

Talent Programs and the Retention Paradox

A quantitative investigation of narcissism's influence on the retention of talent program members

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Abstract

Talent has become one of the most important resources for organizations around the globe. Consequently, talent programs, such as trainee and graduate programs, have emerged to attract and retain top talent within organizations. Previous research concludes that talents exhibit higher job satisfaction than other employees, but an empirical problem remains in retaining these individuals. This points to an apparent retention paradox of talent programs, where talents are leaving organizations despite high levels of job satisfaction. A review of past research unveils a limited knowledge of talent program members and the retention of these individuals. The focus on states, and exclusion of individual personality traits has resulted in a limited insight into the characteristics of talent program members and factors contributing to the observed paradox. Narcissism has previously been related to higher turnover intentions, and therefore offers unique explanatory potential for the retention paradox. Accordingly, the thesis aims to investigate to what extent narcissism can explain the retention paradox observed for talent programs. With a quantitative, comparative approach, 228 talents and non-talents in 11 different organizations are surveyed. The primary findings lie in the multifaceted construct of narcissism, proving that entitlement has a significant moderating effect on the relationship between job satisfaction and turnover intentions for talents, while no such result could be found for non-talents. The entitlement facet of narcissism thereby serves as a first step in better understanding the paradox of the coexistence of high job satisfaction and low retention rates for talent program members. The finding that traits may behave differently given the talent program context contributes both to the research gap by expanding the focus on the individual within the scarce field of talent programs, and offers managerial implications for practitioners aiming to yield benefit from investments made in retaining talent.

Keywords: talent program, talent, job satisfaction, turnover intentions, retention, personality, narcissism

Date of presentation:
2016-12-19

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Acknowledgements

We would like to thank all participating organizations that provided access to their talents and enabled the data collection for this thesis. Although they remain anonymous, their contribution does not go unnoticed.

We further specifically extend our sincerest gratitude to our supervisor Kajsa Asplund for providing valuable insight and guidance. Your knowledge within the field and relentless enthusiasm for our chosen topic contributed to our positive experience of the thesis process. With the additional guidance of Andreas Werr, we received outstanding support from the Department of Management and Organization.

Finally, we would like to thank Magnus Söderlund, Karin Fernler, Anna Nyberg, Felix Bender and Elena Salamandic for valuable feedback in the data analysis and writing process.

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Definitions

Talent	Individuals that are perceived to possess characteristics, skills, and abilities that are necessary for the organization's long-term success (Gallardo-Gallardo, Dries & González-Cruz, 2013). For the purpose of the thesis "talent" is defined as current or recent membership in a talent program.
Non-talent	For the purpose of the thesis a "non-talent" is defined as an employee not being, nor having been, part of a trainee program in the current organization.
Talent management	Strategies and activities for identifying, developing, planning the succession for, and retaining employees viewed as talents within the organization (Dries & Pepermans, 2007).
Talent program	A structured initiative that gathers groups of implicitly or explicitly identified talents or high-potentials, with the aim of developing their skills and enabling succession to more senior positions within the organization (Dries, 2009).
Narcissism	Sub-clinical narcissism is a rather stable personality trait in which all people fall on a continuum from low to high (Twenge, Konrath, Foster, Campbell, & Bushman, 2008). Narcissistic individuals have a grandiose, inflated view of themselves and their abilities and attributes, feel entitled to positive outcomes and rewards that exceed reasonable expectations, and seek out roles which provide power, influence, and the opportunity to have an audience for their actions (Maynard, Brondolo, Connelly & Sauer, 2015).
The retention paradox	A proposed paradox given the observed coexistence of high job satisfaction and low retention rates within talent programs.

1. Introduction

Organizations are placing larger investments in talent than ever before, yet little knowledge exists regarding the yield of this investment in terms of talent retention. Practitioners know little of the realization of intended outcomes from talent management practices, specifically in terms of retention, and even less of unintended consequences of said actions. The below section addresses the current state of talent management in organizations, the subsequent theoretical and empirical problematization, as well as the aim, purpose and expected contribution of this thesis.

The term *war for talent* (Michaels, Handfield-Jones, & Axelrod, 2001) has received significant attention within the field of business and management in the last couple of decades. This indicates the growing importance of talent and human capital – employees’ competencies, skills and abilities – in organizations, and many argue that it has become the number one resource for corporations around the world (Cappelli, 2008). Two main global forces are at the forefront of this movement (Schuler, Jackson, & Tarique, 2011). Firstly, globalization is making the war for talent more complex by forcing organizations to compete for key skillsets on a global marketplace for talent. Secondly, there is a generational shift in the actual talent that is entering and exiting the organizations, effectively changing the rules of the game for attracting, growing and retaining said talent (Tarique & Schuler, 2010; Glass, 2007). Generation Y, or Millennials as they are often referred to are defined as individuals born between 1980 and 2000, and can be argued to differ from past generations (Twenge et al., 2008). Research indicates that this generation possesses higher levels of characteristics such as confidence, self-esteem, independence and entrepreneurial spirit (Twenge & Campbell, 2008; Schuler et al., 2011). However, they can also be less interested in life-time employment, more interested in portable careers and are depicted as rather high-maintenance for organizations (Shaw & Fairhurst, 2008). At the other end of the generational shift, experienced workers are exiting the workforce for retirement, which is arguably creating a gap of qualified talent at higher levels of organizations, particularly in leadership positions.

These forces form the basis for the challenges facing corporations in terms of human capital, and have led to the introduction of the growing field of talent management, both for practitioners and in academia. Talent management differs from earlier common human resource practices as it specifically focuses on addressing the challenges imposed by the current and more complex competitive environment (Collings & Mellahi, 2009). Talent management can therefore be defined as the practices surrounding the perceived war for talent, namely *identifying* talent, training and *developing* that talent, *succession planning* for growing that talent, as well as strategies and activities for *retaining* said talent within the organization (Dries & Pepermans 2007), and is significantly

challenged by globalization and generational changes. The definition of talent in itself is debated, and past research offers little consensus. Drawing from Gallardo-Gallardo et al. (2013), talents are however broadly defined as individuals that are perceived to possess characteristics, skills, and abilities that are necessary for the organization's long-term success.

A growing forum for the above practices within talent management has become the introduction of *talent programs* within corporations around the world, that focus on how to best utilize, develop and retain talent for key positions. One can argue that studies on talent programs have come to represent a separate stream of research within the field of talent management, although still significantly scarce. In their simplest form, talent programs can be defined as structured initiatives that gather groups of implicitly or explicitly identified talents or high-potentials, with the aim of developing their skills and enabling succession to more senior positions within the organization (Dries, 2009). Talent programs can largely be divided into programs that serve to grow and develop internal talent, such as internal talent pools and leadership development programs, and programs that serve to introduce external talent to the organization, such as trainee and graduate programs.

1.1 Problematization

Trainee and graduate programs have become increasingly common in order to attract young talent for future, long-term careers within the organization (Shaw & Fairhurst, 2008). Considering the forthcoming gap of talent at more senior positions, the growth of these types of talent programs is arguably becoming even more important as it provides an internal accelerator for talent within organizations. With regard to the generational shift that is placing pressure on the talent management practices of organizations, this type of talent program is today furthermore solely occupied by members of the debated high-maintenance millennial generation. These programs can partly be seen to have been designed to better adhere to the subsequently changed preferences of young employees, as members of this generation are drawn to organizations with fast-track leadership and development programs (Glass, 2007). Although debated, research on this generational cohort within adjacent fields shows that Millennials have a lower need for social approval within the organization, indicating that they are more likely to be guided by what is right for the individual, rather than what is best for the organization (Twenge & Campbell, 2008). From a personality trait perspective, Millennials are also notably higher in traits such as narcissism and self-esteem, leading to higher expectations of employment and praise (ibid.). Narcissistic tendencies have in other research more closely adjacent to organizational performance been shown to correlate with higher levels of unrealistic feelings of over qualification, resulting in negative effects

on work attitudes and behavior in terms of low job satisfaction or intentions of taking one's career elsewhere (Maynard et al., 2015). As previously stated, these programs are arguably designed to meet the needs of young talents. In light of narcissism's positive correlation with turnover intention, it is however questionable if trainee and graduate programs sufficiently contribute to the goal of retention of these talents.

Empirically, the problem remains that organizations are placing large investments in terms of time and capital on talents within talent programs, but are more often than preferred experiencing a loss of that investment prematurely as these individuals move to challenges outside the organization (Latukha, 2011; Cappelli, 2008; Marescaux, De Winne & Sels, 2013). Retention rates of trainee and graduate programs are lower than optimal from organizations' perspective, which can be argued to be even more problematic for organizations considering the rather long-term investment. Investment in trainee programs reaches less immediate payoff than talent programs for more senior employees do, as the young talents have little experience and expertise to offer the organization in the short-term. The scarce knowledge on the connection between talent programs and factors related to the retention of these individuals is alarming, considering that the very point of these programs is to cultivate talented individuals to grow and *remain* within the organization.

There is still very little understanding of the individuals within trainee and graduate programs, and there has been little to no research on personality traits within this rather specific group of young professionals. Together with the previous research on narcissistic tendencies in the younger generation and the correlation between facets of narcissism and unfavorable work behavior (Maynard et al., 2015), a study on the levels of narcissism within members of talent programs has the potential to provide an explanatory factor as to why retention rates are an issue within this group. Previous research on talent programs show that members within this group tend to score higher in job satisfaction than other employees (Gelens, Hofmans, Dries & Pepermans, 2014) and should therefore be more inclined to stay within their organizations than the empirically lower retention rates indicate. These results point to a *retention paradox* for talent programs, where there is an issue of turnover despite high levels of job satisfaction. Empirical studies on the actual connection between talent program membership and turnover intentions are however scarce and show inconclusive results regarding talents' propensity of leaving the organization (Björkman, Ehrnrooth, Mäkelä, Smale & Sumelius, 2013; Seopa, Wöcke & Leeds, 2015), thereby creating ambiguity for the relationship theorized in other studies. Additional theoretical perspectives on the individuals within these talent programs are therefore called for in order to better understand this

paradox. The decision to exit or remain within an organization can be argued to have its critical dynamic within the individual, and the field is likely to never fully understand how talent programs and retention coincide without a larger focus on the *individuals* that apply to and partake in these programs.

1.2 Purpose, Aim & Expected Contribution

The aim and purpose of this study is to determine the moderating effect of narcissism on the relationship between talent identification, job satisfaction and turnover intention. The expected contribution thus exists in terms of (i) gaining an improved insight into the personality traits and work attitudes of individuals within talent programs, and (ii) shedding light on the role of traits in talent retention. The study is thereby expected to contribute both theoretically to the rather scarce field of talent programs, and empirically to practitioners wanting to optimize their investment, and retain young talent.

1.2.1 Research Question

The thesis aims to answer the question of to what extent narcissism explains the retention paradox observed for talent programs. What role does narcissism have in shaping the relation between job satisfaction and turnover intentions of talent program members?

1.3 Delimitations

The personality trait perspective represents an entirely new vein of research within the field of talent programs, contributing to a better understanding of the individuals within these programs. Several personality traits therefore represent intriguing avenues for further investigation. The current study is however delimited to an investigation of narcissism, which is deemed as an appropriate start with potential importance in relation to the retention paradox. Narcissism is a personality trait with previous connection to the field of business and organizations, exhibiting a multifaceted construct that offers a potentially nuanced understanding of individuals within talent programs. These facets furthermore have prior connection to turnover intentions, thereby representing a solid theoretical argumentation for inclusion. Although several personality traits might offer intriguing insight with regards to talent program members, narcissism can be argued to hold extraordinary explanatory potential in terms of retention.

Narcissism is further delimited to and defined as sub-clinical narcissism. There is a clear distinction between sub-clinical narcissism and clinical narcissism, in which the former is regarded as a

relatively stable personality trait found in the general population, while the latter indicates a more uncommon personality disorder (Twenge et al., 2008). This thesis, together with included definitions and findings from past research, therefore solely addresses sub-clinical narcissism as a personality trait.

The thesis is further delimited to that of the Swedish organizational context. The sample utilized for the purpose of this study consists of young professionals within well established Swedish organizations, as well as Swedish branches of multinational organizations. Due to employee confidentiality these organizations remain anonymous¹. The focus on Swedish organizations might slightly limit results to that of the Swedish context, but further guarantees a comparable macro-culture between organizations and minimizes great discrepancies in cultural background and values of respondents.

1.4 Research Outline

The above situation, problematization and aim of this study will be explored using a comparative, quantitative approach. Through a survey based study directed at talents and non-talents within qualified organizations, the relationship between talent identification, narcissism, job satisfaction and turnover intentions will be investigated and compared between the two groups. A deductive approach is used to generate hypotheses derived from existing theory and to analyze empirical data. Results are presented thematically in accordance to each hypothesis tested, with a later discussion of possible implications of these findings. Finally, the main findings are tied back to the aim of the thesis and the principal conclusions are presented. For simplicity, the study is divided into six sections: (i) Introduction, (ii) Theory, (iii) Methodology, (iv) Results & Analysis, (v) Discussion, and (vi) Conclusions.

¹ The talent program design of the respective organizations can be found in Appendix 1 – Participating organizations and talent program characteristics

2. Theory

The basis of this chapter is formed by two parts, namely the literature review and the theoretical framework. In order to grasp the nature of the study and legitimize its problematization, the literature review will present existing research on talent programs and narcissism in organizations in order to identify important research gaps. Based on this review, the theoretical framework and conceptual model is developed from synthesized elements of previous literature, and utilized to drive the hypothesis generation and analyze empirical data.

2.1 Literature Review

For the sake of simplicity, the most vital contributions within the field will be divided thematically. Starting with the literature review², there will be a focus on the following themes: (i) *background*, to introduce the field, (ii) *the organizational perspective of talent programs*, to review the main focus of past research within the principal field of theory, (iii) *the member perspective of talent programs*, to highlight the less explored branch of research, (iv) *narcissism and the organization*, to outline the new field of theory applied, and (v) *theoretical research gap*, to further motivate the focus of this paper.



Figure 1: Venn diagram of the literature review and intersection resulting in the construction of the theoretical framework

2.1.1 Background

Despite being a rather longstanding concept, the war for talent is perhaps more relevant than ever (Aguinis, Gottfredson & Joo, 2012). The combination of a fast-growing global marketplace (Schuler et al. 2011) and a generation shift in the workforce (Tarique & Schuler, 2010; Glass, 2007)

² Peer reviewed articles used for the purpose of this review were gathered through databases such as Scopus, Business Source Premiere and EBSCOhost, using combinations of key words such as talent, retention and narcissism. Additional relevant theory was found through the references of prominent contributions within the field of talent management and adjacent fields.

has led to two tensions that need to be managed simultaneously. Whereas globalization poses challenges in terms of competition for talent moving across borders, the shift in generation is perhaps more noticeable in the everyday existence of the workplace. Research on the incoming younger generation, although rather controversial, shows both positive and negative aspects of the so called Millennials for organizational life (Schuler et al., 2011; Twenge & Campbell, 2008; Shaw & Fairhurst, 2008). Whereas they learn quicker, are more ambitious and self-sustaining, they also demand more from organizations, are more narcissistic and feel less loyalty towards their workplace (ibid.). Given globalization and the generational in- and outflows, these challenges need to be dealt with and organizations rely on talent management to succeed (Schuler et al. 2011).

Over the years, the field of talent management has experienced a peculiar mix of development and cyclicity, taking on new approaches while re-introducing previously discarded methods (Cappelli, 2008). Being part of the latter category, *talent programs* have resurfaced as a possible strategy for tackling globalization and the generational shift. Although being an already established concept within businesses, the field is relatively new to the world of academia and has been described as theoretically under-developed and largely descriptive (Lewis & Heckman, 2006; Collings & Mellahi, 2009). Nevertheless, interest in talent has increased and the research field is rapidly developing (McDonnell, 2011). In terms of talent programs, studies can be divided into two seemingly dichotomous, yet related perspectives – the organizational perspective, consisting of research through the lens of the actor designing the program, and the member perspective, focusing on the individuals partaking in talent programs.

2.1.2 Talent Programs and the Organizational Perspective

From an organizational perspective, the most important goals of talent programs are to recruit, develop³ and retain high performing individuals within the organization (Cappelli, 2008; Tarique & Schuler, 2010; Dries & Pepermans, 2007; Stahl et al., 2012). In addition to that, the programs are expected to increase business performance and align organizational objectives, which is why previous studies have looked at program design as a way of achieving those goals (Stahl et al., 2012; Pruis, 2011; Garrow & Hirsh, 2008). The organizational perspective can be argued to represent the majority of research efforts undertaken within the talent program field. The common theme for research within this branch is the overall focus on normative strategies for talent management programs. A review of the more established pieces within the comprehensive literature devoted to

³ Referring to individual talent development and succession planning.

the organizational perspective thereby serves as a crucial basis for understanding the talent program field as a whole.

Prominent researchers within the organizational perspective take on similar but slightly differing approaches to the normative strategies prescribed. To develop a successful talent program, Ingham (2006) argues that the most vital aspect is to fundamentally differentiate the company's relationship with talents from that of other employees, suggesting that this is the only way of closing potential strategic gaps and reaching optimum business performance. In a similar vein of reasoning, Garrow & Hirsh (2008) emphasize the importance of aligning talent program goals with the individual organization's strategic direction. They further note that an essential attribute of talent programs should be flexibility and ability to accommodate changes to organizational needs and approaches to both organizational and individual development. The logic applied is that talent programs have no place in organizations unless it is identified how these individuals can contribute to the strategic goals of the organization. Pruis (2011) however, takes on a slightly negative stance and highlights that talent programs are not reaching their full potential. The main issues identified are a mismatch between form and purpose, bad integration between preferred learning styles and design, and uncertainty of the definition of talent within organizations, all of which he addresses with a normative program design proposal. In an attempt to achieve a more nuanced approach and offset the generally normative stance taken by researchers within the field, Stahl et al. (2012) offer a limited empirical insight from human resource departments, by showcasing the common use of talent programs in their theoretical development of talent program guidelines. However, the empirical contribution is limited to a description of how the focal organizations *aim* to address talent programs, rather than how the programs empirically fulfill the strategic goals established by the organization.

Whether focusing on business performance or organizational goals, these studies all take on the high level perspective of the actor that designs the program, with an emphasis on recruitment and development of talent. Furthermore, this emphasis leaves out the crucial retention aspect of talent programs, simply assuming a causal relationship between inclusion, development and retention. These theoretical and highly normative studies therefore lack empirical evidence that tests how well the designs actually function. The organizational perspective of talent programs can thereby be argued to largely correspond with a worry regarding the outcomes of human resource practices in general, in that there is an established discrepancy between the organizations' intention with talent program practices and members' perceptions of said practices (Piening, Baluch & Ridder,

2014). In order to assess whether the objectives are successful, comparative studies between the talent groups and other employees within the organization are needed.

From a purely organizational perspective, there are few studies that offer this comparative perspective. Latukha (2011) is one of the few researchers that has embraced this dichotomy by taking on a slightly more member centered perspective in examining the reasons for talent turnover both from the managers' and talents' point of view. The results show rather opposing opinions, in which managers list the following as the top reasons for talents being unwilling to stay within the organization: *"(i) the job is too complicated for graduates, (ii) they only want to get some practical experience and consider the company as a starting point for their future career, and (iii) they are not able to understand the organizational culture"* (Latukha 2011, p. 150). Talents, on the other hand, list their reasons as follows: *"(i) insufficiently challenging job tasks, (ii) lack of personal development, and (iii) perception of trainee as an ordinary employee and not as a high-potential talent by senior management and colleagues"* (ibid., p. 151). Two conclusions can be drawn based on these findings. Firstly, the managers and talents provide directly contradicting answers in relation to the complexity of job tasks imposed on the trainee, which points to a flawed program design that can be used to criticize the normative approach that previous researchers have taken within the organizational perspective (e.g. Ingham, 2006; Garrow & Hirsh, 2008; Pruis, 2011). Secondly, the discrepancies listed point to a difference in how the organization views the individual and how the individuals view themselves. The focus on self development, individual understanding of culture, and image of trainees within the organization all point to aspects outside the organizational perspective. To better understand the interplay between talents, organizations and the issue of retention, there is therefore a need to look closer at the individuals within talent programs, and opt for an understanding of the member perspective as well.

2.1.3 Talent Programs and the Member Perspective

Although understudied, the member perspective of talent programs has had the predominant focus on how individuals react to investments made in them through the lens of reciprocity and social exchange theory, referring to the concept that social exchange involves a series of interactions that generate obligations, suggesting that employees are likely to reciprocate investments made in them (Cropanzano & Mitchell, 2005). Whereas the organizational perspective focuses on the goals of the one that designs the program, the member perspective emphasizes states⁴ of individuals, including attitudes and behaviors. Gelens et al. (2014) draw from the logic that talent identification

⁴ Referring to transient conditions of individuals resulting from work (i.e. job satisfaction, engagement, commitment, etc.).

positively affects states in terms of job satisfaction within the group of identified high-potentials, whereas there may be no, or even a negative impact on the group not identified as specifically talented. This line of reasoning follows the worry that talent categorizations can be too sensitive within organizations, as one person being distinguished as a talent implies that others can be regarded as “*talentless*” (McDonnell, 2011, p. 172). This might cause problems on an aggregated company level in factors such as business performance or job satisfaction, as the negative effects on individuals that are *not* recognized as talents outweighs the positive effect imposed by those that are.

The above worry is however somewhat offset by reviewing the comparative studies within the field, where the positive effects of talent program members in relation to other employees are quantified in factors such as acceptance of increasing performance demands, commitment to building competencies and support of company strategic priorities (Björkman et al., 2013). Through the lens of social exchange theory, the authors investigate employee reactions to the investments made in them by the company, thereby quantifying the positive effects of identified talents. Gelens et al. (2014) find that talents have a higher degree of work effort compared to groups of non-talents, and in parallel Höglund (2012) shows that the existence of talent programs and skill-enhancing HRM practices increases motivation of the majority of employees to meet higher evaluation criteria. Based on these studies, it is therefore also possible to argue that organizations are successful in recruiting and developing talents that increase business performance and align talent program design with strategic goals of the organization. This success has led to an implicit assumption for both researches and practitioners that development leads to retention, yet there has not been enough research devoted to prove this relationship.

Theoretical support for the assumption that development of talent leads to retention is moreover contradictory due to opposing perspectives in the existing studies on the relationship in adjacent fields. While social exchange theory states that an individual that has received considerable investment from the organization is more likely to remain within the organization, other theoretical frameworks, such as career theory, hypothesize that the same individual is more likely to take this increase in employability elsewhere (Cappelli, 2008). Although an increase in employability has been argued to constitute a predictor of turnover intentions (Elman & O’Rand, 2002; De Grip, Van Loo & Sanders, 2004), career theory does not claim to fully explain the relationship between talent identification, job satisfaction and turnover intentions coexistence, other than in

normative hypotheses. Due to the nature of these contradicting and highly normative hypotheses, empirical studies of the phenomenon become increasingly relevant.

As most of the empirically based research has focused on social exchange theory, the higher levels of job satisfaction in talent groups have typically been thought to increase the group's willingness to stay within the organization, yet some discrepancies can be observed in research that has tested more specifically for turnover intentions. Seopa et al. (2015), much like Gelens et al. (2014) and Höglund (2012), found that being identified as a talent positively affected both organizational commitment and the relational psychological contract, but also discovered that this did not consequently convert into intentions to stay within the organization. The peculiarity of this is that, despite the talent group having higher job satisfaction, organizational commitment and work effort than other employees in the organization, the issue of retention is still not resolved. The negative relationship between job satisfaction and turnover intentions is well established within various fields of research (Chen, Ployhart, Thomas, Anderson & Bliese 2011; Griffeth, Hom & Gaertner, 2000), but it is uncertain if this relationship necessarily holds true within the talent program context. In fact, research has questioned similar relationships and indicated that identified talents do not feel particularly obliged to reciprocate additional investments made in them by expressing longer term loyalty (Dries, Forrier, De Vos & Pepermans, 2014), suggesting an imbalance of organizational and talent perceptions of the expectations placed on talents. This type of fairly unexpected results may be due to a lack of questioning the social exchange norm in the theoretical frameworks of research within the field, and a consequent limitation of research considering the contradicting, more egocentric approaches of the individual in better understanding the retention problem.

Studies within the member perspective of talent programs have exclusively focused on states and attitudes of individuals, which has ultimately led to a one-sided debate that does not offer a better understanding of the retention issue. Talents leave organizations despite seemingly higher levels of job satisfaction than other employees in the organization, indicating that states might not be the only relevant factors in examining turnover intentions. Therefore, instead of looking at how work and talent programs affect talents, it is intriguing to emphasize the more stable internal aspects of these individuals by looking at personality traits⁵ in addition to the more transient states of talent program members. Focusing on traits reverses the logic that talent programs shape individuals to become high-performers and instead opens up for the possibility that certain individuals, because

⁵ Referring to the stable inner qualities that make one person different from another.

of who they are and perceive themselves to be, seek out positions in which they are regarded as talents. This also opens up a new dimension in the investigation of why turnover intentions might be high in talent groups, despite the amount of resources devoted to developing these individuals within the organization. Such reasoning points to the more self-centered internal approaches of individuals, and prompts further research in adjacent fields that assess traits with explanatory potential.

2.1.4 Narcissism and the Organization

Considering the increasingly vital role of human capital in organizations, the interest in personality traits of employees has grown in order to understand organizational behavior and attitudes (Barrick & Mount, 2005; Judge, Klinger, Simon & Yang, 2008; Schyns, 2015). Organizations have increasingly realized the importance of understanding how stable traits affect employees' interpretations and reactions to differing management practices. In the past decades, sub-clinical narcissism has played a significant role in connecting the field of organizational psychology with management and organizational studies, placing a significant focus on its effect on leadership and subsequent business performance (Owens, Johnson & Mitchell, 2013). Some have attempted to expand this field by focusing on how narcissism might benefit organizations (Maccoby, 2000; Resick, Whitman, Weingarden & Hiller, 2009), however, the field has largely emphasized disadvantages of narcissism in connection to leadership and organizational wellbeing, as narcissistic individuals tend to cause long-term cost for organizations with their high-risk take on business (Resick et al., 2009). Research on narcissism's involvement in other aspects of organizational life and behavior is however relatively scarce, with few studies testing the relationship with states and work attitudes such as job satisfaction. Past research furthermore shows contradicting findings on the relationship between narcissism and job satisfaction (Mathieu, 2013; Michel & Bowling, 2013), with meta studies finding a weak negative correlation, barely distinguishable from zero (Bruk-Lee, Khoury, Nixon, Goh & Spector, 2009).

From a personality standpoint, narcissism is a rather stable trait in which all people fall on a continuum from low to high (Twenge et al., 2008). Based on findings in previous research, Maynard et al. (2015) define people on the upper side of this continuum as individuals that “*have a grandiose, inflated view of themselves and their abilities and attributes, feel entitled to positive outcomes and rewards that exceed reasonable expectations, and seek out roles which provide power, influence, and the opportunity to have an audience for their actions.*” (ibid., p. 209). The construct is furthermore commonly regarded to consist of several facets, offering a deeper understanding of the narcissistic personality. Slightly differing

constellations have been suggested, but drawing from Raskin & Terry's (1988) original development of measures of narcissism, these facets include authority, self-sufficiency, superiority, exhibitionism, exploitativeness, vanity and entitlement. *Authority* speaks to the dominance, assertiveness and perceived natural leadership of an individual. *Self-sufficiency* is related to independence, self-confidence and need for achievement of an individual, while *superiority* depicts the tendency towards status, social presence and ego inflation. *Exhibitionism* is related to attention and sensation seeking, as well as extraversion, whereas *exploitativeness* is associated to rebelliousness and lack of consideration for others. *Vanity*, as the term suggests, indicates regarding oneself as physically attractive, but also entails comfort of being at the center of attention or displaying oneself. Finally, *entitlement* is associated to ambitiousness and a need for power, in combination with feelings of a natural right to positive outcomes or rewards. Together these facets form the basis for the above rather comprehensive definition of narcissism as a construct (ibid.). Considering the greater sense of entitlement and an inflated sense of self of a narcissistic personality, it is likely that an individual higher in this trait might differ from other individuals in the organization on more aspects than leadership, as the field might currently suggest.

Some have undertaken initiatives to reduce this lack of depth in the possible implications of narcissism on organizational behavior and attitudes, initiating a broadening of the field. Narcissism has been connected to an increased likelihood of engaging in counterproductive work behavior (Judge, LePine & Rich, 2006) and employees exhibiting high levels of narcissism are more likely to have unrealistically high expectations of employment (Twenge & Campbell, 2008). A common denominator for the connection between narcissism and the organization lies in the entitlement facet. Over-qualification is one of the greatest indicators of employee turnover, and previous research shows that *perceived* over-qualification can be an even stronger predictor of turnover intentions (Maynard, Joseph & Maynard, 2006). Maynard et al. (2015) state that there is only a modest correlation between actual and perceived over-qualification, and describes the latter as “*the subjective impression that an employee holds qualifications in excess of what is needed to do the job*” (ibid., p. 211). Given the inflated sense of self and the elevated feelings of entitlement that are associated with a narcissistic personality, it has been both hypothesized and shown that higher levels of narcissism correlate with perceived over-qualification and thereby higher turnover intentions (Lobene, Meade & Pond, 2015; Maynard et al., 2015). Although no strong result has generally been found for the relationship between narcissism and job satisfaction, these studies indicate lower levels of job satisfaction as a result of perceived over qualification – which is in turn connected to the entitlement facet of narcissism (ibid.).

Talent programs, and traineeships in particular, offer high status positions in large corporations and a fast-track career path for talented young professionals (Glass, 2007) in a way that is unprecedented in earlier organizational environments. This implies that this sort of program represents an attractive setting for a narcissistic personality. These programs are furthermore directed at a younger generation of talented individuals. Generational studies have for a long time been connected to organizations and implications for businesses in past research, and in recent years light has been shed on the much debated Generation Y, also known as Millennials or generation me (Miller, Hodge, Brandt & Schneider, 2013; Martin, 2005; Shaw & Fairhurst, 2008; Twenge et al., 2008). The research conducted has been descriptive, and largely based on hypotheses about past experiences that may have shaped this generation (Strauss & Howe, 2000). A common denominator for studies on generations is the focus on case studies, interviews and stories, leading to an empirical lack of quantitative data to fortify arguments and conclusions. Consequently, the validity of contributions within the field can be discussed. What can however be concluded by the few, more recent, quantitative efforts undertaken within this field is that certain personality traits have statistically increased in this generational cohort (Twenge et al., 2008). Results show that self-esteem and narcissistic tendencies are higher for Millennials than any antecedent generational cohort (Twenge & Campbell, 2008).

The aforementioned discrepancy between managers' and trainees' motivation behind talent program members leaving the organization (Latukha, 2011) provides an intriguing gap for further investigation when combined with narcissism's increase in the younger generations, connection to increased turnover intentions and inconclusive connection to decreased job satisfaction. Personality theory, particularly with regards to narcissism, has been underutilized in trying to understand the difficulty of talent retention in prior research on talent and trainee programs.

2.1.5 Theoretical Research Gap

The above review of past research within the theoretical fields of talent programs and narcissism arguably points to a twofold gap of knowledge. Firstly, the scarce field of talent programs has long focused on the organizational side of such programs, relentlessly taking the point of view of the actor designing the talent program. The contribution from this vein of research to the paradox of talent retention is therefore limited. The more individualistic member perspective is instead underutilized in trying to understand the retention problem, especially with regards to the fact that programs are designed to retain *individuals* within the organization. There is still limited knowledge about the inner dynamics of these members. Secondly, narcissism has been connected to perceived

over-qualification and higher turnover intentions through high feelings of entitlement. Considering the strong conceptual connection that can be drawn between entitlement and talent programs, where members are singled out as exclusively important, narcissism provides a unique explanatory potential for the retention issues of these individuals.

Together, these limitations in the theoretical fields pose an intriguing gap for further research, where an emphasis is placed on personality traits in addition to attitudes in order to better understand the empirical problem of talent retention in connection to talent programs. The synthesis of talent programs and narcissism will both serve to widen the scarce member perspective of talent programs, and contribute with a new trait perspective in connection to the retention paradox of talent programs. Given the highly individual nature of talent as a construct, this added trait perspective offers a more nuanced picture, as well as larger explanatory potential, than the historical focus on mere attitudes and states.

2.2 Theoretical Framework & Hypothesis Generation

The theoretical framework for this study is based on a synthesis of the organizational perspective of talent programs, the member perspective, as well as narcissism. It will be grounded in a quantitative perspective, dividing the analytical elements into four parts: (i) a dependent variable that measures turnover intentions, (ii) an independent variable that discerns the identification of talents and non-talents, (iii) a mediating variable measuring job satisfaction, and (iv) a moderating variable in the form of narcissism. The following paragraphs will highlight the theories and assumptions for each analytical element comprising the conceptual model for the hypothesis generation.

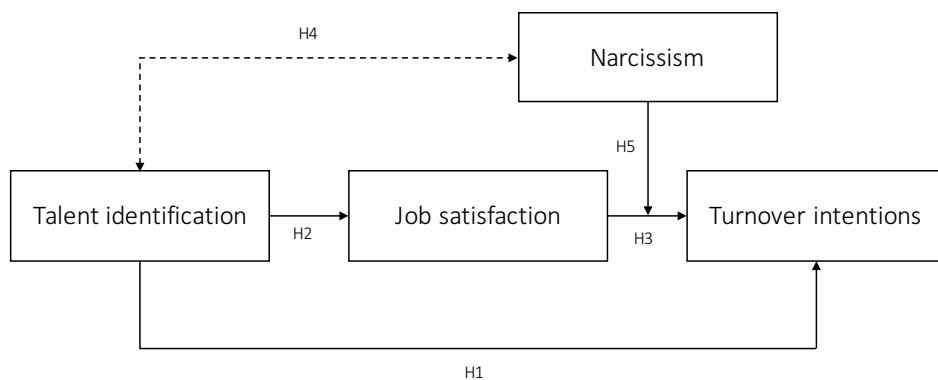


Figure 2: Visual representation of the theoretical framework and conceptual model

2.2.1 Talent Identification and Turnover Intentions

Recruiting, developing and retaining talents are the three main goals of talent programs within the organizational perspective (Cappelli, 2008; Tarique & Schuler, 2010; Dries & Pepermans, 2007). Previous research has mainly focused on the former two by normatively describing how to design the programs (Ingham, 2006; Pruis, 2011; Garrow & Hirsh, 2008) and testing the difference in output between groups of talents and non-talents (Gelens et al., 2014; Höglund, 2012; Björkman et al., 2013), yet research on the retention of talents has not been as frequent. The connection between talent identification and turnover intentions is therefore central in better understanding how organizations yield benefit from the large investments made in talents and talent programs. The existing research on the retention issue furthermore offers inconclusive results. While a majority of studies assume a causal relationship between talent program membership and intentions of staying within the organization, the studies looking closer at the relationship question whether this necessarily holds true (Seopa et al., 2015; Gelens et al., 2014; Höglund, 2012; Dries et al., 2014). Increased investment in talent development must not by default lead to increased organizational commitment and intentions of staying within the organization for talent program members. Although counterintuitive, these findings, in connection to empirically low retention rates, lead to the postulation that talent identification, defined as talent program membership, might in fact correlate with a likelihood of leaving the organization prematurely.

H1: Talent groups are more likely to report higher turnover intentions than non-talents.

2.2.2 Talent Identification and Job Satisfaction

Due to the over-emphasis of generic and descriptive approaches in earlier contributions on talent programs, there is an aforementioned need for more empirical studies that observe the difference in groups of members and non-members of talent programs. Talent identification therefore serves as an important independent variable in the ability of analyzing differences between these two groups. As talent identification has been utilized in previous research on talent programs, there exists value in maintaining the independent variable constant in order to compare forthcoming results to that of past research, and measure the effect of interfering variables with higher confidence. Talent identification has historically been variedly explicit for members of talent programs, where members of internal talent pools have not always been aware of their identification, while externally recruited members in trainee and graduate programs are generally very conscious of their special status within the organization. Studies from both the organizational perspective and the member perspective generally highlight the positive relationship between talent

program membership and job satisfaction both in hypothesis generation and subsequent results, especially in connection to explicit knowledge of one's talent identification (Gelens et al., 2014). Furthermore, this relationship is supported by both social exchange theory and more self-centered perspectives such as career theory – despite the fact that these theories show contradicting logics in other aspects. Social exchange theory supports this type of positive relationship due to the logic that more resources invested will make an individual more inclined to feel important and needed. From the perspective of career theory, members of talent programs are developed by their organizations in order to advance in their careers, which ultimately should lead them to be satisfied with their jobs.

H2: Talent groups are more likely to report higher job satisfaction than non-talents.

2.2.3 Job Satisfaction and Turnover Intentions

A common assumption is that satisfied employees desire to stay with their current employer. Returning to the main goal of talent programs, an organization investing in the recruitment and development of talented individuals undeniably aims to retain said talents within the organization (Dries & Pepermans, 2007). Members of talent programs are as previously mentioned argued to have high levels of job satisfaction as a result of the investments made in them (Gelens et al., 2014). Existing research further assumes a causal relationship between higher job satisfaction and lower turnover intentions, with a standpoint in the common negative relationship between the two in adjacent fields (Chen et al., 2011; Griffeth et al., 2000). However, the few studies that do indeed take turnover intentions into consideration empirically show that organizational commitment is not necessarily higher for talent program members (Björkman et al., 2013; Dries et al., 2014), and turnover intentions are not necessarily lower. Previous research on job satisfaction and turnover intentions in connection to talent programs thereby show contradicting results opting for conflicting hypotheses on the relationship. Empirically, organizations are seeing retention rates lower than optimal for talent programs, resulting in a premature loss of the investment made in members of these programs (Latukha., 2011; Cappelli., 2008; Marescaux et al., 2013). Together, the empirical situation and these findings point to a paradox in terms of retention, where talent program members seem more inclined to leave the organization than non-members, despite high levels of job satisfaction.

No results to date however argue that an increase in job satisfaction should lead to an *increase* in turnover intentions – the results of each attitude in isolation simply point to differing hypotheses

in connection to talent program membership. Grounded in the general finding that job satisfaction exhibits a negative correlation with turnover intentions, there is strong reason to hypothesize a similar relationship for any employee, regardless of talent status. A more satisfied employee is still hypothesized to have less intentions of leaving the organization than a comparable employee lower in job satisfaction.

H3a: Job satisfaction is negatively correlated with turnover intentions within the talent group.

H3b: Job satisfaction is negatively correlated with turnover intentions within the non-talent group.

Given the previously addressed retention paradox and the contradicting results for the two attitudes connection to talent program membership, it is however likely that this relationship is constructed so that additional investment in and satisfaction of that talented individual leads to a relatively smaller decrease in turnover intentions. Paradoxically, theory suggests that a talent program member might be relatively less inclined to stay within the organization given a high level of job satisfaction, compared to other employees within the organization.

H3c: Job satisfaction is less negatively correlated with turnover intentions within the talent group than in the non-talent group.

2.2.4 Talent Identification and Narcissism

As previously mentioned, narcissism is regarded as a personality trait relatively stable over time, in which an individual falls on a continuum from low to high. As a trait, narcissism is regarded to be multidimensional, including authority, self-sufficiency, superiority, exhibitionism, exploitativeness, vanity and entitlement as commonly agreed upon facets of the construct (Raskin & Terry, 1988). Narcissists are described as having an inflated sense of self and self-importance, and therefore might expect unlimited success, entitlement and a grandiose view of what a work setting should provide for them (Judge et al., 2006). Talent programs such as trainee and graduate programs provide a highly exclusive membership for a group that is arguably elevated in importance within the organization, particularly in relation to other employees of comparable tenure. As a trainee in particular, you are often outspokenly labeled as a talent and a high-potential individual with importance to the organization. Especially considering the entitlement facet of narcissism, this can be seen as an attractive environment for a narcissist in order to sustain a highly positive self view. The design of talent programs also speaks to individuals high in other facets of narcissism.

Individuals high in authority, that see themselves as natural leaders are likely drawn to these programs' focus on leadership development. Similarly, individuals high in self-sufficiency, that place large emphasis on achievement, might be attracted to the competitive nature and high performer status that trainee program membership constitutes. It can therefore be hypothesized that narcissistic individuals might have a tendency for self-selection into such a program.

H4a: Talent groups are more likely to score high in narcissism than non-talents.

2.2.5 Narcissism as a Moderator

The paradox highlighted in relation to the retention of talent program members both in theoretical assumptions and empirically low retention rates furthermore suggests that there are unexplored factors contributing to the coexistence of high job satisfaction and intentions to leave the organization. Given narcissism's prior connection to perceived over-qualification and consequently higher turnover rates (Lobene et al., 2015; Maynard et al., 2015), narcissism has a unique explanatory potential for the existence of this paradox. Narcissism does not necessarily lead to an individual becoming less satisfied with their job. However, a narcissistic individual arguably holds a self-serving idea of entitlement and that one is destined for more, and might therefore exhibit a higher propensity for leaving any organization or position despite high levels of job satisfaction. Despite the arguably established negative correlation between job satisfaction and turnover intentions for any employee (Chen et al., 2011; Griffeth et al., 2000), a narcissistic personality might moderate and reduce the strength of this relationship.

H5a: When narcissism is higher, job satisfaction is less negatively correlated with turnover intentions than when narcissism is lower in the talent group.

H5b: When narcissism is higher, job satisfaction is less negatively correlated with turnover intentions than when narcissism is lower in the non-talent group.

Narcissism's connection to feelings of over-qualification and the subsequent correlation with turnover intentions in prior research (Lobene et al., 2015; Maynard et al., 2015) further indicates that a narcissistic individual might not sustain his or her inflated view of self in an exclusive position for very long. The non-talent group offers comparative insight in relation to the effects of narcissism in the talent group, but the main focus of the study however exists in investigating the relationship for the talent program members specifically. Individuals high in this trait are likely to outgrow the position, especially after a completed talent program membership when the talent is

infused into the grey reality of full-time employment. Given a talent program member's high status within an organization, relative to that of employees with comparative tenure and background (Gelens et al., 2014; McDonnell, 2011), narcissism's explanatory potential for this paradox in specific relation to talent program members is arguably even more prominent.

H5c: The moderating effect of narcissism is stronger in the talent group than in the non-talent group.

Based on previous research on narcissism and the multifaceted nature of the construct (Lobene et al., 2015; Maynard et al., 2015; Schyns, 2015), some facets can be expected to be of more importance than others in determining narcissism's explanatory potential, with entitlement in the forefront of this moderating effect for talents. Although there is reason to believe that some facets are likely to behave differently in the talent group based on their defining characteristics, there is however limited support for *how* these facets would differ in the scarce prior research connected to talent programs, opting for a broad hypothesis of the moderating effects.

H5d: The moderating effect of narcissism is stronger through certain facets in the talent group than in the non-talent group.

Relationship	Hypothesis
Talent Identification and Turnover Intentions	H1: Talent groups are more likely to report higher turnover intentions than non-talents
Talent Identification and Job Satisfaction	H2: Talent groups are more likely to report higher job satisfaction than non-talents
Job Satisfaction and Turnover Intentions	H3a: Job satisfaction is negatively correlated with turnover intentions within the talent group
	H3b: Job satisfaction is negatively correlated with turnover intentions within the non-talent group
	H3c: Job satisfaction is less negatively correlated with turnover intentions within the talent group than in the non-talent group
Talent Identification and Narcissism	H4: Talent groups are more likely to score high in narcissism than non-talents
Narcissism as a moderator	H5a: When narcissism is higher, job satisfaction is less negatively correlated with turnover intentions than when narcissism is lower in the talent group
	H5b: When narcissism is higher, job satisfaction is less negatively correlated with turnover intentions than when narcissism is lower in the non-talent group
	H5c: The moderating effect of narcissism is stronger in the talent group than in the non-talent group
	H5d: The moderating effect of narcissism is stronger through certain facets in the talent group than in the non-talent group

Figure 3: Summary of hypotheses

3. Methodology

The following section will explore the thesis' methodological approach. With origin in the selected scientific approach, the research approach is further thematized into preparatory work and the main study conducted. Additionally, the quality of data is discussed.

3.1 Scientific Research Approach

Reflecting upon the aim and purpose of this study, the hypotheses are distinctly constructed with the intention to explain and find correlation, rather than create understanding and context. This paper's methodology is thus more akin Weber's *Erklären* rather than *Verstehen*. With the aim and purpose of explaining the moderating effect of narcissism on the relationship between talent identification, job satisfaction and turnover intention, the study is rooted in an ontological aspect of naturalism and epistemological aspect of positivism, which is why observations will be regarded as independent of the researcher and therefore be described objectively (Moses & Knutsen 2007). Operationalizing the aim and purpose of the paper through the above hypotheses, empirical data was collected and processed in such a way that the findings can be generalized to the greater population of talent programs through inference (King, Keohane & Verba 1995); thus, this paper embraces a deductive approach in the testing of theory as an appropriate explanatory model, quantitatively outlining how narcissism moderates the relationship between talent identification, job satisfaction and turnover intentions. Findings were tested statistically with the falsification principle and correspondence theory of truth, thereby preserving the validity of the study by making distinctions between pure factual statements and contradicting value-laden statements (Bryman & Bell 2011; Moses & Knutsen 2007).

Practically, the quantitative approach utilized in order to test the generated hypotheses resulted in the use of a survey-based main study. More specifically, an online-based self-completion questionnaire was designed to best test the sensitive nature of talent identification, job satisfaction, turnover intentions, and narcissism. Although self-reporting presents some limitations in terms of guaranteed respondent honesty, Bryman & Bell (2011) advocate that a self-completion survey is the most common method used given a study of quantitative nature. This, in combination with the survey's ability to both gather data from a larger number of respondents and collect difficultly observable data (Bhattacharjee, 2012) such as levels of narcissism, job satisfaction and turnover intentions, makes it a preferred method for the purpose of this paper. The use of a survey-based study was further motivated by the direct increase in scope of the talent members studied, in comparison with a more exploratory, qualitative interview study. Although the focus on traits, and

narcissism in particular, represents a novel approach within the field of talent programs, a qualitative approach was furthermore not deemed appropriate. Firstly, the prior focus on hypothesizing normative studies, lacking empirically grounded evidence of the relationship between talent identification and job attitudes decreases the need of a similar more exploratory study. Secondly, the trait context represents difficulty for a qualitative study. Although the mindset of talents can be examined in depth with a qualitative approach, personality traits are highly difficult to observe. Self-report surveys by far represent the most common and accepted tool for measuring the dynamics of an individual's personality (Howitt & Cramer, 2011), and a quantitative approach is therefore best structured to capture the studied phenomenon.

3.2 Preparatory Work

The preparatory methodological work of this study consisted of two main areas described below, namely (i) a probing of the empirical field of talent programs and (ii) primary pilot testing of the questionnaire.

3.2.1 Probing the Empirical Field

The largest part of the preparatory efforts consisted of probing the empirical field of companies involved in talent programs. Trainee and graduate programs serve as the main form of talent programs designed to introduce new, previously external talent to the organizations. Whereas internal talent programs include employees from various stages in their career, trainee and graduate programs offer a unique elevated position for young professionals very early in their career, explicitly grant talent status in the organization and are highly competitive in terms of inclusion. Talent programs are thus deemed a suitable setting for the purpose of the study at hand. Bordering to the actual sampling efforts, a thorough investigation of what companies market themselves in order to attract young talent was conducted. In this investigation, 50 companies stood out through slightly varying forms of trainee and talent programs. In order to be included in this list, the companies' respective trainee programs had to be well-known by graduates, and actively marketed on company websites or recruitment forums.

All 50 companies were contacted through phone calls and email, with varying levels of response. Out of the companies initially contacted, 18 exploratory phone and in-person interviews were conducted, while 32 declined further participation in the study. Interviews centered around (i) inquiry regarding talent definition, (ii) talent management initiatives within the organizations, (iii) talent and trainee program design, as well as (iv) general concerns and reactions to talent and

trainees within the organization. The probing initiative thereby served as a gateway to sampling for the main study, together with valuable insights into the empirical experience and perplexity of trainee and talent program members, beyond that of the theoretical gap.

3.2.2 Survey Pilot Test

Before initiating the gathering of data for the main study, a simpler twofold pilot-test was conducted in order to facilitate the experience of future respondents. The main objective of this test was to ensure the comprehensibility and clarity of scales and measures used in the final survey design (Saunders, Lewis & Thornhill, 2009). Firstly, the pilot-test was distributed to five last-year master students in its original form, who were later asked to give verbal feedback on their experience of answering the survey. The pilot-group were further asked to note the time needed for completing the survey. The student-respondents were chosen based on their similarity to the main sample in age and education level. Secondly, the survey was sent out to one human resource or talent management representative at each participating organization. The company representatives were included to guarantee policy compatibility of items, and ensure further involvement in the main study. All but one of the pilot-test respondents were non-native English speakers, ensuring that the wording could be understood by this group, together with grammatical insights from the single native English speaking pilot-test respondent. Some feedback regarding clarity issues with the initially chosen scale for job satisfaction resulted in a change of measure, as well as minor changes to one of the instruction texts for the final version of the survey.

3.3 Main Study

The main study was designed as a result of preparatory efforts, methodologically consisting of (i) sampling efforts, (ii) survey design, and (iii) data collection.

3.3.1 Sampling & Sample

According to Bryman & Bell (2011), data collection and the sampling process largely consist of two stages, namely establishing the setting of the research conducted and the choice of respondents. The initial probing of the empirical field provided a basis of companies in which potential respondents from the talent group could be found. The setting was further narrowed down by certain criteria, such that the company had a qualifying comparable trainee program design and accepted involvement in the study. Trainee-program membership was considered qualified if the program (i) was selective and competitive in its recruitment process, (ii) was defined over a certain period of time, (iii) had an elevated status within the organization, and (iv) membership

involved an outspoken identification as a talented or high-potential individual. Out of the 18 exploratory interviews conducted, 7 companies were excluded due to unqualifying program design or inability to participate, leaving 11 companies from various industries to serve as the basis for the sampling setting. The criteria for comparable trainee programs were designed to offset potential differences caused by industry membership, as these programs are argued to attract similar individuals in terms of professional ambition, age and educational background. Considering the sensitive nature of employee data – especially in connection to the close individual focus constituted by this study – anonymity was offered to all participating companies and subsequent respondents, further ensuring ethical collection of data for the study.

Given this setting, effectively restricting the larger population of all trainee members to that of the participating organizations, a convenience sampling process was utilized in order to locate appropriate respondents (Bryman & Bell, 2011). Although a convenience sampling method is restricted given the risk of biased data collection, it can however be considered appropriate for the aim of this study considering the rather small expected variation within the population (Saunders et al., 2009) of trainee and graduate program members given that programs are similarly designed and aimed at a certain type of young professional. A convenience sampling process can furthermore be regarded as praxis in studies of talent programs, considering the outspoken difficulty of gaining access to these individuals in organizations (Dries & Pepermans, 2007). The sample was divided into two groups within each company, namely (i) talents and (ii) non-talents. Talent identification was defined as current or recent⁶ membership in a trainee or graduate program within one of the 11 qualifying organizations. Every individual within the comparably designed trainee programs later held an equal probability of inclusion, given that all trainees were contacted and invited to participate. Criteria for inclusion in the non-talent group included being employed at one of the 11 qualifying organizations but (i) not being nor having been part of the trainee program, (ii) having similar education level, and (iii) being of similar age and having employment with relatively comparable tenure in the focal organization. The sampling process for the “non-talent” group cannot be viewed as purely random given the qualifying criteria and gatekeepers in terms of company representatives due to the confidential nature of personnel data. To ensure this comparability between individuals at different organizations in both sample groups, contact through human resource and talent management functions was however crucial.

⁶ Defined as membership in trainee or graduate program during 2016, 2015 and/or 2014.

The sample was collected from 11 organizations, ranging from 10 to 50 respondents from each respective organization in total divided between the talent group and control group. In total, 258 respondents answered the survey through the online link provided. 25 respondents were excluded due to incomplete answers, and 5 respondents were further excluded from the control group due to incomparable age and tenure, resulting in 228 usable respondents for the purpose of the study. Of these, 147 respondent belonged to the targeted talent group, while 81 respondents constituted the control group of comparable employees outside the talent program in the organizations. Both groups thereby include more than the necessary respondents needed in order to undertake reliable statistical tests, satisfying the central limit theorem⁷ (Newbold, Carlson & Thorne, 2012). Given the necessity of organizational involvement, access to respondents represented a significant challenge. Each qualifying organization invests in a limited number of talents, and although a larger sample would have been preferred, the gatekeeping capacity of the human resource departments limited this possibility, in combination with late drop-outs from participation of large organizations⁸. Furthermore, prominent existing studies within the field of talent programs present sample sizes of comparable size (e.g. Höglund, 2012; Gelens et al, 2014), signaling the common difficulty of access to these individuals (Dries & Pepermans, 2007). Although slightly skewed in numbers, the two groups exhibited significant similarities in demographics and were both deemed sufficient in size, as the statistical tests in each group are not dependent on this skewedness.

Respondents ranged in age from 20 to 36 years within both groups, with a common mean of 27 years. Furthermore, a well qualified majority of respondents were between 20 and 29 years old. Given that 75 percent of respondents reported a tenure of 2 years or less in their organization, both members and non-members of talent programs are in the beginning of their career, and can be regarded as young professionals. All respondents are highly educated, with a fairly even distribution between former engineering and business students. The gender distribution for the sample was 48.2 percent male and 51.3 percent female, with one respondent not identifying with either gender. Lastly, the sample consisted of 93 percent Swedish respondents and 7 percent other nationalities, reflecting the multinational aspect of the participating organizations, while sufficiently excluding the risk of bias due to cultural background.

⁷ Stating that the sum of the variables will tend to follow a normal distribution even if the initial variables themselves are not normally distributed (Newbold et al., 2012)

⁸ See the discussed limitations of the study in section 6.2.1 Respondent Access

Demographics		Talents	Non-talents	Total Sample
N		147	81	228
Age Distribution	20-24	10%	25%	15%
	25-29	78%	53%	69%
	30-34	12%	20%	14%
	35>	1%	2%	2%
Gender	Male	47%	51%	48%
	Female	52%	49%	51%
	Other	1%	-	1%
Tenure	< 1 year	42%	30%	37%
	1-2 years	39%	35%	38%
	3-4 years	14%	17%	15%
	5 > years	5%	18%	10%
Nationality	Swedish	93%	93%	93%
	Other	7%	7%	7%

Figure 4: Sample description

3.3.2 Survey Design

The survey for the main study consisted of four modules corresponding to the variables outlined in the conceptual model of the theoretical framework, namely talent identification, job satisfaction, turnover intentions and narcissism, as well as five demographic items⁹. One module included 40 questions and measured narcissism based on the widely used Narcissistic Personality Inventory (Raskin & Terry, 1988), whereas two modules consisted of three items each and used a seven-point Likert scale to measure job satisfaction and turnover intentions. The last module included six questions – one for talent identification and five for demographics. In total, the questionnaire featured 52 items that respondents accessed through a link distributed via email.

Although Swedish was the native language for a majority of respondents, all were expected to possess a high proficiency in English considering the multinational nature of the participating organizations. Consequently, English was chosen as the preferred language for the questionnaire. Furthermore, the questionnaire included well-established, scientifically recognized measures that have been used by multiple researchers within the field of management and psychology (Raskin & Terry 1988; Twenge et al. 2008; Cain, Pincus & Ansell, 2008; Egan, Yang & Bartlett, 2004; Lambert, Hogan & Barton, 2001; Shaw, 1999). To avoid any risk of altering the validity, replicability or reliability by wrongly wording translations, the original language of the measures was preferred. The risk of misunderstandings was further limited by pre-testing the survey on both native and non-native English speakers¹⁰.

⁹ See Appendix 2 – Survey for the main survey distributed

¹⁰ See section 3.2.2 Survey Pilot Test

To avoid response bias related to sensitive topics such as job satisfaction and turnover intention, answers to the former were requested in the beginning of the questionnaire, whereas answers to the latter were requested towards the end. Consequently, the risk of respondents influencing their self-reported turnover intentions based on their responses for job satisfaction was decreased. Furthermore, honest self-reports on all modules were incentivized by clarifying the anonymity of respondents both in the invitation to participate in the study, and in the instruction text of the questionnaire.

Narcissistic Personality Inventory (NPI)

Narcissism was measured using the 40-item Narcissistic Personality Inventory (NPI), which was created to examine individual differences in non-clinical populations (Raskin & Hall, 1981). It is the measurement that has received the most empirical attention and is the most used to determine narcissistic personality traits in the general population within vast fields of research (Raskin & Terry, 1988; Twenge et al., 2008; Cain et al., 2008). The measure consists of a 40-item forced-choice binary scale, meaning that respondents are asked to choose between two opposing statements such as *“I like to be the center of attention / I prefer to blend in with the crowd”* (Raskin & Terry, 1988). The paired statements are divided into narcissistic and non-narcissistic responses, such as the example above. Results are based on the sum of narcissistic statements chosen, where higher scores indicate higher levels of narcissism (Twenge et al., 2008). The 40-item NPI furthermore comprises seven facets measuring authority, self-sufficiency, superiority, exhibitionism, exploitativeness, vanity and entitlement (Raskin & Terry, 1988)¹¹. The facets exhibit good concurrent and construct validity based on correlation with observer trait rankings and other self-report trait measures (Kubarych, Deary & Austin, 2004). In this study, the measure as a whole exhibited good internal reliability, with a Cronbach’s Alpha of .756.

Job Satisfaction

Job satisfaction was measured using a well-established three-item measure, including items such as *“All in all, I am satisfied with my job”* (Cammann, Fichman, Jenkins & Klesh, 1983). The items are coded on a seven-point Likert scale ranging from “strongly disagree” to “strongly agree”, in which high scores indicate higher work satisfaction. Given a Cronbach’s Alpha of .838, the scale achieved good internal reliability. This particular scale is furthermore commonly used in combination with measuring turnover intentions (e.g. Egan et al., 2004; Lambert et al., 2001; Shaw, 1999).

¹¹ See Appendix 3.1 for the specific items corresponding to each of the seven facets of the NPI

Turnover Intention

The turnover intention measure used likewise includes three items coded on a seven-point Likert scale (Cammann et al., 1983). The measure addresses attitudes of current employment, and include items such as *“It is very possible that I will look for a new job next year”* (ibid.). Higher composite scores indicate higher intentions of leaving the organization (Valentine, Godkin, Fleischman & Kidwell, 2011), and thus constitute negative implications for the organization in terms of retention. The internal reliability for the measurement in this study was satisfactory given a Cronbach’s Alpha of .748.

Talent Identification and Demographics

Talent identification was determined through the question *“Are you or have you been part of a trainee/graduate program at your current company”* and offered alternatives related to being a current trainee, being a past trainee and not being nor having been a trainee. Although constituting a crucial question for the purpose of the study, the talent identification item was placed among the demographic questions towards the end of the questionnaire. This was deemed appropriate to limit the risk of response bias on other items due to an understanding of the topic of the study. Lastly, demographic items included age, gender, nationality, tenure in the current organization and educational level¹².

3.3.3 Data Collection

The survey for the main study was designed and distributed through the online survey software Qualtrics, and data was collected between the 10th and 28th of October, 2016. An obstacle in data collection for the purpose of the study consisted of the inherent sensitivity of employee data. As respondents were required to partake in a trainee or graduate program, or be elsewhere employed in the same organization, human resource and talent management representatives from the respective organizations acted as gatekeepers to respondent access. Because of this, the survey was sent out by these representatives at 9 of the 11 organizations, while the remaining two were directly distributed by the authors of this thesis upon approval from the organization. To guarantee comparability, all respondents received identical information regarding the study. Anonymity was furthermore guaranteed to respondents in order to maximize honesty and participation, despite being contacted by the own organization.

¹² For specific items, see Appendix 2 – Survey

To maximize response rates, two reminder emails were sent out to each company towards the middle and end of the data collection period. In total, the survey was sent out to 383 potential respondents at the 11 organizations. Responses were recorded from 258 respondents, resulting in an initial response rate of 67.4 percent. Due to the exclusion of incomplete responses, 233 potentially usable respondents¹³ resulted in a final response rate of 60.8 percent. Unlike when administering a paper hand-out survey, it was not possible to assure that each person receiving the survey fully participated. Considering that meta studies of published articles within organizational research have found the average response rate for questionnaires to be 52.7 percent (Baruch & Holtom, 2008), and that response rates between 60 and 70 percent are commonly regarded as acceptable (Bryman & Bell 2011), it can be argued that this thesis' response rate is satisfactory.

3.4 Data Quality

A common concern of quantitative studies is the quality of data in terms of measurement reliability, validity and replicability (Bryman & Bell, 2011). The three constructs are addressed below, with a primary standpoint in the reliability and validity of the study.

3.4.1 Reliability

Reliability centers around whether the measures used are accurate and stable; hence greatly affecting the replicability of the study (Saunders et al., 2009). Reliability is thus divided into (i) stability, (ii) internal reliability and (iii) inter-observer consistency.

Stability

This part of reliability assesses whether a measure is stable and does not fluctuate within the time frame and contextual conditions in which it is expected to remain stable (Bryman & Bell, 2011). In other words, if a stable measure was to be administered twice to the same sample on different occasions without any change to the contextual setting, there would be little variation in the responses collected. Narcissism should be relatively stable over a long period of time given its categorization as a personality trait, whereas changes are expected to arise over relatively shorter timeframes for states and attitudes such as job satisfaction and turnover intentions given changes in the contextual setting. Previous researchers have found significant stability for Cammann et al.'s (1983) measures for job satisfaction and turnover intentions, as well as the NPI (Bowling & Hammond, 2008; Del Rosario & White, 2005), using the test-retest method. To maximize stability

¹³ Including the five respondents later excluded from the control group due to incomparable age and tenure.

of this study, used measures were thus found sufficiently stable prior to being administered to the current sample.

Internal Reliability

Internal reliability is used to determine whether the items within a multi-item scale are consistent in measuring the same intended variable, e.g. job satisfaction (Bryman & Bell, 2011). In order to establish the internal reliability of this study, the measures were tested using Cronbach's Alpha and a general rule of .70 was used to signify satisfactory internal reliability (Westergaard, Noble & Walker, 1989). The table below shows a summary of the alphas for the measures, each exhibiting satisfactory internal reliability. This reliability has similarly been established in previous research (Bowling & Hammond, 2008; Kubyarch et al., 2004).

	Job satisfaction	Turnover intentions	NPI
Cronbach's Alpha	.838	.748	.756

Figure 5: Cronbach's Alpha of measures

Inter-observer consistency

This construct mainly entails subjective judgment and the issues faced with two or more observers recording data (Bryman & Bell, 2011). Due to the nature of this study, in which a self-completion survey is administered to respondents and there is no observer, one can argue that the inter-observer consistency issues are limited, or even non-existent in the collection stage. Inconsistency was further limited in the processing of data due to the automatic transfer of raw data between the survey software and statistical analysis program¹⁴, as well as mutual decisions on data categorization.

3.4.2 Validity

Validity is crucial for research given that it treats the integrity of the conclusions that are drawn. To determine the validity of this thesis, four main constructs were evaluated: (i) measurement validity, (ii) internal validity, (iii) external validity, and (iv) ecological validity.

Measurement Validity

This construct denotes whether a measure really captures the concept that is intended to be captured (Saunders et al., 2009). To ensure the measurement validity of this study, only well-

¹⁴ See section 4.1 Analytical Tools for more detailed information.

established measures were used. NPI has been used for several decades and has numerous studies attesting to its measurement validity (e.g. Emmons, 1987; Raskin and Hall, 1981; Watson, Grisham, Trotter & Biderman, 1984). The same holds true for Cammann et al.'s (1983) measures for job satisfaction and turnover intentions, both of which have been successfully tested for measurement validity (Bowling & Hammond, 2008). All measures used in this study therefore arguably captures the intended concepts.

Internal Validity

Internal validity refers to the subject of causality in a relationship between variables, questioning whether the independent variable is truly responsible for the variation in the dependent variable, and not the other way around (Saunders et al., 2009; Bryman & Bell, 2011). The internal validity of this study is arguably rather high due to the characteristics of the variables and relationships that are being tested. An example would be the independent variable talent identification and the dependent variable turnover intentions. The respondents are either part of a talent program or not, meaning that turnover intentions cannot explain the variability in the sample with regards to talent identification. Talent identification, however, can explain the variation in turnover intentions due to different treatment of talent groups and non-talent groups. All causal relationships that are tested in this study have similarly been carefully considered, as seen in the theoretically driven hypothesis generation and conceptual framework.

External Validity

This construct of validity questions whether the findings of a study can be generalized to the larger population (Saunders et al., 2009; Bryman & Bell, 2011). Several actions were taken to offset the common limitations of using a convenience sample. Firstly, the companies were chosen based on criteria that hold true for the majority of established trainee programs. Secondly, the sample includes a total of 11 organizations from different industries and sectors, which eliminates the risk of findings only applying to one specific firm. Finally, every individual within the trainee programs held an equal probability of inclusion, given that all trainees were contacted and invited to participate.

Ecological validity

Ecological validity captures whether the study's findings can be applied to people's everyday natural social settings (Bryman & Bell, 2011). Given that the purpose of this study is to examine factors such as turnover intentions and job satisfaction, an inherent issue of honesty arises given the

delicacy of such topics. The issue is potentially further manifested by the survey being sanctioned and distributed by human resource and talent management departments, possibly making respondents distrust their anonymity. Whereas this approach crucially enabled access to respondents and increased the response rate, it also limited the ecological validity of the study. To combat the possible issue of dishonesty, much emphasis was placed on conveying that all replies were anonymous from both the researchers and respective organizations, which was further strengthened by the online administration of the study, rather than a physical paper survey. The ecological validity of the study was further limited by the use of a questionnaire as the method for data collection, creating a distance to the natural environment of respondents. To bridge this distance, items were framed in a way that encouraged respondents to get in the correct mindset. Every item had an introductory text along the lines of “*think about your current job...*”, facilitating the transition between work and questionnaire more naturally. Despite these limitations, a survey based study was crucial in recording the difficult-to-observe personality traits of respondents, and the measures undertaken to offset these limitations were deemed sufficient.

3.4.3 Replicability

Replicability refers to the process of replicating a study in order to support or disprove the findings of the original (Bryman & Bell, 2011). To ensure the replicability of this study, two main steps were taken. Firstly, the method and analysis of data have been well-documented. Should one decide to replicate this study, steps taken can easily be followed, both theoretically, methodically and empirically. Secondly, all measures used are well-established and have previously been tested for both reliability, replicability and validity. This eliminates the risk of a failed replication due to faulty measures. Consequently, the study can be argued to ensure sufficient replicability.

4. Results & Analysis

Returning to the purpose of this study in determining what role narcissism has in shaping the turnover intentions of talent program members, the following section will analyze the empirically collected data in order to support or disprove the generated hypotheses. Opening with a brief discussion of the analytical tools used, the section is further devoted to hypothesis testing.

4.1 Analytical Tools

The data was processed and analyzed using the statistical analysis software IBM SPSS Statistics, allowing a smooth transfer of data from the survey software Qualtrics. Hence, the transfer of raw data did not suffer from any factors relating to human error. The data was further processed through (i) data checks to test the distribution and ensure comparability of data, and (ii) recoding of variables to enable further analysis.

4.1.1 Data Checks

After excluding incomplete data points, descriptive statistics were used to investigate the sample and the comparability between the two groups based on the previously determined criteria¹⁵. Due to extensive preparatory work in terms of information provided to human resource and talent management representatives regarding qualifying criteria for the control group of non-talents, only five incompatible respondents were identified. This incompatibility existed due to discrepancies in age and tenure compared to the sample, and the respondents could therefore not be argued to be included in a larger population of young professionals. The five data points were excluded from the usable sample to maximize comparability between talent program members and comparable employees outside these talent programs, resulting in a final sample size of 228 respondents.

Furthermore, normality checks using the Kolmogorov-Smirnov test were conducted to establish the distribution of data for each measure. Narcissism is regarded as a relatively stable personality trait, and no significant difference from a normal distribution could be determined for the NPI in neither the talent group ($D(147)=.063$, $p>.05$) nor the control group ($D(81)=.081$, $p>.05$). Job satisfaction and turnover intentions, however, yielded non-normal distributions over the seven-point scales. Within the talent group, the test showed that the data distribution was significantly different from a normal distribution for job satisfaction ($D(147)=.224$, $p<.05$) and turnover intention ($D(147)=.151$, $p<.05$). The control group similarly yielded a significant difference

¹⁵ See section 3.3.1 Sampling & Sample

between the distribution of the data and a normal distribution for job satisfaction ($D(81)=.270$, $p<.05$) and turnover intention ($D(81)=.120$, $p<.05$). The data distribution for job satisfaction was within a range close to the maximum values whereas the distribution for turnover intentions was within a range close to the minimum values, indicating high levels of job satisfaction and low turnover intentions for both the talent group and the control group. However, the sample size for both groups was deemed appropriate and satisfied the central limit theorem, which states that the sum of the variables will tend to follow a normal distribution even if the initial variables themselves are not normally distributed, which in turn enabled the use of statistical tests such as the t-test, correlation tests and regression-based tests. All of these tests either take into account the distribution of the data, or are robust towards non-normal data, entailing that the hypothesis testing was not affected.

4.1.2 Recoding of Variables

Job satisfaction and turnover intentions included at least one reverse-scored item to eliminate choice bias. These items were recoded so that higher scores on each item were equivalent to higher levels of job satisfaction and turnover intentions. For both job satisfaction and turnover intentions respectively, the multiple items were combined into one variable by computing the mean of the item scores for each respondent. Multiple item measures are commonly compiled either through the use of sums or means, both yielding identical results for statistical tests (Pedhazur & Schmelkin, 1991). The mean of item scores is perfectly correlated with the sum of item scores, yet the mean approach offers continuity of a seven-point Likert scale construct (*ibid.*) – indicating compounded values between one and seven as opposed to compounded sums ranging from three to twenty-one for the three-item measures used in this study.

The NPI exhibited 40 items with choices between one narcissistic and non-narcissistic statement. The order of these statements varied to avoid choice bias, which in turn resulted in 17 items that were recoded so that the first option consistently indicated a narcissistic reply. An index was created by computing the sum of all narcissistic statements for each respondent, creating an interval variable ranging from 0 to 40, as advocated by the creators of the NPI-40 measure (Raskin & Terry, 1988). Higher scores on the NPI-index are equivalent to higher levels of a narcissistic personality.

4.2 Hypothesis Testing

For clarification purposes the hypothesis testing is divided thematically according to the main model devised in the theoretical framework, and the same relationships that laid basis for the hypothesis generation. The applied tests involve a variety of statistical measures, from independent variable t-tests, to Hayes' (2013) regression-based approach to mediation and moderation.

4.2.1 Talent Identification and Turnover Intentions

In order to investigate the relationship between talent identification and turnover intentions, the hypothesis was formulated as to exhibit a difference between two groups, namely talents and non-talents. Newbold et al. (2012) advocate the use of an independent sample t-test when the same variables are compared between two groups of respondents. To test the hypothesis that turnover intentions are higher in talent groups than non talent groups, an independent sample t-test was therefore conducted. Levene's test indicated equal variances ($F=2.42$, $p=.121$), resulting in a significant difference on the five percent significance level ($t(226)=-2.107$, $p=.036$) in the means for talents ($M=2.67$, $SD=1.37$) and non-talents ($M=3.09$, $SD=1.53$) with regards to turnover intentions. These results suggest that being, or not being, part of a talent program does in fact have a statistically significant effect of how likely an individual is to report high turnover intentions. Although low for both groups, talents are likely to report lower turnover intentions than non talents. The relationship is however directly contradicting that of the hypothesis. Hypothesis 1 is not supported.

	N	Mean	Std. deviation	t	p
Talent	147	2.67	1.37	-2.107	.036
Non-talent	81	3.09	1.53		

Figure 6: Independent samples t-test on turnover intentions in the talent and non-talent group

H1: Talent groups are more likely to report higher turnover intentions than non-talents.

NOT SUPPORTED

4.2.2 Talent Identification and Job Satisfaction

In order to investigate talents' and non-talents' relative levels of job satisfaction, and test the hypothesis regarding whether talents are more likely to report higher levels of job satisfaction than non-talents, an independent variable t-test was conducted to compare the relative means in each group. In terms of job satisfaction, the analysis did not show a significant difference ($t(226)=.882$,

$p=.379$) between the talent group ($M=6.08$, $SD=.98$) and the non-talent group ($M=5.95$, $SD=1.05$). These results indicate that no conclusions can be drawn in terms of the connection between being part of a talent program and reporting higher levels of job satisfaction, as both talents and non-talents report equally high levels of job satisfaction. Hypothesis 2 is not supported.

	N	Mean	Std. deviation	t	p
Talent	147	6.08	.98	.882	.379
Non-talent	81	5.95	1.05		

Figure 7: Independent samples t-test on job satisfaction in the talent and non-talent group

H2: Talent groups are more likely to report higher job satisfaction than non-talents.

NOT SUPPORTED

4.2.3 Job Satisfaction and Turnover Intentions

The correlation between the interval variables job satisfaction and turnover intentions in the talent group was analyzed using a Pearson r correlation test. Based on the analysis, job satisfaction is strongly negatively correlated with turnover intentions ($r(145)=-.598$) for the talent group, on the one percent significance level ($p=.000$). This means that a satisfied individual within a talent program is less likely to report high levels of turnover intentions than a less satisfied individual within said program. H3a is supported.

H3a: Job satisfaction is negatively correlated with turnover intentions within the talent group.

SUPPORTED

The relationship was further investigated within the non-talent group, where a Pearson r correlation test likewise showed that job satisfaction is strongly negatively correlated with turnover intentions ($r(79)=-.709$) for the non-talent group, on the one percent significance level ($p=.000$). This indicates that an individual with high job satisfaction in the non-talent group is less likely to report high levels of turnover intentions than a less satisfied individual in the same group. H3b is supported.

H3b: Job satisfaction is negatively correlated with turnover intentions within the non-talent group.

SUPPORTED

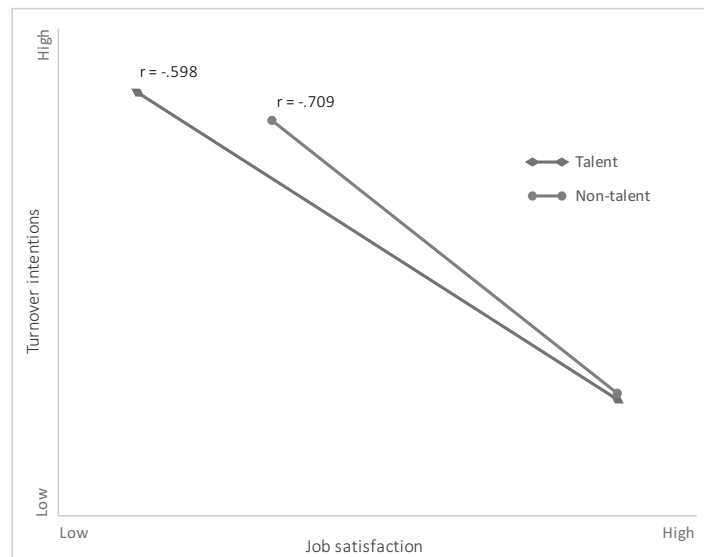


Figure 8: Simple slope plot of the interaction between job satisfaction and turnover intentions in the talent and non-talent group.

The above tests show that there is a statistically significant strong negative correlation between job satisfaction and turnover intentions both within, and outside of talent programs, as illustrated by Figure 8 above. In order to confidently determine the relative differences between these groups, a Fisher r to z transformation test was conducted to measure the significance of the correlation differences established in the testing of hypothesis 3a and 3b. The correlation coefficients for the talent group ($r(145) = -.598$) and non-talent group ($r(79) = -.709$) were transformed into z -scores in order to compare for statistical significance. Considering that the test regards if one correlation is higher than the other, a one-tailed significance test was conducted. The analysis did not indicate a statistical significance between the two correlations ($z = 1.39$, $p = .082$), but the results do however indicate a significant difference on the ten percent significance level. Albeit not qualifying for the commonly established five percent significance level, the analysis points to a tendency that individuals within talent programs seem less affected by an increase in job satisfaction in terms of turnover intentions, than a comparable employee outside the talent program. Due to the stricter significance level required for the analysis, this result cannot however be regarded as fully supported. Hypothesis 3c is not supported.

H3c: Job satisfaction is less negatively correlated with turnover intentions within the talent group than in the non-talent group.

NOT SUPPORTED

4.2.4 Talent Identification and Narcissism

Narcissism's relationship to talent identification and talent group membership has not been explored in prior research. Treating the narcissism variable as an interval index, ranging from 0 to 40 in NPI-score, an independent sample t-test was conducted. The test showed no significant difference in levels of narcissism ($t(226)=.799$, $p=.425$) between the talent group ($M=16.98$, $SD=5.81$) and the non-talent group ($M=16.36$, $SD=5.27$). These results suggest that talents are no more likely to exhibit higher narcissistic tendencies as individuals, than comparable employees outside the talent program. The NPI was further broken down into the seven facets of which it is comprised, namely authority, self-sufficiency, superiority, exhibitionism, exploitativeness, vanity, and entitlement. Much like the compiled test, an independent sample t test showed no significant difference ($p>.05$) between the talent group and non talent group in all facets but one, as seen in Figure 10 below. Authority displayed a significant difference ($t(226)=2.006$, $p=.046$) between the talent group ($M=4.82$, $SD=1.82$) and non-talent group ($M=4.30$, $SD=1.97$). These results indicate that although no conclusion can be drawn regarding the relative level of narcissism as a construct within and outside of talent programs, individuals within talent programs seem more likely to score higher in terms of authority within the NPI than individuals outside talent programs. Hypothesis 4 is not supported.

	N	Mean	Std. deviation	t	p
Talent	147	16.98	5.81	.799	.425
Non-talent	81	16.36	5.27		

Figure 9: Independent samples t-test on narcissism in the talent and non-talent group

	Authority	Self-sufficiency	Superiority	Exhibitionism	Exploitativeness	Vanity	Entitlement
p	.046*	.868	.701	.373	.302	.190	.659

* significant on the five-percent level

Figure 10: Significance levels of the independent samples t-test on the narcissistic facets in the talent and non-talent group

H4: Talent groups are more likely to score high in narcissism than non-talents.

NOT SUPPORTED

4.2.5 Narcissism as a Moderator

The moderating effect of narcissism on the relationship between job satisfaction and turnover intentions was tested using Hayes' (2013) process tool for SPSS, which allows estimation of moderation models in a linear regression framework. The sample was bootstrapped ($n=5000$

bootstrap samples) to counteract any non-normality and give a better representation of the data (Preacher & Hayes, 2008). Within the talent group, job satisfaction and narcissism as predictors explained 38.6 percent of the variance in turnover intentions ($R^2=.386$, $F(3, 143)=29.973$, $p=.000$). Job satisfaction significantly predicted tendencies in turnover intention ($B=-.870$, $p=.000$), such that any increase in job satisfaction led to a strong decrease in turnover intentions. No significant moderating effect could be observed on the five percent significance level ($R^2_{\text{change}}=.015$, $F(1, 143)=3.41$, $p=.067$), however, tendencies were found on the ten percent significance level that high levels of narcissism weakens the relationship between job satisfaction and turnover intentions within the talent group. This indicates that a highly narcissistic talent might not react as strongly to an increase in job satisfaction in terms of reporting lower turnover intentions. The results did however not hold true on the established five percent significance level to fully support the relationship. Hypothesis 5a is not supported.

H5a: When narcissism is higher, job satisfaction is less negatively correlated with turnover intentions than when narcissism is lower in the talent group.

NOT SUPPORTED

The same method was applied to the non-talent group in which job satisfaction and narcissism explained 50.9 percent of the variance in turnover intentions ($R^2=.509$, $F(3, 77)=26.656$, $p=.000$). Similar to the talent group, the results showed that any increase in job satisfaction led to a strong decrease in turnover intentions ($B=-1.034$, $p=.000$). However, the results showed that the moderating effect of narcissism was barely distinguishable from zero, and far from significant ($R^2_{\text{change}}=.000$, $F(1, 77)=.015$, $p=.904$). Narcissism did not affect the relationship between job satisfaction and turnover intentions in the non-talent group, and hypothesis 5b is not supported.

H5b: When narcissism is higher, job satisfaction is less negatively correlated with turnover intentions than when narcissism is lower in the non-talent group.

NOT SUPPORTED

Given that narcissism did not have a significant moderating effect in either group on the five percent significance level, no tests were deemed appropriate to determine whether there was a statistically significant difference between the groups. By simply comparing the R^2_{change} and significance levels for both groups however, there seems to be a tendency towards the moderating effect being stronger and closer to significance in the talent group than in the non-talent group, as

can be observed in Figure 11 below. Due to the lack of statistical significance ($p > .05$) in testing of hypothesis 5a and 5b, hypothesis 5c was not tested.

		Talent	Non-talent
Model summary	R ²	.3861	.5094
	F (3, 143)	29.9727	26.6555
	p	.0000	.0000
Changes to model due to moderation	R ² change	.0146	.0001
	F (1, 143)	3.4094	.0145
	p	.0669	.9044
	Effect of JS on TuI when narcissism is low (b)	-1.0217	-1.091
	Effect of JS on TuI when narcissism is at mean (b)	-.8695	-1.0342
	Effect of JS on TuI when narcissism is high (b)	-.7174	-1.0492

Figure 11: Regression results for narcissism as a moderator between job satisfaction (JS) and turnover intentions (TuI) in the talent and non-talent group

H5c: The moderating effect of narcissism is stronger in the talent group than in the non-talent group.

NOT APPLICABLE

To determine whether any of the narcissistic facets held more explanatory power than the others as hypothesized, the above method was repeated for each facet. As displayed by Figure 12, the tests showed significant moderating effects for authority, self-sufficiency, vanity and entitlement within the talent group. In contrast, no statistically significant results were found for the non-talent group.

		Authority	Self-sufficiency	Superiority	Exhibitionism	Exploitativeness	Vanity	Entitlement
p	Talent	.0447*	.0237*	.0650	.5456	.0919	.0170*	.0002**
	Non-talent	.6879	.7314	.8196	.7928	.9009	.4213	.3113

* significant on the five-percent level

** significant on one-percent level

Figure 12: Significance levels of the moderation effects of narcissistic facets on the relationship between job satisfaction and turnover intention

		Entitlement	Authority	Vanity	Self-sufficiency
Model summary	R ²	.4157	.3755	.3842	.3844
	F (3, 143)	33.9136	28.6562	29.7405	29.7661
	p	.0000	.0000	.0000	.0000
Changes to model due to moderation	R ² change	.0578	.0179	.0251	.0225
	F (1, 143)	14.1568	4.1036	5.8354	5.2286
	p	.0002	.0447	.0170	.0237
	Effect of JS on TuI when facet is low (b)	-1.4746	-1.0521	-1.0775	-.6622
	Effect of JS on TuI when facet is at mean (b)	-1.0932	-.8852	-.8725	-.8946
	Effect of JS on TuI when facet is high (b)	-.7118	-.7183	-.6675	-1.1270

Figure 13: Regression results for the narcissistic facets as moderators between job satisfaction (JS) and turnover intention (TuI) in the talent group

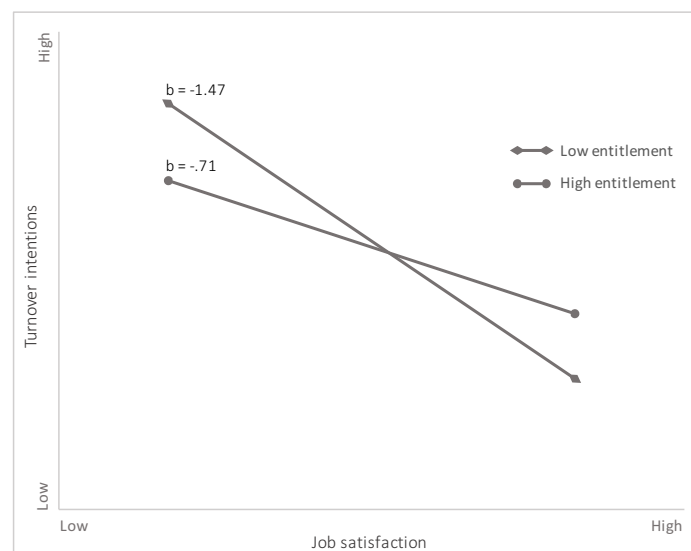


Figure 14: Simple slope plot showing the effect of job satisfaction on turnover intentions with entitlement as a moderator in the talent group (effects are shown for -1SD and +1SD)

The most pertinent facet in terms of both significance and moderating effect was entitlement, as displayed in Figure 13 above. In the regression model, entitlement and job satisfaction explained 41.6 percent of the variation in turnover intentions ($R^2=.416$, $F(3, 143)=33.914$, $p=.000$). Job satisfaction showed significant predictive power ($b=-1.093$, $t(143)=-9.421$, $p=.000$), where any increase in job satisfaction led to a strong decrease in turnover intentions. In terms of moderation, entitlement had a significant effect on the model with a 5.8 percent increase in explanatory power ($R^2_{\text{change}}=.058$, $F(1, 143)=14.157$, $p=.000$). The moderation showed that as entitlement increases, any increase in job satisfaction led to a relatively smaller decrease in turnover intentions, which is

illustrated in Figure 14 above. Authority and vanity expressed the same moderating effects as entitlement, albeit not as strong. Self-sufficiency, instead exhibited an opposite moderating effect on the relationship between job satisfaction and turnover intention. As self-sufficiency increases, any increase in job satisfaction will be stronger in terms of decreasing turnover intentions. In all, these results show that certain facets of narcissism hold more moderating power within the talent group, while no significant results were found in the non-talent group, thus supporting hypothesis H5b.

H5d: The moderating effect of narcissism is stronger through certain facets in the talent group than in the non-talent group.

SUPPORTED

Relationship	Hypothesis	
Talent Identification and Turnover Intentions	H1: Talent groups are more likely to report higher turnover intentions than non-talents	NOT SUPPORTED*
Talent Identification and Job Satisfaction	H2: Talent groups are more likely to report higher job satisfaction than non-talents	NOT SUPPORTED
Job Satisfaction and Turnover Intentions	H3a: Job satisfaction is negatively correlated with turnover intentions within the talent group	SUPPORTED
	H3b: Job satisfaction is negatively correlated with turnover intentions within the non-talent group	SUPPORTED
	H3c: Job satisfaction is less negatively correlated with turnover intentions within the talent group than in the non-talent group	NOT SUPPORTED**
Talent Identification and Narcissism	H4: Talent groups are more likely to score high in narcissism than non-talents	NOT SUPPORTED
Narcissism as a moderator	H5a: When narcissism is higher, job satisfaction is less negatively correlated with turnover intentions than when narcissism is lower in the talent group	NOT SUPPORTED**
	H5b: When narcissism is higher, job satisfaction is less negatively correlated with turnover intentions than when narcissism is lower in the non-talent group	NOT SUPPORTED
	H5c: The moderating effect of narcissism is stronger in the talent group than in the non-talent group	N/A
	H5d: The moderating effect of narcissism is stronger through certain facets in the talent group than in the non-talent group	SUPPORTED

* statistically significant results, but not supporting the hypothesis

** significant on 10-percent level

Figure 15: Summary of hypotheses testing

5. Discussion

This section will present further discussion of the results presented in the above hypothesis testing. With a primary standpoint in results from each tested hypothesis, the section is divided into two adjacent discussions, the first diving deeper into the direct relationships tested in relation to talent program membership, and the second exploring the findings related to main focus of this study, namely that of narcissism's relation to the retention paradox.

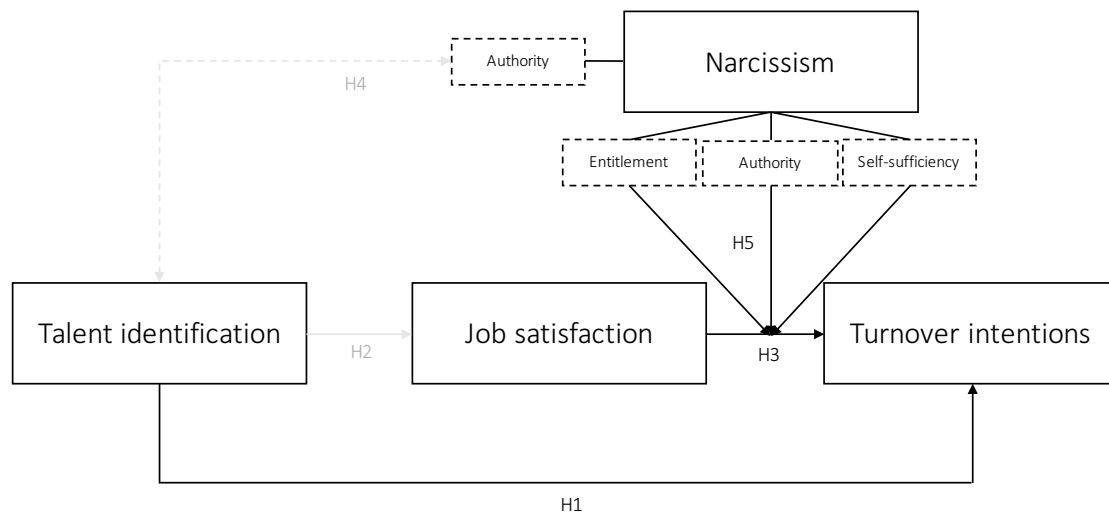


Figure 16: Revised conceptual model based on hypothesis testing

5.1 The Direct Relationship Between Talent Status and States

Out of the practices involved in talent management, and subsequent talent programs, the least directly researched has been found to be that of retention. This can however be regarded as the most important factor considering the aim of these programs, from both an organizational and membership perspective, in terms of yielding return on the investment made in talents in the long-run. The above results indicate that turnover intention, as one of the more reliable predictors of actual turnover, is fairly low for both talents and non-talents. The results furthermore display that talents report significantly lower turnover intentions than the control group of comparable colleagues. Although finding significant results for this relationship, it is directly contradicting that of the hypothesis presented, which was generated with a large emphasis on empirically low retention rates and worries from practitioners, as well as prior inconclusive contributions within the theoretical field. In contrast, the results thereby support the relationship previously suggested by social exchange theory – talents receiving investment in terms of education, status and attention from the organization reciprocate with a lower likelihood of leaving the organization, which is

largely in line with research focusing on reciprocity within the membership perspective of talent programs (e.g. Björkman et al., 2013; Höglund, 2012; Seopa et al., 2015).

Unlike previous studies that show inconclusive results for the direct relationship between talent identification and turnover intentions (Björkman et al., 2013), the result presented here is statistically significant – thereby offering distinctive clarity to a previously rather ambiguous relationship. Considering the determined validity of the used measures and quality checked data, these results are arguably usable and transferable to a larger talent program setting. Moreover, this study places retention and turnover intentions in focus, while many other studies within the field have examined it indirectly, by instead utilizing measures such as organizational continuance commitment in inferring implications for retention (Collings & Mellahi, 2009; Dries & Pepermans, 2007; Marescaux et al., 2013). One can discuss the findings considering that a direct inquiry of turnover intentions might result in that talents specifically refrain from reporting higher turnover intentions, given the sensitive nature of reporting intentions of leaving the organization when you are considered especially important for the organization. Other measures might instead be broader in questioning and therefore slightly less sensitive. This risk should however be reduced by the established predictability of turnover intentions on actual turnover as well as the anonymity offered.

From an organizational perspective, the isolated result of talents being less likely to report higher turnover intentions indicates positive implications for retention, as well as satisfactory program design and outcomes. This is especially valuable considering that the current sample of talents is defined as current or *recent* talent program membership, indicating that a part of the sample has already chosen to remain within the organization after a completed traineeship, being infused in the more daily setting of the organization.

Job satisfaction has on the other hand been a key state in previous studies attempting to better understand talent program members. The above results indicate high levels of job satisfaction for both talents and non talents, but displays no tendency of a significant difference between the two groups. The fact that results for both groups are skewed towards the upper end of the scale is reasonable, considering that extremely unsatisfied employees are likely to *not* remain within the organization to partake in the study. This inconclusive result of the distinction between talents and non-talents in terms of job satisfaction is however perplexing, consider that previous research has concluded that identified talents should exhibit higher job satisfaction than peers. Although the previously discussed relationship between talent identification and turnover intentions indicates

support for social exchange theory, this positive reciprocity does not seem to extend into the talent program member displaying higher feelings of job satisfaction. The results of this study cannot prove that investments in talent result in relatively more satisfied employees within the programs, effectively questioning if talent investment can really be seen as close to synonymous with higher levels of job satisfaction, which has largely been depicted by research within the field (Gelens et al., 2014).

Together, these two direct relationships indicate that talents seem likely to remain within the organization, more so than colleagues, and experience the same satisfaction at work as comparable employees within the organization. This, although intriguing in relation to results of past research, does not offer immediate insight to the retention paradox of talent programs. Although not significantly higher in job satisfaction, talents are still very happy at work, and the empirically less than optimal retention rates of talents stand in direct contradiction to talents being less likely of leaving the organization, putting further emphasis on the investigation of possible moderators interfering with the turnover intentions of these individuals.

5.2 Narcissism's Connection to the Talent Program Retention Paradox

Having investigated the implications of the direct relationships of talent identification on job satisfaction and turnover intentions respectively, the remaining results instead emphasize the thesis' main focus on how narcissism is connected to the retention paradox of the relationship between job satisfaction and turnover intentions for talents.

Fundamentally, talents and non-talents exhibited no difference in reported levels of narcissism. Both groups display levels of narcissism close to the mean for the general population in recent times (Pinsky & Young, 2006; Twenge et al., 2008), and slightly above the mean from when the measure was developed (Raskin & Terry, 1988), thereby mirroring the general evolution of narcissistic tendencies for the generation. Although trainee programs can be argued to constitute an elevated position within the organization – and therefore an attractive environment for a narcissistic individual to sustain a highly positive self-view – these results indicate that no self-selection towards talent programs seems to be driven by a narcissistic personality. A closer analysis of the facets within narcissism further point to no difference in self-reports of entitlement, which was hypothesized as the most apparent driver for this self-selection process, as a narcissistic individual would feel entitled to the investments assured to talent program members. Instead, the talent group solely displayed significantly higher levels of authority compared to the control group,

coinciding with the main objective of talent programs being to cultivate future leaders of the organization. An individual with the tendency to regard oneself as a natural leader capable of influencing others is likely to be drawn towards a talent program providing rapid succession towards such positions. Even though the talent program arguably represents an attractive setting for a narcissistic young professional, no self-selection tendencies other than in the more practical implications of authority seem apparent for talent program members.

Expanding on the entitlement facet of narcissism, the results of this study however indicate a strong relationship for entitlement acting as a moderating factor between job satisfaction and turnover intentions for talent program members. In isolation, there is a strong negative relationship between job satisfaction and turnover intentions for both talents and non-talents, largely coinciding with the consensus of past research within various fields looking at the relationship between the two states (Chen et al., 2011; Griffeth et al., 2000). Insight with regards to the paradox however resides in the comparison of correlations between the two groups. Still excluding narcissism's effect, the talent group exhibits a weaker negative correlation between job satisfaction and turnover intentions on the ten percent significance level, indicating that an increase in satisfaction for a talent program member might lead to a smaller reduction in turnover intentions than for a comparable employee outside the talent program. Turnover intentions for talents therefore seem relatively more robust to changes in job satisfaction. This finding can prove problematic for organizations, considering that the turnover intentions of talents might not be as strongly subjected to investments made in increasing job satisfaction of these employees. This falls in line with the general perception of talented young professionals being difficult to please (Shaw & Fairhurst, 2008), largely driving the original institution of talent programs. Considering the stance generally taken in past research on talent programs, mainly placing investment as synonymous with increase in job satisfaction for employees, an investment in talents shows tendencies of reaching *less* effect in terms of retention than an equal investment made in other employees. This relative robustness of talents' reactions to investment in changes of job satisfaction also indicates a smaller reaction to a decrease in job satisfaction. The complication is however arguably more important given the small positive reactions to increases in job satisfaction, as organizations seek to reap greater outcomes from the investments made in talent. The strategic importance of talent indicates that it is problematic for an organization that talented individuals are not relatively *more* satisfied and likely to stay given any investment made in them, compared to an investment made in another employee.

Returning to narcissism as a moderator of this paradoxical relationship, no statistically significant effect could be determined by the construct as a whole, neither for the talent nor non-talent group. Again, remarkable tendencies for differences between the two groups were however observed. Considering the novelty of investigating personality in relation to talent programs, and narcissism's unprecedented connection to the field, even small indications towards relationships can be argued to hold importance. Continuing on that reasoning, an indication of a moderating effect of narcissism could be distinguished for the talent group, while no relationship could be concluded for the non-talent group. Within the talent group, high levels of narcissism show tendencies towards weakening the negative correlation between job satisfaction and turnover intentions. In other words, this indicates that highly narcissistic talents might be less likely than those low in narcissism to remain within the organization as job satisfaction increases. Narcissism as a construct therefore indicates an intriguing conclusion for talent program members on the ten percent significance level, albeit not reaching full statistical relevance for the field. Narcissism was chosen as the focal trait due to its theoretical connections to both talent programs and the retention issue, however the empirical connection for the construct as a whole does not seem to hold as strongly as theory might indicate. The past research utilized in hypothesizing this empirical connection has however, much like this study, highlighted the importance of addressing the multifaceted nature of narcissism measured through the Narcissistic Personality Inventory (e.g Schyns, 2015).

5.2.1 The Multifaceted Effect on the Retention Paradox

The results indicate that an intriguing contribution can be made regarding the effect of narcissism on the retention paradox between job satisfaction and turnover intentions, when analyzing the effect of each facet within the construct. Significant moderating effects were found to be driven by authority, self-sufficiency, vanity and entitlement for the talent group, while no such results could be derived for the non-talent group. The backbone of the argumentation regarding narcissism's theoretical connection to turnover intentions lies in the entitlement facet, which is furthermore shown to be the strongest moderator both in terms of statistical significance, as well as moderating effect. The moderating effect of entitlement suggests that a talented individual high in entitlement is less inclined to stay within the organization given a certain level of job satisfaction, than a talented individual lower in entitlement with the same level of job satisfaction. Theoretical support for this can largely be found in past contributions with a similar focus on entitlement and turnover intentions, such as Maynard et al. (2015) that similarly connects the entitlement facet to perceived over qualification and subsequent turnover intentions for employees in general. The connection that has previously been found between entitlement and turnover intentions (Maynard

et al. 2015; Lobene et al., 2015) has however consistently been found through the construct of perceived over-qualification, which is in turn strongly connected to job satisfaction and turnover intentions of employees in general. The results of this thesis however show a direct implication of narcissistic entitlement on the relationship between job satisfaction and turnover intentions for talents in particular – indicating a new dimension of the effect of investments made in increasing the job satisfaction of this group. These results thereby call for a discussion of why some narcissistic facets would behave differently in the talent group than in the non-talent group. As a foundation for the reasoning regarding this trait, entitlement as a facet within narcissism refers to the characteristic within individuals that make them feel naturally entitled to certain positive outcomes (Raskin & Terry, 1988). In an organizational setting, individuals with high levels of entitlement might have a tendency to perceive good outcomes such as investments leading to higher job satisfaction as a given, rather than being something that has to be earned or to be thankful for. This becomes specifically apparent in the talent program context, considering that the very point of this type of program is to make various forms of investment in talents in order to encourage retention and succession within the organization in the long-term (Dries, 2009). The ideas of social exchange theory and reciprocity that have remained in the focus of past research within the member perspective of talent programs (e.g. Björkman et al., 2013) – and seemingly hold true also for the isolated relationship between talent identification and turnover intentions – can thereby be argued to be disturbed by a personality high in entitlement. Following this line of reasoning, high levels of entitlement can be regarded to remove the prerequisite for the social exchange theory momentum, in that these individuals do not perceive the acute need to reciprocate investments, as these investments are not regarded as extraordinary, but rather as something expected considering an idea of natural entitlement to such treatment. This argument again continues in line with the high-maintenance nature of young talent (Shaw & Fairhurst, 2008; Twenge & Campbell, 2008), and offers explanatory potential as to why talent program members could simultaneously exhibit high levels of job satisfaction and intentions to leave the organization placing investment in them.

The relationship between job satisfaction and turnover intentions is fairly well established, and is rather robust in that it holds true in terms of a negative correlation in most situations, largely established within both the thesis' results and adjacent fields (Chen et al., 2011; Griffeth et al., 2000). The findings of this study do however also uncover an imperfection in the relationship in the talent program context both in general, given the tendency towards a weaker negative correlation in the talent group compared to that in the non-talent group, and specifically, given the strong moderating effect of entitlement and the parallel tendency of narcissism as a larger construct.

Although the need for reciprocity has been questioned in terms of talents exhibiting longer term loyalty (Dries et al., 2014), no such imperfection of the robust relationship between job satisfaction and turnover intentions for talents has previously been found within the current field of research.

With entitlement representing a strong theoretical and empirical implication for the retention paradox, the moderating effects of other facets might offer less intuitive implications and explanatory potential, supporting the use of a broad hypothesis regarding the moderating effect of the narcissistic facets. The moderating effect of authority in talent programs, which weakens the negative relationship between job satisfaction and turnover intentions, might similarly to the argumentation of the facet's higher levels within talent programs be connected to a leadership focus. Individuals that score high in authority might perceive that talent programs – such as the entry-level trainee programs of the sample – do not offer leadership advancement rapidly enough. In the same vein of rationale, these individuals do not necessarily have to stay within the organization to achieve their ambitions of leadership, which is why high levels of perceived authority might weaken the relationship between job satisfaction and turnover intentions, compared to an individual low in this facet. Vanity represents an additional facet displaying significant effects as a moderator, but carries little added theoretical relevance for the retention paradox. Although vanity reportedly weakens the negative correlation between job satisfaction and turnover intentions for talent program members, the items measuring this facet are few, with a sole focus on bodily image. Albeit interesting from other perspectives, these results are however deemed low in practical relevance for the observed paradox for the field of talent programs.

Interestingly, self-sufficiency displays a significant opposite moderating effect on the relationship between job satisfaction and turnover intentions for talents, contrary to the observed trend for other facets. Self-sufficiency *strengthens* the negative relationship between job satisfaction and turnover intention, indicating an overall positive consequence for organizations aiming to retain talent. As a facet of narcissism, self-sufficiency refers to independence, self-confidence and need for achievement (Raskin & Terry, 1988), arguably a rather synonymous list of attributes sought in the recruitment process for talent. Being driven by success and preferring to work independently thus merges well with the environment provided by talent programs, where individual accomplishment is emphasized and encouraged. It can be argued that self-sufficient individuals within such environments receive an outlet for their high-achievement mentality, and the more satisfied they are within this position, the more willing they are to stay within the organization. Whereas it was believed that some facets of narcissism would have stronger moderating effects

than others, it remains remarkable that one causes an opposite moderation, further suggesting that the role of narcissism in the retention paradox is more complex and intricate than anticipated. Facets of a construct trait seemingly have differing implications, not only between the two groups, but also *within* the talent group. These contrasting results within narcissism in relation to talent program membership point to the intriguing nature of the trait perspective, and a need of more studies connecting traits and states of talent program members. The current result however points to a possible insight for organizations regarding what type of personality trait to emphasize in recruitment and management of talent in order to reduce the likelihood of talent turnover despite investment in increasing job satisfaction of these individuals.

5.2.2 Highlighting the Talent Program Context

Considering that no statistical relationships could be found for the control group when applying narcissism as a moderator foremost points to talent program membership being the important distinction for the differing findings. Although no difference in levels of narcissism between the two groups could be observed, narcissism and its facets are shown to behave differently in the talent group compared to the non talent group. In this way, the implications for the field of talent programs are fortified, with unique explanatory influence on the retention paradox of individuals within these programs. Contemplating that measures were taken to ensure the comparability of the talent and non-talent group, and that they exhibit similar behavior in the other relationships tested, the distinguishing factor between moderating effects of narcissism likely lies in the context of talent programs and talent program membership. However, additional implications can be considered from a data standpoint, as some factors may contribute to less homogeneity within the control group, opting for a stronger likelihood of significant results in the talent group. Using entitlement as an example due to the strong statistical significance – despite there being no difference in levels between the groups – it is possible that entitlement can act as a moderator within the talent group but not the control group due to the elevated status that follows with talent program membership, while the control group is less concentrated in terms of position and status. Despite this possibility, with entitlement's strong connection to both the empirical results presented above and the theoretical explanatory connection, one can argue for the likelihood of this representing a real result with implications for retention practices of talent programs specifically.

6. Conclusions

The conclusions of this study are presented below, effectively summarizing the key findings from the prior discussion in terms of implications for the purpose and aim of the thesis. The concluding section furthermore presents the theoretical contribution and managerial implications of the thesis, accounts for possible limitations of the study, and finally presents suggestions for further research based on the findings and limitations discussed.

The fundamental motive for this study was derived from the apparent retention paradox of talent programs. Together, the empirical situation of lower than optimal retention rates and the theoretically inconclusive findings regarding the connection between job satisfaction and turnover for talents point to the paradox that talent program members seem inclined to leave the organization, despite high levels of job satisfaction. The ambiguity in previous research, in combination with a remarkably scarce focus on individuals within the field of talent programs, prompted an investigation of personality factors contributing to the existence of this paradox. The aim of this study consequently centered around (i) gaining an improved insight into the personality characteristics and work attitudes of individuals within talent programs, and (ii) shedding light on the role of traits in talent program retention – through an investigation of narcissism's role in shaping the relation between job satisfaction and turnover intentions of talent program members.

The results displaying that talents seem more inclined to stay within their respective organizations, given low reports of turnover intentions, while being equally high in job satisfaction as other employees within the organization, point to an insight into the states of these individuals, building upon the results found in prior research within the field. The imperative finding of this thesis however resides in the result of narcissism's tendency to affect the established negative relationship between job satisfaction and turnover intentions – and more specifically in that narcissistic entitlement directly affects this relationship by weakening the strength of the negative correlation. Talents that are high in this theoretically intriguing facet of narcissism are thereby relatively more likely to leave their organization given high levels of job satisfaction compared to similarly satisfied talents with low levels of entitlement. Consequently, entitlement is identified as a key trait in understanding the coexistence of high job satisfaction and unsatisfactory retention rates of talent program members. These results thereby detect that talents higher in narcissism, and narcissistic entitlement in particular, might react differently to investments made in them than talents lower in this personality trait – and additionally exhibit a different reaction than other employees within the organization. The social exchange theory of reciprocity that has previously been dominant within the field in determining talent reaction to investments made in them might not hold under the

influence of narcissistic entitlement, as the prerequisite of experiencing the need for reciprocity is diminished by this natural perception of deserving positive outcomes and attention of talents high in this trait.

Something that however complicates the picture displayed by these findings is the lack of detection of the self-selection towards talent programs for narcissistic individuals – specifically in relation to the facet of narcissistic entitlement. The results of this thesis can thereby not indicate any unintended outcomes of the recruitment process for talent program members in that a certain type of personality is drawn to these type of talent programs. What the results however show is what can be regarded as highly intended outcomes of the recruitment process, namely that individuals that regard themselves as natural leaders are drawn to talent programs in place of applying to other positions within the organization.

From a larger perspective the results of this thesis furthermore point to the revelation that the same personality trait may behave differently within and outside of the talent program context, offering potential implications for intended, and unintended, outcomes of investments made in talent programs. Prior findings of how traits affect employees in general therefore become subject to scrutiny, as the relationships detected might not hold constant in the talent program context. This revelation therefore indicates that specific insight into the talent program context might prove crucial in improving the practices for talent retention.

In conclusion, this study indicates a better understanding of the paradox in the coexistence of high levels of job satisfaction and an empirical difficulty in the retention of talents in organizations. Narcissism can be concluded to initiate an explanatory role of traits in relation to the retention paradox, with entitlement influencing this rather robust negative relationship. Consequently, entitlement is identified as a key trait in understanding the coexistence of high job satisfaction and unsatisfactory retention rates of talent program members. In relation to the research question of this thesis, narcissism's role in shaping the relationship between job satisfaction and turnover intentions of talent program members can therefore primarily be concluded to reside in the entitlement facet of the construct.

6.1 Theoretical Contribution & Managerial Implications

With the above conclusions, the thesis contributes to the aim of gaining additional insight into talent program members and the retention paradox of talent programs. The thesis furthermore

contributes to both the main theoretical field of research by filling the proposed research gap, and to the world of business by indicating possible key insights for practitioners.

The main theoretical contributions of this thesis are grounded in the literature review and the identified research gap, in which it was established that (i) retention has been under-studied through a limited focus on the individual despite its central role in the existence of talent programs, and (ii) talent program members have solely been considered in terms of their states and attitudes, leading to a limited understanding of who these individuals are. Based on this research gap, the thesis' main theoretical contribution lies in the synthesis of personality trait research with the field of talent programs. Given the demonstrated theoretical connections between the two fields, in combination with the finding that traits do in fact alter the strength of how job satisfaction affects turnover intentions within talent programs, this contribution paves way to a new and seemingly rewarding focus within the field of talent program research. The results furthermore point to the finding that the same personality trait may behave differently within and outside of the talent program context, adding to the intrigue of this new branch within the field from a wider perspective. The thesis thus contributes with a widening of factors to consider within the member perspective of talent programs, as well as a better understanding of the retention of talents within these programs.

The thesis furthermore contributes with important implications for human resource and talent management practitioners. The findings shed light on the previously inconclusive relationship between talent identification and retention, showing that talents report lower turnover intentions than other young professionals within the organization. One of the implications for practitioners is thus that a continued investment in talent programs is wise, given that the yield in terms of retaining talent is predicted to be high. The main conclusion proposed in this thesis however argues that investment in the job satisfaction of talent program members might not be as rewarding for retention rates given certain personality traits of these individuals. Considering that entitlement, authority and self-sufficiency alter how job satisfaction affects turnover intentions, an implication for the recruitment and management of talents is thus to monitor these narcissistic traits. In terms of managing individual talents, the organizations could benefit from coaching and managing expectations of program membership with regards to entitlement and authority. In recruiting talent for long-term retention, recruiters may instead consider promoting self-sufficiency over entitlement and authority. Jointly, this would offer less relative likelihood of talents leaving the organization despite high levels of investment in job satisfaction, offering the possibility of placing organizations at the frontier in the war for talent.

6.2 Limitations

6.2.1 Respondent Access

One of the principal limitations of this thesis exists in the difficulty of gaining access to respondents. As the study requires a specific set of employees labeled as talents, the resulting sample size is slightly more limited than preferred. As opposed to a survey administered to a random sample of people, the confidentiality of employee data and complex bureaucracy of certain organizations, played a large role in increasing the difficulty of the sampling process. Additional time and resources would have allowed opportunities to resolve practical issues, and a longitudinal relationship with gatekeepers in terms of human resource and talent management representatives might have increased the sample size. Another issue that could not be foreseen was the unpredictability of both gatekeepers and firm-specific events. The initial sample consisted of 13 qualifying organizations, but was limited to 11 at very late stage due to the announcement of a major restructuring initiative in one organization, as well as perceived time constraints for involvement for one of the largest organizations. The loss of these firms thus eliminated access to 118 potential respondents in the talent group and non talent group combined. It is possible that a larger dataset would have rendered more statistically significant conclusions, especially considering the intriguing tendencies discovered for several of the relationships tested. The sample was however still deemed satisfactory from a comparative perspective given the similarity in size to published, peer-reviewed and more prominent studies within the field of talent programs. The current sample size furthermore managed to indicate both statistical results and clear tendencies for novel and previously untested relationships, with implications for the field of talent programs.

6.2.2 Tension Between Turnover and Turnover Intentions

Another critique lies in the tension between turnover intentions and actual turnover. Firstly, the talent group was defined as the three most recent cohorts of trainee program members, meaning that only the trainees that had in fact remained after a completed traineeship were included in the recent membership category of the talent sample. This might have skewed turnover intention responses given that the current sample includes trainees that have already made the active choice to stay within the organization. Although an inclusion of the decamped trainees might have produced stronger relationships, significant results were nonetheless found for the retention paradox within the talent group. Furthermore, tests excluding the trainees in the recent category showed no significant changes in the results, offsetting this limitation. Secondly, potential dishonesty can repeatedly be discussed as turnover intentions were self-reported by respondents through a rather unnatural medium such as the questionnaire, contrary to measuring actual

turnover through a longitudinal study. Actions to reduce dishonesty were however taken in the form of assured anonymity and the use of well-established measures. The limitation was further taken into account when reviewing the quality of collected data and the consequent findings.

6.2.3 The Critique of Personality in Recruitment and Work Performance Prediction

The novelty of this thesis exists in the theoretical synthesis of personality trait research to the field of talent programs, and the managerial implications for practitioners in recruiting and managing talent program members. Researchers have demonstrated the benefits of using personality tests in recruitment processes due to the predictive power of certain traits on performance (Jenkins & Griffith, 2004; Barrick & Mount, 1991; Hogan, Hogan & Roberts, 1996). The findings are furthermore supported by practitioners, and personality tests are well-established tools in the recruitment processes of several organizations. A parallel stream of research however openly criticizes the relevance of personality and personality tests in work-related aspects such as recruitment (Mueller-Hanson, Heggstad & Thornton 2003; Rosse, Stecher, Miller & Levin, 1998; Morgeson et al., 2007). Whereas this critique offers limitations to the findings and contribution of the thesis – effectively questioning the relevance of the new vein of research proposed for the talent program field – it represents the minority of research present. The use of personality tests in recruitment and the predominant research on the predictive abilities of traits in an organizational setting offset this limitation and speak for the relevance of presented findings both within academia and practice.

6.3 Suggestions for Further Research

While this thesis offers intriguing insights regarding both the personality of talent program members and the trait implications for the apparent retention paradox of talent programs, the conclusion and preceding discussion open up for further research within the field.

Firstly, this study represents an introduction to applying a personality trait perspective to the field of talent program research, specifically in understanding the individuals within these programs and any implications this might impose on the subsequent practices. This novelty however also limits the possible understanding of these individuals within the scope of this thesis. Further research on the personality of talents, investigating other traits specifically in relation to retention, therefore has the potential to continue on this expansion of the understanding of these individuals, and any implications for talent retention practices within talent programs.

Secondly, a study of this nature is limited in the relationships that can be investigated given the sample used. The current sample of trainees offers intriguing insight into the implications of being part of a talent program, but is naturally limited to *intentions* of turnover and retention of talent. Further research, with similar focus on the talent retention paradox, is therefore asked for with the possibility of determining actual turnover through more direct measures. Longitudinal studies, following trainees and their careers, have the potential to distinguish between turnover intentions and *actual* turnover. Additional intriguing perspectives could further be implied with studies on talents that have already exited the organization, continuing on the research initiated by researchers such as Latukha (2011).

Finally, while the main group of interest constituted the talent program members, naturally following the focus of the research field of talent programs, not much can be said about the non-talent group. A worry regarding the effect on these individuals has already been raised by authors such as McDonnell (2011), but further research on this group in connection to talent programs has a unique potential of offering additional insights to the total effect of talent programs in organizations. Moreover, although clearly labeled taboo, studies focusing on the individuals that are *not* chosen to participate in talent programs – specifically in connection to internal talent-pools where rejected participants remain within the organization – offer an intriguing and entirely novel perspective on the effect of talent programs on organizations.

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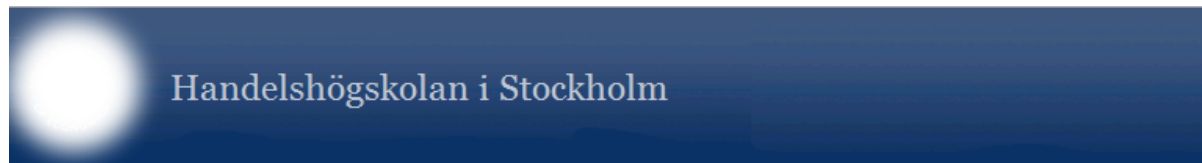
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Appendix

Appendix 1 – Participating Organizations and Talent Program Characteristics

Organization	Talent program details	Industry	Respondents
1	Approximately 10-15 trainees per program cohort 18 month program Job rotation modules Practical experience and theoretical development seminars Marketed at “top talents”, National scope	Construction	50
2	Approximately 24 trainees per program cohort 12 month program Job rotation modules Practical experience, seminars and individual development Marketed at “top talents”, International scope	Banking	47
3	Approximately 12 trainees per program cohort 24 month program Job rotation modules Practical experience and theoretical development seminars Marketed at “top talents”, National scope	Construction	21
4	Approximately 16 trainees per program cohort 12 month program Job rotation modules Practical experience and theoretical development seminars Marketed at “top talents”, International scope	Trade	21
5	Approximately 5 trainees per program cohort 24 month program Job rotation modules Practical experience, seminars and individual development Marketed at “top talents”, International scope	Packaging	19
6	Approximately 10 trainees per program cohort 12 month program Job rotation modules Practical experience and theoretical development seminars Marketed at “top talents”, International scope	Energy	15
7	Approximately 8 trainees per program cohort 18 month program Job rotation modules Practical experience and development seminars Marketed at “top talents”, International scope	Energy	15
8	Approximately 5 trainees per program cohort 12 month program Job rotation modules Practical experience and individual development Marketed at “top talents”, National scope	Telecommunications	14
9	Approximately 5 trainees per program cohort 12 month program Job rotation modules Practical experience and individual development Marketed at “top talents”, International scope	Telecommunications	11
10	Approximately 3-5 trainees per program cohort 14 month program Job rotation modules Practical experience, seminars and individual development Marketed to “top talents”, International scope	Industry	10
11	Approximately 5 trainees per program cohort 24 month program Job rotation modules Practical experience, seminars and individual development Marketed at “top talents”, International scope	IT	10

Appendix 2 – Survey



Hi,

The purpose of this study is to investigate personality traits of employees and young professionals in Swedish and multinational corporations. The results will serve as the basis for our Master Thesis at the Stockholm School of Economics within the field of Business and Management. The questionnaire will take less than 10 minutes to complete, and your answers will remain anonymous from both us and the organization that you work for. Your honest answers are greatly appreciated.

Thank you for participating!

Jennifer Larsen

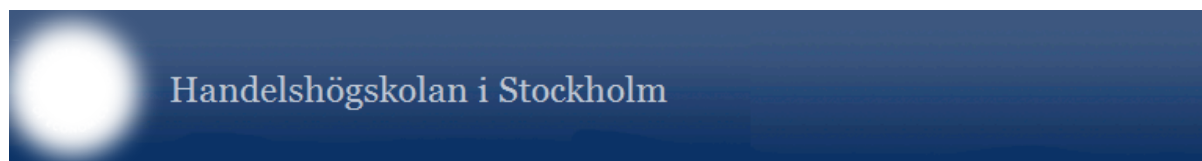
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Think of your job in general. All in all, what is it like most of the time?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
All in all, I am satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I do not like my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I like working here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Below you will find several pairs of statements, and we ask you to choose the statement that you most identify with. If you find that you identify with both statements, choose the statement that you *most* identify with. If you find that you do not identify with any of the statements, choose the statement that you find *least* conflicting with yourself.

☐ I have a natural talent for influencing people.
 ☐ I am not good at influencing people.

☐ Modesty doesn't become me.
 ☐ I am essentially a modest person.

(*The same structure was repeated for all 40 of the NPI-40 items)

Think about your job today. To what extend to you agree with the statements below?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I often think of leaving the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is very possible that I will look for a new job next year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I could choose again, I would choose the work for the current organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is your age? (in years)

What is your gender?

- ☐ Male
- ☐ Female
- ☐ Other (specify if wanted)

What is your nationality?

How long have you worked at your current company?

- ☐ Less than 1 year
- ☐ 1 - 2 years
- ☐ 3 - 4 years
- ☐ 5 years or longer

Are you or have you been part of a trainee/graduate program at your current company?

- ☐ Yes, I am part of a trainee/graduate program at my current company.
- ☐ Yes, I have been part of a trainee/graduate program at my current company.
- ☐ No, I have not been part of a trainee/graduate program at my current company.

If you hold an academic degree (BSc, MSc or PhD), what was the focus of your education?

- ☐ Business / Economics
- ☐ Engineering
- ☐ Other (please specify)

- ☐ I do not hold an academic degree.

Appendix 3 – Narcissistic Personality Inventory (NPI)

1. A. I have a natural talent for influencing people.
 B. I am not good at influencing people.
2. A. Modesty doesn't become me.
 B. I am essentially a modest person.
3. A. I would do almost anything on a dare.
 B. I tend to be a fairly cautious person.
4. A. When people compliment me I sometimes get embarrassed.
 B. I know that I am good because everybody keeps telling me so.
5. A. The thought of ruling the world frightens the hell out of me.
 B. If I ruled the world it would be a better place.
6. A. I can usually talk my way out of anything.
 B. I try to accept the consequences of my behavior.
7. A. I prefer to blend in with the crowd.
 B. I like to be the center of attention.
8. A. I will be a success.
 B. I am not too concerned about success.
9. A. I am no better or worse than most people.
 B. I think I am a special person.
10. A. I am not sure if I would make a good leader.
 B. I see myself as a good leader.
11. A. I am assertive.
 B. I wish I were more assertive.
12. A. I like to have authority over other people.
 B. I don't mind following orders.
13. A. I find it easy to manipulate people.
 B. I don't like it when I find myself manipulating people.
14. A. I insist upon getting the respect that is due me.
 B. I usually get the respect that I deserve.
15. A. I don't particularly like to show off my body.
 B. I like to show off my body.
16. A. I can read people like a book.
 B. People are sometimes hard to understand.

17. A. If I feel competent I am willing to take responsibility for making decisions.
B. I like to take responsibility for making decisions.
18. A. I just want to be reasonably happy.
B. I want to amount to something in the eyes of the world.
19. A. My body is nothing special.
B. I like to look at my body.
20. A. I try not to be a show off.
B. I will usually show off if I get the chance.
21. A. I always know what I am doing.
B. Sometimes I am not sure of what I am doing.
22. A. I sometimes depend on people to get things done.
B. I rarely depend on anyone else to get things done.
23. A. Sometimes I tell good stories.
B. Everybody likes to hear my stories.
24. A. I expect a great deal from other people.
B. I like to do things for other people.
25. A. I will never be satisfied until I get all that I deserve.
B. I take my satisfactions as they come.
26. A. Compliments embarrass me.
B. I like to be complimented.
27. A. I have a strong will to power.
B. Power for its own sake doesn't interest me.
28. A. I don't care about new fads and fashions.
B. I like to start new fads and fashions.
29. A. I like to look at myself in the mirror.
B. I am not particularly interested in looking at myself in the mirror.
30. A. I really like to be the center of attention.
B. It makes me uncomfortable to be the center of attention.
31. A. I can live my life in any way I want to.
B. People can't always live their lives in terms of what they want.
32. A. Being an authority doesn't mean that much to me.
B. People always seem to recognize my authority.
33. A. I would prefer to be a leader.
B. It makes little difference to me whether I am a leader or not.

34. A. I am going to be a great person.
B. I hope I am going to be successful.
35. A. People sometimes believe what I tell them.
B. I can make anybody believe anything I want them to.
36. A. I am a born leader.
B. Leadership is a quality that takes a long time to develop.
37. A. I wish somebody would someday write my biography.
B. I don't like people to pry into my life for any reason.
38. A. I get upset when people don't notice how I look when I go out in public.
B. I don't mind blending into the crowd when I go out in public.
39. A. I am more capable than other people.
B. There is a lot that I can learn from other people.
40. A. I am much like everybody else.
B. I am an extraordinary person.

(Raskin & Terry, 1988)

Appendix 3.1 – Items Corresponding to the Seven Facets of the NPI

Authority:	1, 8, 10, 11, 12, 32, 33, 36
Self-sufficiency:	17, 21, 22, 31, 34, 39
Superiority:	4, 9, 26, 37, 40
Exhibitionism:	2, 3, 7, 20, 28, 30, 38
Exploitativeness:	6, 13, 16, 23, 35
Vanity:	15, 19, 29
Entitlement:	5, 14, 18, 24, 25, 27

Appendix 4 – Hypothesis Testing Data

Appendix 4.1 – T-tests for H1, H2 and H4

Consolidated results for the independent samples t-tests. JS refers to job satisfaction, TuI to turnover intentions, and NPI to narcissism.

		Group statistics			Levene's test		t-test for equality of means				
		N	Mean	Std. Deviation	F	p	t (226)	p	Mean diff.	LLCI	ULCI
JS	Talent	147	6.0771	.977	.645	.423	.882	.379	.1224	-.1510	.3957
	Non-talent	81	5.9547	1.047							
TuI	Talent	147	2.6735	1.374	2.424	.121	-2.107	.036	-.4171	-.8071	-.0271
	Non-talent	81	3.0905	1.528							
NPI	Talent	147	16.9796	5.808	.542	.454	.799	.425	.62157	-.9119	2.1550
	Non-talent	81	16.3580	5.27093							

Significance levels of the independent samples t-test on the narcissistic facets in the talent and non-talent group tested in the investigation of H4.

	Authority	Self-sufficiency	Superiority	Exhibitionism	Exploitativeness	Vanity	Entitlement
p	.046*	.868	.701	.373	.302	.190	.659

* significant on the five-percent significance level

Appendix 4.2 – Pearson's r and Fisher's r to z Transformation for H3

Consolidated results for the bivariate Pearson analysis of job satisfaction and turnover intentions in the talent and non-talent group, together with the Fisher's r to z transformation that tests the difference between the Pearson correlation coefficients.

		Pearson's r	Fisher's z	
		JS and TuI	z	p
Talent	r	-.709** 147	1.39	.0823
Non-talent	r			
	n	81		

** significant on the one-percent significance level.

Appendix 4.3 – Regression Results for H5a and H5b

Consolidated regression results for narcissism as a moderator between job satisfaction and turnover intentions in the talent and non-talent group, based on Hayes' (2013) approach to moderation.

		<i>Dependent: Turnover Intentions (TI)</i> <i>Independent: Job Satisfaction (JS)</i> <i>Moderator: Narcissism</i>										
		R	R ²	F	df	p	b	SE	t	p	LLCI	ULCI
Talent group	Overall model	.6213	.3861	29.9727	3, 143	.0000						
	Constant						2.7010	.0910	29.6943	.0000	2.5212	2.8808
	Narcissism						.3246	.1703	1.9066	.0586	-.0119	.6612
	Job satisfaction						-.8695	.0993	-8.7574	.0000	-1.0658	-.6733
	Interaction						.2822	.1528	1.8465	.0669	-.0199	.5843
	Changes to model due to moderation	-	.0146	3.4094	1, 143	.0669						
	Conditional effect of JS on TI when:											
	- narcissism is low (-1 SD)						-1.0217	.1484	-6.8862	.0000	-1.3150	-.7284
Non-talent group	- narcissism is at mean						-.8695	.0993	-8.7574	.0000	-1.0658	-.6733
	- narcissism is high (+1 SD)						-.7174	.1062	-6.7525	.0000	-.9274	-.5074
	Overall model	.7138	.5094	26.6555	3, 77	.0000						
	Constant						3.0889	.1213	25.4731	.0000	2.8483	3.3314
	Narcissism						-.2162	.2343	-.9224	.3592	-.6828	.2505
	Job satisfaction						-1.0342	.1256	-8.2330	.0000	-1.2843	-.7840
	Interaction						-.0281	.2329	-.1205	.9044	-.4919	.4357
	Changes to model due to moderation	-	.0001	.0145	1, 77	.9044						
	Conditional effect of JS on TI when:											
	- narcissism is low (-1 SD)						-1.0191	.2075	-4.9107	.0000	-1.4324	-.6059
	- narcissism is at mean						-1.0342	.1256	-8.2330	.0000	-1.2843	-.7840
	- narcissism is high (+1 SD)						-1.0492	.1402	-7.4818	.0000	-1.3284	-.7700

Appendix 4.4 – Regression Results for H5d

Consolidated regression results for the narcissistic facets as moderators between job satisfaction and turnover intentions in the talent group, based on Hayes' (2013) approach to moderation.

		Dependent: Turnover Intentions (TI) Independent: Job Satisfaction (JS) Moderator: Facet										
		R	R-square	F	df	p	b	SE	t	p	LLCI	ULCI
Facet: Entitlement	Overall model	.6448	.4157	33.9136	3, 143	.0000						
	Constant						2.7725	.0914	30.3319	.0000	2.5918	2.9532
	Narcissism						-.0172	.0585	-.2938	.7693	-.1329	.0985
	Job satisfaction						-1.0932	.1160	-9.4210	.0000	-1.3226	-.8638
	Interaction						.2419	.0643	3.7626	.0002	.1148	.3490
	Changes to model due to moderation	-	.0578	14.1568	1, 143	.0002						
	Conditional effect of JS on TI when:											
	- entitlement is low (-1 SD)						-1.4746	.1942	-7.5920	.0000	-1.8586	-1.0907
Facet: Authority	Overall model	.6127	.3755	28.6562	3, 143	.0000						
	Constant						2.6821	.0906	29.6044	.0000	2.5031	2.8612
	Narcissism						.0030	.0499	.0602	.9521	-.0957	.1017
	Job satisfaction						-.8852	.0957	-9.2544	.0000	-1.0743	-.6961
	Interaction						.0917	.0453	2.0257	.0447	.0022	.1811
	Changes to model due to moderation	-	.0179	4.1036	1, 143	.0447						
	Conditional effect of JS on TI when:											
	- authority is low (-1 SD)						-1.0521	.1399	-7.5213	.0000	-1.3286	-.7756
Facet: Vanity	Overall model	.6198	.3842	29.7405	3, 143	.0000						
	Constant						2.6765	.0899	29.7815	.0000	2.4988	2.8541
	Narcissism						.0688	.0820	.8390	.4029	-.0933	.2308
	Job satisfaction						-.8725	.0933	-9.3540	.0000	-1.0569	-.6881
	Interaction						.1854	.0767	2.4157	.0170	.0337	.3371
	Changes to model due to moderation	-	.0251	5.8354	1, 143	.0170						
	Conditional effect of JS on TI when:											
	- vanity is low (-1 SD)						-1.0775	.1348	-7.9926	.0000	-1.3439	-.8110
Facet: Self-sufficiency	Overall model	.6200	.3844	29.7661	3, 143	.0000						
	Constant						2.6919	.0902	29.8409	.0000	2.5136	2.802
	Narcissism						.0776	.0705	1.0998	.2732	-.0618	.2169
	Job satisfaction						-.8946	.0947	-9.4417	.0000	-1.0819	-.7073
	Interaction						-.1810	.0792	-2.2866	.0237	-.3375	-.0245
	Changes to model due to moderation	-	.0225	5.2286	1, 143	.0237						
	Conditional effect of JS on TI when:											
	- self-sufficiency is low (-1 SD)						-.6622	.1234	-5.3673	.0000	-.9061	-.4183