = 2.2154). This result must however, be noted with caution as the sample of Coloured employees was the smallest.

Since concerns were expressed of the significant differences based on gender, these results will be completely re-represented although all differences based on gender are still significant at the 1% level of significance for all variables and, only negligible differences in t-values were noted from the first to the re-computation.

### Hypothesis 7

There is a significant difference in the perceptions of employees varying in gender regarding the key dimensions of the study (job embeddedness, talent management and organisational trust) respectively (Table 5.25).

**Table 5.25**

*T-Test: Key Dimensions of the Study and Gender (N=196) (Re-computed)*

<b>DIMENSION</b>	<b>T</b>	<b>T</b>	<b>df</b>	<b>p</b>
	<b>(1st computation)</b>	<b>(Re- computation)</b>		
<b>Job Embeddedness</b>	14.649	16.878	195	<b>0.000*</b>
<b>Talent Management</b>	18.707	15.468	195	<b>0.000*</b>
<b>Organisational Trust</b>	17.323	20.000	195	<b>0.000*</b>

*Note.* \*  $p < 0.01$ . Researcher's own creation.

Table 5.25 reflects that there is a significant difference in the perceptions of employees varying in gender regarding the key dimensions of the study (job embeddedness, talent management and organisational trust) respectively. In order to assess exactly where these significant differences lie, mean analyses were undertaken (Table 5.26).

**Table 5.26**

***T-Test: Mean Differences Based on Gender Regarding Key Dimensions of the Study (Re-computed)***

<b>DIMENSION</b>	<b>Category</b>	<b>Mean</b>
<b>Job embeddedness</b>	Male	2.3039
	Female	2.3845
<b>Talent management</b>	Male	2.3468
	Female	2.3877
<b>Organisational trust</b>	Male	2.4929
	Female	2.6417

*Note.* Researcher's own creation.

Table 5.26 reflects that the mean scores of females are greater than that of males in all cases. The implication is that female employees:

- Display higher levels of job embeddedness than their male counterparts.
- Are more convinced than male employees that talent is effectively managed in the organisation.
- Are more convinced than male employees that recruitment and selection, training and development, performance management, succession planning and workforce planning are undertaken in a manner that nurtures organisational trust.

### **Hypothesis 11**

Talent management and organisational trust significantly account for the variance in job embeddedness (Table 5.27).

**Table 5.27*****Multiple Regression: The Impact of the Key Dimensions of Talent Management and Organisational Trust on Job Embeddedness (Re-computed)***

<b>Model Summary</b>						
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>		
1	0.848	0.749	0.747	0.26189		
<b>ANOVA</b>						
<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>p</b>	
1	Regression	39.548	3	0.069	268.295	0.000 <sup>b</sup>
	Residual	13.236	193	0.104		
	Total	52.785	195			
<b>Model</b>	<b>Unstandardised Coefficients</b>		<b>Standardised Coefficients</b>	<b>T</b>	<b>p</b>	
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>			
1	(Constant)	0.278	0.090	3.077	<b>0.002*</b>	
	Job embeddedness	0.	0.054	5.138	<b>0.000*</b>	
	Talent management	-0.179	0.035	-0.212	17.942	<b>0.000*</b>
	Organisational trust	0.640	0.036	0.242		

*Note.* \*p < 0.01. Researcher's own creation.

Table 5.27 reflects that talent management and organisational trust significantly account for 74.7% of the variance in determining job embeddedness. Hence, hypothesis 11 may be accepted at the 1% level of significance. In particular, the standardised beta coefficients indicate that organisational trust impacts to a greater extent on job embeddedness than talent management. Based on the beta loading, it is evident that the former significantly accounts for 24.2% of the variance whilst the latter significantly accounts for 21.2% of the variance (Table 5.27). Evidently, by eliminating the 8 items and re-computing the statistics, the impact of the independent variables on the dependent variable is more pronounced as outlier items have been removed.

## 5.5. QUALITATIVE RESULTS

The following table 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. Firstly, the composition of the sample is provided and then the qualitative results in the form of narratives under the key themes are presented.

**Table 5.28**

***Qualitative Analysis of Open-Ended Question: Factors Affecting Job Embeddedness, Talent Management and Organisational Trust***

Category/Theme	Responses
<b>Job Embeddedness</b>	<ul style="list-style-type: none"> <li>❖ Guaranteed retirement fund benefits affect job embeddedness.</li> <li>❖ 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.</li> <li>❖ Leave benefits influence job embeddedness e.g. study leave.</li> <li>❖ [Poor job satisfaction as a result of poor staff growth, recognition and development which negatively affects embeddedness].</li> <li>❖ [Equal pay for equal work is not implemented].</li> </ul>
<b>Recruitment and Selection</b>	<ul style="list-style-type: none"> <li>❖ Feedback is not provided after employees apply for position for which they qualify.</li> <li>❖ These practices are highly influenced by equity which erodes the confidence and capabilities of top level staff.</li> <li>❖ These practices are believed to be bias in terms of race.</li> <li>❖ These practices are negatively affected by nepotism.</li> </ul>
<b>Training and Development</b>	<ul style="list-style-type: none"> <li>❖ The organisation provides good training interventions but there is a lack of retention.</li> <li>❖ Training and development is too focused on permanent employees.</li> <li>❖ Overall happiness with training interventions as all training requirements are met.</li> </ul>

**Table 5.28 (Continued)**

***Qualitative Analysis of Open-Ended Question: Factors Affecting Job Embeddedness, Talent Management and Organisational Trust***

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<b>Performance Management</b>	<ul style="list-style-type: none"><li>❖ The performance appraisal system needs to be reviewed.</li><li>❖ The questionnaire did not cover whether the performance management system motivates or demotivates staff. This could be one of the causes of poor performance.</li><li>❖ Performance management needs proper policy implementation.</li><li>❖ [Current salary scales demotivate employees to perform at their maximum].</li></ul>
<b>Organisational Trust</b>	<ul style="list-style-type: none"><li>❖ Organisational trust has reduced over the years as the perception of benevolent intent towards employees has declined.</li><li>❖ 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.</li></ul>

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*Note.* Researcher's own creation.

The qualitative results above, as well as the quantitative results presented throughout the chapter, are summarised and depicted graphically in Figure 5.2.

<p><b>JOB EMBEDDEDNESS</b></p>	<ul style="list-style-type: none"> <li>• Employees are only moderately embedded in their jobs.</li> <li>• Employees are most embedded by links, followed by sacrifices then lastly, fit.</li> <li>• Job embeddedness significantly intercorrelate with talent management and organisational trust.</li> <li>• There is a significant but moderate relationship between job embeddedness and organisational trust and between job embeddedness and talent management.</li> <li>• The job embeddedness sub-dimensions (fit, links, sacrifices) significantly intercorrelate respectively.</li> <li>• Females are more embedded in their jobs than males.</li> <li>• There are no significant differences in the perceptions of employees varying in age, race, job level and tenure regarding job embeddedness.</li> <li>• Qualitative findings reflect that: <ul style="list-style-type: none"> <li>○ Employees want guaranteed retirement fund benefits.</li> <li>○ Small benefits must be met.</li> <li>○ Leave benefits are beneficial in terms of job embeddedness.</li> <li>○ [Poor job satisfaction is a result of poor staff growth, recognition and development which negatively affects embeddedness].</li> <li>○ [Equal pay for equal work is not implemented].</li> </ul> </li> </ul>
<p><b>FIT</b></p>	<ul style="list-style-type: none"> <li>• Employees are least embedded by fit as compared to sacrifices and links.</li> <li>• Fit significantly intercorrelates with sacrifices and links.</li> <li>• There is a moderate relationship between fit and links; and fit and sacrifices.</li> </ul>
<p><b>LINKS</b></p>	<ul style="list-style-type: none"> <li>• Employees are most embedded by links.</li> <li>• Links significantly intercorrelate with fit and sacrifices.</li> <li>• A moderate relationship exists between links and fit; and links and sacrifices.</li> </ul>
<p><b>SACRIFICES</b></p>	<ul style="list-style-type: none"> <li>• Employees are embedded by sacrifices more than fit but less than links.</li> <li>• Sacrifices significantly intercorrelate with fit and links.</li> <li>• A moderate relationship exists between sacrifices and fit; and sacrifices and links.</li> </ul>

*Figure 5.2. Key findings of the study.*

## TALENT MANAGEMENT

- Employees are only moderately influenced by talent management.
- Employees are mostly influenced by performance management.
- Talent management significantly intercorrelates with organisational trust and job embeddedness.
- A strong relationship exists between talent management and organisational trust.
- A moderate relationship exists between talent management and job embeddedness.
- Females are more influenced by talent management than males.
- There are no significant differences in the perceptions of employees varying in race and job level regarding talent management.
- Employees varying in age and tenure have significant differences in perceptions regarding talent management.
- Employees aged 50-59 years are most convinced by talent management, to stay in job.
- Employees who have been employed by the organisation for 21 years or more are most influenced to stay in a job, by talent management.
- Qualitative findings reflect that:
  - Good training interventions offered but lack of retention thereafter.
  - Talent management is too focused on permanent employees.
  - Training requirements met.

## RECRUITMENT AND SELECTION

- Employees are moderately influenced by recruitment and selection.
- Recruitment and selection influences employees more than workforce planning and training and development but less than performance management and succession planning.
- Recruitment and selection significantly intercorrelates with training and development, performance management, succession planning and workforce planning respectively.
- A moderate relationship exists between recruitment and selection and training and development, and between recruitment and selection and workforce planning.
- A weak relationship exists between recruitment and selection and performance management, and between recruitment and selection and succession planning.
- Females are more influenced by recruitment and selection than males.
- Qualitative findings reflect that:
  - Employees do not feedback applying for position for which they qualify.
  - Highly influenced by equity which erodes the confidence and capabilities of top level staff.
  - Believed to be bias in terms of race.
  - Negatively affected by nepotism.

*Figure 5.2. Key findings of the study.*

## TRAINING AND DEVELOPMENT

- Employees are moderately influenced by training and development.
- Training and development influences employees the least compared to recruitment and selection; workforce planning; training and development; performance management and succession planning.
- Training and development significantly intercorrelates with recruitment and selection, performance management, succession planning and workforce planning.
- A moderate relationship exists between training and development and recruitment and selection; and training and development and workforce planning.
- A weak relationship exists between training and development and performance management; and training and development and succession planning.
- Females are more influenced by training and development.
- Qualitative findings reflect that:
  - There are good training interventions provided by the organisation but there is a lack of retention.
  - Training and development is too focused on permanent employees.
  - Overall happiness with training interventions as all training requirements are met.

## PERFORMANCE MANAGEMENT

- Employees are moderately influenced by performance management.
- Employees are most influenced by performance management.
- Performance management significantly intercorrelates with training and development, recruitment and selection, succession planning and workforce planning.
- A weak relationship exists between performance management and all talent management sub-dimensions (training and development, recruitment and selection, succession planning and workforce planning).
- Males and females are equally influenced by performance management.
- Qualitative findings reflect that:
  - Performance appraisal system needs to be reviewed.
  - Identify performance management system as a cause of poor performance.
  - Needs proper policy implementation.
  - [Current salary scales demotivate employees to perform at their maximum].

*Figure 5.2. Key findings of the study.*

## SUCCESSION PLANNING

- Employees are moderately influenced by succession planning.
- Employees are influenced by succession planning more than recruitment and selection, training and development and workforce planning but less than performance management.
- Succession planning significantly intercorrelates with training and development, recruitment and selection, performance management and workforce planning.
- A moderate relationship exists between succession planning and workforce planning.
- A weak relationship exists between succession planning and recruitment and selection, training and development and performance management.
- Females are more influenced by succession planning than males.
- Qualitative findings reflect that:
  - Organisation needs active succession planning programmes.
  - Succession plan is not well known throughout the organisation.
  - Better managed if there is a pool of competent employees.
  - Succession is too theoretical and lacks implementation.
  - BEE affects the ability to be truly objective in selecting the best employees.
  - Succession planning is negatively affected by nepotism.

## WORKFORCE PLANNING

- Employees are moderately influenced by workforce planning.
- Employees are influenced by workforce planning more than training and development but less than recruitment and selection, performance management and succession planning.
- Workforce planning significantly intercorrelates with succession planning, training and development, recruitment and selection, and performance management.
- A moderate relationship exists between workforce planning and training and development; recruitment and selection, succession planning.
- A weak relationship exists between workforce planning and performance management.
- Males and females are equally influenced by workforce planning.

*Figure 5.2. Key findings of the study.*

## ORGANISATIONAL TRUST

- Employees only moderately trust the organisation.
- Employees trust succession planning most, then recruitment and selection, workforce planning, performance management and lastly training and development.
- Organisational trust significantly intercorrelates with job embeddedness and talent management.
- There is a moderate but significant relationship between organisational trust and job embeddedness.
- A significant and strong relationship exists between organisational trust and talent management.
- Males have more trust in the organisation than females.
- Employees varying in age and tenure have significantly different perceptions regarding organisational trust.
- Employees aged 50-59 years trust the organisation most.
- Employees who have been employed for 21 years or more trust the organisation the most.
- Qualitative findings reflect that:
  - 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.

## ORGANISATIONAL TRUST WITHIN RECRUITMENT AND SELECTION

- Employees moderately trust recruitment and selection practices.
- Employees trust recruitment and selection practices more than workforce planning, performance management and training and development but less than succession planning.
- Trust in recruitment and selection significantly intercorrelates with trust in all organisational trust sub-dimensions.
- A moderate relationship exists between trust in recruitment and selection and trust in workforce planning; training and development; and succession planning.
- A weak relationship exists between trust in recruitment and selection and trust in performance management.
- Females have more trust in recruitment and selection practices than males.

## ORGANISATIONAL TRUST WITHIN TRAINING AND DEVELOPMENT

- Employees moderately trust training and development practices.
- Employees trust training and development practices the least compared to the other organisational trust sub-dimensions (workforce planning, performance management, recruitment and selection, and succession planning).
- Trust in training and development significantly intercorrelates with trust in all the other organisational trust sub-dimensions.
- Moderate relationships exist between trust in training and development and trust in recruitment and selection; performance management and workforce planning.
- A weak relationship exists between trust in training and development and trust in performance management; and between trust in training and development and trust in succession planning.
- Males have more trust in training and development practices than females.

*Figure 5.2. Key findings of the study.*

**ORGANISATIONAL  
TRUST WITHIN  
PERFORMANCE  
MANAGEMENT**

- Employees moderately trust performance management.
- Employees trust performance management more than training and development practices but less than workforce planning, recruitment and selection, and succession planning.
- Trust in performance management significantly intercorrelates with trust in all the other organisational trust sub-dimensions.
- Weak relationships exists between trust in performance management and trust in all organisational trust sub-dimensions (recruitment and selection, training and development, succession planning and workforce planning).
- Males have more trust in performance management than females.

**ORGANISATIONAL  
TRUST WITHIN  
SUCCESSION  
PLANNING**

- Employees moderately trust succession planning.
- Employees trust succession planning the most.
- Trust in succession planning significantly intercorrelates with trust in all the other organisational trust sub-dimensions.
- A moderate relationship exists between trust in succession planning and trust in recruitment and selection; and succession planning and workforce planning.
- Weak relationships exists between trust in succession planning and trust in training and development and performance management.
- Males have more trust in succession planning than females.

**ORGANISATIONAL  
TRUST WITHIN  
WORKFORCE  
PLANNING**

- Employees moderately trust workforce planning.
- Employees trust workforce planning more than performance management and training and development but less than succession planning and recruitment and selection.
- Trust in workforce planning significantly intercorrelates with trust in all the other organisational trust sub-dimensions.
- A moderate relationship exists between trust in workforce planning and trust in recruitment and selection; training and development; and succession planning.
- A weak relationship exists between trust in workforce planning and trust in performance management.
- Males have more trust in workforce planning than females.

*Figure 5.2. Key findings of the study.*

## **5.6. CONCLUSION**

In this chapter, the results from the data collection process were presented using tabular and graphical representations. However, these results are insignificant unless they are compared and contrasted with the findings of other researchers. Therefore, the subsequent chapter will compare and contrast the results of the study with the findings of others.

## **CHAPTER SIX**

### **DISCUSSION OF RESULTS**

#### **6.1. INTRODUCTION**

The preceding chapter presented the results on the key dimensions (job embeddedness, talent management and organisational trust) and sub-dimensions (fit, links, sacrifices, recruitment and selection, training and development, performance management, succession management, workforce planning, organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and organisational trust within workforce planning) of the study. Results were processed using both descriptive and inferential statistics and presented using tabular and graphical presentations. However, results are meaningless until they are compared and contrasted with the findings of other studies in the field. Hence, this chapter engages in a discussion of the results based on the key themes that were empirically investigated and that are evaluated against the findings of other researchers.

#### **6.2. DISCUSSION OF RESULTS BASED ON KEY THEMES OF THE STUDY**

##### **• JOB EMBEDDEDNESS**

The results of the study indicate that employees are moderately embedded in their jobs. The implications are that a tremendous amount of effort has to be expended to attract these employees to remain in the organisation. Conversely, these employees can be easily attracted to even slightly better job opportunities outside the organisation and by competitors. These employees can enhance labour turnover in the organisation. Ultimately, these employees therefore, are influenced to stay in their jobs only to a moderate degree. Rubenstein, Kammeyer-Mueller, Wang and Thundiyl (2019) found that the level of embeddedness across employees varied and were influenced by a number of factors, such as biographical information and extrinsic benefits. Rubenstein et al., (2019) further noted that the results of a study are significantly influenced by the choice of variables and sample used. Much of the research involving job embeddedness has been primarily associated with retention, turnover, organisational commitment, work engagement and job performance, which according to research are viewed as antecedents of job embeddedness (Chan et al., 2019; Shen & Jiang,

2019). Furthermore, owing to the increase of globalisation, technology and the volatile work environment that organisations currently face, the element of job embeddedness and its effect on labour turnover necessitates an operational and vigorous approach in order to increase job embeddedness thereby positively impacting on labour turnover (Hashim et al., 2017). The discussion therefore, highlights the importance of strategizing to enhance employee job embeddedness.

Additionally, it is evident in the current study that employees are mostly embedded in their jobs by links, followed by sacrifices and then lastly, fit. The results show that employees value the extent to which they are connected to other people or activities, more than forfeiture of certain elements (sacrifices) and even more than the degree of similarity between their jobs and communities and how it fits with aspects of their life (fit). An employees' decision to remain in a job is largely influenced by links, and is reinforced by normative pressures which derive from colleagues and family (Jamshaid & Malik, 2018). However, Jamshaid and Malik (2018) further added that the reinforcement by normative pressures relies solely on one's personality type which determines the extent of one's social abilities. Furthermore, it has been identified that older, married employees with longer periods of service, who have dependents, value their jobs to a large extent and therefore, are less likely to leave their jobs (Singh & Dixit, 2019). However, Afsar and Badir (2016) found that fit is often the key aspect that is taken into consideration because a greater fit positively affects an individual's inclination to stay in a job, thus reducing turnover. Furthermore, it was stated that a greater fit encourages or creates employee productivity which could provide the organisation with a competitive advantage (Afsar & Badir, 2016). This discussion further emphasizes that encouraging and supporting links in the organisation can go a long way into assisting with molding employee job embeddedness; perhaps adopt a buddy system, a mentoring system or social hours like a braai hour with games. Of course, emphasizing sacrifices and ensuring proper recruitment and selection will enhance finding the right person for the job and secure fit, all of which can contribute to clawing embeddedness.

The results of the study further showed that job embeddedness significantly intercorrelates with talent management and organisational trust respectively. According to Jena et al. (2017), trust in organisations result in positive work outcomes such as higher work performance, lower turnover, quality communication and greater commitment to the organisation. It was identified that a culture of trust in a work environment has seen to be an element that influenced

employees to not seek alternate employment. Furthermore, talent management, as a broad term, significantly impacts employees' decision to stay in a job since the evolution of human capital (Alic, 2016). Therefore, this means that employees' decisions and choices have evolved over time and are now directly impacted by what organisations have to offer as opposed to the then monetary gains only. Clearly, the essential ingredients for achieving job embeddedness are to expend effort and funds in quality talent management and nurturing organisational trust. Hence, job embeddedness is like a tricycle proportionately steered into motion by its back wheels of talent management and organisational trust and can be accelerated through carefully lubricating these wheels by reinforcing salient sacrifices and links.

Additionally, in this study, it was found that a significant but moderate relationship exists between job embeddedness and organisational trust. A level of trust experienced in a work environment is conducive to the development of job embeddedness and an untrustworthy work environment results in the reduction of perceived vulnerability through the limitation of full performance to the areas that are objectively assessed (Afsar, Shahjehan & Shah, 2018; Purba et al., 2016). This indicates that employees' performance is negatively impacted by a lack of trust. In addition, a lack of performance may negatively impact job embeddedness, resulting in high turnover rates.

Moreover, the study found that a significant but moderate relationship also exists between job embeddedness and talent management. Narayanan (2016) posited that talent management serves as a tool to deepen the link between employees and an organisation, provide a greater fit within job roles and increase the perks that are forfeited if they leave. However, this is not considered vital in an employees' decision to leave (Narayanan, 2016). In line with this, Yam, Raybould and Gordon (2018) found that talent management benefits employees in terms of career development and succession within an organisation and therefore, serves as a factor that positively affects an employees' decision to stay in the organisation, but does not serve as a key factor.

The study found that the job embeddedness sub-dimensions (fit, links, sacrifices) significantly intercorrelate. Rubenstein et al. (2019) stated that employees who have greater links are likely to tailor certain aspects such as a realignment of goals, thereby increasing an employee's fit within the organisation. This may, in turn, affect an employees' future career advancement or strengthen the relationships amongst colleagues creating greater sacrifices (Rubenstein et al.,

2019). Similarly, Peltokorpi (2020) found that employees with greater sacrifices, developed a greater fit over a period time. Therefore, it was deduced that a positive relationship between job embeddedness sub-dimensions (fit, links, sacrifices) exist.

According to the study results, females are more embedded in their jobs than males. It was found that gender discrepancies are relevant to all spheres of life which include personal and work areas. Research shows that females are generally more invested than males since females have been found to be more emotional (Fukui, Rollins & Salyers, 2020). However, in a study conducted by Chun and Hwang (2018), it was found that males have lower turnover rates than females which indicates that females are less likely to stay in jobs longer than males which is a result of a many factors such as family responsibilities and better job opportunities. Moreover, Chun and Hwang (2018) added that although females showed higher turnover rates, there were no significant differences in males and females' intent to leave. The results of this study then reinforce the idea of enhancing job embeddedness among female employees through accommodating links and not only highlighting sacrifices but also their role in holding together the linkages and networks in the organisation.

Additionally, it was found that employees varying in age, race, job level, and tenure have no significant differences regarding job embeddedness. Ghadeer (2018) posited that age is positively correlated with job embeddedness because older employees were found to be more embedded. Moreover, a meta-analysis study showed that job level, race and tenure assist in explaining the differences when linking age to an employee's decision to stay in a job (Martin, Nguyen-Thi & Mothe, 2021). Moreover, with an increase in tenure, job embeddedness becomes more significant in predicting voluntary turnover, but age has little relevance. It was further added that tenure is a better indicator for job embeddedness because employees with long tenure would have more relevance to the relationship with job embeddedness (experience wise) than age (Narayanan, 2016; Sender, Rutishauser & Staffelbach, 2018). It was found that age–turnover relationship is more significant when more race groups are included; when tenure is high and when an employee is on a lower job level. This was attested to in a study by Oh and Kim (2019) where it was determined that workers aged 20 to 34 had the strongest turnover intention. This was attributed to the fact that, according to Oh and Kim (2019), younger employees (20 to 34) enjoyed new challenges and therefore, sought new employment more often.

Additionally, through the qualitative question of the survey, employees indicated that guaranteed retirement fund benefits, greater leave benefits and small scale benefits such as shopping vouchers for above average performance should be implemented in order to positively influence job embeddedness. A study conducted by Armstrong, Zaza and Riemenschneider (2016) found that organisations offering benefits tailored to employees, created greater perceived value to the organisation and therefore, made employees feel more valued. In exchange for benefits, employees opted to remain with the organisation, thereby increasing tenure. Likewise, it was found that short-term benefits such as medical aid, employee appreciation/recognition events and wellness events, as well as long-term benefits such as pension funds, training abroad, performance-based promotions, played a significant role in increasing an employees' turnover intention (Zhang, 2016). The implementation of short and long term benefits has seen greater attention over the past decade. Since many of the biographical variables have not been found to influence job embeddedness, the organisations task to encourage embeddedness is easier. While not attempting to adopt 'a one size fits all approach' the organisation does not have to spend time and money on tailor- made approaches for different segments of personnel. Perhaps, the approach of diverse inclusivity will also enhance linkages and networking and produce double benefits in terms of embeddedness.

Moreover, employees stated that poor job satisfaction exists as a result of poor staff growth, and a lack of recognition and development, which, negatively affects job embeddedness. In a study that aimed to evaluate the impact of reward systems on turnover, it was identified that negative and significant correlations amongst remuneration, management support and subordinate recognition; and turnover, existed (Lee & Chelladurai, 2018; Mendis, 2017). It was therefore determined that turnover intentions are highly influenced by reward systems.

Lastly, regarding job embeddedness, the study found that employees are dissatisfied with the unequal pay scales that exist for equal work being done. A discrepancy in pay across same or similar job roles negatively impact employees' decision to stay in a job, and more specifically to stay in the organisation. This was shown by Grissom, Timmer, Nelson and Blissett (2021), who researched unequal pay for equal work. Grissom et al. (2021) explained that although employees shared work roles, some employees received incentives such as overtime pay and cellular phone allowances, which amounted to the "unequal pay". However, Kurman and Benn (2020) found that in smaller organisations, where operations and finances are more personally managed, unequal pay does exist. This resulted from phenomena such as nepotism, self-interest

and personal feelings. These results imply that attention must be given to the antecedents of job embeddedness in order to successfully embed employees into their jobs.

#### ❖ FIT

The study found that the job embeddedness sub-dimensions (fit, links and sacrifices) significantly intercorrelate. Kiazad, Kraimer, Seibert and Sargent (2020) identified a ripple effect of fit, links and sacrifices. The implication is that when employees identify greater similarities between their jobs and communities, they are more likely to form connections with those around them by altering their perspectives, which in turn could result in an increase in sacrifices that an employee deems vital when considering what they would forfeit if they left their job. Similarly, employees value the extent to which they are connected to other people or activities, more than forfeiture of certain elements (sacrifices) and even more than the degree of similarity between their jobs and communities and how it fits with aspects of their life (fit) (Jamshaid & Malik, 2018).

It was further identified that fit, was the least embedding factor when compared with links and sacrifices. Kiazad et al. (2020) posited that the fit aspect of job embeddedness influenced employees the least because employees either found similarities or they did not. Unlike links and sacrifices, fit is more difficult to create or change because employees are less likely to alter, for example, their goals, which may not coincide with the organisation at large. Furthermore, the perceived comfortability regarding weather conditions and accessible amenities are factors unlikely to change – an employee is expected to adapt (Kiazad et al., 2020).

Moreover, it was found that moderate relationships exists between fit, links and sacrifices respectively. Literature shows that the relationships between fit and links; and fit and sacrifices are subjective in nature (Ghaffar & Khan, 2017). This insinuates that the relationships are perceived differently to individuals and study results based on these relationships will reflect the sample's understandings and beliefs. However, it is known that that fit, links and sacrifices have a ripple effect on each other (Kiazad et al., 2020).

## ❖ LINKS

Unlike the fit aspect of job embeddedness, the study results indicate that employees are most embedded in their jobs, through links. This means that the extent to which employees are connected to other people or activities is large and most significant. Literature states that employees' turnover intentions are greatly reduced through stronger connections formed inside and outside of an organisation (Lee, Hom, Eberly & Li, 2018; Singh & Dixit, 2019). Further, staying in a job is reinforced by normative pressures which derive from colleagues and family which are generally said to be the most important aspect in an individual's work and personal life (Lee et al., 2018). Moreover, an employees' connection allows for greater autonomy at work, creating a positive work environment (Ghaffar & Khan, 2017). Evidently, organisations need to increasingly recognize that employees are social beings who appreciate a sense of affiliation and belongingness. Paying greater attention to this alone can enhance embeddedness.

Additionally, it was found that links significantly intercorrelate with fit and sacrifices. As mentioned, when employees identify greater similarities between their jobs and communities, they are more likely to form connections with those around them by altering their perspectives, which in turn could result in an increase in sacrifices that an employee deems vital when considering what they would forfeit if they left their job. Likewise, Lee et al. (2018) indicated that when an employee creates or furthers the connections between people and/or activities, it can positively impact similarities (fit) and therefore positively impacting sacrifices.

Moreover, it was found that a moderate relationship exists between links, fit and sacrifices respectively. Literature shows, as mentioned, that the relationships between fit and links; as well as links and sacrifices, are subjective in nature (Ghaffar & Khan, 2017). This suggests that the relationships are perceived differently to individuals and study results based on these relationships will reflect the sample's understandings and beliefs. However, it is known that that fit, links and sacrifices have a ripple effect on each other (Kiazad et al., 2020).

## ❖ SACRIFICES

The sacrifice aspect of job embeddedness lies in the middle when comparing which of the three sub-dimensions (fit, links, sacrifices) employees are most embedded in their job through. Porter et al. (2019) state that sacrifices, through the job embeddedness lenses, are affected by a

number of factors such as the perceived safety of a neighborhood in which one resides, organisation benefits and the value one places on the relationships with colleagues and/or family. The impact these kinds of factors have on an individual are directly related to the value an individual places, thereby determining whether a factor can suitably be labeled as a sacrifice. The subjective nature of this aspect plays a large role in determining the impact of sacrifices on employees (Ghaffar & Khan, 2017). However, Kapil and Rastogi (2017) state that all individuals forego benefits or factors that are considered important, but employees simply trade in one benefit for another. This idea came from the individuality of employees and their perspectives. Kapil and Rastogi (2017) further found that younger individuals found it easier to leave a job despite the sacrifices being made because these individuals generally thrive off new challenges and thus, changed jobs often, resulting in sacrifices being the least important factor of job embeddedness. The results do not imply that employees do not recognize the potential sacrifices should they leave the organisation. Rather, it reflects that employees focus more on what they currently have (links, networks) rather than on what they stand to lose, which is more in keeping with the philosophy of positive thinking and psychology propagated in all cultures and religions.

Additionally, it was found that sacrifices significantly intercorrelates with fit and links. It is understood that the impact of factors, such as the relationships with colleagues and/or family, are directly related to the value an individual places on it, thereby determining whether a factor can suitably be labeled as a sacrifice. Ghaffar and Khan (2017) found that when an individual places great value on the relationships with colleagues and/or family, the community and organisation, the sacrifice factor of job embeddedness is strengthened. As mentioned, when employees identify greater similarities between their jobs and communities, they are more likely to form connections with those around them by altering their perspectives, which in turn could result in an increase in sacrifices that an employee deems vital when considering what they would forfeit if they left their job.

The study results indicate that moderate relationships exists between sacrifices, fit and links respectively. Literature shows, as mentioned, that the relationships between fit and links; as well as links and sacrifices, are subjective in nature (Ghaffar & Khan, 2017). This suggests that the relationships are perceived differently to individuals and study results based on these relationships will reflect the sample's understandings and beliefs. However, it is known that that fit, links and sacrifices have a ripple effect on each other (Kiazad et al., 2020).

- **TALENT MANAGEMENT**

According to the study results, an employees' decision to stay in a job are only moderately influenced by talent management. According to Valamis (2021), talent management is an essential tool in ensuring the long-term retention of employees. It was found that organisations who effectively implemented talent management maximized the value of employees and thus outperformed competitors. Likewise, Pandita and Ray (2018, pp. 189) indicated that "one of the most effective tools in ensuring that employees stay engaged and committed to their work is talent management". This shows that employees are largely impacted by talent management practices and processes which contradict the results of this study. Evidently, positive perceptions of talent management has the potential to propel job embeddedness. This then emphasizes the need to inculcate in the organisational culture a 360 degree commitment to effective talent management that is visible and practiced and not just hearsay.

The current study showed that employees are most influenced by performance management when contrasted with the talent management sub-dimensions (recruitment and selection; training and development; succession planning and; workforce planning). Johennesse and Chou (2017) indicated that the practice of recruitment and selection has the most crucial influence on employees. They stated that employees were unable to identify recruitment and selection as the most prized talent management practice because this practice is performed prior to their employment, thus making recruitment and selection the most crucial talent management practice for the organisation. Additionally, they added that succession planning and performance management are generally the employees' choice of "best" talent management practices after they have joined an organisation, and therefore consider these practices the "best" talent management practice for employees. The implication is that an organisation that cross pollinates performance management and talent management is able to heighten its positive image and thereby, encourage job embeddedness.

The study results show that talent management significantly intercorrelates with organisational trust and job embeddedness. Refan and Suciratin (2021) show that a culture of trust in a work environment enable employees to respond better to talent management practices such as performance management. They explained that trust encourages employees to allow management to fulfil their end of the social exchange, which creates a more relaxed and open environment. Furthermore, it was identified that talent management serves as a tool to deepen

the link between employees and an organisation, provide a greater fit within job roles and increase the perks therefore positively affecting an employee's decision to stay in the organisation (Narayanan, 2016; Yam et al., 2018).

Furthermore, it was identified that a strong relationship exists between talent management and organisational trust. Altinoz et al. (2013) found that a strong positive correlation between talent management and organisational trust ( $r=0.763$ ) exists and that 58% of employees' perceptions of organisational trust was relative to talent management. Likewise, it was found that organisations with a greater climate of trust, experienced higher performance levels, had more trained staff and had better retention (Mahmoud et al., 2018). Furthermore, a presence of trust in an organisation has positively affected the succession of employees because employees trust that the organisation will keep their end of the deal (Reardon, 2018).

However, a moderate relationship exists between talent management and job embeddedness. Yam et al. (2018) found that talent management benefits employees in terms of career development and succession within an organisation and therefore, serves as a factor that positively affects an employee's decision to stay in the organisation but is not a key factor. This finding was supported by Narayanan (2016) who encouraged organisations to use talent management as a tool to deepen the link between employees and an organisation. However, Narayanan (2016) found that employees place less emphasis and importance on talent management than employers do and were more likely to leave an organisation despite talent management efforts.

The study results show that females are more influenced, to stay in a job, by talent management than males. According to a study conducted by Hafez et al. (2017), that aimed to identify any differences in the impact of talent management on employees varying in gender, it was shown that no such differences existed. Contrastingly, Sowjanya, Rama Krishna and Nageswara Rao (2017) showed that gender has negatively impacted talent management. They explain that gender discrimination is large scale at many organisations and results primarily from societal and cultural norms. These norms imply that females are responsible for nurturing off springs and prioritising the family's health, apart from career development thus making talent management more effective and valuable for male employees.

The study results also show that there are significant differences in the perceptions of employees varying in age regarding talent management. More specifically, it was identified that employees aged 50-59 years are most convinced by talent management. Jindal and Shaikh (2017) state that the majority of employees aged 50-59 years old form part of Generation X. Generation Xers are more commonly known for their need for independence and high regard for education. Jindal and Shaikh (2017) further state that these characteristics indicate that these employees value talent management processes such as training and development and succession planning. Likewise, Duxbury and Ormsbee (2020) state that older employees are more seasoned and therefore, are more likely to appreciate and value talent management due to the years of experience, knowledge and aptitudes gained.

The study results further showed that there are significant differences in the perceptions of employees varying in tenure regarding talent management. More specifically, it was identified that employees who have been with the organisation for 21 years or more are most convinced by talent management. Mahlahla (2018) identified that an employees' length of service depended on a number of factors, some of which include compensation, career advancement opportunities, job status and management support. It was identified that talent management practices did not play a major role in the retention of employees; however, those who have been with the organisation for 10-15 years valued these practices the most. This was a result of feelings of complacency and the need to grow. However, Altindag et al. (2018) stated that employees who have been with an organisation for a long period of time (usually 10 years or more) appreciate talent management processes more as they have the expertise and hindsight experience in the organisation to make impactful inputs for the efficiency of organisational processes.

It was found that there are no significant differences in the perceptions of employees varying in race and job level regarding talent management. Poisat, Mey and Sharp (2018) found that the diversity in South Africa is a critical aspect which organisations need to take cognizance of. It was added that diversity brought a number of issues such as conflict among culturally different employees, difficulty understanding local cultures and differences in customs and work ethics. These differences impact the way in which organisations perform talent management. Furthermore, Poisat et al. (2018) also added that, in a South African context, organisations are sensitive to job statuses. This meant that, typically, employees varying in job

levels are treated differently thereby resulting in differing perceptions regarding talent management.

The results of the open-ended question of the survey, found that employees felt that training interventions within the organisation are impactful, although, there is a lack of retention thereafter. Research shows that the implementation of training and development initiatives are a tool used to increase employee retention (Anis, Nasir & Safwan, 2011; Hassan, Razi, Qamar, Jaffir & Suhail, 2013; Sandhya & Kumar, 2011). However, it is also evident that, in the South African context, unemployment rates are high as a result of the incapacity for employees and job positions across many industries (Henshaw, 2021). Therefore, organisations often retain only the “best” talent. This is a long-standing challenge for South Africa as unemployment rates are high and have been further exacerbated by the global COVID-19 pandemic.

Furthermore, the open-ended question of the survey found that employees felt that talent management practices are too focused on permanent employees. Talent management is a broad encompassing tool that are often organisation-specific. Some organisations invest and place emphasis on “top” talent only which, according to Ali, Bashir and Mehreen (2019), are permanent employees in the organisation that are critical to business outcomes and success. Likewise, Snyder, Stewart and Shea (2021) state that organisations are more likely to invest in permanent employees to ensure a return on investment and avoid turnover.

Employees also stated, in the open-ended question of the survey, that they are satisfied with the training opportunities provided and, overall, their training requirements are met. Many organisations provide employees with sufficient training opportunities that are in line with their job functions in an effort to increase performance and productivity (Fletcher et al., 2018). Furthermore, it was found that public institutions, such as the one used in the study, are more likely to provide training opportunities for all employees (Torres, 2020). However, there are still organisations, mainly private, that provide minimal training opportunities because of the high costs associated with training employees (Snyder et al., 2021).

## ❖ RECRUITMENT AND SELECTION

The study results indicate that employees are moderately influenced to stay in a job by recruitment and selection processes. Organisations are pressurized to recognise and understand the organisational and talent needs in order to refine the recruitment and selection processes since exceptional recruiting and selecting efforts engender organisational efficiency. Furthermore, these functions are the initial effort made in an employment relationship (Alic, 2016) and ultimately affects the entire employment cycle from hiring to exiting (Tejaswini & Singh, 2017). There is evidence that the right recruitment and selection strategies have less negative ripple effects, especially in the long-term (Bartlett et al., 2017; Hotho et al., 2018; Tejaswini & Singh, 2017). Alic (2016) found that employees who were properly aligned to their job roles with the right skills, were more likely to stay in an organisation for a longer period than those who felt misaligned.

The study results showed that employees believe that recruitment and selection is more impactful than workforce planning and training and development but less impactful than performance management and succession planning. Bartlett et al. (2017) found that employees were more interested in recruitment and selection processes than they were in training and development practices because an employee prioritised their person-job fit within the company over their opportunities to gain skills through training. Furthermore, Fraher and Brandt (2019) identified that employees were not invested in workforce planning as this is often viewed as an HR specific task that does not require the input of employees but instead requires the skill of HR practitioners to analyze and map organisational needs. Moreover, it is widely accepted that performance management is a key concern for employees as this is often linked to performance bonuses and for employers as this is linked to the achievement of organisational goals (Gerrish, 2016). Therefore, employees highly value performance management as a result of the rewards associated. Additionally, succession planning was found to be more impactful than performance management due to the career advancement opportunities that provide a myriad of benefits (higher remuneration, higher job status and better career opportunities) (Ahmad et al., 2017).

Furthermore, recruitment and selection is revealed to significantly intercorrelate with training and development, performance management, succession planning and workforce planning respectively. Fraher and Brandt (2019) indicated that workforce planning is the initial step in talent management because the mapping of significant success drivers is crucial in determining

what skills are required in all areas of work, thereby positively impacting recruitment and selection processes. When the right person, with right skills is hired at the right time, a high person-job fit is likely to exist (Culpan et al., 2019). Therefore, training and development, performance management and succession planning are likely to be effectively implemented with ease when recruitment and selection processes are successfully implemented (Culpan et al., 2019).

Additionally, it is evident that a moderate relationship exists between recruitment and selection, and training and development. Likewise, in an article published by UKEssays (2018), it was identified that the relationship between recruitment and selection and training and development is strong because employees who have a good person-job fit are more likely to respond better to training and development. Likewise, Bakhashwain and Javed (2021) found that when the right person is hired, it positively affected retention especially when mediated by training interventions. Moreover, a good person-job fit positively affects the cost of training interventions because employees are well-equipped and may not require much training (Alic, 2016).

It is also evident that a moderate relationship exists between recruitment and selection, and workforce planning. Since Fraher and Brandt (2019) indicated that the mapping of significant success drivers is crucial in determining what skills are required in all areas of work, thereby positively impacting recruitment and selection processes, it was stated that a strong relationship exists between these practices. Workforce planning determines the skills necessary therefore feeding the requirements for jobs including vacancies, making it easier to recruit and select the right individual (Fraher & Brandt, 2019).

Moreover, it was identified that recruitment and selection, and performance management have a weak relationship. It is argued that recruitment and selection has a direct impact on performance management since recruitment and selection ensures that the most suitable candidate is selected (Kepha, Mukulu & Waititu, 2014). Therefore, this should allow the management of performance to engender better outcomes than would otherwise be expected. Likewise, the selection of the right person for a job is based on the fact that the selected person will meet or exceed all expectations and therefore encounter no issues in terms of performance (Gamage, 2014).

A weak relationship was also found to exist between recruitment and selection, and succession planning. Cappelli and Tavis (2016) found that performance was a key indicator for the mapping of successors. It was stated that in most organisations, successors are identified for key strategic roles and are often the best performers. However, Kodi and Kumar (2018) showed that the perspective from which the link between recruitment and selection and succession planning is viewed, is dependent on the generation in which an employee belongs. For example, baby boomers are more likely to stay loyal to an organisation and therefore be more embedded through the career succession within the organisation while Generation X's are more interested in growth across organisations and therefore value succession less.

StatsSA (2017) found that gender inequity exists in the South African workforce showing that women represent only 44% of the labour force. An article by Mohr (2014) found that less women apply for jobs because they lack the confidence, are scared to be rejected and respect deadlines. While efforts are being made by the South African government to correct the imbalance of the workplace gender inequity, the study results found that females are more influenced to stay in a job by recruitment and selection, than males. This, as stated by StatsSA (2018), is due to the fact that women are evolving from stay at home parents to corporate business women - breaking glass ceilings, that once required them to take care of family, and are now climbing the corporate ladder.

The study results found that employees varying in age, race, tenure and job level were not influenced differently by recruitment and selection processes. Deepa (2018) hypothesized that no significant differences existed between age groups regarding the perceptions of recruitment and selection. The study results were in line with this study and found that no significant differences existed amongst those varying in age regarding recruitment and selection. Moreover, Usmani (2020) found that because South African organisations are compelled to abide by employment equity practices, race did affect recruitment and selection processes in larger, government owned organisations. Additionally, effective and efficient recruitment and selection practices have been found to positively affect retention. However, employees with longer service periods at organisations are less likely to be influenced by these practices (Mbugua & Kamaara, 2017). Lastly, employees in different job levels are not affected by recruitment and selection practices but recruitment and selection practices are handled differently for different job levels (Berson, Laouénan & Valat, 2020).

Walker and Hinojosa (2013) noted that the majority of job advertisements make explicit that unsuccessful applicants will not receive feedback after applying for a job vacancy. However, the study results show that employees stated that they require feedback post application, for jobs in which all requirements have been met. Furthermore, employees believe that the recruitment and selection processes are negatively affected by nepotism. In line with the above, an article by Labourman (2021) confirms, that, in South Africa, a high level of corruption and nepotism exists which in turn affects the recruitment and selection processes across many industries, especially within government institutions.

Furthermore, South Africa abides by the Employment Equity Act 55 of 1998 (Labourguide, n.d.) which lawfully stipulates that it is compulsory that organisations comply with and implement employment equity and Affirmative Action (AA) measures. This results in the recruitment and selection of candidates based firstly on equity and then on competency. However, employees stated through the open-ended question of the survey that the implementation of employment equity erodes the confidence and capabilities of staff, especially in higher management.

Contrary to the mandated compliance of employment equity, employees hold a differing view. Their perspectives are centred around the fact that, as per the study results, recruitment and selection processes are biased in terms of race. However, according to the Labourguide (n.d.), organisations are mandated to mirror the provincial racial distributions. For example, the majority of individuals in KwaZulu-Natal are African (more than 80%), which means that an organisation in KwaZulu-Natal complying to employment equity should employ more than 80% African employees. Evidently, proper recruitment and selection not only claws into job embeddedness but also retention. Whilst the relations between the HR practices may not always be in perfect harmony, they certainly come together like the petals on a clover leaf to augment job embeddedness.

## ❖ TRAINING AND DEVELOPMENT

The study results indicate that employees are moderately influenced to stay in a job, by training and development. Fletcher et al. (2018) found that the availability of training opportunities impacted an employees' decision to stay in an organisation in comparison to companies that did not provide these opportunities. Likewise, Culpan et al. (2019) stated that trained

employees are more skilled and efficient and therefore, perform well. This, however, could either be a retention strategy or could result in an employee seeking better employment opportunities.

In terms of job embeddedness, the study found that training and development influences an employees' decision to stay in a job, the least. According to Bibi, Ahmad and Majid (2018), career development opportunities and training interventions have a direct and positive effect on employee retention. Likewise, Gensing-Pophal (2019) found that training was used as one of the key elements in the development of retention strategies. Similarly, Brio (2018) agrees that efforts made by organisations to retain talent have been successful when training interventions are successful. Therefore, other findings show that training and development is a high impact factor for retention.

Moreover, it is evident from the study results that training and development significantly intercorrelates with recruitment and selection, performance management, succession planning and workforce planning respectively. As mentioned, training and development is likely to be effectively implemented with ease when recruitment and selection processes are successfully implemented (Culpan et al., 2019). Moreover, employees with a higher person-job fit are likely to perform better thus making the management of performance easier (Derous & De Fruyt, 2016). Additionally, Fraher and Brandt (2019) indicated that workforce planning is the initial step in talent management because the mapping of significant success drivers is crucial in determining what skills are required in all areas of work. This makes it easier to identify skills gaps and address them as well as plan for critical positions and their successors (Singh & Dangwal, 2017).

A moderate relationship exists between training and development, and recruitment and selection. Research shows that employees who have a higher person-job fit after selection, are more likely to be responsive to training interventions and thus, stayed in an organisation longer than employees with a weaker person-job fit (Derous & De Fruyt, 2016). Additionally, employees who stayed in organisations longer, tend to have attended more training sessions and thus, created a stronger person-job fit which ultimately impacted retention (Culpan et al., 2019).

It was also evident from the study results that a moderate relationship exists between training and development, and workforce planning. Fraher and Brandt (2019) indicated that workforce planning is the initial step in talent management because the mapping of significant success drivers is crucial in determining what skills are required in all areas of work and thus a strong relationship should exist. It was found that proper workforce planning identified a number of shortfalls such as skills gaps, training needs and critical positions (Singh & Dangwal, 2017). This meant that proper workforce planning provided a road map for training needs and thus played an important role.

Oluwaseun (2018) found that the performance of employees are positively impacted by training and development interventions. It is stated that “organizations could benefit from training and development through winning the heart and minds of their employees to get them to identify with the organisation, to exert themselves more on its behalf and to remain with the organization” (Oluwaseun, 2018, pp. 181). Likewise, Sohu, Mirani, Dakhan and Junejo (2020) found that employees’ execution of tasks and overall efficiency was greatly impacted through training and development activities. However, the study results indicate that a weak relationship exists between training and development, and performance management.

Furthermore, the study results also showed a weak relationship between training and development, and succession planning. Theus (2019) revealed that the development of new skills and competencies through trainings are pivotal to the development of succession plans thereby, rendering the relationship between training and development and succession planning strong. Likewise, Sohu et al. (2020) confirmed that variables such as training and development and performance management have significant impacts on succession planning.

The results indicate that females are more influenced to stay in a job by training and development than males. Icardi (2021) found that females are more likely to be influenced than males because females invested more in career growth than men. Contrary to this and in line with the study results, Nafukho, Alfred, Chakraborty, Johnson and Cherrstrom (2017) stated that gender did not affect training interventions as training needs are tailored to individuals and their skills. Moreover, they added that tenure impacted individuals and not gender.

In addition, in this study it was found that employees differing in age, race, tenure and job level do not have differing views of training and development. Ilişanu and Andrei (2018) stated that employees of different ages and races are generally impacted by training and development in the same way. However, tenure and job level impact employees' perspectives because of the types of development required (Ju & Li, 2019). Employees in higher positions are more likely to attend strategic training. Likewise, Barry, Gomez, Kaufman, Wilkinson and Zhang (2020) found that the development of employees are based on, to some extent, job level.

Employees, through the open-ended question of the survey, indicated that the organisation provided good training interventions but there is a lack of retention. Many state-owned organisations have faced a similar situation in terms of retention (Dewah & Mutula, 2014). This issue arises primarily from the mandatory trainee programmes, such as apprenticeships, that state-owned organisations are expected to implement. However, a lack of positions exist to absorb trainees once they have qualified (Dewah & Mutula, 2014). These programmes are often funded by the relevant Sector Education and Training Authorities (SETAs) who provide mandatory and discretionary grants based on the number of individuals to be trained.

Employees also indicated, through the open-ended question of the survey, that training interventions are too focused on permanent employees. Many employers express that the cost of training is high. It was found that permanent employees are more likely to return an investment of these high training costs and therefore, remain a priority (Rubery, Grimshaw, Keizer & Johnson, 2018). Moreover, it was found that employers are reluctant to develop fixed-term employees knowing that there is a small chance of permanent retention (Dewah & Mutula, 2014).

Additionally, some employees indicated through the open-ended question of the survey, that all their training requirements were, or are, met and that no issues around training and development exist. Research shows that many organisations see training as an expense and not as an investment. Untrained employees will, inevitably, lack the motivation and knowledge to use company resources properly, which will lead to waste, in a service industry; the lack of knowledge about procedures will affect customer interaction and retention (Martinelli, 2018; Ukandu & Ukpere, 2013).

## ❖ PERFORMANCE MANAGEMENT

The study has revealed that employees are moderately influenced to stay in job by performance management. According to Nowlin, Walker and Anaza (2019), employees who have better relationships with their line managers are more likely to respond well to performance management because this process is often heavily dependent on managers. Moreover, it was identified that the reviewing of performance and strategies should be event based and not routine, to allow for adaptation of unforeseen changes. Routine based performance reviews have resulted in employees becoming reluctant to go through the processes of performance management (Cappelli & Tavis, 2016). Therefore, it is deduced that performance management processes are not objective and its effect on retention is minimal.

Furthermore, it is shown that employees are most influenced by performance management when ranked against the other talent management sub-dimensions (recruitment and selection, training and development, succession planning and workforce planning). Performance management is a tool used for a myriad of reasons, some of which include salary increases, promotions, career pathing and feedback for improvement (DeNisi & Murphy, 2017) and thus, are priority for many employees. Furthermore, the tracking of performance can feed into succession planning which may prove useful to both employees and employers (Ali, Mahmood & Mehreen, 2019).

It was found that performance management significantly intercorrelates with the other talent management sub-dimensions (recruitment and selection, training and development, succession planning and workforce planning). It was noted that when an employee is hired with highly efficient recruitment and selection processes; a high person-job fit ensues; relevant support such as training and development initiatives are available, and then the set key performance areas for the employee are easily achievable (Kodi & Kumar, 2018). Furthermore, as mentioned, the tracking of performance can feed into succession planning which may serve useful for both employees and employers (Ali et al. 2019). In terms of workforce planning, performance management assists employers with identifying and addressing skills gaps when these gaps are far and few.

Additionally, the study results show that performance management has a weak relationship with all talent management sub-dimensions (recruitment and selection, training and development, succession planning and workforce planning). Kodi and Kumar (2018) showed that when an employee is hired with highly efficient recruitment and selection processes; a high person-job fit ensued; and thus, performance management through clearly defined key performance areas is easily managed. Furthermore, performance management programmes can include feedback, key performance targets, training needs and reward structures. When relevant support such as training and development initiatives are available, then the employees' set key performance areas are better achieved, making the relationship between performance management and training and development essential (Kodi & Kumar, 2018). Moreover, since succession planning and workforce planning are organisationally tailored, it is difficult to determine the overall impact. However, Cavanaugh (2017) found that succession planning and workforce planning can actually be key to the processes of managing performance.

The study found that in terms of gender, employees are equally influenced by performance management. A study by Park (2020) reflected that an organisation with a higher percentage of women experienced greater performance which affirms that females perform better. However, there is a lack of theory surrounding the relationship between performance management and gender. Furthermore, Park (2020) has stated that issues such as gender bias and gender inequity are common across many industries and in some cases, negatively affects performance. It can then be assumed that performance is more difficult to manage.

Moreover, the current study found that no significant differences exist amongst employees varying in age, race, tenure and job level, regarding performance management. Similarly, it was determined that age has not been found to directly impact performance management (Li *et al*, 2021). Moreover, Klinck and Swanepoel (2019) stated that South African organisations are prone to racism and as a result, racial work groups are often formed. This is often a source of racial abuse which negatively impacts the performance of employees in 'abused' race groups. In terms of tenure and job level, Marvel (2021) found that employees with longer tenure and/or higher ranked positions found performance management a lot easier.

The study results showed that, through the open-ended question of the survey, employees felt that the performance appraisal system needs to be reviewed. In accordance, Lin and Kellough (2019) found that performance appraisals across many organisations lack objectivity. This

results in unfair scoring which is often amounted to the lack of recognition on management's behalf. Likewise, Klinck and Swanepoel (2019) envisaged that appraising is subject to manager-employee relationships and the manager's discretion which may lead to perceived unfairness or bias. This in turn, may result in decreased performance.

Employees identified and indicated through the open-ended question of the survey that the performance management system is a cause of poor performance. As mentioned, performance appraisals across many organisations lack objectivity (Lin & Kellough, 2019). Primarily, manager-employee relationships are at risk under poor performance management programmes. In addition, employees subject to ineffective programmes and performance appraisal practices are likely to feel disappointed and demotivated. This can lead to damage of personal relationships as well as poor performance (GovLoop, 2021).

Employees further stated, through the open-ended question of the survey, that performance management needs proper policy implementation. Proper policy implementation ensures that organisations align employees, resources, and systems to meet their strategic objectives (Ansell, Sorensen & Torfing, 2017). A lack of implementation can lead to a waste of resources (such as time) and demotivated employees. Likewise, Schleicher, Baumann, Sullivan and Yim (2019) indicated that effective performance management policy implementation can provide organisations with a competitive advantage which can place them as high ranked employers, which further assists with retention.

Furthermore, employees believe that the current salary scales demotivate employees to perform at their maximum, and thus plays a focal point around the mismanagement of performance. It was found that employees view salaries as the value that an organisation places on him or her. This meant that those who received adequate salaries performed better (Kuznietsova, 2018). Likewise, salary discrepancies amongst employees in same or similar jobs were found to be a huge factor impacting employees' performance (Gerhart, 2017). Employees who were compensated less than their colleagues for equal work were found to perform less and this impacted the way in which performance was managed.

## ❖ SUCCESSION PLANNING

The study results show that employees are moderately influenced, to stay in a job, by succession planning. Torres (2020) found that a number of employees indicated that succession planning is influenced by equity, favouritism, bias and nepotism. As a result, employees were not interested in succession planning processes. Conversely, Hassan and Siddiqui (2020) hypothesized that effective succession planning results in positive effects on performance, manager-employee relationship, the work environment, benefits/rewards, career progression and even job security. And these factors, in turn, lead to employee retention. Therefore, it can be assumed that succession planning does moderately influence succession planning since it is organisation-specific.

It is shown that employees are influenced to stay in a job by succession planning more than recruitment and selection, training and development and workforce planning but less than performance management. In the current study, succession planning ranked second out of the five talent management sub-dimensions (recruitment and selection, training and development, performance management, succession planning and workforce planning) regarding the influence on employees. Although employees indicated that succession planning is influenced by equity, favouritism, bias and nepotism, they still valued the processes more because it gave them a greater and more guaranteed career path (Torres, 2020).

Succession planning significantly intercorrelates with training and development, recruitment and selection, performance management and workforce planning respectively. Employees who are appointed with effective recruitment and selection processes, have a higher person-job fit and thus, performed better. This ultimately puts them on the radar as a potential successor and ties in well with workforce planning since the available talent is available (Oduwusi, 2018). Moreover, Oduwusi (2018) added that this results in higher probability for retention.

It is determined by the study results that a moderate relationship exists between succession planning and workforce planning. Workforce planning is a process involving the alignment of organisational needs and people strategy which rely on the examination and projection of the talent needed to implement a business strategy. This feeds into determining successors since successors have to be competent in order for business continuity to prevail (Culpan et al., 2019). Furthermore, Knevel et al. (2017) maintain that workforce planning primarily concerns

developing the skills of employees to ensure efficient and effective service. Evidently, this also feeds into the management of succession which identifies future leaders based primarily on competency and skill (Hosseini et al., 2018).

A weak relationship was found to exist between succession planning and, recruitment and selection. As stated, Cappelli and Tavis (2016) found that performance was a key indicator for the mapping of successors. It was stated that in most organisations, successors are identified for key strategic roles and are often the best performers. However, Kodi and Kumar (2018) showed that the perspective from which the link between recruitment and selection and succession planning is viewed, is dependent on the generation in which an employee belongs. For example, baby boomers are more likely to stay loyal to an organisation and therefore be more embedded through the career succession within the organisation while Generation Xers are more interested in growth across organisations and therefore, value succession less.

Furthermore, the study results also showed a weak relationship between training and development, and succession planning. Contrary to this finding, Theus (2019) revealed that the development of new skills and competencies through training are pivotal to the development of succession plans therefore rendering the relationship between training and development and succession planning strong. Likewise, Sohu et al. (2020) confirmed that variables such as training and development and performance management have significant impacts on succession planning. Moreover, a weak relationship exists between succession planning and performance management. It was determined that since succession planning is organisation specific, it is difficult to determine the overall impact. However, Cavanaugh (2017) found that succession planning can actually be key to the processes of managing performance and depends on the type of systems used and whether these systems are objectively implemented.

Moreover, a weak relationship exists between succession planning and performance management. Succession planning is organisationally tailored, and it is therefore difficult to determine the overall impact. However, Cavanaugh (2017) found that succession planning can actually be key to the processes of managing performance. Employees who have better performance records and greater skills are more likely to be considered for succession (Moffat, 2018). Cavanaugh (2017) found that it is imperative for performance to be a key indicator or factor for succession plans in order to ensure that the selected successor is equipped to perform optimally.

The study found that females are more influenced to stay in a job by succession planning than males. Moffat (2018) suggested that organisations can use succession planning to boost gender diversity in high management. Organisations must identify the best female leaders, and provide them with a defined pathway on and equip them with the skills and knowledge necessary. Moreover, Ramadani, Dana, Sadiku-Dushi, Ratten and Welsh (2017) stated that females are more influenced by succession planning because of their need to be represented in the workforce, especially in management.

Employees stated, through the open-ended question of the survey, that the organisation needs active succession planning programmes. Succession planning has failed in many organisations and still is a major area of concern (Oduwusi, 2018). Succession planning fails for a number of reasons such as equity, favouritism, bias and nepotism (Torres, 2020). Placing incompetent employees in positions is often a major downfall to an organisation's overall performance and increases attrition rates. IBM, a tech company, has successfully implemented succession programmes and found that this has successfully become a retention strategy and boosted the company's overall performance (Ang, 2018). IBM chose their new leader based on merits and looked internally at candidates as well. This demonstrates an understanding of transparency that supports and adds to the robust company culture they have in place.

Employees expressed through the open-ended question of the survey, that the succession plan at the organisation is not well known throughout the organisation. A lack of communication is the first step towards the failure of succession planning (Torres, 2020). Torres (2020) stated that organisation-wide communication is the first step towards the achievement of business strategies because buy-in from employees is the key element for success. It was noted by Ballaro and Polk (2017) that employees are more motivated when business and personal goals are clear. This meant communication boosted employees' responsibilities and that they better understood their value and impact they can have in succession planning.

Employees believe, and stated through the open-ended question of the survey, that succession planning would be better managed if a pool of competent employees existed. While this is organisation specific, many organisations are faced with high turnover rates because trained, well-seasoned employees seek better employment, and therefore face the challenge of not having competent employees to ensure business continuity (Kiyana & Bett, 2017). Likewise,

Okwakpam (2019) agreed that succession plans are tailored to every organisation. While some organisations have a large, competitive, talent pool, other organisations may struggle.

Employees stated, through the open-ended question of the survey, that succession planning at the organisation is too theoretical and lacks implementation. It is estimated that 85% of organisations lack proper succession planning processes (Ballaro & Polk, 2017). Furthermore, with the retirement of Baby Boomers, organisations are pressured to replace these experienced employees and ensure that the skills of those replacing will contribute to, and further, the organisation (Okwakpam, 2019). Moreover, Amukugo (2016) found that a number of factors affected the implementation of succession planning, some of which include reluctance from management to take responsibility, lack of resources and budgets, a lack of clear assessment criteria, inadequate information on succession planning; and difficulties associated with internal resistance to change.

Employees also stated, through the open-ended question of the survey, that the Black Economic Empowerment (BEE) affects the ability of the organisation to be truly objective in selecting the best employees for succession. In terms of BEE, skills development is a priority element of which the target is 6% of the organisation's payroll. To ensure successful succession planning that includes members of the designated group, it is critical that companies have a plan to "grow their own timber" through a Workplace Skills Plan which identifies their skills, gaps and training plan for the year (Fernandez, n.d; Mayer, Oosthuizen & Tonelli, 2019). Therefore, it is evident that BEE does affect succession planning.

Employees felt and expressed through the open-ended question of the survey, that succession planning is negatively affected by nepotism. Many South African public institutions and small, privately owned businesses are negatively affected by nepotism and bias (Torres, 2020). Aspects of nepotism and favouritism relate to employees not participating in social networks marked by corruption and suffering from discrimination. They are exposed to psychological stress and, in addition, these phenomena negatively affect their performance making them less suitable candidates for succession (Vveinhardt & Sroka, 2020). When selecting successors, priority is given not to the employee's professional competence, but to kinship relations, friendliness or on the basis of subjective benevolence to one or another person, it negatively affects the quality of human resources across the organisation as a whole and the morale of employees.

## ❖ WORKFORCE PLANNING

The study results show that employees are moderately influenced to stay in a job, by workforce planning. Workforce planning focuses on the potential number of employees and what skills they need to possess, along with organisational capability risks that could jeopardize sustainability (Culpan et al., 2019). The importance of workforce planning has risen substantially and has been evinced to improve work-life balance, strategies for talent management and employee development, and employee retention (Pittman & Scully-Russ, 2016). Pittman and Scully-Russ (2016) found that employees are less interested in the process of workforce planning and more interested in the benefits that accrue from the process, such as trainings, rewards and promotions.

The study results also indicate that employees are influenced by workforce planning more than training and development but less than recruitment and selection, performance management and succession planning. It is stated, in literature, that workforce planning is an HR task that involves the mapping of significant success drivers to determine what skills are required in all areas of work (Fraher & Brandt, 2019). This planning is often long-term which means immediate results are not seen or felt. This is often a downfall for many employees because employees are often looking for better employment opportunities. Kroezen et al. (2018) found that workforce planning started with high-level jobs and thus demotivated lower level employees. Moreover, since training assisted in employees with finding better employment, Fletcher et al. (2018) argued that training is more impactful than workforce planning from an organisations perspective and not an employee perspective. However, it was determined that a high person-job fit positively affects performance and the management of it, and effectively feeds into proper succession management which renders these processes more impactful than workforce planning (Derous & De Fruyt, 2016).

Workforce planning is found to significantly intercorrelate with training and development, recruitment and selection, performance management and succession planning respectively. Additionally, Fraher and Brandt (2019) indicated that workforce planning is the initial step in talent management because the mapping of significant success drivers is crucial in determining what skills are required in all areas of work. This makes it easier to identify skills gaps for training initiatives and for critical positions that are regarded in succession planning (Singh & Dangwal, 2017). Moreover, mapping of significant success drivers positively impacts recruitment and selection processes. When the right person, with right skills is hired at the right

time, a high person-job fit is likely to exist which produces high performing employees and assists in effective workforce planning (Culpan et al., 2019).

It was further identified that a moderate relationship exists between workforce planning and training and development. It was found that proper workforce planning identified a number of shortfalls such as skills gaps, training needs and critical positions (Singh & Dangwal, 2017). This meant that proper workforce planning provided a road map for training needs and thus played an important role. Likewise, Cave and Willis (2020) indicated that workforce planning forecasts future workforce needs and thus provides employees with the opportunity to develop themselves in order to be suitable to fill future opportunities.

Furthermore, a moderate relationship exists between workforce planning and recruitment and selection. Workforce planning determines the skills necessary therefore feeding the requirements for jobs including vacancies, making it easier to recruit and select the right individual (Fraher & Brandt, 2019). Likewise, Leider, Coronado, Beck and Harper (2018) stated that workforce planning identifies workforce supply and demand which provides recruitment with concise organisation needs. Gupta, Fernandes and Jain (2018) agreed that workforce planning is crucial for organisations who implement effective and efficient recruitment and selection processes.

Additionally, a moderate relationship exists between workforce planning and succession planning. Workforce planning is a process involving the alignment of organisational needs and people strategy which rely on the examination and projection of the talent needed to implement a business strategy. This assists succession planning because employees who fill critical positions must be competent in order for business continuity to prevail (Culpan et al., 2019). Furthermore, Knevel et al. (2017) workforce planning primarily concerns developing the skills of employees to ensure efficient and effective service. Evidently, this also feeds into the management of succession which identifies future leaders based primarily on competency and skill (Hosseini et al., 2018).

The study results further determined that a weak relationship exists between workforce planning and performance management. Succession planning and workforce planning are both organisationally tailored, processes which makes it difficult to determine the overall impact unless measured at each individual organisation. However, Cavanaugh (2017) found that

workforce planning can actually be key to the processes of managing performance and may therefore, be an important element in assisting employees with poor performance.

The study results found that males and females are equally influenced to stay in a job, by workforce planning. With the influence of BEE, organisations are faced with workforce planning that analyses, forecasts, plans workforce supply and demand, assesses gaps, and determines target talent management interventions to ensure that an organisation has the right people - with the right skills in the right places at the right time - to fulfill its mandate and strategic objectives while factoring in gender. Furthermore, this is a government mandate which can affect employees' and their career progressions. In many countries, females have endured oppression in all spheres. The implementation of correcting the organisational gender imbalances are part of workforce planning (Turesky & Warner, 2020). This has resulted in a rise of females in leadership.

Moreover, the study results indicate that employees varying in age, race, tenure and job level have no difference in the perception of workforce planning. Clark, Nyce, Ritter and Shoven (2019) stated that with the resultant aging workforce, employers are expected to factor age into workforce planning but there has been little to no evidence of such. However, many employees are less concerned with the amount of years they have left and more concerned with career progression right up to retirement. Additionally, race is an influencing factor as a result of the government mandates that require the organisation to comply with BEE since the organisation has chosen to participate in BEE processes. This has especially benefited employees from minority race groups and previously disadvantaged groups (Turesky & Warner, 2020). Moreover, tenure and job level, according to Sparkman (2018), have impacted employees and their perceptions of workforce planning. It was stated that employees with longer tenure and/or in top positions, feel more entitled to opportunities that may arise from workforce planning. From the aforementioned discussion of results, it is evident that the antecedents of job embeddedness synergistically come together to heighten job embeddedness.

- **ORGANISATIONAL TRUST**

Organisational trust has a significant impact on all dimensions of business and is defined as “the expectation that other people, or groups or institutions will act in ways conducive to our well-being” (Basit & Duygulu, 2018, p. 164). The study indicates that employees moderately

trust the organisation. Low functioning trust can result from a number of elements such as poor person-job fit (Newman et al., 2016); bad company reputation (Agwu & Nwoke, 2019); and nepotism (Alic, 2016). Moreover, in corrupt ridden organisations, employees are often reluctant to share information that could be interpreted as negative or threatening to those above them in the organisational hierarchy. This reluctance to speak up, and the silence or information withholding it gives rise to, has the potential to undermine organisational decision making and error-correction and to damage employee trust and morale (Tejaswini & Singh, 2017).

The study results indicated that employees trust succession planning the most. It was also revealed that employees trust the other talent management sub-dimensions in the following descending order: recruitment and selection, workforce planning, performance management and training and development. Succession planning is a form of career management, which benefits both the employee in terms of development and the organisation in terms of organisational performance (Mehrtak et al., 2017). Employees who have higher trust levels in the organisation, are more likely to be adaptable and open to business strategies. This means that employees expect their organisation to act in their best interest and provide career progression paths in the form of succession planning (Reardon, 2018). It was also found that employees trust succession planning more than training and development because succession planning is managements responsibility and this allows them to affirm employees' trust (Olatunji et al., 2017).

It was envisaged, by the study results, that organisational trust significantly intercorrelates with job embeddedness and talent management respectively. According to Jena et al. (2017), trust in organisations result in positive work outcomes such as higher work performance and lower turnover. It was identified that a culture of trust in a work environment has seen to be an element that influenced employees to not seek alternate employment. Furthermore, talent management, as a broad term, significantly impacts employees' decision to stay in a job since the evolution of human capital (Alic, 2016). Therefore, employees' decisions and choices have evolved over time and are now directly impacted by what organisations have to offer as opposed to the then monetary gains only.

It is evident, from the study results, that a moderate relationship exists between organisational trust and job embeddedness. Purba et al. (2016) noted that a strong climate of trust in the work environment is conducive to the development of job embeddedness. Similarly, Afsar et al.

(2018) posited that untrustworthy work environments result in the reduction of perceived vulnerability through the limitation of full performance to the areas that are objectively assessed. This indicates that employees' performance is negatively impacted by a lack of trust. In addition, a lack of performance may negatively impact job embeddedness, resulting in high turnover rates. Likewise, Newman et al. (2016) stated that employees are more likely to have high turnover intentions when there is a lack of trust in management.

Moreover, there is a strong relationship between organisational trust and talent management. It was found that organisations with a greater climate of trust, experienced higher performance levels, had more trained staff and had better retention (Mahmoud et al., 2018). Likewise, Altinoz et al. (2013) found that a strong positive correlation between talent management and organisational trust ( $r = 0.763$ ) exists and that 58% of employees' perceptions of organisational trust was relative to talent management. Furthermore, a presence of trust in an organisation has positively affected the succession of employees because employees trust that the organisation will keep their end of the deal (Reardon, 2018).

The study results also indicate that males have more trust in the organisation than females. Atreya and Kumar (2018) found that the relationship concerning expected return and trusting behaviour is stronger among men than women, suggesting that men view the interaction more strategically than women. Women felt more obligated both to trust and reciprocate, but the impact of obligation on behaviour varies. Likewise, in an article by Kimmel (2019), females are less trusting than men. It was stated that the biggest trust gap between males and females across the globe is in business, creating a great deal of importance on the employer-employee relationship. Moreover, Heidarian (2019) stated that women are intuitive and open to change which also means that they are more sensitive to trust. Hence, women are less likely to trust the organisation as easily as men do.

Furthermore, the perceptions of employees varying in age regarding organisational trust are significantly different. It was determined that employees aged 50 to 59 years old trust the organisation the most. Varihanna and Nizam (2020) state that little empirical evidence exists regarding the relationship between trust and age. However, they found that employees who are older, showed higher levels of trust. Moreover, Leelamanothum, Na-Nan and Ngudgratoke (2018) found that employees belonging to baby boom generation, who are born between 1946 and 1964, generally trust organisations because of their inherent characteristic to remain loyal

to an organisation. Likewise, Kim (2019) found that 61% of the sample size in the study who were below the age of 46, trusted the organisation less. This resulted from a number of factors, some of which included a lack of work-life balance and a lack of communication.

The study results show that there are no significant differences in the perceptions of employees varying in race and job level regarding organisational trust. In a study conducted by Palmer and Louis (2017), the results showed that employees from different racial groups showed no differences in their abilities to trust an organisation. Likewise, Ngungu (2020) found that race had no significant impact on the level of trust. However, race did affect employee-manager relationships and should still be a consideration for organisations. In terms of job level, research shows that an employees' job level may influence the level of trust (Aydan & Kaya, 2018; Kim, 2019). Kim (2019) noted that employees in lower levels trusted the organisation less because they had less influence in business decisions that directly or indirectly impacted them. Likewise, it was found that organisations using a top-down approach gave employees in top management more decision-making power which had the potential to negatively impact lower job levels (Phong, Hui & Son, 2018).

Additionally, the perceptions of employees varying in tenure, regarding organisational trust, are significantly different. Employees who have been employed with the organisation for 21 years or more have more organisational trust. According to Lambert, Hogan, Wells and Minor (2017), tenure has no significant impact on an employees' trust in an organisation. Contrary to this and to the study results, Chan and Mak (2014), found that employees' trust in management and the organisation on a whole was higher for employees with shorter tenure (5 to 10 years). Moreover, it was identified that employees with longer tenure are more likely to distrust the organisation because of previous experiences and change of management over the years (Umoren, 2020).

Employees expressed, through the open-ended question of the survey, that organisational trust has significantly reduced over the years as the perception of benevolent intent towards employees has declined. Benevolence is defined as "the willingness to assume that the other person will act honestly" (Svare, Gausdal & Möllering, 2020). The link between benevolence intent towards employees and their ability to trust an organisation is not explored in literature. However, when employees perceive the benevolence of their employer through, for example, fair treatment, this is said to indicate the degree to which the organisation values their

contribution and cares about their well-being (Viot & Benraiss-Noailles, 2018). Therefore, it can be said issues such as unfair treatment negatively affects employees which can negatively impact their trust.

Employees expressed, through the open-ended question of the survey, that mistrust in the organisation is a result of the lack of long term commitment to the organisation which can arise from medium-term contractual employment (5 year contracts). Employees are therefore more focused on self-fulfilment. Smith (2019) explained that a lack of trust in the workplace is the virus that can create a diseased workplace culture. Smith (2019) further stated that mistrust often starts with management and filters throughout the team, leading to a cycle of unhealthy responses that affect engagement, retention and productivity. Furthermore, Basit and Duygulu (2018) stated that younger employees who seek job opportunities as a form of growth across industries have the least trust in organisations because they are primarily interested in self-development and not the impact on organisational growth.

#### ❖ **ORGANISATIONAL TRUST WITHIN RECRUITMENT AND SELECTION**

It was revealed that employees moderately trust the organisation's recruitment and selection processes. Few researchers acknowledge the role of trust as a mediating role and indicate that trust positively affects relationships between various variables such as organisational justice, employee engagement and turnover (Agwu & Nwoke, 2019; Newman et al., 2016). Additionally, organisational trust is evinced to positively affect recruitment because people are more likely to apply for a job at a company that is known for a climate of trust (Newman et al., 2016). From an employee perspective however, the processes of recruitment and selection are sometimes viewed as untrustworthy especially in public sectors where corruption and nepotism are rife (Agwu & Nwoke, 2019). Furthermore, employees who are better fitted to a job and organisation and trust the organisation, are more enthusiastic about learning and succeeding in their careers, making them more open to training and development.

The study results show that employees trust recruitment and selection processes at the organisation more than training and development, performance management and workforce planning but less than succession planning. According to El Achi (2019), the presence of trust is key in recruitment and selection processes where information is partial, because candidates make decisions based on risk (allowing a recruiting organisation to have significant control

over one's life by agreeing to work there). Furthermore, Klotz, da Motta Veiga, Buckley and Gavin (2013) conceptually explored the phenomenon of trust in the pre-hire context, emphasizing trust as a precursor to successful recruitment outcomes such as applying for a job and accepting a job offer. Unlike the processes of training and development, performance management and workforce planning, recruitment and selection leaves greater room for the expectation that the organisation will act in the best interests of employees.

It was revealed that trust in recruitment and selection significantly intercorrelates with the other organisational trust sub-dimensions (trust in training and development; trust in performance management, trust in succession planning and trust in workforce planning). While little to no research examines these relationships, literature shows that a culture of trust in an organisation positively impacts aspects such as communication, performance, productivity and career growth (Karatepe, Ozturk & Kim, 2019; Ozmen, 2018). Additionally, employees are more likely to trust the recruitment of a reputable organisation, and thus are more likely to trust management. The ability to trust management filters into training and development, performance management, succession planning and workforce planning since these dimensions are heavily influenced by employee-manager relationships (Ozmen, 2018).

The study showed that a moderate relationship exists between trust in recruitment and selection, and trust in training and development. This relation is based on the notion that if an employee trusts that the right person is hired for a job or that he or she is the right person, then the employee assumes that the organisation will fulfil certain expectations such as development (Newman et al., 2016). Furthermore, since recruitment is the initial encounter with an organisation, if an employee trusts the recruitment and selection processes then the overall ability to trust the organisation and all aspects of it, ensues (El Achi, 2019).

The study further showed that a moderate relationship exists between trust in recruitment and selection, and trust in succession planning. Like the relationship between trust in recruitment and selection and trust in training and development, if an employee trusts that the right person is hired for a job or that he or she is the right person, then the employee assumes that the organisation will fulfil certain expectations such as development (Newman et al., 2016). Moreover, in the case of succession, employees who believe that they have a high person-job fit, also believe that they are suitable successors and therefore expect the organisation to recognize them (Reardon, 2018). This creates expectations and can often impact trust.

The study showed that a moderate relationship exists between trust in recruitment and selection, and trust in workforce planning. Literature shows that employees who believe that they have a high person-job fit, have high expectations for the organisation to view them as worthy for many practices such as succession, training and workforce planning (Fraher & Brandt, 2019). This creates expectations which can often impact the trust that an employee has in the entire organisation since a lack of recognition or differing perspectives can demoralize or demotivate an employee. However, Teare et al. (2017) stated that organisational trust has no direct bearing on the processes and procedures involved with workforce planning.

The study showed that a weak relationship exists between trust in recruitment and selection, and trust in performance management. Cappelli and Tavis (2016) indicated that trust in leadership impacts the processes of performance management because these processes are subjective to managers final decisions and overall views. Furthermore, whether an employee has a high person-job fit as a result of efficient recruitment practices, this has little bearing on performance management because of managements subjectivity (Kodi & Kumar, 2018). This means that although employees trust managers to recognize their efforts, this may not always be the case and often results in mistrust instead.

According to the study, females have a higher level of trust in the processes of recruitment and selection than males. Although females trust the organisation less, Heidarian (2019) stated that women are intuitive and open to change which also means that they are more sensitive to trust. Women in business, in the South African context, are more trusting of the recruitment and selection processes because of the legal implications involved with non-compliance of EE (Usmani, 2020). This means that women are sure that the expectation for the organisation to hire according to the EE plan, which encourages the intake of more females, will be met.

Moreover, the study shows that employees varying in age, race, tenure and job level have no significant differences in their perceptions regarding trust in recruitment and selection processes. A South African based study showed that African employees trusted the recruitment and selection processes more than other race groups because of the laws in place to ensure a fair, diverse and equitable workplace (Usmani, 2020). However, there is a lack of empirical evidence regarding employee trust in recruitment and selection processes across employees differing in age, tenure and job level.

## ❖ ORGANISATIONAL TRUST WITHIN TRAINING AND DEVELOPMENT

Employees moderately trust the training and development interventions in the organisation. Organisations that provide training and development opportunities without contractual agreements to remain in the organisation, make investments in the employees which benefit both the employees and the organisation (Vanhala & Ritala, 2016). Among the positive effects, investment in employees positively affects the employability of an individual, making him/her more marketable (Hayes, 2018). An investment in employees can create a sense of moral obligation for an employee which can result in an employee ensuring that the organisation benefits from the skills or capabilities that have been obtained. However, an investment in employees may possibly pose an organisational risk because they may seek better employment opportunities as a result of their increased employability (Hayes, 2018). Furthermore, this could have cost implications for the organisation who will need to hire and invest in a new employee.

The study results indicate that employees trust the organisations training and development interventions the least. According to Cherukur (2020), some employees believe that training and development interventions primarily benefit the organisation which means that more responsibility will be placed on them. However, according to Hayes (2018), depending on the organisation, employees are likely to respond to trust in training and development taking into consideration other factors such as trust in leadership and colleagues. Researchers state that the presence of trust significantly impacts employee perspectives and performance (Hayes, 2018; Reardon, 2018). When management offers continuous training and support, this shows subordinates that their managers want them around, believe in their potential, and care about their futures at the company.

The study found that trust in training and development significantly intercorrelates with the other organisational trust sub-dimensions (trust in recruitment and selection; trust in performance management, trust in succession planning and trust in workforce planning). This means that any change or improvement in any one of them has the potential to have a rippling effect and bring about changes and improvements in the others as well as overall improvements. There is no empirical evidence regarding these relationships, however, literature shows that a culture of trust in an organisation positively impacts aspects such as communication, performance, productivity and career growth (Karatepe et al., 2019; Ozmen,

2018). This meant that an atmosphere of trust positively impacts work outputs and processes and that the lack of trust in one process can negatively affect the trust in another.

It is evident from the study results a moderate relationship exists between trust in training and development, and trust in recruitment and selection. As stated, if an employee trusts that the right person is hired for a job or that he or she is the right person, then the employee assumes that the organisation will fulfil certain expectations such as development (Newman et al., 2016). Furthermore, since recruitment is the initial encounter with an organisation, if an employee trusts the recruitment and selection processes then the overall ability to trust the organisation and all aspects of it, ensues (El Achi, 2019).

Moreover, there is a moderate relationship between trust in training and development, and trust in workforce planning. It is known that proper workforce planning identifies a number of shortfalls such as skills gaps, training needs and critical positions (Singh & Dangwal, 2017). This meant that proper workforce planning provided a road map for training needs and thus played an important role. Likewise, Cave and Willis (2020) indicated that workforce planning forecasts future workforce needs and thus provides employees with the opportunity to develop themselves in order to be suitable to fill future opportunities. When an employee has high levels of trust in management, they believe that management will provide employees with relevant opportunities to be developed (Reardon, 2018).

Additionally, it was determined that there is a weak relationship between trust in training and development, and trust in performance management. Employees are aware that training and development interventions positively affect their performance and the management of performance thereof (Vanhala & Ritala, 2016). And, it is identified that employees trust training and development interventions the least. Therefore, due to the lack of trust in training and development, it was found that employees believe that overall performance is subject to employee-manager relationships and thus have little to do with whether an employee is properly trained or developed (Klinck & Swanepoel, 2019). It can then be said that trust in training and development has a very small impact on an employees' trust in performance management.

It was also determined that there is a weak relationship between trust in training and development, and trust in succession planning. This relationship is similar to that of trust in training and development and trust in performance management because a lack of trust in training and development has no impact on employee-manager relationships and management perspectives/recognition (Klinck & Swanepoel, 2019). This means that trust in training and development therefore has little to no impact on succession planning and the trust in succession management. However, because organisational trust impacts all aspects of business, a decrease or lack of trust in one process may filter into other functions because mistrust often leads employees to doubt the credibility of the organisation entirely.

It is evident from the study results that males have more trust in training and development practices than females. Mukherjee (2020) found that men are generally more trusting than women. However, according to Mudege, Mdege, Abidin and Bhatasara (2017), there are no significant differences in the trust levels of males and females regarding training interventions. Moreover, Haselhuhn, Kennedy, Kray, Van Zant and Schweitzer (2015) found that females were more likely to trust again after trust violations while males were not.

Furthermore, employees varying in age, race, tenure and job level have no significant differences regarding trust in training and development. Investments in employees can create a sense of moral obligation for an employee which can result in an employee ensuring that the organisation benefits from the skills or capabilities that have been obtained. However, an investment in employees may possibly pose an organisational risk because they may seek better employment opportunities as a result of their increased employability (Hayes, 2018). This occurrence is not directly impacted by age, race, tenure or job level (Hayes, 2018). No research explicitly explains the impact of age, race, tenure and job level on trust in training and development.

#### ❖ **ORGANISATIONAL TRUST WITHIN PERFORMANCE MANAGEMENT**

The study results indicate that employees only moderately trust the organisation's performance management systems. Organisational trust in relation to performance management is less explored in literature, instead the presence of interpersonal trust has been closely examined. Cappelli and Tavis (2016) indicated that employees expect employers to recognise extra effort and discretion used to meet business objectives, regardless of whether the efforts and discretion

deviate from prescribed routes. Employees believe that they can trust management to go over and above performance evaluations and recognise their efforts to consistently and committedly put the organisation first (Destler, 2017). This is often a source of conflict and a break down in trust because employers and employees have subjective views concerning effort and discretion and therefore, base performance purely on the agreed evaluation terms. Furthermore, taking into the account that each employee and manager is different, variations may exist between employees' performance evaluations causing greater conflict and further breakdown in trust among employees and the organisation entirely. Peters et al. (2017) adds that the accumulation of interpersonal trust amounts to a presence of trust in the workplace alluding to the fact that organisational trust is in fact based on each employee's ability to trust each other and management.

It was identified that, for employees, trust in performance management is higher than trust in training and development, but less than the trust employees have in recruitment and selection, succession planning and workforce planning. According to Cappelli and Tavis (2016), employees expect employers to recognise their extra efforts and discretion used to meet business objectives, regardless of whether the efforts and discretion deviate from prescribed routes. This, however, may not always occur and result in a breakdown in trust for the processes of performance management since it is heavily dependent of management. Furthermore, trust in recruitment and selection, succession planning and workforce planning is often higher because these processes are not determined by single, linear work relationships (Ozmen, 2018).

Moreover, it was determined that trust in performance management significantly intercorrelates with trust in all the other organisational trust sub-dimensions (recruitment and selection; training and development; succession planning and; workforce planning). This means that any change or improvement in any one of them has the potential to have a rippling effect and bring about changes and improvements in the others as well as overall improvements. There is no empirical evidence to support this study result, however, literature shows that a culture of trust in an organisation positively impacts aspects such as communication, performance, productivity and career growth (Karatepe et al, 2019; Ozmen, 2018). This meant that an atmosphere of trust positively impacts work outputs and processes and that the lack of trust in one process can negatively affect the trust in another.

Additionally, there is a weak relationship between trust in performance management and trust in trust in all the other organisational trust sub-dimensions (recruitment and selection; training and development; succession planning and; workforce planning). Whether an employee has a high person-job fit as a result of efficient recruitment practices, this has little bearing on performance management because of managements subjectivity in the performance management process (Kodi & Kumar, 2018). This means that although employees trust managers to recognize their efforts, this may not always be the case and often results in mistrust instead. Furthermore, as a result of a lack of trust in training and development, it was found that employees believe that overall performance is subject employee-manager relationships and thus have little to do with whether an employee is properly trained or developed (Klinck & Swanepoel, 2019).

Moreover, it is envisaged that performance can be a considerable factor in the implementation of succession plans, however, employees only moderately trust the organisation and performance management, so trust in succession planning is also moderate. A weak relationship between these two processes is organisation specific and might result from a number of other factors not explored in this study. Lastly, better performance feeds into workforce planning (White, 2017). However, since employees only moderately trust the organisation and performance management, it is evident that trust in workforce planning is also moderate. A weak relationship between these two processes is organisation specific and might also result from a number of other factors not explored in this study.

The study revealed that males have more trust in performance management than females. Atreya and Kumar (2018) found that the relationship concerning expected return and trusting behaviour is stronger among men than women, suggesting that men view the interaction more strategically than women. In terms of performance management, males are less intuitive and sensitive to the happenings around them. This means that men are less interested in being recognized for their efforts and thus trust management, with little concern, to value them accordingly (Wright, Riedel, Sechrest, Lane & Smith, 2018). Females, however, feel that recognition for extra efforts is the core of being valued and therefore, place a higher expectation on performance management, leading to a greater potential breakdown of trust (Klinck & Swanepoel, 2019).

Furthermore, employees varying in age, race, tenure and job level have no significant differences regarding trust in performance management. Employees believe that they can trust management to go over and above performance evaluations and recognise their efforts to consistently and committedly put the organisation first (Destler, 2017). However, an employees' age, race, tenure and job level is overpowered by employee-manager relationships and the trust that exists in this relationship because of the high level of subjectivity of management in performance management (Kodi & Kumar, 2018).

#### ❖ ORGANISATIONAL TRUST WITHIN SUCCESSION PLANNING

According to the study, employees moderately trust the organisation's succession planning. Succession planning is a form of career management, which benefits both the employee in terms of development and the organisation in terms of organisational performance (Mehrtak et al., 2017). According to Mehrtak et al. (2017), career management places an organisation in a positive view since employees are provided with future possibilities that encourage retention. Reardon (2018) adds that organisations that have implemented succession plans with a climate of trust have shown to be more successful. This means that organisational trust positively affects the implementation and recognition of succession plans across the workforce.

The study revealed that employees trust succession planning the most. Employee trust in succession planning is not explored in research, however, it is evident that organisations must prepare for future vacancies using succession planning (Mehrtak et al., 2017). Employees who are recruited and placed into successor roles have a higher level of trust in the organisation because they feel recognized and rewarded for their efforts (Kosterlitz & Lewis, 2017). Moreover, employees have a high level of trust in succession planning if they have a high level of trust in recruitment and selection because successors for critical positions are recruited, selected and legally hired in successors positions.

The study shows that trust in succession planning significantly intercorrelates with trust in all other organisational trust sub-dimensions (recruitment and selection, training and development, performance management and workforce planning). This means that any change or improvement in any one of them has the potential to have a rippling effect and bring about changes and improvements in the others as well as overall improvements. There is no research to empirically support this result, however, a trusting organisational culture brings forth good

communication, performance, productivity and career growth (Karatepe et al., 2019; Ozmen, 2018). This means that an atmosphere of trust positively impacts work outputs and processes and that the lack of trust in one process can negatively affect the trust in another.

It is also revealed that there exists a moderate relationship between trust in succession planning, and trust in recruitment and selection. When employees trust that the right person is hired for a job or that he or she is the right person, then the employee assumes that the organisation will fulfil certain expectations such as any form of development (Newman et al., 2016). Moreover, in the case of succession, employees who believe that they have a high person-job fit, also believe that they are suitable successors and therefore expect, and trust, that the organisation will recognize them accordingly (Reardon, 2018). This creates expectations and can often impact trust positively or negatively.

Moreover, it is revealed that there exists a moderate relationship between trust in succession planning and trust in workforce planning. Succession planning and workforce planning are organisationally tailored programmes/plans so it is difficult to determine the overall, generic impact. In addition, the trust employees have in these systems are also dependent on the organisation, as well as the trust in leadership (Chan & Mak, 2014). Knapp, Wright, Clarke, McAnulla and Nightingale (2017) stated that workforce planning assists the organisation compare and contrast workforce needs with those of the business processes determined by set objectives and long-term goals while succession planning provides insight into who has the skills to grow into higher up positions within the organisation. Therefore, these processes and the trust in them, are often not linked. However, an overall lack of trust in an organisation, or some parts of the organisation, negatively impacts all spheres.

Additionally, there is a weak relationship between trust in succession planning, and trust in training and development. Mistrust in training and development has no impact on employee-manager relationships and management perspectives/recognition (Klinck & Swanepoel, 2019). This means that trust in training and development therefore has little to no impact on succession planning and the trust in succession management. However, because organisational trust impacts all aspects of business, a decrease or lack of trust in one process may filter into other functions because mistrust often leads employees to doubt the credibility of the organisation entirely.

A weak relationship was also found to exist between trust in succession planning and trust in performance management. It is envisaged that performance can be a considerable factor in the implementation of succession plans, however, employees only moderately trust the organisation and performance management, so trust in succession planning is also moderate. Literature proposes that the trust levels between these two processes may be weak because employees who are in successor positions have already been guaranteed development and future career growth which sustains performance (Kokkonen & Møller, 2020). Therefore, the management of performance is unlikely to be an issue.

It was identified that males have more trust in succession planning than females. Men are genetically less emotional than women and therefore express less emotional investment inside and outside of work (de Boise & Hearn, 2017). This alludes to the fact that men are less interested in being recognized for their efforts and thus trust management, with little concern, to value them accordingly (Wright et al., 2018). Females, however, are more concerned about being recognized for extra efforts and that it is the core of being valued. They therefore, place a higher expectation on succession planning, leading to a greater potential breakdown of trust (Kwon & Barone, 2020).

The study results indicate that employees varying in age, race, tenure and job level have no significant differences regarding trust in succession planning. Reardon (2018) states that organisations that have implemented succession plans, with a climate of trust, have shown to be more successful. Furthermore, an employees' age, race, tenure and job level did not directly impact this phenomenon (Bakiewicz, 2020). Instead, any change or improvement in the trust of recruitment and selection, training and development, performance management and workforce planning has the potential to have a rippling effect and bring about changes and improvements in the trust of succession planning.

#### ❖ ORGANISATIONAL TRUST WITHIN WORKFORCE PLANNING

According to the study, employees moderately trust the organisations workforce planning. Workforce planning rarely requires a level of interpersonal trust where an employer and employee expect that each party behaves in a certain manner (Eaton et al, 2019). Furthermore, organisational trust is said to have no direct bearing on the processes and procedures involved with workforce planning (Teare et al, 2017). However, it has been argued whether the quality

and implementation of workforce planning is affected by the presence of trust in an organisation (Fraher & Brandt, 2019; White, 2017). According to Fraher and Brandt (2019), it was established that trust is often related to aspects such as provision of benefits, disclosure of classified information and meeting expectations. Additionally, it was found that the practice of workforce planning is developed and implemented with greater care and in shorter time frames when trust is present (Fraher & Brandt, 2019). Thus, it can be agreed that organisational trust may not directly affect workforce planning; instead, it assists as a factor that ensures smooth development and application.

Employees evidently trust workforce planning more than performance management and training and development but less than succession planning and recruitment and selection. In terms of performance management, employees expect employers to recognise their extra efforts and discretion used to meet business objectives, regardless of whether the efforts and discretion deviate from prescribed routes (Cappelli & Tavis, 2016). This, however, may not always occur and result in a breakdown in trust for the processes of performance management since it is heavily dependent of management. Moreover, Cherukur (2020) stated that some employees believe that training and development interventions primarily benefit the organisation which means that more responsibility will be placed on them. However, the presence of trust is key in recruitment and selection processes where information is partial, because candidates make decisions based on risk (allowing a recruiting organisation to have significant control over one's life by agreeing to work there) (El Achi, 2019). Furthermore, there is no research to empirically support the relationship between trust in succession planning and workforce planning, however, a trusting organisational culture brings forth good communication, performance, productivity and career growth (Karatepe et al., 2019; Ozmen, 2018).

Moreover, trust in workforce planning significantly intercorrelates with trust in all the other organisational trust sub-dimensions (recruitment and selection; training and development; performance management and; succession planning). This means that any change or improvement in any one of them has the potential to have a rippling effect and bring about changes and improvements in the others as well as overall improvements. There is no research to empirically support this result, however, a trusting organisational culture brings forth good communication, performance, productivity and career growth (Karatepe et al., 2019; Ozmen,

2018). This means that an atmosphere of trust positively impacts work outputs and processes and that the lack of trust in one process can negatively affect the trust in another.

It is evident that a moderate relationship exists between trust in workforce planning, and trust in recruitment and selection. Literature reveals that employees who believe that they have a high person-job fit, have high expectations for the organisation to view them as worthy for many practices such as succession, training and workforce planning (Fraher & Brandt, 2019). This creates expectations which can often impact the trust that an employee has in the entire organisation since a lack of recognition or differing perspectives can demoralize or demotivate an employee. However, Teare et al. (2017) stated that organisational trust has no direct bearing on the processes and procedures involved with workforce planning.

Moreover, a moderate relationship exists between trust in workforce planning, and trust in training and development. It is known that proper workforce planning identifies a number of shortfalls such as skills gaps, training needs and critical positions (Singh & Dangwal, 2017). This meant that proper workforce planning provided a road map for training needs and thus played an important role. Likewise, Cave and Willis (2020) indicated that workforce planning forecasts future workforce needs and thus provides employees with the opportunity to develop themselves in order to be suitable to fill future opportunities. When an employee has high levels of trust in management, they believe that management will provide employees will relevant opportunities to be developed (Reardon, 2018).

Additionally, a moderate relationship exists between trust in workforce planning and trust in succession planning. It is envisaged that performance can be a considerable factor in the implementation of succession plans, however, employees only moderately trust the organisation and performance management, so trust in succession planning is also moderate. Literature proposes that the trust levels between these two processes may be weak because employees who are in successor positions have already been guaranteed development and future career growth which sustains performance (Kokkonen & Møller, 2020). Therefore, the management of performance is unlikely to be an issue.

The study results show that a weak relationship exists between trust in workforce planning and trust in performance management. Performance management and workforce planning are often two unrelated business functions. While performance management deals with assessing

employee performance to identify gaps, workforce plans deal with identifying skills gaps, training needs and critical positions (Singh & Dangwal, 2017). The relationship between these two sub-dimensions are not explored in literature, however, a lack of trust in one process can negatively affect the trust in another.

Moreover, it was revealed that males have more trust in workforce planning than females. As stated, men are genetically less emotional than women and therefore express less emotional investment inside and outside of work (de Boise & Hearn, 2017). This alludes to the fact that men are less interested in being recognized for their efforts and thus trust management, with little concern, to value them accordingly (Wright et al, 2018). Females, however, are more concerned about being recognized for extra efforts and that it is the core of being valued. They therefore, place a higher expectation on business functions such as workforce planning. A higher expectation may lead to a greater breakdown of trust (Kwon & Barone, 2020).

The study results indicate that employees varying in age, race, tenure and job level have no significant differences regarding trust in workforce planning. Literature shows that workforce planning rarely requires a level of interpersonal trust where an employer and employee expect that each party behaves in a certain manner (Eaton et al., 2019). Furthermore, an employees' age, race, tenure and job level did not directly impact this phenomenon (Botha & Coetzee, 2017). Instead, any change or improvement in the trust of recruitment and selection, training and development, performance management and succession planning has the potential to have a rippling effect and bring about changes and improvements in the trust of workforce planning.

From the aforementioned discussions, it is increasingly evident that organisational trust is the wind under the wings of the antecedents of job embeddedness.

The qualitative and quantitative results presented in chapter five as well as other researchers' similar and contradicting findings in the discussion above, are summarised and depicted graphically in Figure 6.1.

**DIMENSIONS AND  
SUB-DIMENSIONS**

**KEY FINDINGS**

**DISCUSSION OF  
RESULTS**

**JOB  
EMBEDDEDNESS**

- Employees are only moderately embedded in their jobs.
- Employees are most embedded by links, followed by sacrifices then lastly, fit.
- Job embeddedness significantly intercorrelate with talent management and organisational trust.
- There is a significant but moderate relationship between job embeddedness and organisational trust and between job embeddedness and talent management.
- The job embeddedness sub-dimensions (fit, links, sacrifices) significantly intercorrelate respectively.
- Females are more embedded in their jobs than males.
- There are no significant differences in the perceptions of employees varying in age, race, job level and tenure regarding job embeddedness.
- Qualitative findings reflect that:
  - Employees want guaranteed retirement fund benefits.
  - Small benefits must be met.
  - Leave benefits are beneficial in terms of job embeddedness.
  - [Poor job satisfaction is a result of poor staff growth, recognition and development which negatively affects embeddedness].
  - [Equal pay for equal work is not implemented].

- **Similar results:** Chan et al., 2019; Hashim et al., 2017; Rubenstein et al., 2019; Shen & Jiang, 2019.

**FIT**

- Employees are least embedded by fit as compared to sacrifices and links.
- Fit significantly intercorrelates with sacrifices and links.
- There is a moderate relationship between fit and links; and fit and sacrifices.

- **Similar results:** Ghaffar & Khan, 2017; Jamshaid & Malik, 2018; Kiazad et al., 2020.

*Figure 6.1. Key findings and discussion results of the study.*

DIMENSIONS AND SUB-DIMENSIONS	KEY FINDINGS	DISCUSSION OF RESULTS
LINKS	<ul style="list-style-type: none"> <li>• Employees are most embedded by links.</li> <li>• Links significantly intercorrelate with fit and sacrifices.</li> <li>• A moderate relationship exists between links and fit; and links and sacrifices.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Similar results:</b> Ghaffar &amp; Khan, 2017; Kiazad et al., 2020; Lee et al., 2018; Singh &amp; Dixit, 2019</li> </ul>
SACRIFICES	<ul style="list-style-type: none"> <li>• Employees are embedded by sacrifices more than fit but less than links.</li> <li>• Sacrifices significantly intercorrelate with fit and links.</li> <li>• A moderate relationship exists between sacrifices and fit; and sacrifices and links.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Similar results:</b> Ghaffar &amp; Khan, 2017; Kapil &amp; Rastogi, 2017; Porter et al., 2019</li> </ul>
TALENT MANAGEMENT	<ul style="list-style-type: none"> <li>• Employees are only moderately influenced by talent management.</li> <li>• Employees are mostly influenced by performance management.</li> <li>• Talent management significantly intercorrelates with organisational trust and job embeddedness.</li> <li>• A strong relationship exists between talent management and organisational trust.</li> <li>• A moderate relationship exists between talent management and job embeddedness.</li> <li>• Females are more influenced by talent management than males.</li> <li>• There are no significant differences in the perceptions of employees varying in race and job level regarding talent management.</li> <li>• Employees varying in age and tenure have significant differences in perceptions regarding talent management.</li> <li>• Employees aged 50-59 years are most convinced by talent management, to stay in a job.</li> <li>• Employees who have been employed by the organisation for 21 years or more are most influenced to stay in a job, by talent management.</li> <li>• Qualitative findings reflect that: <ul style="list-style-type: none"> <li>○ Good training interventions offered but lack of retention thereafter.</li> <li>○ Talent management is too focused on permanent employees.</li> <li>○ Training requirements met.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Similar results:</b> Ali et al., 2019; Altinoz et al., 2013; Anis, Nasir &amp; Safwan, 2011; Duxbury &amp; Ormsbee; 2020; Fletcher et al., 2018; Hassan et al., 2013; Henshaw, 2021; Jindal &amp; Shaikh, 2017; Johennesse &amp; Chou, 2017; Mahmoud et al., 2018; Narayanan, 2016; Pandita &amp; Ray, 2018; Reardon, 2018; Refan &amp; Suciratin, 2021; Sandhya &amp; Kumar, 2011; Shea, 2021; Sowjanya et al., 2017; Torres, 2020; Valamis, 2021; Yam et al. 2018.</li> <li>• <b>Contrary results:</b> Altindag et al., 2018; Mahlahla, 2018; Poisat et al., 2018; Snyder, Stewart &amp; Shea, 2021.</li> </ul>

*Figure 6.1. Key findings and discussion results of the study.*

## DIMENSIONS AND SUB-DIMENSIONS

## KEY FINDINGS

## DISCUSSION OF RESULTS

### RECRUITMENT AND SELECTION

- Employees are moderately influenced by recruitment and selection.
- Recruitment and selection influences employees more than workforce planning and training and development but less than performance management and succession planning.
- Recruitment and selection significantly intercorrelates with training and development, performance management, succession planning and workforce planning respectively.
- A moderate relationship exists between recruitment and selection and training and development, and between recruitment and selection and workforce planning.
- A weak relationship exists between recruitment and selection and performance management, and between recruitment and selection and succession planning.
- Females are more influenced by recruitment and selection than males.
- Qualitative findings reflect that:
  - Employees do not feedback applying for position for which they qualify.
  - Highly influenced by equity which erodes the confidence and capabilities of top level staff.
  - Believed to be bias in terms of race.
  - Negatively affected by nepotism.

- **Similar results:** Ahmad et al., 2017; Alic, 2016; Bakhshwain & Javed, 2021; Bartlett et al., 2017; Berson et al., 2020; Cappelli & Tavis, 2016; Culpan, Culpan, Docherty & Denton, 2019; Deepa, 2018; Fraher & Brandt, 2019; Gerrish, 2016; Hotho, Minbaeva, Muratbekova-Touron & Rabbiosi, 2018; Kepha et al., 2014; Labourguide, n.d; Labourman, 2021; StatsSA, 2017; Tejaswini & Singh, 2017; UKEssays, 2018; Walker & Hinojosa, 2013.
- **Contrary results:** Kodi & Kumar, 2018; Mbugua & Kamaara, 2017; Usmani, 2020.

*Figure 6.1. Key findings and discussion results of the study.*

**DIMENSIONS AND SUB-DIMENSIONS**

**KEY FINDINGS**

**DISCUSSION OF RESULTS**

**TRAINING AND DEVELOPMENT**

- Employees are moderately influenced by training and development.
- Training and development influences employees the least compared to recruitment and selection; workforce planning; training and development; performance management and succession planning.
- Training and development significantly intercorrelates with recruitment and selection, performance management, succession planning and workforce planning.
- A moderate relationship exists between training and development and recruitment and selection; and training and development and workforce planning.
- A weak relationship exists between training and development and performance management; and training and development and succession planning.
- Females are more influenced by training and development.
- Qualitative findings reflect that:
  - There are good training interventions provided by the organisation but there is a lack of retention.
  - Training and development is too focused on permanent employees.
  - Overall happiness with training interventions as all training requirements are met.

- **Similar results:** Bibi, Ahmad & Majid, 2018; Brijo, 2018; Culpan, et al., 2019; Derous & De Fruyt, 2016; Dewah & Mutula, 2014; Fletcher et al., 2018; Fraher & Brandt, 2019; Gresing-Pophal, 2019; Icardi, 2021; Ilişanu & Andrei, 2018; Martinelli, 2018; Oluwaseun, 2018; Rubery et al., 2018; Singh & Dangwal, 2017; Sohu et al., 2020; Theus, 2019; Ukandu & Ukpere, 2013.
- **Contrary results:** Barry et al., 2020; Ju & Li, 2019; Nafukho et al., 2017.

**PERFORMANCE MANAGEMENT**

- Employees are moderately influenced by performance management.
- Employees are most influenced by performance management.
- Performance management significantly intercorrelates with training and development, recruitment and selection, succession planning and workforce planning.
- A weak relationship exists between performance management and all talent management sub-dimensions (training and development, recruitment and selection, succession planning and workforce planning).
- Males and females are equally influenced by performance management.
- Qualitative findings reflect that:
  - Performance appraisal system needs to be reviewed.
  - Identify performance management system as a cause of poor performance.
  - Needs proper policy implementation.
  - [Current salary scales demotivate employees to perform at their maximum].

- **Similar results:** Ali, et al., 2019; Ansell et al., 2017; DeNisi & Murphy, 2017; Gerhart, 2017; GovLoop, 2021; Kodi & Kumar, 2018; Kuznietsova, 2018; Li et al, 2021; Lin & Kellough, 2019; Nowlin et al., 2019; Schleicher et al., 2019.
- **Contrary results:** Cavanaugh, 2017; Cappelli & Tavis, 2016; Klinck & Swanepoel, 2019; Marvel, 2021; Park, 2020.

**Figure 6.1. Key findings and discussion results of the study.**

**DIMENSIONS AND SUB-DIMENSIONS**

**KEY FINDINGS**

**DISCUSSION OF RESULTS**

**SUCCESSION PLANNING**

- Employees are moderately influenced by succession planning.
- Employees are influenced by succession planning more than recruitment and selection, training and development and workforce planning but less than performance management.
- Succession planning significantly intercorrelates with training and development, recruitment and selection, performance management and workforce planning.
- A moderate relationship exists between succession planning and workforce planning.
- A weak relationship exists between succession planning and recruitment and selection, training and development and performance management.
- Females are more influenced by succession planning than males.
- Qualitative findings reflect that:
  - Organisation needs active succession planning programmes.
  - Succession plan is not well known throughout the organisation.
  - Better managed if there is a pool of competent employees.
  - Succession is too theoretical and lacks implementation.
  - BEE affects the ability to be truly objective in selecting the best employees.
  - Succession planning is negatively affected by nepotism.

- **Similar results:** Amukugo, 2016; Ang, 2018; Ballaro & Polk, 2017; Cappelli & Tavis, 2016; Cavanaugh, 2017; Culpan et al., 2019; Fernandez, n.d; Hassan & Siddiqui, 2020; Hosseini et al., 2018; Kiyana & Bett, 2017; Knevel et al., 2017; Mayer et al., 2019; Moffat, 2018; Oduwusi, 2018; Ramadani, Dana, Sadiku-Dushi, Ratten & Welsh, 2017; Okwakpam, 2019; Sohu et al., 2020; Torres, 2020; Vveinhardt & Sroka, 2020.
- **Contrary results:** Kodi & Kumar, 2018; Theus, 2019; Torres, 2020.

**WORKFORCE PLANNING**

- Employees are moderately influenced by workforce planning.
- Employees are influenced by workforce planning more than training and development but less than recruitment and selection, performance management and succession planning.
- Workforce planning significantly intercorrelates with succession planning, training and development, recruitment and selection, and performance management.
- A moderate relationship exists between workforce planning and training and development; recruitment and selection, succession planning.
- A weak relationship exists between workforce planning and performance management.
- Males and females are equally influenced by workforce planning.

- **Similar results:** Cave & Willis, 2020; Culpan, et al., 2019; Derous & De Fruyt, 2016; Fraher & Brandt, 2019; Gupta et al., 2018; Hosseini et al., 2018; Knevel et al., 2017; Leider et al., 2018; Pittman & Scully-Russ, 2016; Singh & Dangwal, 2017.
- **Contrary results:** Cavanaugh, 2017; Clark et al., 2019; Fletcher et al., 2018; Kroezen et al. 2018; Sparkman, 2018; Turesky & Warner, 2020.

*Figure 6.1. Key findings and discussion results of the study.*

## DIMENSIONS AND SUB-DIMENSIONS

## KEY FINDINGS

## DISCUSSION OF RESULTS

### ORGANISATIONAL TRUST

- Employees only moderately trust the organisation.
- Employees trust succession planning most, then recruitment and selection, workforce planning, performance management and lastly training and development.
- Organisational trust significantly intercorrelates with job embeddedness and talent management.
- There is a moderate but significant relationship between organisational trust and job embeddedness.
- A significant and strong relationship exists between organisational trust and talent management.
- Males have more trust in the organisation than females.
- Employees varying in age and tenure have significantly different perceptions regarding organisational trust.
- Employees aged 50-59 years trust the organisation most.
- Employees who have been employed for 21 years or more trust the organisation the most.
- Qualitative findings reflect that:
  - 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.

- **Similar results:** Afsar et al., 2018; Alic, 2016; Altinoz et al., 2013; Atreya & Kumar, 2018; Basit & Duygulu, 2018; Heidarian, 2019; Jena et al., 2017; Kim, 2019; Kimmel, 2019; Lambert, Hogan, Wells & Minor, 2017; Leelamanothum et al., 2018; Mahmoud et al., 2018; Mehrtak et al., 2017; Newman et al., 2016; Ngungu, 2020; Olatunji et al., 2017; Palmer & Louis, 2017; Purba et al., 2016; Reardon, 2018; Smith, 2019; Varihanna & Nizam, 2020.
- **Contrary results:** Aydan & Kaya, 2018; Chan & Mak, 2014; Kim, 2019; Phong, Hui & Son, 2018; Tejaswini & Singh, 2017; Umoren, 2020.

### ORGANISATIONAL TRUST WITHIN RECRUITMENT AND SELECTION

- Employees moderately trust recruitment and selection practices.
- Employees trust recruitment and selection practices more than workforce planning, performance management and training and development but less than succession planning.
- Trust in recruitment and selection significantly intercorrelates with trust in all organisational trust sub-dimensions.
- A moderate relationship exists between trust in recruitment and selection and trust in workforce planning; training and development; and succession planning.
- A weak relationship exists between trust in recruitment and selection and trust in performance management.
- Females have more trust in recruitment and selection practices than males.

- **Similar results:** Agwu & Nwoke, 2019; El Achi, 2019; Fraher & Brandt, 2019; Heidarian, 2019; Karatepe, Ozturk & Kim, 2019; Klotz et al., 2013; Kodi & Kumar, 2018; Newman et al., 2016; Ozmen, 2018; Reardon, 2018; Usmani, 2020.
- **Contrary results:** Teare et al., 2017; Usmani, 2020.

Figure 6.1. Key findings and discussion results of the study

## DIMENSIONS AND SUB-DIMENSIONS

## KEY FINDINGS

## DISCUSSION OF RESULTS

### ORGANISATIONAL TRUST WITHIN TRAINING AND DEVELOPMENT

- Employees moderately trust training and development practices.
- Employees trust training and development practices the least compared to the other organisational trust sub-dimensions (workforce planning, performance management, recruitment and selection, and succession planning).
- Trust in training and development significantly intercorrelates with trust in all the other organisational trust sub-dimensions.
- Moderate relationships exist between trust in training and development and trust in recruitment and selection; performance management and workforce planning.
- A weak relationship exists between trust in training and development and trust in performance management; and between trust in training and development and trust in succession planning.
- Males have more trust in training and development practices than females.

- **Similar results:** Cave & Willis, 2020; Cherukur, 2020; El Achi, 2019; Hayes, 2018; Karatepe et al., 2019; Klinck & Swanepoel, 2019; Mukherjee, 2020; Newman et al., 2016; Ozmen, 2018; Reardon, 2018; Singh & Dangwal, 2017; Vanhala & Ritala, 2016.
- **Contrary results:** Haselhuhn, Kennedy, Kray, Van Zant & Schweitzer, 2015; Hayes, 2018; Mudege, Mdege, Abidin & Bhatasara, 2017; Reardon, 2018.

### ORGANISATIONAL TRUST WITHIN PERFORMANCE MANAGEMENT

- Employees moderately trust performance management.
- Employees trust performance management more than training and development practices but less than workforce planning, recruitment and selection, and succession planning.
- Trust in performance management significantly intercorrelates with trust in all the other organisational trust sub-dimensions.
- Weak relationships exist between trust in performance management and trust in all organisational trust sub-dimensions (recruitment and selection, training and development, succession planning and workforce planning).
- Males have more trust in performance management than females.

- **Similar results:** Atreya & Kumar, 2018; Cappelli & Tavis, 2016; Destler, 2017; Karatepe et al., 2019; Klinck & Swanepoel, 2019; Kodi & Kumar, 2018; Ozmen, 2018; Peters et al., 2017; White, 2017.
- **Contrary results:** Kodi & Kumar, 2018; Ozmen, 2018; Wright, Riedel, Sechrest, Lane & Smith, 2018.

Figure 6.1. Key findings and discussion results of the study.

## DIMENSIONS AND SUB-DIMENSIONS

## KEY FINDINGS

## DISCUSSION OF RESULTS

### ORGANISATIONAL TRUST WITHIN SUCCESSION PLANNING

- Employees moderately trust succession planning.
- Employees trust succession planning the most.
- Trust in succession planning significantly intercorrelates with trust in all the other organisational trust sub-dimensions.
- A moderate relationship exists between trust in succession planning and trust in recruitment and selection; and succession planning and workforce planning.
- Weak relationships exist between trust in succession planning and trust in training and development and performance management.
- Males have more trust in succession planning than females.

- **Similar results:** Bakiewicz, 2020; Chan & Mak, 2014; de Boise & Hearn, 2017; Karatepe et al., 2019; Klinck & Swanepoel, 2019; Knapp et al., 2017; Kokkonen & Møller, 2020; Kosterlitz & Lewis, 2017; Kwon & Barone, 2020; Mehrtak et al., 2017; Newman et al., 2016; Ozmen, 2018; Reardon, 2018.

### ORGANISATIONAL TRUST WITHIN WORKFORCE PLANNING

- Employees moderately trust workforce planning.
- Employees trust workforce planning more than performance management and training and development but less than succession planning and recruitment and selection.
- Trust in workforce planning significantly intercorrelates with trust in all the other organisational trust sub-dimensions.
- A moderate relationship exists between trust in workforce planning and trust in recruitment and selection; training and development; and succession planning.
- A weak relationship exists between trust in workforce planning and trust in performance management.
- Males have more trust in workforce planning than females.

- **Similar results:** Botha & Coetzee, 2017; Cave & Willis, 2020; Cherukur, 2020; de Boise & Hearn, 2017; Eaton et al., 2019; El Achi, 2019; Fraher & Brandt, 2019; Karatepe et al., 2019; Kwon & Barone, 2020; Ozmen, 2018; Reardon, 2018; Singh & Dangwal, 2017.
- **Contrary results:** Fraher & Brandt, 2019; Kokkonen & Møller, 2020; Teare et al., 2017; White, 2017.

*Figure 6.1. Key findings and discussion results of the study.*

### **6.3. CONCLUSION**

This chapter explored the study results for the key dimensions (job embeddedness, talent management and organisational trust) and the sub-dimensions (fit, links, sacrifices, recruitment and selection, training and development, performance management, succession planning, workforce planning, organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and organisational trust within workforce planning) in comparison with other research findings. Additionally, the perceptions, opinions and challenges faced by employees were discussed. From the discussions above, it is noted that employees are moderately embedded in their jobs. Employees' decisions to stay in a job are also only moderately influenced by talent management and organisational trust. Furthermore, biographical correlates were also noted. Therefore, based on the discussion, it can become an obligation for employers to explore the key dimensions (job embeddedness, talent management and organisational trust) and sub-dimensions (fit, links, sacrifices, recruitment and selection, training and development, performance management, succession management, workforce planning, organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and organisational trust within workforce planning) in an effort to strengthen their influences. The subsequent chapter will provide recommendations based on the aforementioned discussion, as well as provide recommendations for future research.

## **CHAPTER SEVEN**

### **RECOMMENDATIONS AND CONCLUSION**

#### **7.1. INTRODUCTION**

The previous chapter discussed the study dimensions (job embeddedness, talent management and organisational trust) and sub-dimensions (fit, links, sacrifices, recruitment and selection, training and development, performance management, succession management, workforce planning, organisational trust within recruitment and selection, organisational trust within training and development, organisational trust within performance management, organisational trust within succession planning and organisational trust within workforce planning) by evaluating these against the findings of other researchers. The key findings based on the aforementioned dimensions and sub-dimensions, along with similar and contrasting results were graphically presented. Based on the study results, this chapter provides recommendations for the study results as well as recommendations for future research.

#### **7.2. RECOMMENDATIONS FOR FUTURE RESEARCH**

This study assessed only public sector employees. Future studies can assess employees from the private sector in order to make comparisons in order to identify differences between these sectors. Additionally, only employees stationed at head office of the selected organisation were assessed. It is recommended that future studies expand the target market to include the entire organisation in order to assess talent management and organisational trust as precursors to job embeddedness. In line with this, it is also recommended that a larger sample size be used in order to gain greater generalisation and reliability.

The current study used a quantitative data collection method. It is recommended, for future studies, that triangulation is used to increase the credibility and validity of research findings. This may be achieved by combining qualitative and quantitative data collection techniques. The combination of data collection methods in a research study, ensures that fundamental biases that arise from the use of a single data collection method are overcome. In addition, the current study assessed talent management through five sub-dimensions (recruitment and selection, training and development, performance management, succession management and workforce planning). Talent management is a broad encompassing, and loosely defined term, that organisations use to describe or group a number of practices and processes. Future studies

can include other practices and processes of talent management such as retention management to assess a broader impact of talent management on job embeddedness.

### **7.3. RECOMMENDATIONS BASED ON THE RESULTS OF THE STUDY**

Talent management and organisational trust are known to impact an employees' decision to stay in a job. Based on the results of the current study, recommendations are made on how organisations can efficiently manage, sustain and improve talent management practices, and organisational trust in order for these dimensions to make a greater impact on an employees' embeddedness within a job.

- **JOB EMBEDDEDNESS**

- The study results revealed that employees are only moderately embedded in their jobs. Rubenstein et al., (2019) noted that the results of a study are significantly influenced by the choice of variables and sample used. It is therefore recommended that organisations identify the factors most likely to influence employees' job embeddedness within the specific organisation and capitalize on these. These factors can be identified by collecting primary data using internal questionnaires or feedback forums which must be made accessible via company email or intranet.
- Employees were found to be most embedded in their jobs through the link aspect of job embeddedness. Jamshaid and Malik (2018) stated that the reinforcement of an employees' decision to remain in a job by normative pressures relies solely on one's personality type which determines the extent of one's social abilities. In this case, an organisation has little influence and control. It is recommended that organisations ensure that the work environment is conducive for employees to have work-life balance and build connections with others and build connections to activities that will continue to positively affect their embeddedness in their job. In light of this, it is recommended that organisations should aim to ensure that their selection strategy incorporates aligning personality of potential applicants with the personality of the organisation.

- The results of the study further showed that job embeddedness significantly intercorrelates with talent management and organisational trust respectively. It is recommended that the organisation continues to provide efficient talent management practices and maintain trust in the organisation in order to sustain employees' job embeddedness.
- The study revealed that a moderate relationship exists between job embeddedness and organisational trust. Organisations are encouraged to strengthen the relationship between organisational trust and job embeddedness. This can be achieved through actions such as open communication, greater flexibility in decision-making and avoiding breaches of psychological contracts. Furthermore, talent management practices should become more transparent and employee-centric, in order for employees to trust them.
- The study also found that a moderate relationship exists between job embeddedness and talent management. To improve this relationship, the practices of talent management must be closely managed and improved. For example, performance management is a talent management practice that influences employees' job embeddedness the most. Therefore, organisations should capitalise on this and aim to meet employee expectations (more objective performance management processes).
- Furthermore, the study results showed that the job embeddedness sub-dimensions (fit, links, sacrifices) significantly intercorrelate. Peltokorpi (2020) found that employees with greater sacrifices, developed a greater fit over a period time. In line with this, Rubenstein et al. (2019) stated that employees who have greater links are likely to tailor certain aspects such as a realignment of goals, thereby increasing an employee's fit within the organisation. Therefore, it is recommended that organisations provide more factors, such as extended leave benefits, that employees consider sacrifices, which will positively affect fit. Links, however, are difficult to create or provide but a trusting work environment can be a positive influence on links.
- Furthermore, the results of the study show that no significant differences in the perceptions of employees varying in age, race, tenure and job level regarding job embeddedness, exist. It is evident that no training interventions or policies relating to job embeddedness strategies are required to distinguish between these groups or be specifically modified for

each of these groups. It is therefore recommended that the organisation continues to operate in the same way regarding age, race, tenure and job level.

- The study results showed that females are more embedded in their jobs than males. It is recommended that the organisation aims to enhance male employees' sense of how well they fit into the organisation, and community; strengthen their links to the organisation and community, and create a total work experience that is positive so that leaving would be a sacrifice. Strengthening their fit, links and sacrifices will ultimately increase their job embeddedness.
- Additionally, employees indicated that guaranteed retirement fund benefits, greater leave benefits and small scale benefits should be implemented in order to positively influence job embeddedness. The organisation can provide tailored or flexible leave benefits that provide employees with options as opposed to using a blanket approach regarding leave benefits. It is also recommended that small scale benefits such as a reward system (e.g. shopping vouchers for above average performance) be implemented in an effort to motivate employees and make them feel valued. This serves as a retention strategy.
- Moreover, employees stated that poor job satisfaction exists as a result of poor staff growth, and a lack of recognition and development, which, negatively affects job embeddedness. It is evident that a lack of employee development and recognition negatively impacts employee job embeddedness. Organisations are recommended to provide greater development opportunities through training, mentorship and exposure to other business aspects. Moreover, organisations can recognise employees by celebrating the small wins (meeting weekly or monthly goals) through congratulatory messages or rewards (time off).
- The study found that employees' job embeddedness is negatively impacted through dissatisfaction with unequal pay scales that exist for equal work being done. It is recommended that the organisation implements an audit to identify pay discrepancies that exist for equal work, and mitigate the discrepancies with relevant solutions. Solutions are problem dependent. For example, a difference in pay might be a result of long tenure that has seen annual increases, while a new employee is paid at a base level.

#### ❖ **FIT**

- Fit was found, in the current study, to be the least embedding factor of job embeddedness. Literature has shown that fit is the most difficult aspect to create because of its objective nature. For example, weather conditions and accessible amenities are factors unlikely to change. However, it is recommended that the organisation strengthens an employees' fit by assisting them to identify and achieve their long-term career goals. This can be done by providing employees with special projects that assist in achieving their goals.
- Moreover, it was found that moderate relationships exist between fit, links and sacrifices respectively. The respective relationships are not easily influenced or amended because of the subjectivity of these elements. Therefore, the organisation should maintain these relationships by continuing to function as they currently do which can include offering attractive benefits (sacrifices) and sustaining a climate of trust and communication (links).

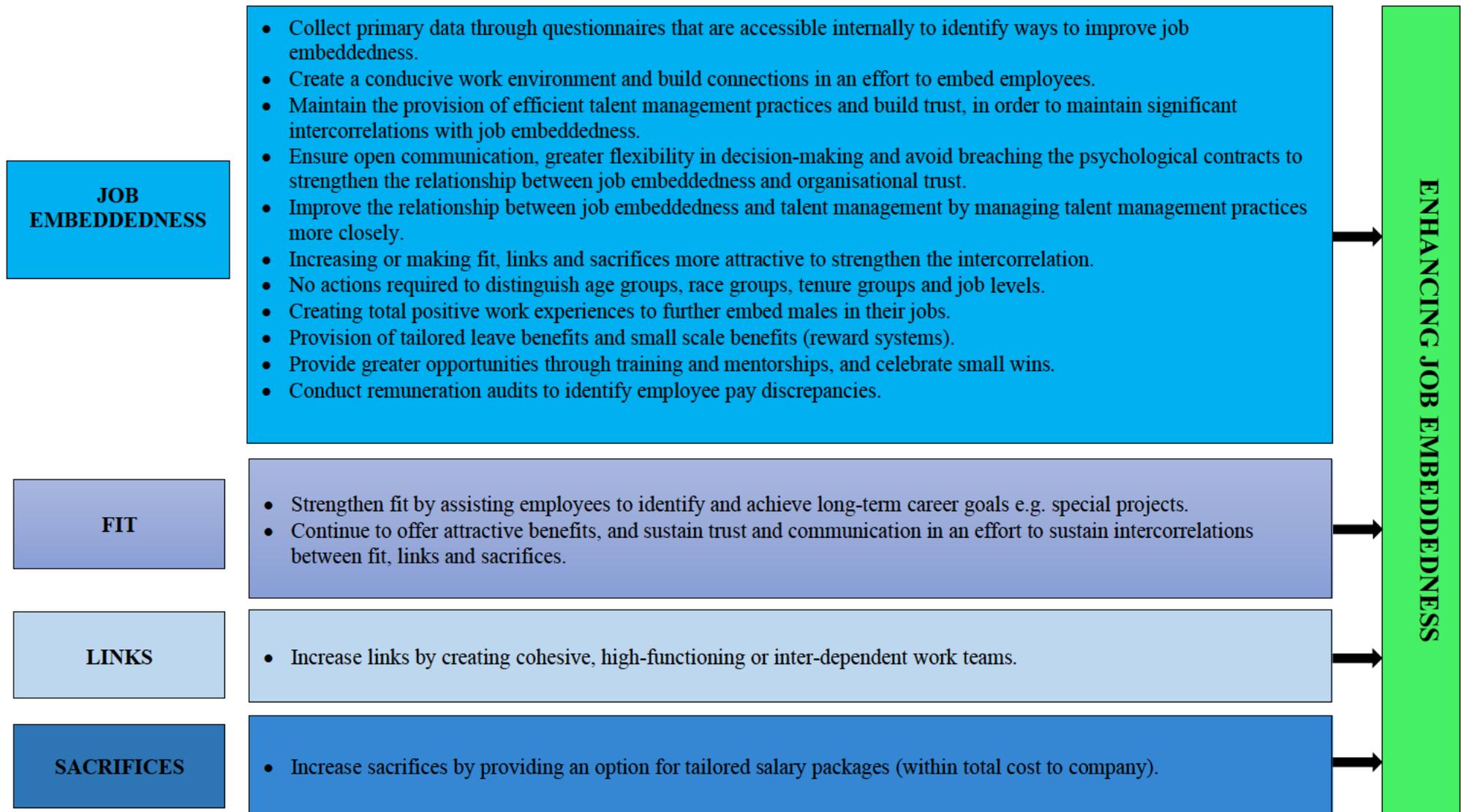
#### ❖ **LINKS**

- Employees are most embedded in their jobs through links. Organisations can capitalize on this element of job embeddedness in order to promote job embeddedness. Creating cohesive, high-functioning or inter-dependent work teams, and giving more experienced employees an opportunity to represent the organisation within the community, can function as valuable connections that link employees with professional groups, educational institutions and community resources that may be viewed as career enhancements.

#### ❖ **SACRIFICES**

- The sacrifice aspect of job embeddedness lies in the middle when comparing which of the three sub-dimensions (fit, links, sacrifices) employees are most embedded in their job through. From an organisation perspective, this aspect can be capitalized on by providing employees an option to tailor their salary packages. Employees can decide on provident fund and medical aid contributions, within their total cost to company, to suit them. The flexibility of this, which is an uncommon practice, can serve as a sacrifice.

The recommendations based on the study results to enhance job embeddedness are summarised and depicted graphically in Figure 7.1.



*Figure 7.1. Recommendations based on the results of the study for enhancing job embeddedness.*

- **TALENT MANAGEMENT**

- According to the study results, an employees' decision to stay in a job is only moderately influenced by talent management. It is recommended that organisations, in effort to strengthen talent management, act ethically in talent management practices (e.g. recruitment and selection); clearly define a company culture in which all employees can identify with and act according to; actively measure employee motivation levels; and implement an object performance management system.
- The current study showed that employees are most influenced by performance management when contrasted with the talent management sub-dimensions (recruitment and selection; training and development; succession planning and; workforce planning). This is an indication that organisations should use performance management as a mechanism to further embed employees, in their jobs. Organisations are recommended to find objective ways to appraise employee performance, better track employees' extra efforts, and create a reward programme for the respective efforts. This can be implemented through a tracking system/application whereby employees report their efforts and activities to keep management updated.
- Furthermore, it was identified that a strong relationship exists between talent management and organisational trust. Organisations are encouraged to continue to act ethically and with integrity in order to maintain the climate of trust that exists. The talent management practices should remain transparent in order for employees to trust them.
- The study results indicated that females are more influenced, to stay in a job, by talent management than males. It is recommended that organisations perform a root cause analysis to determine the discrepancies that exist between males and females regarding talent management. The outcomes will determine the actions required. For example, men might state that they believe that talent management is too centered around women empowerment. The mitigating action will require the organisation to declare that the EE laws require that more females be recruited or trained, and that this is not a gender bias decision.

- The study results also show that employees aged 50-59 years and employees who have been with the organisation for 21 years or more are most convinced by talent management. This implies that the organisation needs to find innovative ways to engage employees belonging to the other age and tenure groups. Organisations can host workshops to communicate and explain the structure of current processes. Employees should be given an opportunity to give feedback and make inputs for efficiency of processes. Consistent communication and engagement of employees from all age and tenure groups will facilitate a better understanding of the processes and higher engagement in talent management practices will be experienced.
- It was found that there are no significant differences in the perceptions of employees varying in race and job level regarding talent management. It is evident that the organisation does not need to implement any trainings or create policies that distinguish employees into race groups and job levels.
- Employees felt that training interventions within the organisation are impactful but there is a lack of retention. Understandably, organisations may not be equipped to absorb all trainees or contracted employees which is attributed but not limited to, the lack of available funds, infrastructure and excess of required skills. The provision of impactful training interventions must be sustained which will create highly skilled candidates for future vacancies. Furthermore, employees who involuntarily exit the organisation must be considered for internal vacancies for up to 18 months.
- Employees felt that talent management practices are too focused on permanent employees. It is evident that organisations consider the cost of trainings. Organisations are encouraged to include, or provide more focus on, fixed-term contracted employees in training interventions in order to upskill all employees. This will boost overall employee morale and company image, and increase the talent pool for future vacancies.
- Employees are satisfied with the training opportunities provided and their overall training requirements are met. It is recommended that the organisation continues to provide training opportunities that meet employee expectations. However, organisations can make efforts to improve by obtaining employee recommendations or evaluations of current trainings in order to identify gaps that can be addressed.

## ❖ RECRUITMENT AND SELECTION

- The study results indicate that employees are moderately influenced, to stay in a job, by recruitment and selection processes. The recruitment and selection processes should be underpinned by the two pillars: fairness and transparency. These pillars keep employees involved and at ease, and can assist in strengthening the influence of recruitment and selection on employees' decision to stay in a job.
- The study results showed that employees believe that recruitment and selection is more impactful than workforce planning and training and development but less impactful than performance management and succession planning. The recruitment and selection processes should be underpinned by the two pillars: fairness and transparency. These pillars can assist in strengthening the influence of recruitment and selection on employees' decision to stay in a job, and potentially be a stronger talent management practice.
- Furthermore, recruitment and selection is revealed to significantly intercorrelate with training and development, performance management, succession planning and workforce planning respectively. A significant intercorrelation indicates that any change or improvement in any one of them has the potential to have a rippling effect and bring about improvements in the other two as well as overall improvements. It is therefore recommended that organisations continuously take cognisance of any decisions and the resultant consequences for one or more of these practices.
- Additionally, it is evident that a moderate relationship exists between recruitment and selection, and training and development. Organisations are advised to ensure that the recruitment and selection processes align with the training and development activities. Where possible, internal recruitment should always be prioritized. This will minimise costs associated with training new externally recruited employees.
- It is also evident that a moderate relationship exists between recruitment and selection, and workforce planning. Organisations are advised to ensure that the recruitment and selection processes align with the workforce plans. The workforce plan will successfully determine skills shortages that can be addressed through efficient recruitment. In order to ensure that the right people, with the right skills are employed at the right time within the organisation, recruitment activities must be aligned. It is recommended that organisations should aim to

ensure that their selection strategy incorporates aligning personality of potential applicants with the personality of the organisation.

- Moreover, it was identified that recruitment and selection, and performance management have a weak relationship. This relationship can be strengthened through rigorous organisational efforts. It is recommended that organisations target recruiting processes to ensure that the most suitable and skilled candidate is selected to perform the job. Moreover, probation periods must be taken more seriously and extended for up to 6 months in order to truly identify if an employee is capable to perform. This will ease performance management processes because employees would have proven that they are capable of performing and little to no performance gaps for improvement will exist.
- A weak relationship was also found to exist between recruitment and selection, and succession planning. This relationship can also be strengthened through rigorous organisational efforts. It is recommended that organisations target recruiting processes to ensure that the most suitable and skilled candidate is selected to perform the job. Thereafter, high performing employees must be identified and selected for succession. It is highly recommended that successors be internally recruited and nominated by fellow colleagues.
- The study results found that females are more influenced to stay in a job by recruitment and selection, than males. It is imperative that organisation remain transparent in recruiting and selecting. A standardised, transparent and objective approach to recruiting and selecting will leave little room for the gender groups to have different views. While difference of opinions and perspectives are inevitable, management must go as far as possible to ensure fairness, transparency and objectivity.
- The study results found that employees varying in age, race, tenure and job level were not influenced differently by recruitment and selection processes. No significant differences implies that the organisation does not need to conduct any training or develop policies that distinguish employees into age, race, tenure and job levels.
- Moreover, the study results show that employees stated that they require feedback after submitting applications for job vacancies where all requirements are met. It is imperative that the organisation automates the task of providing feedback to candidates who have not

been shortlisted or selected for the vacancy. Technology in the 21<sup>st</sup> century allows organisations to configure such systems in order to make the recruitment and selection processes more efficient. This may well become a necessity in the 4<sup>th</sup> IR and in preparing HR for the 4IR.

- Employees stated that the implementation of EE erodes the confidence and capabilities of staff, especially in higher management. From an organisation perspective, EE is mandatory by law through the Employment Equity Act 55 of 1998. However, it is critical that employees are well informed on the policies and procedures that are directly influenced by EE in order for them to gain greater understanding and perspective.
- Employees feel that recruitment and selection processes are biased in terms of race. In order for employees to have similar views and understanding of the recruitment and selection process at the organisation, fairness and transparency must be consistently implemented. The onus lies with management to ensure that fairness and transparency underpin the recruitment and selection process by requiring regularly reporting and constant feedback from the recruiting parties/department. Any deviance from policy or misunderstandings must be investigated. The influence of EE must also be communicated. This can be implemented with roadshows, conferences and trainings.

#### ❖ **TRAINING AND DEVELOPMENT**

- The study results indicate that employees are moderately influenced to stay in a job, by training and development. Training needs analyses (TNA) must be conducted bi-annually or annually in order to ensure that specific employee needs are being met. Tailored training needs provisions will facilitate employee engagement and reduce turnover. Organisations can create specific development plans or career paths for employees who show potential and have joined the organisation immediately after receiving tertiary education.
- In terms of job embeddedness, the study found that training and development influences an employees' decision to stay in a job, the least. It is recommended that organisations focus more on training and developing employees. Providing employees an opportunity to diversify and fund studies that are not directly in line with the career path may serve as a tool to increase job embeddedness. For example, an employee may want to switch from the HR department to the safety department but lack the funding for the safety-related

qualification. The organisation can assist employees by funding these studies and having a payback period.

- It was also evident from the study results that a moderate relationship exists between training and development, and workforce planning. It is recommended that the organisation strengthen this relationship by using the workforce plan as an important component in the training needs matrices. If skills gaps are identified in workforce plans and in the training needs matrices, these can be compared for better quality assurance and, be merged to properly identify who needs to be training and developed.
- However, the study results indicate that a weak relationship exists between training and development, and performance management. This relationship can be strengthened through rigorous organisational efforts. Correct and effective training and development practices can significantly impact the management of performance. A trained, skilled employee is less likely to perform poorly unless poor performance is directly attributed to external factors such as unconducive home affairs.
- Furthermore, the study results also showed a weak relationship between training and development, and succession planning. In order to strengthen the relationship between training and development, and succession planning, organisations need to clearly identify and map the critical skills and positions marked for succession. Emphasizing the link between training and succession can be achieved by communicating the possible career paths will make employees more enthusiastic about upskilling themselves.
- The results indicate that females are more influenced to stay in a job by training and development than males. It is imperative that organisations remain fair in the implementation of training and development. A standardized, transparent and objective approach to the implementation and provision of opportunities for training and development will leave little room for the gender groups to have different views. While difference of opinions and perspectives are inevitable, management must go as far as possible to ensure fairness, transparency and objectivity.

- In addition, in this study it was found that employees differing in age, race, tenure and job level do not have differing views of training and development. No significant differences implies that the organisation is not required to implement trainings or develop policies that distinguish employees into age, race, tenure and job levels.

#### ❖ **PERFORMANCE MANAGEMENT**

- The study has revealed that employees are moderately influenced to stay in job by performance management. Organisations can intensify their performance management by ensuring that the processes of managing performance is consistent, fair and objective. Employees should be given equal opportunities and be appraised fairly. Organisations can eliminate bias by having the processes done electronically and recorded (if done face to face) which can serve as evidence for audit purposes. Furthermore, justifications must be given, by management, for performance scores.
- Furthermore, it is shown that employees are most influenced by performance management when ranked against the other talent management sub-dimensions (recruitment and selection, training and development, succession planning and workforce planning). Evidently, organisations should capitalize on this outcome by ensuring performance management processes are fair and objective in order to instill trust in the process and make employees feel valued. This has a significant impact on the retention of employees.
- Additionally, the study results show that performance management has a weak relationship with all talent management sub-dimensions (recruitment and selection, training and development, succession planning and workforce planning). In order to strengthen the relationships between performance management and all of the above mentioned talent management sub-dimensions, organisations can create awareness of the implications associated and the impact of how the talent management sub-dimensions can directly link to performance management.
- The study found that in terms of gender, employees are equally influenced by performance management. No significant differences in employees of different genders implies that the organisation does not need to implement any trainings or create policies that distinguish employees into gender groups. This is an indication that organisations are effectively implementing performance management regarding gender.

- Moreover, the current study found that no significant differences exist amongst employees varying in age, race, tenure and job level, regarding performance management respectively. Evidently, it is true that no significant differences amongst employees varying in age, race, tenure and job level indicates that the organisation does not need to implement any trainings or develop policies that distinguishes these groups.
- The study results showed that employees felt that the performance appraisal system needs to be reviewed. The performance appraisal process must be standardized and objectively applied. Management can ensure that this is performed by auditing these processes. Audit findings will identify discrepancies that can be corrected to improve the performance appraisal system.
- Employees indicated that the performance management system is a cause of poor performance. Employees express that the lack of recognition and appreciation shown by management albeit extra efforts has caused them to retract their efforts and do the minimum. The “doing bare minimum because the same outcome ensues” attitude can be eliminated if management actively identifies the areas of performance management that can be improved. Objectivity is a major area that is required for performance management. Performance management must be objectively implemented and audited to identify areas of improvement.
- Employees further stated that performance management needs proper policy implementation. An obvious recommendation for this study result is to ensure that proper policies and documented procedures are created, approved and published in order to guide and standardize the performance management process. Policies must be reviewed at least every two years in order to keep up with changes in the macro and micro environments.
- Furthermore, employees believe that the current salary scales demotivate employees to perform at their maximum, and this plays a focal point around the mismanagement of performance. The organisation must perform a salary audit to identify the salary discrepancies that exist. Unfortunately, employees cannot be paid above the packages linked to their grade or job level, but equal pay for same or similar roles must be applied.

Additionally, the benefits at the organisation are offered to all employees and must be recognised and valued by employees.

#### ❖ **SUCCESSION PLANNING**

- The study results show that employees are moderately influenced, to stay in a job, by succession planning. Succession planning is earmarked for critical positions that affect the business continuity of the organisation. It is imperative that organisation fill the posts with skilled individuals but simultaneously provide equal opportunities for qualifying candidates. Succession planning therefore considers top talent and should continue to do so in order to avoid disrupting business continuity.
- It is shown that employees are influenced to stay in a job by succession planning more than recruitment and selection, training and development and workforce planning but less than performance management. It is recommended that succession planning policies be clear and should effectively guide the processes. This will ensure that the processes are objective so that employees are aware of the implications of poor succession planning efforts. Clear communication will facilitate a better understanding for employees. This will positively impact the influence of succession planning on job embeddedness.
- It is determined by the study results that a moderate relationship exists between succession planning and workforce planning. This relationship can be maintained or strengthened by noting that workforce planning is a key mechanism used to retain talent, meet the expectations of the workforce and achieve strategic goals. Moreover, succession planning also aims to retain talent and achieve strategic goals. Both these planning processes are underpinned by the same theme – retaining talent. Organisations can use both these plans to make more informed choices. A greater workforce plan will enable an organisation to plan better for succession.
- The study found that females are more influenced to stay in a job by succession planning than males. It is imperative that organisations remain fair in the creation and implementation of succession plans. A standardized, transparent and objective approach to the provision of opportunities for qualifying employees, for succession, will leave little room for the gender groups to have differing views. While difference of opinions and

perspectives are inevitable, management must go as far as possible to ensure fairness, transparency and objectivity. It is critical that policies be designed that guide the processes.

- Employees stated that the organisation needs active succession planning programmes and that the succession plan at the organisation is not well known throughout the organisation. It is evident that employees are not aware of the current succession plans that exist at the organisation. It is recommended that the organisation communicates with all employees via emails or the intranet, of the plans expected to be implemented as well as expected time lines.
- Employees believe that succession planning would be better managed if a pool of competent employees existed. This is an HR specific recommendation. However, employees may not be aware of the methods used to attract successors. A pool of competent employees may be limiting as more than one employee may expect to be selected as a successor and this may ruin their chances of career growth in other areas or organisations. Recruitment for succession is done both internally and externally for succession posts. This attracts competent employees which saves time and eliminates a situation where employees who would do not want to considered, are selected.
- Employees stated that succession planning at the organisation is too theoretical and lacks implementation. This finding could be a result of a lack of awareness across the organisation. Employees may not be aware of the current succession plans that exist at the organisation. It is recommended that management communicates with all employees via emails or the intranet, of the succession plans expected to be implemented as well as expected time lines.
- Employees also stated that BEE affects the ability of the organisation to be truly objective in selecting the best employees for succession. While an entity is not penalised for failing to embrace BEE, it is unlikely to be awarded contracts, funding and licences by the government and is less likely to be awarded contracts in the private sector. Since the organisation does participate in BEE compliance processes, BEE will affect the selection of successors. Organisations, however, must not compromise the selection of highly skilled successors in the name of BEE.

- Employees feel that succession planning is negatively affected by nepotism. Nepotism must be eliminated by using transparent, communicative processes for the selection of successors. Transparent and fair processes will instil trust and employees will change their perspectives. Furthermore, nepotism can be eliminated if a panel is used for the selection of successors. This will ensure that the processes are fair and non-bias.

#### ❖ **WORKFORCE PLANNING**

- The study results show that employees are moderately influenced to stay in a job, by workforce planning. It is recommended that the organisation's workforce plan be transparent and allow for employee input. The workforce plan is more likely to be effective with the inputs of those who it plans for. It is likely for employees to be more influenced to stay in a job, through workforce planning if they are provided an opportunity to be engaged in the processes.
- The study results indicate that employees are influenced by workforce planning more than training and development but less than recruitment and selection, performance management and succession planning. Workforce is a lower level influence regarding the five talent management practices. It is recommended that management engages employees in an effort to make the workforce plan effective.
- The study results found that males and females are equally influenced to stay in a job, by workforce planning. No significant differences in employees of different genders implies that the organisation does not need to conduct training or develop policies that distinguish employees into gender groups. This is an indication that organisations are effectively creating and implementing workforce plans regarding gender.
- Moreover, the study results indicate that employees varying in age, race, tenure and job level have no difference in the perception of workforce planning. Evidently, it is true that no significant differences amongst employees varying in age, race, tenure and job level, indicates that the organisation is not required to implement any trainings or develop policies that distinguishes these groups.

The recommendations based on the study results to enhance talent management are summarised and depicted graphically in Figure 7.2.

## TALENT MANAGEMENT

- In an effort to strengthen talent management, management must act ethically in talent management practices; clearly define a company culture in which all employees can identify with and act according to; actively measure employee motivation levels; and implement an object performance management system.
- Organisations should find objective ways to appraise employee performance, better track employees' extra efforts, and create a reward programme for the respective efforts in order to capitalize on performance management.
- Organisations are encouraged to continue to act ethically and with integrity in order to maintain the climate of trust that exists and talent management practices should remain transparent in order for employees to trust them.
- Organisations can perform a root cause analysis to determine the discrepancies that exist between males and females regarding talent management which can assist in properly identifying and closing the gap.
- Consistent communication and engagement of employees from all age and tenure groups will facilitate a better understanding of the processes and higher engagement in talent management practices will be experienced, across all ages and tenure groups.
- The organisation is not required to implement trainings or create policies that distinguish employees into race groups and job levels.
- Include employees, who involuntarily exit the organisation, for internal vacancies for up to 18 months to enhance inclusivity where retention is not possible.
- Organisations are encouraged to include, or provide more focus on, fixed-term contracted employees in training interventions in order to upskill all employees.
- Organisations can make efforts to improve trainings by obtaining employee recommendations or evaluations of current trainings in order to identify gaps that can be addressed.

**Figure 7.2. Recommendations based on the results of the study for enhancing talent management.**

## RECRUITMENT AND SELECTION

- The recruitment and selection processes should be underpinned by fairness and transparency to strengthen the influence of recruitment and selection on employees' decision to stay in a job.
- Organisations must continuously take cognisance of any decisions regarding any of the talent management practices because any change or improvement in any one of them has the potential to have a rippling effect and bring about improvements in the other two as well as overall improvements.
- Organisations are advised to ensure that the recruitment and selection processes align with the training and development activities.
- Organisations are advised to ensure that the recruitment and selection processes align with the workforce plans to ensure that the right people, with the right skills are employed at the right time within the organisation.
- To strengthen the recruitment and selection, and performance management relationship, organisations must target recruiting processes to ensure that the most suitable and skilled candidate is selected to perform the job. Moreover, probation periods must be taken more seriously and extended for up to 6 months in order to truly identify if an employee is capable to perform.
- To strengthen recruitment and selection, and succession planning relationship, the organisation must target recruiting processes to ensure that the most suitable and skilled candidate is selected to perform the job. Thereafter, high performing employees must be identified and selected for succession. It is highly recommended that successors be internally recruited and nominated by fellow colleagues.
- A standardized, transparent and objective approach to recruiting and selecting will leave little room for the gender groups to have different views.
- The organisation does not need to conduct any training or develop policies that distinguish employees into age, race, tenure and job levels regarding recruitment and selection.
- It is imperative that the organisation automates the task of providing feedback to candidates who have not been shortlisted or selected for the vacancy.
- Management must ensure that employees are well informed on the policies and procedures that are directly influenced by EE in order for employees to gain greater understanding and perspective.
- Management must ensure that fairness and transparency underpin the recruitment and selection process by requiring regularly reporting and constant feedback from the recruitment department.

**Figure 7.2. Recommendations based on the results of the study for enhancing talent management.**

## TRAINING AND DEVELOPMENT

- Training needs analyses (TNA) must be conducted bi-annually or annually in order to ensure that specific employee needs are being met.
- Providing employees an opportunity to diversify and fund studies that are not directly in line with the career path may serve as a tool to increase job embeddedness.
- The training and development, and workforce planning relationship can be strengthened this relationship by using the workforce plan as an important component in the training needs matrices.
- The relationship between training and development, and performance management can be strengthened using correct and effective training and development practices can significantly impact the management of performance.
- In order to strengthen the relationship between training and development, and succession planning, organisations need to clearly identify and map the critical skills and positions marked for succession. Emphasizing the link between training and succession can be achieved by communicating the possible career paths will make employees more enthusiastic about upskilling themselves.
- A standardized, transparent and objective approach to the implementation and provision of opportunities for training and development will leave little room for the gender groups to have different views.
- The organisation is not required to conduct trainings or develop policies that distinguish employees into age, race, tenure and job level.

## PERFORMANCE MANAGEMENT

- Organisations can intensify their performance management by ensuring that the processes of managing performance is consistent, fair and objective.
- Organisations should capitalize on performance management by ensuring performance management processes are fair and objective in order to instill trust in the process and make employees feel valued.
- To strengthen the relationships between performance management and all the talent management sub-dimensions, organisations can create awareness of the implications associated and the impact of how the talent management sub-dimensions can directly link to performance management.
- The organisation is not required to conduct training or develop policies that distinguish employees into gender groups.
- The organisation is not required to conduct training or develop policies that distinguishes employees into age, race, tenure and job level.
- Management must ensure that the performance appraisal process must be standardized and objectively applied. Management can ensure that this is performed by auditing these processes.
- Management must be objective and actively identifies the areas of performance management that can be improved.
- Management must ensure that proper policies and documented procedures are created, approved and published in order to guide and standardize the performance management process.
- Management must perform a salary audit to identify the salary discrepancies that exist.

**Figure 7.2. Recommendations based on the results of the study for enhancing talent management.**

## SUCCESSION PLANNING

- The organisation should fill successor posts with skilled individuals but simultaneously provide equal opportunities for qualifying candidates.
- Succession planning policies be clear and should effectively guide the processes.
- The relationship between succession planning and workforce planning can be maintained or strengthened by noting that workforce planning is a key mechanism used to retain talent, meet the expectations of the workforce and achieve strategic goals.
- A standardized, transparent and objective approach to the provision of opportunities for qualifying employees, for succession, will leave little room for the gender groups to have differing views.
- The organisation must communicate with all employees via emails or the intranet, of the succession plans expected to be implemented as well as expected time lines.
- Recruitment for succession must be done both internally and externally for succession posts.
- Organisations must not compromise the selection of highly skilled successors in the pursuit of BEE.
- Nepotism can be eliminated if a panel is used for the selection of successors. This will ensure that the processes are fair and non-bias

## WORKFORCE PLANNING

- The organisation's workforce plan be transparent and allow for employee input.
- Management must engage employees in an effort to make the workforce plan effective.
- The organisation is not required to implement training or develop policies that distinguish employees into gender groups.
- the organisation is not required to implement any training or develop policies that distinguishes employees into age, race, tenure and job level.

**Figure 7.2. Recommendations based on the results of the study for enhancing talent management.**

- **ORGANISATIONAL TRUST**

- The study indicates that employees moderately trust the organisation. There are a number of ways that an organisation can increase employee trust levels. Management must encourage employees to speak up about concerns, employ transparent processes, ensure a high level of communication and have consistent and accountable leadership. Building trust takes time and can be easily destroyed. It is critical for management to always be cognizant of decisions and their implications.
- The study results indicated that employees trust succession planning the most. It is recommended that the organisation capitalize on this and ensure that succession plans are transparent and fair. Since this talent management practice is most trusted by employees, management must take cognizance of related decision-making and the ripple effects decisions will have on trust in the other talent management practices.
- The study results also indicate that males have more trust in the organisation than females. To overcome the gender trust gap, organisations need to identify the patterns that prevent them from fully leveraging women's talents and contributions, and use that knowledge to make systematic changes. Management must recognize the way employees are treated and systematically make appropriate changes. For example, anonymize job applications, destigmatise flexible work hours and cultivate an inclusive work culture.
- The perceptions of employees varying in age regarding organisational trust are significantly different. It was determined that employees aged 50 to 59 years old trust the organisation the most. This implies that the organisation needs to find innovative ways to engage employees belonging to the other age groups. Consistent communication and engagement of all employees in decision-making will cultivate trust. Understanding the needs of employees belonging to different generations is vitally important in cultivating trust amongst employees differing in age.
- The study results show that there are no significant differences in the perceptions of employees varying in race and job level regarding organisational trust. No significant differences in employees from different races and job levels implies that the organisation does not need to make any efforts, provide any trainings or develop policies that distinguish employees into race groups and job levels.

- Additionally, the perceptions of employees varying in tenure, regarding organisational trust, are significantly different. This implies that the organisation needs to find innovative ways to engage employees belonging to the other tenure groups. Consistent communication and engagement of all employees in decision-making will cultivate trust. Understanding the needs of employees belonging to different generations is vitally important in cultivating trust amongst employees differing in tenure. However, trust is built over time and may require organisations to act ethically and be patient.
- Employees expressed that organisational trust has significantly reduced over the years as the perception of benevolent intent towards employees has declined. It is recommended that management be made aware of this and declare their intent and interests in all organisational dealings. Engaging employees allows them to fully understand what happens and why. This does not imply that employees gain access to all proceedings and decisions, but communication in the form of feedback is critical.
- Employees expressed that mistrust in the organisation is a result of the lack of long term commitment to the organisation which can arise from medium-term contractual employment (5 year contracts). It is evident that non-permanent employees feel job insecurity and therefore have reduced trust in the organisation. Where permanent absorption of non-permanent employees is not possible, the organisation must aim to integrate employee goals with the organisations long-term growth and increase employees value proposition by developing them.

#### ❖ **ORGANISATIONAL TRUST WITHIN RECRUITMENT AND SELECTION**

- It was revealed that employees moderately trust the organisations recruitment and selection processes. The recruitment and selection processes should always be underpinned by two pillars: fairness and transparency. These pillars can assist in providing employees with the necessary peace of mind in order to build trust in recruitment and selection.
- The study results show that employees trust recruitment and selection processes at the organisation more than training and development, performance management and workforce planning but less than succession planning. Trust in recruitment and selection may arise from a number of factors which could be positive (transparency) or negative

(nepotism). Organisations must consider ways to increase the trust by implementing fair and transparent recruitment and selection.

- It was revealed that trust in recruitment and selection significantly intercorrelates with the other organisational trust sub-dimensions (trust in training and development; trust in performance management, trust in succession planning and trust in workforce planning). A significant intercorrelation indicates that any change or improvement in any one of them has the potential to have a rippling effect and bring about improvements in the other two as well as overall improvements. It is therefore recommended that organisations continuously take cognisance of any decisions and the resultant consequences for one or more of these practices. A breach of trust in one practice may lessen the credibility of all other practices.
- The study showed that a moderate relationship exists between trust in recruitment and selection, and trust in training and development. It is recommended that organisations emphasize the link between recruitment and selection, and training and development. Continuing to implement these practices in the same manner will sustain employee trust, but organisations must constantly aim to strengthen employee trust by ensuring processes are transparent and efficient, because this has a number of positive outcomes, such as reduced turnover rates.
- The study further showed that a moderate relationship exists between trust in recruitment and selection, and trust in succession planning. Fair, transparent and communicative recruitment practices that result in the “right” person for the job will provide a greater talent pool or possible applicants for succession. Organisations must keep these processes transparent. Continuing to implement these practices in the same manner will sustain employee trust, but organisations must constantly aim to strengthen employee trust because this has a number of positive outcomes such as reduced turnover rates.
- The study showed that a moderate relationship exists between trust in recruitment and selection, and trust in workforce planning. Fair, transparent and communicative recruitment practices, as previously mentioned, that result in the “right” person for the job will provide a greater talent pool or possible applicants for succession. Organisations must keep these processes transparent. Continuing to implement these practices in the same manner will

sustain employee trust, but organisations must constantly aim to strengthen employee trust because this has a number of positive outcomes such as retention of skilled employees.

- The study showed that a weak relationship exists between trust in recruitment and selection, and trust in performance management. It is recommended that management recognises the impact of unethical recruitment and selection processes and the implication for managing performance. Conducting recruitment and performance trend analyses to identify whether an employees' performance increased or decreased since the commencement of employment, and the possible cause factors, can assist management to make better decisions for future hires. This will have a positive effect on employee trust. Trust in these processes will increase because employees are likely notice management efforts.
- According to the study, females have a higher level of trust in the processes of recruitment and selection than males. It is imperative for organisations remain fair in the implementation of recruitment and selection. A standardized, transparent and objective approach to the implementation of recruitment and selection will leave little room for the gender groups to have different views. While difference of opinions and perspectives are inevitable, management must go as far as possible to ensure fairness, transparency and objectivity. Engaging male employees to be more involved and express their concerns regarding recruitment and selection can assist in trouble shooting.
- Moreover, the study shows that employees varying in age, race, tenure and job level have no significant differences in their perceptions regarding trust in recruitment and selection processes. Evidently, it is true that no significant differences amongst employees varying in age, race, tenure and job level, indicates that the organisation is not required to implement training or develop policies that distinguishes these groups.

#### ❖ **ORGANISATIONAL TRUST WITHIN TRAINING AND DEVELOPMENT**

- Employees moderately trust the training and development interventions in the organisation. In order for an organisation to build trust employee trust in training and development, opportunities must be fair and not discriminate on any grounds except for occupationally related circumstances and these must be documented in policy. Management must be consistent in their approaches and take accountability where necessary.

- The study results indicate that employees trust the organisations training and development interventions the least. It was found that employees moderately trust the training and development interventions, however, of talent management sub-dimensions (recruitment and selection, training and development, performance management, succession planning, workforce planning), training and development is least trusted. In order for an organisation to increase trust in training and development, opportunities must be fair and not discriminate on any grounds except for where occupationally related and documented in policy. Management must be consistent in their approaches and take accountability where necessary.
- Moreover, there is a moderate relationship between trust in training and development, and trust in workforce planning. Continuing to implement these practices in the same manner will sustain employee trust, but organisations must constantly aim to strengthen employee trust because higher trust has a number of positive outcomes such as retention. While training and development, and workforce planning may not be directly linked, understanding that a breach of trust in training and development negatively affects trust in workforce planning will allow organisations to realize the importance of ethical behaviour.
- Additionally, it was determined that there is a weak relationship between trust in training and development, and trust in performance management. Creating awareness of the training and development opportunities and the impact on performance can encourage employees to get involved. If employees attend relevant trainings, they can make informed decisions about trusting training and development. Thereafter, the impact on performance will be felt and performance management will be better conducted and trusted.
- It was also determined that there is a weak relationship between trust in training and development, and trust in succession planning. Creating awareness of the training and development opportunities and the influence on succession can encourage employees to explore the training and development opportunities. If employees respond positively by attending relevant trainings in an effort to gain the necessary skills required for succession, they will make more informed decisions about trusting training and development and the impact on succession. To increase trust in succession planning, management must ensure that succession planning is implemented fairly.

- It is evident from the study results that males display more trust in training and development practices than females. Women have proven to be a disadvantaged group in South Africa. To overcome the gender trust gap, organisations need to identify the patterns that prevent organisations from fully leveraging women's talents and contributions, and use that knowledge to make systematic changes. Management must recognise the way employees are treated and systematically make appropriate changes. For example, plan to train more females and train the organisation on gender equality.
- Furthermore, employees varying in age, race, tenure and job level have no significant differences regarding trust in training and development respectively. Where no significant differences amongst employees varying in age, race, tenure and job level exist, the organisation is not required to make any specific efforts, implement training or develop policies that distinguishes these groups. The organisation can, however, provide generic trainings that reinforce equality.

❖ **ORGANISATIONAL TRUST WITHIN PERFORMANCE MANAGEMENT**

- The study results indicate that employees only moderately trust the organisations performance management practices. Organisations can increase trust in performance management if the processes are consistently fair and objective. Employees should be given equal opportunities and be appraised fairly. Organisations can eliminate bias by having the process done electronically and recorded (if done face to face) which can be audited when issues arise. Furthermore, justifications must be given for scoring of performance.
- It was identified that, for employees, trust in performance management is higher than trust in training and development, but less than the trust employees have in recruitment and selection, succession planning and workforce planning. Trust in performance management ranks second to last when compared with the other talent management practices. It is imperative for organisations to apply the above recommendation and ensure that processes are consistent, fair and objective. Employees should be given equal opportunities and be appraised fairly. Organisations can eliminate bias by having the process done electronically and recorded (if done face to face) which can be audited when issues arise. Furthermore, justifications must be given for scoring of performance.

- Additionally, there is a weak relationship between trust in performance management and trust in all the other organisational trust sub-dimensions (trust in recruitment and selection; trust in training and development; trust in succession planning, and trust in workforce planning). It can be assumed that performance management is viewed negatively by employees in relation to all the other trust sub-dimensions. Rigorous approaches to instilling trust in performance management and creating awareness of the links between performance and the other talent management practices can assist with building a stronger relationship.
- The study revealed that males have more trust in performance management than females. As previously identified, women are a disadvantaged group in South Africa. To overcome the gender trust gap, organisations need to identify the patterns that prevent organisations from fully leveraging women's talents and contributions, and use that knowledge to make systematic changes. Management must recognize the way employees are treated and systematically make appropriate changes. For example, plan to train more females and train the organisation on gender equality.
- Furthermore, employees varying in age, race, tenure and job level have no significant differences regarding trust in performance management. Where no significant differences amongst employees varying in age, race, tenure and job level exist, the organisation is not required to make any specific efforts, implement any trainings or develop policies that distinguishes these groups. The organisation can, however, provide generic trainings that reinforce equality.

#### ❖ **ORGANISATIONAL TRUST WITHIN SUCCESSION PLANNING**

- According to the study, employees moderately trust the organisation's succession planning. Succession planning is earmarked for critical positions that affect the business continuity of the organisation. In order to increase trust in succession planning, it is imperative that organisations fill the succession posts with highly skilled individuals but simultaneously provide equal opportunities for qualifying candidates. Succession planning considers top talent and should continue to do so in order to avoid disrupting business continuity.

- The study revealed that employees trust succession planning the most. It is recommended that the organisation ensure that proper succession planning policies exist; there is proper implementation of the succession plans and; that employees are up to date using proper communication channels. These actions will reinforce and increase the trust that employees have in succession planning.
- Moreover, it is revealed that there exists a moderate relationship between trust in succession planning and trust in workforce planning. Both these planning processes are underpinned by the theme – retaining talent. Organisations can use both these plans to make more informed choices. A high level workforce plan will enable an organisation to plan better for succession, therefore the workforce plan must be prepared by highly skilled employees in order to assist succession in the most efficient ways. If employees are aware of the workforce and succession plans, they are in a better position to trust them.
- It was identified that males have more trust in succession planning than females. To overcome the gender trust gap, management must recognize the way employees are treated and systematically make appropriate changes. For example, management can plan to develop more females for succession and train the organisation on gender equality.
- The study results indicate that employees varying in age, race, tenure and job level have no significant differences regarding trust in succession planning. Where no significant differences amongst employees varying in age, race, tenure and job level exist, the organisation is not required to make any specific efforts, implement training or develop policies that distinguishes these groups. The organisation can, however, provide generic trainings that reinforce equality.

#### ❖ **ORGANISATIONAL TRUST WITHIN WORKFORCE PLANNING**

- According to the study, employees moderately trust the organisations workforce planning. It is recommended that the organisation’s workforce plan be transparent and allow for employee input. The workforce plan is more likely to be effective with the inputs of those who it plans for. Moreover, it is likely for employees to trust workforce planning more if they are provided an opportunity to be engaged in the processes.

- Employees trust workforce planning more than performance management and training and development but less than succession planning and recruitment and selection. The organisation must aim to create more trust in workforce planning. As noted employees moderately trust the organisations workforce planning. It is recommended that the organisation's workforce plan be transparent and allow for employee input. It is likely for employees to trust workforce planning more if they are provided an opportunity to be engaged in the processes.
- Moreover, it was revealed that males have more trust in workforce planning than females. To overcome the gender trust gap, management must recognize the way employees are treated and systematically make appropriate changes. For example, management can include and plan to recruit and upskill females as well as train the organisation on gender equality.
- The study results indicate that employees varying in age, race, tenure and job level have no significant differences regarding trust in workforce planning. Where no significant differences amongst employees varying in age, race, tenure and job level exist, the organisation is not required to make any specific efforts, implement training or develop policies that distinguishes these groups. The organisation can, however, provide generic trainings that reinforce equality.

The recommendations based on the study results to enhance organisational trust are summarised and depicted graphically in Figure 7.3.

### **ORGANISATIONAL TRUST**

- Management must encourage employees to speak up about concerns, employ transparent processes, ensure a high level of communication and have consistent and accountable leadership.
- Ensure that succession plans are transparent and fair, and management to take cognizance of related decision-making and the ripple effects decisions will have on trust in the other talent management practices.
- Management to identify the patterns that prevent them from fully leveraging women's talents and contributions, and use that knowledge to make systematic changes.
- Management must ensure consistent communication and engagement of employees, of all ages, in decision-making to cultivate trust.
- The organisation does not need to make any efforts, provide trainings or develop policies that distinguish employees into race groups and job level.
- Management must understand the needs of employees belonging to different generations for cultivating trust amongst employees differing in tenure. Management must be consistent communication and engagement of all employees in decision-making will cultivate trust.
- Communication in the form of feedback is critical to increase the benevolent intent towards employees.
- Where permanent absorption of non-permanent employees is not possible, the organisation must aim to integrate employee goals with the organisations long-term growth and increase employees value proposition by developing them.

### **ORGANISATIONAL TRUST WITHIN RECRUITMENT AND SELECTION**

- Management ensure that the recruitment and selection processes are underpinned by fairness and transparency in an effort to increase employee trust.
- Organisations must continuously take cognizance of any decisions and the resultant consequences for one or more of these practices. A breach of trust in one practice may lessen the credibility of all other practices.
- Organisations must constantly aim to strengthen employee trust by ensuring that recruitment and selection, and training and development processes are transparent and efficient, because this has positive outcomes such as reduced turnover rates.
- Fair, transparent and communicative recruitment practices that result in the "right" person for the job will provide a greater talent pool or possible applicants for succession.
- Conducting recruitment and performance trend analyses to identify whether an employees' performance increased or decreased since the commencement of employment, and the possible cause factors, can assist management to make better decisions for future hires. This will have a positive effect on employee trust.
- A standardized, transparent and objective approach to the implementation of recruitment and selection will leave little room for the gender groups to have different views.
- The organisation is not required to implement training or develop policies that distinguishes employees into age, race, tenure and job level.

**Figure 7.3. Recommendations based on the results of the study for enhancing organisational trust.**

**ORGANISATIONAL  
TRUST WITHIN  
TRAINING AND  
DEVELOPMENT**

- Employees moderately trust training and development practices.
- Employees trust training and development practices the least compared to the other organisational trust sub-dimensions (workforce planning, performance management, recruitment and selection, and succession planning).
- Trust in training and development significantly intercorrelates with trust in all the other organisational trust sub-dimensions.
- Moderate relationships exist between trust in training and development and trust in recruitment and selection; performance management and workforce planning.
- A weak relationship exists between trust in training and development and trust in performance management; and between trust in training and development and trust in succession planning.
- Males have more trust in training and development practices than females.

**ORGANISATIONAL  
TRUST WITHIN  
PERFORMANCE  
MANAGEMENT**

- In order for an organisation to build trust employee trust in training and development, opportunities must fair and not discriminate on any grounds except for where occupationally related and documented in policy.
- While training and development, and workforce planning may not be directly linked, management must understand that a breach of trust in training and development negatively affects trust in workforce planning.
- Creating awareness of the training and development opportunities and the impact on performance can encourage employees to get involved. If employees attend relevant trainings, they can make informed decisions about trusting training and development. Thereafter, the impact on performance will be felt and performance management will be better conducted and trusted.
- The relationship between trust in training and development, and trust in succession planning can be strengthened by increasing trust in training and development and succession planning individually, accompanied by emphasizing the impact of training on succession.
- To overcome the gender trust gap, organisations need to identify the patterns that prevent organisations from fully leveraging women's talents and contributions, and use that knowledge to make systematic changes.
- The organisation is not required to make any specific efforts, implement training or develop policies that distinguishes employees into age, race, tenure and job level.

**Figure 7.3. Recommendations based on the results of the study for enhancing organisational trust.**

**ORGANISATIONAL  
TRUST WITHIN  
SUCCESSION  
PLANNING**

- In order to increase trust in succession planning, it is imperative that organisations fill the succession posts with highly skilled individuals but simultaneously provide equal opportunities for qualifying candidates.
- Management must ensure that proper succession planning policies exist; there is proper implementation of the succession plans and; that employees are up to date using proper communication channels.
- A high level workforce plan will enable an organisation to plan better for succession, therefore the workforce plan must be prepared by highly skilled employees in order to assist succession in the most efficient ways.
- Management can plan to develop more females for succession and train the organisation on gender equality.
- The organisation is not required to make any specific efforts, implement training or develop policies that distinguishes employees into age, race, tenure and job level. The organisation can, however, provide generic trainings that reinforce equality.

**ORGANISATIONAL  
TRUST WITHIN  
WORKFORCE  
PLANNING**

- The organisation's workforce plan be transparent and allow for employee input.
- Management can include and plan to recruit and upskill females as well as train the organisation on gender equality.
- The organisation is not required to make any specific efforts, implement training or develop policies that distinguishes employees into age, race, tenure and job level. The organisation can, however, provide generic trainings that reinforce equality.

**Figure 7.3. Recommendations based on the results of the study for enhancing organisational trust.**

#### 7.4. CONCLUSION

In conclusion, it is undeniable that 21<sup>st</sup> century organisations are perpetually concerned about embedding skilled workers in order to minimise the loss of skilled workers and reduce the overall turnover rates. Organisations are constantly making efforts to decrease the turnover intentions of employees which is a perpetual organisational issue. However, it should be noted that decreasing turnover intentions and increasing employee job embeddedness can be influenced using a wide range of organisational mechanisms and the extent of influence for each factor is often dependent on the workforce. This means that employees respond differently based on different factors. Therefore, it is imperative for organisations to know the workforce and the factors that have the potential to influence it, in order to capitalize on these factors and successfully embed employees into their jobs.

The study aimed to determine if these areas of concern are related to the rate of turnover experienced within an organisation and answers the question: To what extent does talent management and organisational trust impact on job embeddedness? In this study, talent management, organisational trust and biographical factors contributing to job embeddedness were evaluated. While neither talent management and organisational trust can significantly influence job embeddedness in isolation, it is critical to take a holistic approach on the processes of implementing talent management and influencing trust in an effort to increase employee job embeddedness in any organisation. The purpose of the study was to assess talent management and organisational trust as precursors to job embeddedness in a large parastatal organisation that provides bulk potable water. This meant evaluating talent management and organisational trust to determine whether these dimensions positively affect an employees' decision to stay in a job. Therefore, this study has highlighted the five main talent management practices (recruitment and selection, training and development, performance management, succession planning and workforce planning) and the level of trust employees show to each respective talent management practice, and how they play a role in embedding employees in their jobs. The study has also recommended strategies and techniques that management can implement to sustain or improve employee talent management perspectives and trust.

Job embeddedness has been studied in terms of retention, turnover, organisational commitment, work engagement and job performance, which according to research are viewed as antecedents of job embeddedness (Chan et al., 2019; Shen & Jiang, 2019). However, there

is no empirical analysis taken on the relationship between talent management and job embeddedness, and organisational trust and job embeddedness. Therefore, since the relationships between talent management and job embeddedness, and organisational trust and job embeddedness are not explored, the study addressed the gap and assessed talent management and organisational trust as precursors to job embeddedness.

As a result, consistent approaches to talent management through fair and objective processes, equal opportunities for all employees, more attention to employee needs and further transparency can assist the organisation in reducing turnover. Management therefore needs to become more attentive and aware of decision-making implications. The recommendations of the study, presented graphically in Figures 7.1, Figure 7.2 and Figure 7.3 when effectively implemented, can assist organisations with increasing job embeddedness.

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## APPENDICES

### APPENDIX A: Informed Consent Form

#### UNIVERSITY OF KWAZULU-NATAL SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE

##### Masters of Commerce (Human Resources Management) Thesis

**Researcher:** Miss Alia Latib (214564107), **E-mail Address:** alialatib12@gmail.com

**Supervisor:** Professor Sanjana Brijball Parumasur **Tel.:** +27 31 260 7176, **E-mail:**  
brijballs@ukzn.ac.za

**Research Office:** Govan Mbeki Centre, Westville Campus **Tel:** +27 (31) 260 7291, **Email:**  
Snymanm@ukzn.ac.za

Dear Respondent,

My name is Alia Latib and I am a student in the School of Management, IT and Governance, at the University of KwaZulu-Natal, Westville Campus. You are invited to participate in a research project entitled:

#### **Assessing Talent Management and Organisational Trust as precursors to Job Embeddedness**

The aim of this study is to explore the impact of talent management and organisational trust on job embeddedness. The result of this study is intended to contribute to the body of knowledge in the field of Human Resource Management and assist organisations in these fields.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the **School of Management, IT and Governance, UKZN.**

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me, my supervisor or the research office with the details listed above. The survey should take you **approximately 10 minutes** to complete.

Sincerely,  
Alia Latib

Date:

#### **CONSENT**

I, ..... (full name of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

**I understand that I am at liberty to withdraw from the project at any time, should I so desire.**

Participant's signature:

Date:

## APPENDIX B: Study Questionnaire

### SECTION A: BIOGRAPHICAL DATA

**Note:** For this study, the organisation refers all staff members, unless otherwise stated.

**INSTRUCTIONS TO RESPONDENTS:**

1. Please select **ONLY ONE** response with a cross 'x' for each question.
2. Answer **ALL** the pre-coded questions in this section.
3. Please **DO NOT** leave any question blank.

1. Please indicate your age group:

1.1	20-29 years		1
1.2	30-39 years		2
1.3	40-49 years		3
1.4	50-59 years		4
1.5	> 60 years		5

2. Please indicate your gender:

2.1	Male		1
2.2	Female		2
2.3	Other		3

3. Please indicate your race:

3.1	African		1
3.2	Indian		2
3.3	Coloured		3
3.4	White		4
3.5	Other		5

4. Please indicate which **ONE** of the following is applicable to you:

4.1	Executive level		1
4.2	Senior Management		2
4.3	Middle Management		3
4.4	Employee		4
4.5	Other		5

5. Please indicate your tenure at:

5.1	1-5 years		1
5.2	6-10 years		2
5.3	11-15 years		3
5.4	16-20 years		4
5.5	> 21 years		5

**SECTION B: JOB EMBEDDEDNESS**

**Job embeddedness** is the collection of forces that influence an employee’s decision to stay in a job.

**INSTRUCTIONS TO RESPONDENTS:**

1. Please select **ONLY ONE** response with a tick ✓ for each Likert Scale statement below.
2. Answer **ALL** the pre-coded statements in this section.
3. Please **DO NOT** leave any statement blank.

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**KEY:** SD = Strongly Disagree; D = Disagree; N = Neutral; A = Agree; SA = Strongly Agree

		SD	D	N	A	SA
	<b>Fit</b>					
1.	I feel easy and relaxed at my organisation.	1	2	3	4	5
2.	I believe that my current skills are suitable for my current job/ work demands.	1	2	3	4	5
3.	I believe that I am a good match for my organisation.	1	2	3	4	5
4.	I am happy with where my job is located because I have access to many amenities.	1	2	3	4	5
5.	I am happy with the location of my job because the weather is favourable.	1	2	3	4	5
6.	There are abundant entertainment activities around my workplace that encouraged my choice in initially applying for my current job.	1	2	3	4	5
	<b>Links</b>					
7.	I believe that I play a significant role in my work teams.	1	2	3	4	5
8.	I get along exceptionally well with my colleagues.	1	2	3	4	5
9.	I am highly involved in work committees or events that take place at work.	1	2	3	4	5
10.	I am content in my job because it is located close enough to my family and/or non-work friends.	1	2	3	4	5
11.	I am happy with where my job is located because my spouse/partner works within the same area(s).	1	2	3	4	5
12.	I am a part of community/religious groups that are relatively close to my workplace.	1	2	3	4	5
	<b>Sacrifices</b>					
13.	The benefits/perks at my company would be a great loss if I willingly leave my job.	1	2	3	4	5

14.	My company offers great job stability.	1	2	3	4	5
15.	There is ample opportunity for career/job advancement in the workplace.	1	2	3	4	5
16.	I believe that there are some of the best institutions/amenities located around my job.	1	2	3	4	5
17.	I believe that my job is located in a relatively safe area.	1	2	3	4	5
18.	I travel to work on a relatively easy route with little to moderate traffic.	1	2	3	4	5

### SECTION C: TALENT MANAGEMENT AND ORGANISATIONAL TRUST

**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 organisations most prized-possession: the employees.

**Organisational trust** is the overall assessment of the trustworthiness of an organisation based on the employee's perception. It is the employees' belief that the organisation will function to the benefit of the employees.

#### INSTRUCTIONS TO RESPONDENTS:

1. Please select **ONLY ONE** response with a tick ✓ for each Likert Scale statement below.
2. Answer **ALL** the pre-coded statements in this section.
3. Please **DO NOT** leave any statement blank.

**KEY:** SD = Strongly Disagree; D = Disagree; N = Neutral; A = Agree; SA = Strongly Agree

		SD	D	N	A	SA
	<b>Recruitment and Selection; and Trust</b>					
1.	The recruitment process at my organisation is aligned to attracting suitably talented candidates.	1	2	3	4	5
2.	During selection, candidates are selected based on their skills and abilities to perform the job.	1	2	3	4	5
3.	A climate of trust at my workplace is enhanced by the recruitment and selection efforts.	1	2	3	4	5
	<b>Training and Development; and Trust</b>					
4.	The training activities provided by my organisation equip the employees to better perform their jobs.	1	2	3	4	5
5.	My organisations development strategies are aligned with developing employees for their careers.	1	2	3	4	5
6.	I trust that management provides the most relevant training and development strategies.	1	2	3	4	5

<b>Performance Management; and Trust</b>						
7.	My company makes concerted efforts to provide the best performance appraisal system to reward us.	1	2	3	4	5
8.	The key performance areas stipulated in the performance contracts are not achievable.	1	2	3	4	5
9.	I trust that my line manager objectively and consistently evaluates my performance.	1	2	3	4	5
<b>Succession Planning; and Trust</b>						
10.	Succession planning efforts positively affect employees in their job roles due to the knowledge transfer that occurs.	1	2	3	4	5
11.	I believe that I am a suitable successor for one of the critical positions at my company.	1	2	3	4	5
12.	The succession planning at my company functions to the benefit of the employees.	1	2	3	4	5
<b>Workforce Planning; and Trust</b>						
13.	Workplace planning has ensured that the right people, with the right skills are employed at the right time within the organisation.	1	2	3	4	5
14.	Workforce planning is important due to the aging workforce that is occurring.	1	2	3	4	5
15.	I am confident that workforce planning efforts at my company produce results that are in line with employee and organisational goals.	1	2	3	4	5

Is there anything relating to organisational trust, talent management or job embeddedness that you would like to comment on that this questionnaire does not cover?

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**Thank you for your valuable time and co-operation!**

## APPENDIX C: Ethical Clearance



30 October 2020

Miss Alia Latib (214564107)  
School Of Man Info Tech & Gov  
Westville Campus

Dear Miss Latib,

**Protocol reference number:** HSSREC/00002052/2020

**Project title:** Assessing talent management and organisational trust as precursors to job embeddedness

**Degree:** Masters

### Approval Notification – Expedited Application

This letter serves to notify you that your application received on 08 October 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL** on the following condition:

**Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.**

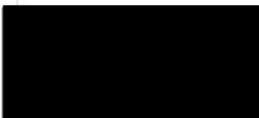
This approval is valid until 30 October 2021.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

**All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.**

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

### Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: [hssrec@ukzn.ac.za](mailto:hssrec@ukzn.ac.za) Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

INSPIRING GREATNESS

## **APPENDIX D: Letter of Confirmation of Re-computed Statistics**



**13 December 2021**

**To Whom It May Concern,**

**Letter of Confirmation: Alia Latib-214564107**

This is to confirm that the Universal Research Training and Development Centre has processed both descriptive and inferential statistics for the above student as per the supervisor's instructions and recommendations by the examiner. We are convinced that these statistics met the standard or requirements for a Master's research. Should you require any further information concerning this letter, please do not hesitate to contact us on the details below.

Your sincerely,



David Asare

Secretary and Co-Founder

Email : [info@urtdc.com](mailto:info@urtdc.com)/[asare.david@urtdc.com](mailto:asare.david@urtdc.com)

Phone No: 0828913117

## APPENDIX E: Sample Size for a Given Population Table

**Table G1**

*Sample Size for a Given Population Size*

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	180	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

*Note.* Sekaran, U. & Bougie, R. (2016). *Research methods for business: A skill-building approach* (7th ed.). United States of America: John Wiley and Sons, Inc., pp. 263-264.