The Role of Organizational Culture and Job Embeddedness in the Relationship Between Onboarding and Talent Retention: A Moderated Mediation Model

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Abstract

The influence of organizational culture and job embeddedness on the relationship between the onboarding process and talent retention is crucial for understanding the mechanisms that support employee retention in organizations. Using a moderated mediation model, this research analyzed how an effective onboarding process can enhance job embeddedness, positively influencing talent retention. Simultaneously, it examined the moderating role of organizational culture, which can either strengthen or weaken this relationship. The study involved 435 employees aged between 20 and 65 years, using a convenience sample obtained through snowball sampling. The Onboarding Scale, Employee Retention Questionnaire, Job Embeddedness Scale, and Organizational Culture Scale were utilized for data collection. Results demonstrated that a well-structured onboarding process strengthens job embeddedness, positively impacting employee retention. Furthermore, organizational culture was found to act as a moderator, potentially amplifying or reducing the effect of the onboarding process on talent retention. In contexts where organizational culture has limited influence on organizational functioning, the onboarding process was shown to have a positive and significant impact on talent retention. Conversely, in settings with a strong and influential organizational culture, the direct impact of onboarding on retention tends to be weaker, underscoring the importance of aligning integration strategies with the specific cultural characteristics of the organization.

Keywords: *Onboarding Process, Talent Retention, Job Embeddedness, Organizational Culture, Moderated Mediation Model.*

Introduction

The role of organizational culture has emerged as a critical factor in the relationship between the onboarding process and talent retention (Badshah & Bulut, 2020). In this context, Ngozi and Edwinah (2022) argue that the ability to attract and retain qualified professionals depends not only on competitive compensation packages but also on cultivating an environment conducive to employee development and satisfaction.

Onboarding can be defined as the process of integrating and acclimating new employees to an organization's culture, policies, and procedures (Caldwell & Peters, 2018). During this process, employees become familiar with organizational culture and are encouraged to embody it (Harpelund et al., 2019). When employees feel integrated, valued, and well-informed about their responsibilities, they tend to remain with the organization (Manhal, 2024). This process mitigates initial uncertainty and strengthens job embeddedness, which refers to the degree of integration and engagement employees experience with their work and the organization (Dimri

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et al., 2024). When employees feel they share the organization's values and mission, they are likely to develop a deeper connection to the workplace environment. Additionally, they have the opportunity to establish bonds with colleagues, supervisors, and various departments within the organization (Dickson & Isaiah, 2024). By facilitating a smoother and more structured transition, the onboarding process fosters a supportive environment that, in the long term, reduces the likelihood of employees leaving the organization (Manhal, 2024).

Employee retention not only prevents top professionals from being recruited by competitors but also significantly contributes to enhancing the organization's competitive advantage, as it directly impacts efficiency, productivity, and sustainability (Biason, 2020). During onboarding, organizational culture is conveyed and reinforced. Almerri (2023) adds that this is when new employees understand and absorb the organization's values, norms, and cultural practices, fostering the development of their organizational identity. Expanding on this idea, Pinco et al. (2024) assert that organizational culture is significantly reinforced through social relationships cultivated within the workplace, and this interaction facilitates the understanding of the social dynamics that sustain it.

Onboarding, job embeddedness, organizational culture, and talent retention are interconnected, with each construct contributing to the creation of a positive work experience (Dickson & Isaiah, 2024). In this regard, Yu et al. (2024) note that an efficient onboarding process facilitates the cultural and social adjustment of employees, promoting job embeddedness. When employees are well-integrated and aligned with the organizational culture, talent retention becomes more achievable, reducing turnover and contributing to the stability and success of the organization (Škerháková et al., 2022).

This study focused on this theme, with the primary objective of analyzing whether the relationship between onboarding and talent retention in the workplace is mediated by job embeddedness and moderated by organizational culture.

Literature Review

Relationship Between Onboarding Process and Talent Retention

Extensive studies within the field of human resource management (HRM) highlight the importance of a well-structured onboarding process for strengthening employees' connections with the organization and ultimately enhancing talent retention (Pratiwi & Hartanto, 2018). When integration is carried out gradually, employees tend to feel more engaged, resulting in lower turnover rates (Klein et al., 2020). The initial onboarding phase is considered a critical moment for establishing bonds between employees and the organization, playing a decisive role in their retention (Manhal, 2024).

Research conducted by Raza et al. (2019) demonstrated that cultural alignment is one of the key success factors in the onboarding process, as it facilitates understanding organizational norms, beliefs, and practices, thereby enhancing the sense of belonging. Based on this premise, Bell (2021) emphasizes that during onboarding, it is crucial to clarify the responsibilities associated with the role to be performed. This initial support reduces the adjustment period, promotes more effective integration, and contributes to increased satisfaction levels (Kirchner & Stull, 2021). Well-conducted onboarding aligns individual objectives with organizational goals and helps foster talent retention, as employees who perceive that their work is valued tend to feel more motivated (Bauer et al., 2021).

The involvement of senior employees as mentors enriches the onboarding experience and strengthens the connection between both parties (Ahmed, 2021). Ricks and Jaskolka (2022) note that a personalized onboarding process that considers employees' needs and expectations enhances their perception of organizational support, a factor positively correlated with retention. When new talent undergoes a process that takes their specificities into account, they tend to remain with the organization for longer, as they feel supported from the start of their professional journey (Patel & Mohanty, 2023). Carpenter (2023), in turn, highlights that the implementation of robust integration programs fosters a sense of belonging and promotes loyalty and retention among employees over the long term.

The onboarding and integration process is identified as a factor that not only attracts but also retains highly qualified talent, thereby serving as a competitive differentiator for organizations (Robinson & Goldsmith, 2023). A study by Kumar and Rajini (2024) revealed that organizations implementing well-structured onboarding processes succeed in building a more cohesive and committed workforce. Based on this analysis, the first hypothesis has been formulated:

Hypothesis 1: The onboarding process has a direct positive effect on talent retention.

Mediating role of job embeddedness in the relationship between onboarding processes and talent retention

The concept of job embeddedness was introduced by Mitchell et al. (2001) at the beginning of the 21st century to explore what keeps employees attached to an organization and the reasons they choose to remain. This construct encompasses three main factors: fit, links, and sacrifice, which are influenced by the work environment and interpersonal relationships developed in this context (Ćulibrk et al., 2018). Fit occurs when employees' personal values, goals, and/or career plans align with the organization's culture, vision, and mission (Reitz & Smith, 2019). Links, on the other hand, refer to formal or informal relationships with other members of the organization (e.g., supervisors, subordinates, colleagues; Chan et al., 2019). Lastly, sacrifice relates to the material and psychological value associated with contract termination (Coetzer et al., 2019).

Currently, job embeddedness is a central element in research on talent retention. According to Sudibjo and Suwarli (2020), the reasons that drive individuals to leave an organization differ from those that encourage them to stay. The theory of job embeddedness suggests that retention is influenced by the strength of employees' bonds with and adjustment to the organization's culture (Ngozi & Edwinah, 2022). In this context, job embeddedness acts as a mediator in the relationship between onboarding processes and talent retention by strengthening employees' ties to the organization and aligning their personal goals with organizational objectives (Chopra et al., 2024). Effective onboarding practices enhance job embeddedness and reduce turnover intentions (Bowers et al., 2023). Nzewi & Audu (2023) adds that a well-designed onboarding process accelerates new employees' adaptation and increases their levels of engagement and job satisfaction. Creating a support network mitigates the stress associated with the new role and fosters a welcoming, collaborative environment that stimulates employees' desire to remain with the organization (Al Zamel et al., 2020). Recent studies (e.g., Carpenter, 2023; Kumar & Rajini, 2024; Ricks & Jaskolka, 2022; Robinson & Goldsmith, 2023) have demonstrated that well-planned onboarding programs strengthen employees' ties to the organization and their intention to stay. Based on the studies presented, the second hypothesis was formulated:

Hypothesis 2: Job embeddedness mediates the relationship between onboarding processes and talent retention.

Moderated Mediation Model

The indirect effect of the onboarding process on talent retention through job embeddedness demonstrates that effective onboarding enhances the sense of belonging and, consequently, strengthens employees' connection to the organization (Chopra et al., 2024). According to Badshah and Bulut (2020), onboarding optimizes adaptation and alignment with organizational culture. When onboarding stages are well-designed, individuals tend to develop lasting bonds and commitments to the organization. These bonds facilitate retention, as employees begin to perceive the organization as part of their support network and professional development (Frögéli et al., 2023). On the other hand, Narayansany and Isa (2021) argue that even well-structured onboarding programs fail to reduce turnover rates if organizations do not foster support networks. Based on this premise, Ramaite et al. (2022) add that talent retention is directly tied to the interpersonal relationships established in the workplace, which are crucial for the development of job embeddedness.

During the onboarding process, it is essential to communicate the company's values, mission, and vision clearly, as this is the only way to assess alignment between employees and the organization (Patel & Mohanty, 2023). This process not only enhances job embeddedness but also reinforces social connections within the team, intensifying the sense of integration and commitment to the organization (Ampofo & Karatepe, 2022). In the same vein, Blount (2022) demonstrated that organizational culture moderates the relationship between onboarding and talent retention by influencing how organizational values and practices are perceived and assimilated by new employees. Carpenter (2023) asserts that the combination of an efficient onboarding process with an organizational culture that values employee development and well-being strengthen employees' desire to remain with the organization.

Ahmed (2021) suggests that inclusive cultures that value diversity tend to reinforce job embeddedness through onboarding, which translates into higher employee retention. Consequently, creating a motivating environment that not only facilitates integration but also strengthens employees' ties to the organization is essential (Ghani et al., 2022). Team members and direct supervisors must actively participate throughout the onboarding process, as the development of interpersonal relationships based on support and trust promotes a sense of security and acceptance among new employees (Pinco et al., 2024). According to Porgoli et al. (2021), when employees feel that their peers and supervisors are committed to their success, they increase their dedication to the organization and are less inclined to leave. Early collaboration fosters an environment of mutual respect, promoting the development of a solid connection with the organization (Feeney et al., 2020). Hassan (2020) reinforces this perspective, stating that organizations that maintain supportive relationships with new hires even after the formal onboarding period significantly enhance commitment. Employees perceive that investment in their professional development extends beyond initial integration, continuing over time (Jackson, 2022). These findings underpin the third hypothesis:

Hypothesis 3: The indirect effect of the onboarding process on talent retention through job embeddedness is moderated by organizational culture.

The relationship between the variables and the respective research hypotheses is presented in Figure 1.
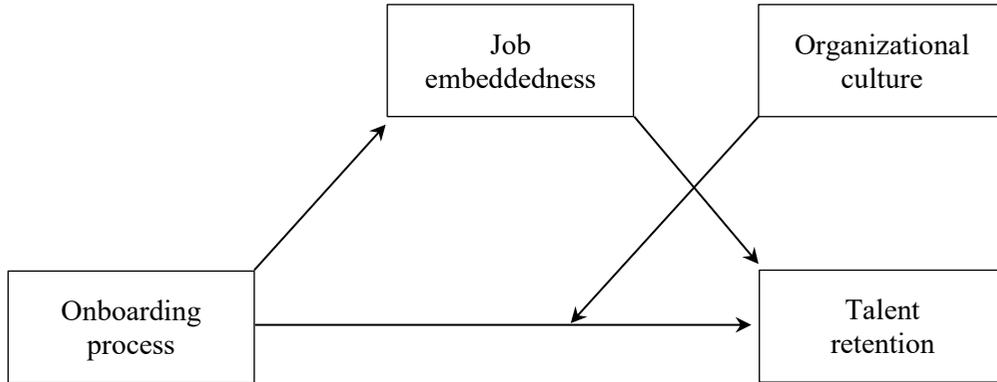
Figure 1

Moderated mediation model

Source: Authors own work

Method

In this cross-sectional study, a quantitative methodology grounded in a hypothetico-deductive approach was adopted.

Sample and Procedures

The data were collected from a convenience sample through an online questionnaire, with the link shared among the researchers' professional contacts. Additionally, a snowball sampling method was employed, where initially recruited participants were encouraged to invite their contacts to participate in the study (Dragan & Isaic-Maniu, 2022). Participants were informed about the study's objectives and their right to withdraw at any time without facing any repercussions. Before initiating the data collection process, a pilot study was conducted with 10 individuals to evaluate the clarity and suitability of the questionnaire items, including the instructions and response scale. Additionally, this research was reviewed and approved by the Ethics Committee of ISG/CIGEST, ensuring adherence to ethical guidelines for studies involving human participants. This approval highlights the study's commitment to ethical principles, including confidentiality, informed consent, and voluntary participation. Statistical analysis was conducted using SPSS and AMOS software.

The sample consisted of 435 workers, aged between 20 and 65 years (M = 29.93; SD = 9.48), of whom 66.0% were women. The sociodemographic characteristics of the respondents are presented in Table 1.

Sociodemographic variables	N = 435
Sex	
Male	148 (34.0%)
Female	287 (66.0%)
Age group (M = 29.93; SD =9.48)	

24 years or younger	131 (30.1%)
Between 25 and 30 years	184 (42.3%)
31 years or older	120 (27.6%)
Educational Level	
Below undergraduate degree	49 (11.3%)
Undergraduate degree	220 (50.6%)
Above undergraduate degree	166 (38.2%)
Job Role	
Operational	107 (24.6%)
Administrative	75 (17.2%)
Technical	167 (38.4%)
Managerial	86 (19.8%)
Seniority (M = 3.74; SD = 5.48)	
1 year or less	190 (43.7%)
Between 2 and 4 years	156 (35.9%)
4 years or more	89 (20.5%)

Table 1: Sample Characterization

Source: Authors own work

Measures

On-boarding Scale. It was measured using 13 items developed based on the Onboarding Model proposed by Hinkin (1995) and validated for the Portuguese population by Cesário and Chambel (2019). This is a three-dimensional scale assessing structured corporate welcome (e.g., *The information I received was helpful in understanding the business*), management welcome (e.g., *My supervisor provided adequate support to facilitate my integration*), and coworker welcome (e.g., *My colleagues provided adequate support to facilitate my integration*). In both this study and the aforementioned studies, the scale demonstrated high internal consistency, with Cronbach's alpha coefficients ranging between 0.83 and 0.92.

Employee Retention Questionnaire. The intention to remain in the organization was assessed using three items developed by Gul et al. (2012; e.g., *I plan to stay for more than one year with the present organization*). The questionnaire demonstrated a high level of internal consistency, both in the instrument validation study and in the current study, with Cronbach's alpha coefficients ranging from 0.81 to 0.87.

Job Embeddedness Scale. The level of employee engagement with the organization was measured using the seven items developed by Crossley et al. (2007; e.g., *I am tightly connected to this organization*) and later employed by Coelho (2022) in a study with the Portuguese population. In all referenced studies, reliability analysis demonstrated strong internal consistency, with Cronbach's alpha values ranging between 0.77 and 0.92.

Organizational Culture Scale. It was measured using ten items (e.g., *In my organization, there is a clear agreement about the right way and the wrong way to do things*) developed by Van den Berg and Wilderom (2004). These items have been employed in various studies (e.g., Aksoy et al., 2014; Salehipour & Ah mad, 2018; Wilderom et al., 2012) and have proven to be valid and reliable for assessing organizational culture, with Cronbach's alpha coefficients ranging from 0.76 to 0.87. The items were formulated in a positive direction, meaning that higher scores indicate a stronger influence of culture within the organization.

To standardize the number of response categories, all questionnaires were answered using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5), depending on the degree of agreement with each statement. This adaptation not only facilitated understanding and response to the items but also reduced the number of options to be analyzed, as recommended by Tanujaya et al. (2023).

Sociodemographic questions. To characterize the sample, sociodemographic questions (e.g., gender, role performed, tenure in the role) were included at the end of the questionnaire.

Control variables. The variables age and seniority were included as control variables. According to Zainee and Puteh (2020), employees from Generation X tend to hold higher hierarchical positions. This status provides them with additional benefits, making them less likely to leave the organization. On the other hand, Škerháková et al. (2022) argue that tenure significantly influences employee retention, as the experience gained and bonds formed over time strengthen commitment to the organization.

Results

The Mardia coefficient (1980; Cain et al., 2017) revealed that the skewness and kurtosis coefficients fell within the range of -2 to 2, as recommended by Orcan (2020). The value of the standardized coefficient exceeded 5% ($p > 0.05$; Mardia et al., 2024), indicating that the data followed a multivariate normal distribution.

To ensure that the results were not compromised by Common Method Bias, Harman's single-factor test was conducted, which included all items in the analysis. The unrotated solution explained 32.01% of the total variance, a value below the 50.0% threshold (Podsakoff et al., 2024).

The Average Variance Extracted (AVE) showed a value above 0.50, and the Composite Reliability (CR) exceeded 0.70, thereby ensuring convergent validity (Almén et al., 2018). Discriminant validity was also confirmed, as the Maximum Shared Variance (MSV) remained below the AVE (Yalin-Uçar et al., 2024).

It was also determined that all constructs exhibited significant correlations with each other. However, tenure in the position was not significantly associated with the study variables. Nonetheless, age was found to play a relevant role in talent retention. Consequently, a multiple regression analysis was performed, where age was included as a covariate to examine its effect on the dependent variable. The analysis showed that even with age controlled, onboarding, job embeddedness, and organizational culture continued to have a positively significant impact on talent retention, indicating that the results were not influenced by participants' age (Table 2).

Variable	*M*	*SD*	CR	AVE	MSV	1	2	3	4
1. TR	3.85[1]	0.93	0.88	0.85	0.83	(0.81)			
2. OP	4.07[1]	0.76	0.89	0.71	0.40	0.453**	(0.87)		
3. JE	3.23[1]	0.90	0.86	0.77	0.51	0.756**	0.423**	(0.77)	
4. OC	3.63[1]	0.68	0.87	0.70	0.62	0.589**	0.504**	0.562**	(0.76)
Age	29.93	9.48	-	-	-	0.142**	- 0.075	0.092	0.054
Seniority	3.74	5.48	-	-	-	0.044	- 0.090	0.071	0.007

Table 2: Descriptive Statistics

Note. $N = 227$; **$p < 0.001$; TR = Talent retention; OP = Onboarding process; JE = Job embeddedness; OC = Organizational culture; M = Mean; SD = Standard-deviation; CR = Composite Reliability; AVE = Average Variance Extracted; MSV = Maximum Shared Variance

[1]Scale ranging from 1 to 5; Cronbach's Alpha are in brackets

Source: Authors own work

Before testing the structural model, a confirmatory factor analysis was conducted to determine whether the onboarding process is better represented by a three-factor model (structured corporate welcome, management welcome, and coworker welcome) or by a unifactorial model that assumes onboarding as a global process. The results indicated that the conceptual model integrating onboarding as a single factor provided a better fit for the sample (Table 3).

Models	χ^2/df	CFI	TLI	SRMR	RMSEA	AIC	ECVI
Three-factor onboarding	3.33	0.90	0.88	0.04	0.07	9.22	2.12
One-factor onboarding	2.40	0.94	0.93	0.05	0.05	4.29	1.60

Table 3: Adjustment Measures of Models

Note. χ^2/df = Chi-Square / Degrees of freedom; CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; SRMR = Standardized Root Mean Square Residual; RMSEA = Root Mean Square Error of Approximation; AIC = Akaike Information Criterion; ECVI = Expected Cross-Validation Index

Hypotheses Testing

To examine the research hypotheses, multiple linear regression analyses were conducted, and a moderated mediation model was estimated. Initially, it was found that the onboarding process has a direct and positive impact on talent retention, allowing for the validation of Hypothesis 1 ($\beta = 0.453$, $t = 10.568$, $p < 0.001$, IC 95% [0.455, 0.663]). It was further determined that the model is linear and statistically significant [$F_{(1, 432)} = 111.690$, $p < 0.001$) Approximately 20.3% ($R^2 = 0.203$) of the intent to remain in the workplace is explained by a set of actions that promote organizational fit and interpersonal interactions with colleagues.

Data analysis also demonstrated that job embeddedness mediates the relationship between the onboarding process and talent retention, thereby supporting Hypothesis 2. Evidence indicated a partial mediation effect of job embeddedness, which was indirect and statistically significant (Sobel = 8.879, $p < 0.001$; Preacher, 2024). Although the effect remained significant ($p < 0.001$), a decrease was observed from $\beta = 0.453$ to $\beta = 0.162$, suggesting that the importance attributed to organizational engagement outweighs the relevance assigned to the onboarding process. Additionally, it was found that 60.9% ($R^2 = 0.609$) of the intention to remain within the organization is influenced by job embeddedness. (B = 0.645, SE = 0.038, $p < 0.001$, IC 95% [0.571, 0.719]) and by the organizational culture (B = 0.330 SE = 0.050, $p < 0.001$, IC 95% [0.232, 0.428]).

To test the moderated mediation model, we employed model 5 from the PROCESS macro for SPSS (Hayes, 2018). A bias-corrected bootstrap with 5.000 samples and a 95% confidence interval was estimated. Following the bootstrapping analysis, results indicated that the indirect effect of onboarding on talent retention through job embeddedness is moderated by organizational culture, thus supporting Hypothesis 3 (B = 0.316, SE = 0.041, IC 95% [0.235,

0.399]).

Additionally, it was observed that the direct effect of the onboarding process on talent retention is influenced by varying levels of organizational culture (Table 4). In situations where culture has minimal influence on organizational functioning, the integration process for new employees demonstrated a considerably positive and substantial impact on talent retention (B = 0.163, SE = 0.047, IC 95% [0.071, 0.256]).

In environments where the impact of organizational culture is neutral, the effect of the onboarding process on talent retention is reduced but remains significant (B = 0.097, SE = 0.044, IC 95% [0.011, 0.184]). Finally, it was observed that when culture has a strong influence on organizational dynamics, the direct effect of the onboarding process on talent retention ceased to be statistically significant (B = 0.316, SE = 0.055, IC 95% [- 0.078, 0.141]). These results indicate that, under this specific condition, the onboarding process does not directly influence talent retention.

Organizational Culture	Effect (B)	SE	p-value	IC 95% [LLCI, ULCI]
Minimally Influential	0.163	0.047	0.000	[0.071, 0.256]
No Influence	0.097	0.044	0.027	[0.011, 0.184]
Highly Influential	0.316	0.055	0.571	[- 0.078, 0.141]

Table 4

Effects of organizational culture on the onboarding process and talent retention

The results highlighted the critical role of effective onboarding processes in talent retention, demonstrating that these processes significantly contribute to increasing employees' job embeddedness. Additionally, organizational culture emerges as a moderating factor that can either intensify or attenuate the impact of onboarding on employee retention. In contexts where culture significantly influences organizational dynamics, the effect of the onboarding process is mitigated, underscoring the need to adapt integration strategies. Thus, aligning the onboarding process with organizational culture is essential, as fostering employee engagement supports more effective integration and promotes long-term retention.

Discussion

The relationship between the onboarding process, job embeddedness, organizational culture and talent retention demonstrates that a well-designed onboarding program is essential for strengthening employee integration, cultural alignment and interpersonal relationships (Raza et al., 2019). This approach fosters a connection between new hires and the organization, which is reflected in reduced turnover rates (Badshah & Bulut, 2020). In line with this perspective, Al Zamel et al. (2020) highlight that the onboarding process significantly influences talent retention. These conclusions align with the results of the present study, validating Hypothesis 1. Furthermore, Klein et al. (2020) emphasize that a well-organized onboarding process contributes to retaining top talent. According to Bell (2021), clarifying the rights and responsibilities associated with the role during onboarding is crucial, as it enhances integration and increases satisfaction. Proper guidance enables the alignment of individual goals with organizational objectives, contributing to increased motivation and commitment to remain within the organization (Kirchner & Stull, 2021). Similarly, Manhal (2024) stresses that initial onboarding

is fundamental for enhancing employee commitment and promoting retention.

It was also found that job embeddedness mediates the relationship between the onboarding process and talent retention, supporting the validation of Hypothesis 2. These findings are consistent with those of Ngozi and Edwinah (2022), who state that job embeddedness has a significantly positive impact on employees' willingness to stay with the organization by strengthening their connection to it. Robinson and Goldsmith (2023) similarly argue that well-structured onboarding programs positively influence employees' organizational attachment, which contributes to lower turnover rates. Analogously, Carpenter (2023) demonstrates that creating a framework to reduce anxiety related to new roles and fostering a collaborative environment encourages employees to remain with the organization. In this context, Chopra et al. (2024) reaffirm that job embeddedness serves as an intermediary in the relationship between onboarding and talent retention, as it strengthens employees' ties to the organization and facilitates the alignment of personal and organizational goals.

Hypothesis 3, which aimed to examine whether the indirect effect of onboarding on talent retention through job embeddedness is moderated by organizational culture, was also corroborated by the results. These findings are consistent with those of Ahmed (2021), who demonstrated that inclusive cultures promote job embeddedness and increase commitment levels, enhancing the sense of belonging and integration of new hires. Blount (2022) adds that the onboarding process yields better outcomes in organizational contexts that prioritize well-being and diversity, as they provide a continuous support network starting from the employee's arrival. Carpenter (2023) further asserts that a well-structured onboarding program, combined with an organizational culture valuing professional growth and workplace quality of life, intensifies job embeddedness and the desire to remain in the organization. In this context, Pinco et al. (2024) highlight the importance of team members and leaders actively participating in all stages of the onboarding process. This approach, centered on interpersonal relationships based on cooperation and loyalty, not only strengthens employees' dedication to the organization but also increases their long-term intention to remain.

Theoretical and Practical Contributions

This study provides significant theoretical and practical contributions to the field of HRM. From a theoretical perspective, it highlights the dynamics involved in the onboarding process, emphasizing that a well-structured onboarding process has a positive impact on talent retention. Furthermore, it demonstrates that job embeddedness can serve as a mediating mechanism between onboarding and employee retention, offering a novel perspective on how internal factors influence employee engagement and organizational commitment. It was also found that the effectiveness of the onboarding process can be either attenuated or amplified by organizational culture. In work environments where culture has a strong impact, the direct effect of onboarding on talent retention diminishes, underscoring the need to adapt onboarding processes to the cultural characteristics of the organization.

From a practical standpoint, this research underscores the importance of investing in well-structured onboarding programs, as an effective onboarding process can enhance job embeddedness and increase employee retention within the organization. It also highlights the relevance of aligning onboarding practices with organizational values, as the onboarding process not only provides immediate support to new employees but also reinforces the company's culture and values, contributing to stronger employee attachment to the organization. Developing onboarding programs that foster employee commitment can be an effective strategy to ensure

retention and, consequently, organizational success. Additionally, this research emphasizes that onboarding processes should be tailored to the individual characteristics of each employee (e.g., skills, professional experience, distinct cultural traits) to maximize their effectiveness.

Limitations and Suggestions for Future Studies

This investigation presents certain limitations, among which the fact that the data were collected from a convenience sample stands out. This restricts the generalizability of the results to other populations and organizational contexts. Additionally, the cross-sectional nature of the study limits the analysis of changes over time, which could provide a more dynamic perspective on the impact of onboarding on talent retention. Therefore, it would be valuable to conduct longitudinal studies to assess how job embeddedness evolves as employees integrate into the organization and adapt to its culture. Furthermore, a more detailed analysis of organizational culture is considered pertinent, investigating how specific dimensions of culture influence the relationship between onboarding and talent retention.

Another limitation pertains to the absence of contextual variables, such as leadership style or the specific human resources policies adopted by organizations, as these could impact the effectiveness of the onboarding process. Such variables may play a crucial role in mediating the effect of job embeddedness on the relationship between onboarding and talent retention. Consequently, their inclusion in future studies is recommended to deepen the understanding of the underlying mechanisms in these interactions. Additionally, it is suggested that future research explore how inclusive onboarding practices influence employee retention in multicultural environments.

Conclusion

The findings of this study underscore that a well-structured onboarding process serves as a strategic tool to enhance talent retention in organizations. Beyond integrating new employees, the onboarding process strengthens job embeddedness and facilitates the alignment of individual goals with organizational objectives. This alignment reinforces a sense of belonging and fosters the formation of social bonds with colleagues and supervisors, which are crucial for ensuring long-term employee retention.

Additionally, the study revealed that the indirect effect of onboarding on talent retention through job embeddedness is moderated by organizational culture. A supportive culture characterized by inclusive values and the active participation of team members and leaders enhances job embeddedness and positions integration as a critical factor for long-term organizational success.

This research provides significant contributions to the field of HRM by demonstrating that effective onboarding programs improve employee retention and promote a more cohesive and collaborative organizational environment. Furthermore, it highlights the necessity of considering onboarding as a continuous factor in strategic talent management, as it aligns employee experiences with organizational goals.

Ethics Approval and Consent To Participate: This study was conducted in full accordance with the Declaration of Helsinki. Ethical approval was granted by the ISG/CIGEST Ethics Committee (Reference: CIG_0010.5/2024) on 31 January 2024. Informed consent was obtained from all participants on 25 April 2024, prior to the start of the immersive dining experience. Participation was entirely voluntary, and confidentiality and anonymity were rigorously ensured throughout the research process.

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