

Talent Management and Employee Outcomes: A Psychological Contract Fulfilment Perspective

James Kwame Mensah¹ 

© Springer Science+Business Media, LLC, part of Springer Nature 2018

Abstract This study examines a salient mechanism — psychological-contract (PC) fulfilment through which talent management (TM) practices might affect talented employees' outcomes. Using two samples from parastatal ($n = 232$) and banking ($n = 145$) institutions in Ghana, a partial mediation model was outlined and tested using structural equation modelling. In both samples, the findings showed that TM practices had positive relationship with PC fulfilment, affective commitment and organisational citizenship behaviour (OCB). Similarly, the findings showed that TM practices not only had a direct positive effect, but also an indirect effect on talented employee outcomes via PC fulfilment in both parastatal and banking institutions. The findings further suggest that, even though the results are similar, the relationships are stronger in sample two and that banking sector employees perceived more TM practices, PC fulfilment, are more committed and engage in more OCB than parastatal sector employees. The findings have important theoretical, policy and managerial implications.

Keywords Talent management · Psychological-contract fulfilment · Affective commitment · Organisational citizenship behaviours · Ghana

Introduction

Talent management (TM) is increasingly identified as a critical success factor within organisations and has become a the most important managerial preoccupation in this highly dynamic and often uncertain market environment of the twenty-first century decade (Minbaeva and Collings 2013; Thunnissen et al. 2013; Khoreva et al. 2017). Indeed, the much talk about TM is driven largely by the belief that while traditional

✉ James Kwame Mensah
mensjam@gmail.com

¹ Department of Business Administration, University of Professional Studies, Accra, P.O Box LG 149, Legon, Accra, Ghana

approaches to HRM have served organisations well in the twentieth century, the contemporary business environment requires new and innovative approaches in the development and deployment of human resources (Caligiuri 2006; Lengnick-Hall and Andrade 2008). TM has therefore become a critical agenda item for organisations (Schumpeter 2011; Skuza et al. 2013) and has progressed from a relatively “young” to “maturing” field of study (Thunnissen et al. 2013; Gallardo-Gallardo et al. 2015; Gallardo-Gallardo and Thunnissen 2016) for scholars and practitioners. Two articles in the Economist entitled *the battle for brainpower* (Woolridge 2006) and *the tussle for talent* (Schumpeter 2011) claimed that organisations are much concerned about talents.

While TM practitioners and scholars acknowledge that positive employee attitudes and superior organisational performance may be achieved through TM practices, the mechanisms by which TM practices affect employees’ attitudes remain poorly understood (Dries 2013; Thunnissen et al. 2013; Gallardo-Gallardo and Thunnissen 2016; Thunnissen 2016). In fact, Thunnissen (2016:58) argued that whereas many business leaders, practitioners and academics attach great value to TM, there is still little known about how TM really works in practice. Findings from previous studies provide a rational interpretation of the TM process — talents are recruited and developed with a broad variety of TM practices and thus lead to positive outcomes. In this way, the TM process is disconnected from other influences in the external and internal organisational context. As a result, future research is needed to examine the underlying processes of how TM works in practice (Dries and De Gieter 2014; Gallardo-Gallardo and Thunnissen 2016; King 2016). Improving our understanding of the mechanisms responsible for the relationship between TM and employee outcomes is important to both researchers and practitioners alike (Swales and Blackburn 2016).

This article draws from the social exchange theory (SET) to explain why psychological-contract (PC) fulfilment may act as mediator in the TM — talented employee outcomes relationship. Whereas SET was initially developed to examine the development and maintenance of interpersonal relationships, it has since been used to explain the nature of employee — organisation relationship (Aryee et al. 2015). Cropanzano and Mitchell (2005) maintain that social exchange relationships develops when an organisation shows concern for its employees, it usually stimulates and produces positive employee attitudes and behaviours. TM practices and talent strategy of an organisation can be considered as particularly instrumental in shaping PC fulfilment and employees make sense of their employment relationship. The implementation of TM practices is related to PC fulfilment (Sonnenberg 2011; Sonnenberg et al. 2014; Mensah 2018) thereby inducing talent pool members to illicit the desired employee outcomes (Dries et al. 2014; Festing and Schäfer 2014; Seopa et al. 2015; King 2016; Khoreva et al. 2017). Our argument is that an organisation’s investments in TM practices serve as a fulfilment of the PC for talent pool members which then have a strong relationship on talented employees’ outcomes.

Furthermore, most research on TM is carried out in profit-seeking and multinational contexts. Thus, whereas public sector organisations are confronted with rising competition for talent and chronic shortage of talented employees (Thunnissen and Buttiens 2017), there is little on TM in the public sector and unionized contexts (Thunnissen et al. 2013; Swales and Blackburn 2016; Gallardo-Gallardo and Thunnissen 2016). However, TM issues are beginning to surface in the public sector which is complex due to significant impact of institutional mechanisms (Thunnissen and Buttiens 2017). The

chief purpose of this article is to examine the mediating role of PC fulfilment in the relationship between TM and employee outcomes of affective commitment and organisational citizenship behaviour (OCB) in the banking and parastatal organisations in Ghana. This paper studied both private and public organisations because whereas relatively few studies (e.g., Kim and Scullion 2011; Sonnenberg et al. 2014) have examined TM practices in both sectors, the differences between the sectors are not considered in discussing the data (Thunnissen and Buttiens 2017).

The choice of affective commitment and OCB is based on the premise that both are prominent responses to PC fulfilment and positive social exchange relationship (Robinson and Rousseau 1994; Eisenberger et al. 2001). Second, both affective commitment and OCB have been linked with enhanced organisational performance and thus has implications that extend beyond the individual (Messersmith et al. 2011). The banking and parastatal organisations in Ghana provides an interesting context in which to study TM. First, the Ghanaian banking sector is experiencing the talent shortage “mantra” which has led to the implementation of TM practices (Mensah et al. 2016). Second, parastatal institutions in Ghana are crucial in improving the delivery of public services, accelerating economic growth and development as they perform a range of functions, spanning financial intermediation, commerce, manufacturing and energy (Mensah and Bawole 2017).

The paper makes the following contributions to the TM literature. First, by concurrently examining the impact of TM practices on employee outcomes in both private and public organisations in Ghana which has been largely unexplored (Thunnissen and Buttiens 2017). Second, by testing the mediating role of PC fulfilment on the relationship between TM and talented employees’ outcomes. This is central to examining the “black box” in TM (Gallardo-Gallardo and Thunnissen 2016; Swailes and Blackburn 2016). The study is structured as follows: the next section develops the study hypotheses through a review of the literature. The methods and measures are then outlined in section two while the analysis and results are presented in section three. This is followed by the discussion and implications, limitations and conclusion.

Theory and Hypothesis Development

TM has become an important topic among academics and practitioners since it entered the managerial lexicon in the 1990s and has consistently grown from infancy to adolescence (Thunnissen et al. 2013; Gallardo-Gallardo et al. 2015). Despite its significance, TM has escaped a standard definition (Lewis and Heckman 2006; Cappelli and Keller 2014). However, a cursory trawl of the literature reveals the difficulty of defining TM — TM as a substitute for HRM, the development of talent pools, filling of all positions with “A performers”, the management of talented people, and positioning of high performers in strategic organisational positions. Nonetheless, almost all definitions of TM include the tasks of identifying, selecting, developing, appraising, motivating and retaining talents to secure the sustainable competitive advantage of an organisation (Scullion et al. 2010). Generally, TM is the identification of strategic positions and taking appropriate steps to carefully recruit, develop, manage, and retain talented and high performing employees who are critically valuable to the present and future success of the organisation (e.g., Collings and Mellahi 2009; Gelens et al. 2013).

Generally, there are two approaches to the study of TM — exclusive and inclusive. The exclusive approach view talented employees as an elite subset of the organisation's employees (Minbaeva and Collings 2013; Mensah 2015) as they exhibit a drive to excel, a catalytic learning capability, an enterprising spirit and a dynamic sensor (Ready et al. 2010). On the contrary, the inclusive approach is based on the 'egalitarian' principle and that talent is inherent in each person (Buckingham and Vosburgh 2001; Iles et al. 2010). However, when TM concentrate on everyone in the organisation, then it appears there is no difference between TM and HRM. This study adopted an exclusive approach and concentrated on employees who are perceived as talented and high-potentials, and singled out for special treatment. Adopting an exclusive approach will help differentiate TM from HRM in order to give scholars and practitioners direction in their 'war for talent' (Gallardo-Gallardo and Thunnissen 2016).

TM has been described as important to the success of organisations. For instance, Iles et al. (2010) reiterate that TM is said to be critical to organisational success, being able to give a competitive edge through the identification, development and redeployment of talented employees. This reflect the view that TM is mainly meant to fulfil the quantitative and qualitative needs for human capital, and to contribute to the overall firm performance in terms of profit, competitive advantage and sustainability (Beechler and Woodward 2009; Collings 2014). Contemporary TM research has focus on the individual level and found that TM contributes to employee outcomes such as satisfaction, commitment, OCB, task performance, reduced turnover intentions (e.g., Chami-Malaeb and Garavan 2013; Gelens et al. 2015; Luna-Arocas and Morley 2015). However, the mechanisms through which TM practices leads to employee level outcomes has been largely unexplored (Thunnissen et al. 2013; Gallardo-Gallardo and Thunnissen 2016; Thunnissen 2016). In order to advance the field, Dries (2013) challenged scholars to bring in literature from the field of psychology. In response, this study introduces PC fulfilment as mediating variable in the relationship between TM practices and talented employees' outcomes.

PC has gained increased attention because it is an important concept in understanding the exchange relationship between organisations and their employees. The origin of PC theory can be traced to the work of Argyris (1960), Levinson et al. (1962) and Schein (1965). However, recent use of the concept stems from Rousseau's (1989) seminal work. Rousseau (2004:120) defined PC as "the beliefs, based upon promises expressed or implied, regarding an exchange agreement between an individual and, in organisations, the employing firm and its agents". PC is unwritten and hence not necessarily shared by the other party to the exchange, what is termed perceptual (Rousseau 1989; Morrison and Robinson 1997). Accordingly, different views are held by employees and employers on the content of the PC and the extent to which each party has fulfilled the mutual obligations of the exchange. A central premise of the PC is the notion of reciprocity whereby employees reciprocate their employer subject to how well they have been treated — PC fulfilment, breach or even violation. A composite measure of PC uses content specific items which can be categorised as transactional and relational (Rousseau 1990). Transactional content refers to specific, monetizable exchanges over a limited period, while relational content refers to long-term exchanges that maintain the employee – employer relationship (Robinson et al. 1994).

PC fulfilment reveals an employee's perception that the organisation has fulfilled its side of the contract (Henderson et al. 2008). TM practices such as identification, selecting, developing, appraising, motivating and retaining (Scullion et al. 2010) signal a fulfilment of the organisations obligations in the contract. Based on these signals, talented employees will adjust their behaviour and attitudes such as performance, commitment, satisfaction, turnover intentions, perceived organisational support, and OCB based on how they think the organisation has fulfilled the contract. The paper make its argument based on the SET. SET (Blau 1964; Shore and Barksdale 1998) is based on the norm of reciprocity (Gouldner 1960) to the extent that an organisation that acts in positive ways towards employees creates reciprocity so that employees generally respond in positive ways that are beneficial to the organisation (Blau 1964; Cropanzano and Mitchell 2005).

SET provides a useful lens through which to understand the mechanisms involved in how talented employees interpret and react to TM practices. Building on social exchange theory, this paper argued that talented employees may see organisations invest in TM practices as an indication of their employer's commitment towards them, signalling future opportunities in the organisation (Sonnenberg et al. 2014; Khoreva and Vaiman 2015; King 2016). Thus, when organisations invest in TM practices, talented employees interpret this as organisational support and will reciprocate with positive employee attitudes and outcomes.

Talent Management Practices and Employee Outcomes

The relationship between TM practices and employee outcomes have been widely studied and found to be related to each other (Björkman et al. 2013; Chami-Malaeb and Garavan 2013; Festing and Schäfer 2014; Gelens et al. 2015). In their study of 138 Swiss companies, Bethke-Langenegger et al. (2011) found a positive relationship between TM initiatives and commitment. Chami-Malaeb and Garavan (2013) studied talent development practices in Lebanese firms and found that investment in talent development practices had a positive relationship with affective commitment. Björkman et al. (2013) in a study of 796 managers and professionals in nine Nordic multinational corporations found that employees who perceive that they have been identified as "talent" were more likely to be associated with commitment than those who either perceive they are or do not know whether they have been identified as talents. This finding was further confirmed by Gelens et al. (2015).

Interest in OCBs has grown over the years as researchers attempt to understand why it occurs. Organ (1988:22) defined as a "readiness to contribute beyond literal contractual obligations". Employees can exercise discretion in terms of engaging in or withholding OCBs as this type of behaviour is not formally recognized by the organisation's reward system. Therefore, the decision to engage in or withhold this discretionary behaviour depends on the organisation's treatment of the individual (Organ 1988, 1990). OCBs are often perceived as multi-dimensional (Organ 1988; Van Dyne et al. 1995). Employees may therefore choose to engage in particular categories rather than equally engaging in all forms of OCBs. However, because PC focuses on the employee–employer exchange; the category of OCB relevant in this study is that which is directed at the organisation.

Even though, scholars have identified several antecedents of OCBs such as job satisfaction, commitment, POS, PC (Organ and Ryan 1995; Van Dyne et al. 1995; Coyle-Shapiro and Kessler 2000), recent literature has linked TM practices to OCB (Collings and Mellahi 2009; Mensah 2015; Mensah et al. 2016). It is found that employees who are members of a more favourable group portray more discretionary effort, and OCB (Marescaux et al. 2013). The implementation of TM practices will influence talented employees' outcomes of affective commitment and OCB. Following the logic of the SET, it seems reasonable to assume that TM practices will create the urge for talented employees to reciprocate their employer with positive outcomes. Hence, it is hypothesized as follows;

H1: TM practices will be positively related to affective commitment

H2: TM practices will be positively related to OCB.

Talent Management and Psychological Contract Fulfilment

TM practices can be seen as an investment in a long-term and stable relationship with an employee. Therefore, an organisation's investment in TM practices generates a higher emotional involvement and more mutual interdependence between the talent and the employer (Sonnenberg 2011; Festing and Schäfer 2014). Indeed, the TM process is of significance to the talented employee in two ways through the perspective of the SET. First, the inclusion in a talent pool is an indication of the employer's attempt to fulfil the PC (Guzzo and Noonan 1994; Rousseau 1995; Sonnenberg et al. 2011; King 2016). Second, the favoured individual recognizes differential treatment and an investment in the development of their talent and career as an indication that their contribution is valued and the fulfilment of the PC (Rousseau 1995; Björkman et al. 2013; Sonnenberg et al. 2011). In this way, the SET supports the theoretical linkage between TM and PC fulfilment to the extent that inclusion in the talent pool and its attendant consequences make employees believe that the contract has been/will be fulfilled.

TM practices clearly communicates to talented employees that they are valued and shows the employers attempt to meet their expectations, thereby reflecting PC fulfilment (Sonnenberg 2011; Hoglund 2012; Festing and Schäfer 2014; King 2016; Mensah 2018). A study in six large international organisations by Sonnenberg (2011) found that the more TM practices the firm offers and the higher the investments in TM, the more signals it sends to its employees that the firm values them and is trying to fulfil its part of the contract. This suggests that TM practices can be interpreted as a firm's effort to meet talented employees' expectations and to fulfil their part of the PC. Our argument is that the implementation of TM practices will lead to PC fulfilment because TM practices would be consistent with perceived organisational obligations fulfilment (Khoreva and Vaiman 2015; King 2016). Therefore, it is hypothesised that:

H3: TM practices will be positively related to PC fulfilment

Psychological Contract Fulfilment and Employee Outcomes

The state of PC in terms of fulfilment or breach is of interest to the extent that if the theoretical predictions hold true; organisationally desired outcomes will result from contract fulfilment by the employer whereas contract breach by the employer is likely to lead to negative responses (Greenberg 1990; Bies and Tripp 1995). Findings from the PC literature showed that fulfilment of employer obligations will be reciprocated by employees' affective commitment to the organisation (Coyle-Shapiro and Kessler 2000; Sonnenberg 2011). There is also considerable empirical support for the positive link between PC fulfilment and OCB (Robinson and Morrison 1995; Coyle-Shapiro and Kessler 2000). From the SET perspective, employers fulfilling their part of the contract serve as a drive for employees to reciprocate. Thus, when employees perceived support (PC fulfilment) from their employers, they will reciprocate the organisation for fair treatment and withhold it should the organisation fail to provide adequate inducements (Organ 1990). This reciprocation may take the form of affective commitment and engaging in OCB. It is argued that TM practices constitute an inducement and a fulfilment of the PC (King 2016; Khoreva et al. 2017), thereby generating a social exchange. As such, it is proposed as follows;

H4: PC fulfilment will be positively related to affective commitment

H5: PC fulfilment will be positively related to OCB

Mediating Role of Psychological Contract Fulfilment

Recent studies have begun to examine the mediating mechanisms through which TM practices leads to desired outcomes (Chami-Malaeb and Garavan 2013; Gelens et al. 2015; Luna-Arocas and Morley 2015). Despite the appealing logic of the PC fulfilment, little empirical studies (e.g., King 2016; Khoreva et al. 2017) exist on its mediating role in the TM — employee outcomes relationship. Sonnenberg et al. (2014:279) posit that addressing the question as to whether PC fulfilment is an intermediate variable between TM and individual outcome variables could be a valuable focus in future studies. Hoglund (2012) from a TM perspective found that talent inducements fully mediated the direct relationship between skill-enhancing HRM and human capital. The crux of our argument is that whereas TM may lead to talented employee outcomes; it is the perception of PC fulfilment that would generate an obligation on the part of talented employees to reciprocate their employer (Khoreva et al. 2017) in the form of enhanced affective commitment and OCB.

Scholars have offered explanations of SET that defines TM as signals of organisation's willingness to invest in talented employees (Mensah et al. 2016; Khoreva et al. 2017), which subsequently impact the PC fulfilment (Sonnenberg 2011; Sonnenberg et al. 2014). In turn, the more talented employees perceive the organisation as fulfilling their promises and obligations, the more likely they will display positive outcomes (Dries et al. 2014; Festing and Schäfer 2014; Seopa et al. 2015; King 2016; Khoreva et al. 2017). This explanation could account for the role of PC fulfilment as mediating

mechanism between TM and employee outcomes as displayed in Fig. 1. In light of this discussion, the following hypotheses are proposed:

H6: PC fulfilment will partially mediate the relationship between TM practices and affective commitment

H7: PC fulfilment will partially mediate the relationship between TM practices and OCB

Talent Management in Public and Private Institutions

Even though private sector context had dominated TM research (Gallardo-Gallardo and Thunnissen 2016; McDonnell et al. 2017), there is recent scholarly attention to public sector TM systems (e.g., Swailes and Blackburn 2016; Mensah and Bawole 2017; Thunnissen and Buttiens 2017). Private sector research has produced some convincing evidence that TM practices can benefit organisations in terms of employee performance, satisfaction, commitment, and reduces quit intention (Chami-Malaeb and Garavan 2013; Gelens et al. 2015; Luna-Arocas and Morley 2015). Even though relatively few there is some emerging evidence that, public sector TM practices are effective in impacting employee affective commitment, reduces quit intention (Mensah and Bawole 2017). Similarly, talent pool members are more highly motivated towards career development (Swailes and Blackburn 2016). From the above review, it is argued that there are no differences between TM outcomes in the private and public sectors. Therefore, the study hypothesised as follows:

H8: There are no differences between TM outcomes of (a) PC fulfilment, (b) affective commitment (c) OCB in public and private sectors

Methods

Research Context

The participants of this study are from parastatal and banking institutions in Ghana. In Ghana, parastatal institutions are owned by and accountable to the central government but have their own statutory mandate. They are significant in accelerating economic growth and development, and critical instruments in improving the delivery of public services. As a result of their significance to their economy, they have implemented TM

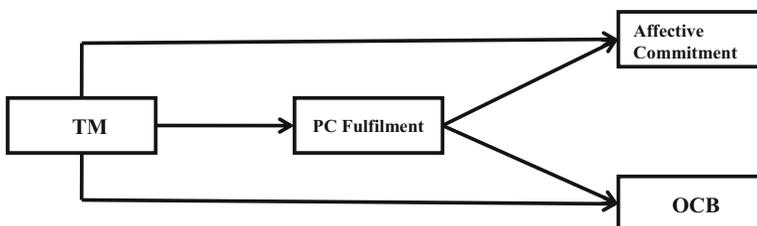


Fig. 1 Research model

systems to ensure that they operate effectively in the public interest (Mensah and Bawole 2017). There are calls for innovations across the entire value chain of the Ghanaian banking sector. This can only be achieved through the right set of talented employees (Baba 2012). The sector is responding to this challenge with the implementation of TM strategies through the attraction, development and retention of talented employees (Mensah et al. 2016). Such practices include early career development programs while others have adopted internally-ran academies (PricewaterhouseCoopers 2014) as a response to the TM challenge. By studying both parastatal and banking institutions in Ghana the paper was able to discuss differences between the sectors as this is hardly addressed in the literature (Thunnissen and Buttiens 2017).

Procedure and Sample Characteristics

The procedures for testing the model in the two samples were similar. Questionnaires were given to the human resource managers of parastatal and banking institutions to administer to their perceived talented employees in their talent pool. The questionnaires were returned by the participants to the human resource managers which were subsequently handed over to the researchers. Sample one consisted of 500 employees from 15 parastatal institutions in Ghana. A total of 232 were returned, for a 46.4% response rate. Males formed the majority (73.5%), while the average age was 35.2 years. Most respondents had a Masters degree (71%) and the average length of service in their present organisation was 6.2 years. Sample two consisted of 300 employees from 23 commercial banks in Ghana. In all, 145 completed questionnaires were returned yielding a response rate 48.3%. Majority were males (65.2%), the mean age was 37.3 years and on the average have been with the bank for 5.8 years. Also, majority (80%) had Masters Degree. Two samples were used in this study to cross-validate findings. Previous empirical TM studies have tended to report findings from single samples.

Measures

The same measures were used for the two samples. All constructs were measured using multi-item scales derived from previous studies. All items allowed respondents to answer on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree) except the TM scale.

Perceived TM Practices

Festing and Schäfer (2014: 295–296) argued that whereas a scale that could be employed to measure TM practices has not yet been developed, the CIPD (2006) has developed a list of 16 practices such as mentoring, coaching, and development programs, which are commonly used by organisations and could serve as a first reference to operationalising TM in empirical studies. Indeed, these measures were also used by Sonnenberg et al. (2014). To ensure uniformity in the measure of TM, interactions were held with the HR managers of the studied organisations and it was

revealed that 10 of the items from the CIPD measures are been used by all of them. These 10 items were therefore used in this study. Respondents were asked whether or not they perceived their employer as offering to them the opportunity to make use of those 10 TM practices items. The number of TM practices was operationalised by summing for each employee the number of perceived TM practices. As this concerns perceived practices, the total can vary between employees in the same organisation (Sonnenberg et al. 2014).

Psychological-Contract Fulfilment

Basically, there are three ways that PC fulfilment has been measured: composite, global and weighted measure. The composite measure differs from other measures in that it refers to various content items of the PC and asks respondents how much the organization has fulfilled its obligation on each item. The global measure on the other hand does not refer to any specific content item but directly assesses respondents' overall perceptions of how much the organization has fulfilled its obligations. The weighted measure uses several content-specific items of the PC and asks respondents their perceptions of fulfilment in these contents as well as the importance on each of the content items. Each raw fulfilled score is multiplied by the respective perceived important score and then averaged to yield a weighted fulfilled score (Zhao et al. 2007).

Employee perceptions of the extent to which the organisation had kept its promises was measured using a 4-item scale of global measure of PC fulfilment adopted from Conway and Briner (2002). The measure assessed the general perceptions of PC fulfilment. Sample item includes "In general, this organisation has kept its promises to me about what I will get from them." This study used the global measure because composite measures has been criticised to the extent that what is valued in the PC may vary from one employment relationship to the other (McLean et al. 1998). Similarly, measuring PC fulfilment by using weighted measure may not accurately reflect individuals' cognitive evaluation of the contract fulfilment and thus fail to accurately predict their emotions, attitude, and individual effectiveness. Global measure has advantage over both composite and weighted measures when a specific type of content (e.g., pay) is not the research focus (Zhao et al. 2007).

Affective Commitment

Affective commitment was measured using an abridged 3 item version of Meyer et al. (1993) scale. Sample item is "I feel emotionally attached to this organisation".

OCB

OCB was used in this study because PC fulfilment is more strongly related to the citizenship behaviours that employees direct toward their organization than to those targeted at other individual employees (Turnley et al. 2003). OCB was measured with 4 items assessing talented employees' behaviour directed at the organisation adapted from Podsakoff et al. (1990) and Van Dyne et al. (1995). Sample item include "I participate in activities that are not required but that help the image of my organisation".

Control Variables

In this study age, gender, tenure, and level of education on PC fulfilment, affective commitment and OCB was controlled for; and no significant differences were found.

Analysis

The reliability of the instrument was first confirmed through Confirmatory Factor Analysis (CFA). Structural Equation Model (SEM) via Analysis of Moment Structures (AMOS 20) was used to test the model because SEM is effective for testing models that are path analytic with mediating variables (Byrne 2009). Multiple indices were used to access the model fit as it is possible for a model to be adequate on one-fit index but inadequate on many others (Hair et al. 2010). Hence, χ^2 test [$p > 0.05$], the GFI, CFI, TLI and IFI [not lower than 0.90] and the RMSEA [not more than 0.08] were used (Byrne 2009; Hair et al. 2010). Finally, a t-test was conducted to check whether there are differences between outcomes of talented employees in the public and private sectors.

Results

Sample One

CFA of the individual constructs was first conducted and it provided a good fit for the data. Although, χ^2 statistics of the measurement model was significant, all the fit indices were within the recommended ranges (GFI, CFI, IFI, TLI, > 0.90 , RMSEA = 0.047), all the loadings are high and fall within the accepted range while all the path estimates are significant [$p < 0.05$] (Byrne 2009; Hair et al. 2010). Table 1 shows the Cronbach alpha, correlation coefficients, average variance extracted (AVE), the mean, and standard deviation. The result of the structural model fit the data quite well. The χ^2 statistic was significant (χ^2 (224 df) = 592.2, $p < 0.05$), and the fit indices were quite good (GFI = 0.91, CFI = 0.92, IFI = 0.92, TLI = 0.93 and RMSEA = 0.045). All the path estimates were significant and in the expected direction. In this sample, TM practices and PC fulfilment accounted for 36.5% of the variance of affective commitment ($R^2 = 0.365$) and 27.1% of the variance of OCB ($R^2 = 0.271$).

Table 1 Reliability measures, and inter-correlation for all the variables

Constructs	Alpha	SD	Mean	1	2	3	4
1. PC fulfilment	0.76	1.52	2.8	[0.84]			
2. Commitment	0.81	1.85	3.1	0.29	[0.86]		
3. OCB	0.77	1.52	2.9	0.24	0.30	[0.86]	
4. TM	0.79	1.86	2.7	0.33	0.41	0.31	[0.84]

NB: All inter-correlation coefficients are significant at $p < 0.001$; diagonal figures in brackets represent square root of AVE; sub-diagonal entries are the latent construct inter-correlations

Additionally, TM practices accounts for 11.0% of the variance in PC fulfilment ($R^2 = 0.110$). The predictions of all the direct hypotheses were supported. Thus, TM practices had significant positive effects on talented employees affective commitment ($\beta = 0.161$, $p < 0.001$) and OCB ($\beta = 0.283$, $p < 0.001$). Also, TM practices had significant positive effect on PC fulfilment ($\beta = 0.160$, $p < 0.001$) which in turn had significant positive effect on talented employees' affective commitment ($\beta = 0.238$, $p < 0.001$) and OCB ($\beta = 0.209$, $p < 0.001$).

With respect to the mediation analysis, even though Baron and Kenny's (1986) procedure for testing mediation is well known, literature suggest that there are a lot of flaws in Baron and Kenny's logic (e.g., Zhao et al. 2010). Several authors (e.g., MacKinnon et al. 2002; Preacher and Hayes 2004) recommended that to establish mediation, the Baron-Kenny's three steps be replaced with one test: the bootstrap test of the indirect effect. Hence, the mediation of the indirect relationship between TM practices and employee outcomes was tested using the Preacher and Hayes (2004) bootstrapped approach. This study used a bootstrapped based on 1000 re-sampling because Sobel test requires large sample size (Hayes and Preacher 2010) and the calculation was done with Sobel online calculator. The results showed that PC fulfilment mediated the relationship between TM practices and both talented employee affective commitment (Sobel test = 2.81, $p < 0.001$) and OCB (Sobel test = 2.11, $p < 0.001$). Nonetheless, the direct paths from TM practices to both affective commitment and OCB remained statistically significant after accounting for PC fulfilment, indicating that PC fulfilment only acted as a partial mediator.

Sample Two

Like sample one, the CFA of the individual constructs provided a good fit for the data in sample two. The χ^2 statistics was significant for the measurement model, all the fit indices were within the recommended ranges (GFI, CFI, IFI, TLI, > 0.90 , RMSEA = 0.044), all the loadings are high and fall within the accepted range while all the path estimates are significant [$p < 0.05$]. Table 2 shows the Cronbach alpha, correlation coefficients, AVE, the mean, and standard deviation. The result of the structural model fit the data quite well, similar to those found in sample one. The χ^2 statistic was significant (χ^2 (114 df) = 236.5, $p < 0.05$), and the fit indices were quite good (GFI = 0.94, CFI = 0.95, IFI = 0.95, TLI = 0.94 and RMSEA = 0.038). All of the path estimates were significant and in the expected direction. In this sample, TM practices and PC

Table 2 Reliability measures and inter-correlation for all the variables

Constructs	Alpha	SD	Mean	1	2	3	4
1. PC fulfilment	0.79	0.08	3.82	[0.80]			
2. Commitment	0.81	0.12	3.54	0.55	[0.82]		
3. OCB	0.87	0.11	3.63	0.61	0.33	[0.79]	
4. TM	0.86	0.21	3.47	0.68	0.34	0.29	[0.80]

NB: All inter-correlation coefficients are significant at $p < 0.001$; diagonal figures in brackets represent square root of AVE; sub-diagonal entries are the latent construct inter-correlations

fulfilment accounted for 29.5% of the variance of affective commitment ($R^2 = 0.295$) and 25.1% of the variance of OCB ($R^2 = 0.251$). Additionally, TM practices accounts for 14.0% of the variance in PC fulfilment ($R^2 = 0.140$).

The predictions of all the direct hypotheses were supported by the structural model. Thus, TM practices had significant positive effects on talented employees' affective commitment ($\beta = 0.361, p < 0.001$) and OCB ($\beta = 0.383, p < 0.001$). Also, TM practices had significant positive effect on PC fulfilment ($\beta = 0.333, p < 0.001$) which in turn had significant positive effect on talented employees' affective commitment ($\beta = 0.358, p < 0.001$) and OCB ($\beta = 0.341, p < 0.001$). The test of the mediation effect of PC fulfilment on the relationship between TM practices and employee outcomes followed the same procedure as in sample one. The results showed that PC fulfilment partially mediated the relationship between TM practices, and talented employees' affective commitment (Sobel test = 3.382, $p < 0.001$) and OCB (Sobel test = 2.415, $p < 0.001$).

T-Test

To test whether the two samples differ in terms of their perception of PC fulfilment, affective commitment and OCB as a result of TM, the paper performed an independent sample t-test. For PC fulfilment [sample one: $M = 2.8, SD = 1.52$; sample two: $M = 3.82, SD = 0.08$; $t(198) = 1.5, p < 0.001$], affective commitment [sample one: $M = 3.1, SD = 1.85$; sample two: $M = 3.54, SD = 0.12$; $t(198) = 0.25, p < 0.001$], and OCB [sample one: $M = 2.9, SD = 1.52$; sample two: $M = 3.63, SD = 0.11$; $t(198) = 0.22, p < 0.001$], indicating that significant differences exist among the two sample groups. Sample two respondents perceived high PC fulfilment, are more committed and engage in more OCB as results of TM practices than sample one respondents leading to rejection of hypothesis 8.

Common Method Bias

Because all variables were collected from the same respondents at the same time, it is important to test for common method bias (Podsakoff et al. 2003). The paper assessed common method bias by using Harman's (1967) single factor test. In sample one, the paper found that the simultaneous loading of all the items in a factor analysis revealed 9 factors with Eigen values greater than 1.0. While the 9 items accounted for 61.2%, the first factor accounted for only 10.8% of the total variance explained. Similarly, in sample two, 11 factors emerged with Eigen values greater than 1.0. The 11 items accounted for 56.8%, with the first factor accounting for 9.7%. This indicates that in both samples common method bias was unlikely in the data (Podsakoff et al. 2003).

Discussion

Theoretical Implications

Overall, our findings showed that TM practices do not only have a direct effect but also an indirect effect on employee affective commitment and OCB through its influence on PC fulfilment. This finding confirms the argument of the SET (Gouldner 1960; Shore

and Barksdale 1998) to the extent that fulfilling the PC (Henderson et al. 2008) on the part of the organisation elicits positive employee outcomes. The findings support our argument that the implementation of TM practices in both public and private organisations will be seen as the fulfilment of the PC on the part of the employer which will then stimulate talented employees to fulfil their part of the contract in the form of affective commitment and OCB. This finding also supports the basic tenets of the SET (Blau 1964; Cropanzano and Mitchell 2005) to the extent that employees reciprocate organisations implementation of TM practices with affective commitment and OCB. This study enriches the TM research domain and establishes an innovative and valuable link between TM and PC fulfilment — PC theory and SET. The paper therefore argue that PC fulfilment may be valuable in explaining the relationship between TM practices and positive employee outcomes. This means that both TM and PC fulfilment are effective in explaining and predicting talented employees' outcomes of affective commitment and OCB.

Even though, the two samples differ in terms of their perception of PC fulfilment, affective commitment and OCB as a result of TM as shown in the t-test results, our hypotheses were supported in both samples. The reason being that, whereas the state selects the board and managing directors in parastatal institution in Ghana, they are more or less manage like private institutions. Hence, their practices tend to be more private-like such as the implementation of TM practices, bonuses, higher salaries and good conditions of service for their employees unlike the typical Ghanaian public sector. This study is based on two samples of Ghanaian parastatal and banking sector workers, thereby extending the empirical evidence of the effects of TM practices to Ghana. Thus, the findings of this study provide further support for the positive effects of TM practices on affective commitment and OCB of employees in both parastatal and private organisations. This study showed that the effects of TM practices are not confined to Anglo-Saxon countries, or private sector organisations, but are evident across different cultures and sectors. Therefore, the paper address calls to examine TM in different context (Vaiman et al. 2012; Thunnissen et al. 2013). Ghana provides an interesting cultural context in which to study the impact of TM as it is a moderately collectivist culture (Hofstede 1980) offers an encouraging ground on which further TM research in Ghana and emerging economies.

Practical Implications

These results have implications for managers in both parastatal and private sector organisations. First, even though, organizations are naturally afraid that communicating openly about their high potential programs will cause arrogance in those selected for the program, and jealousy in those not selected (Larsen et al. 1998). However, this may create information asymmetry in which the organisation has better information than the high potential employee (Stiglitz 2002). This is risky to the extent that information asymmetry in high potential programs can cause PC breach in high potentials (Dries and De Gieter 2014). Therefore, managers must institute communication mechanisms that inform talented employees about the availability, content, and focus of TM practices to ensure that the desire results are achieved from talented employees (Sonnenberg 2011). This is perhaps, because TM practices when communicated to talented employees help develop better understanding of organisational signals while at

the same time implying the fulfilment of the PC on the part of the employer (Sonnenberg 2011; Sonnenberg et al. 2014). Indeed, given the strategic intent to manage talent as a competitive resource, top management are expected to be highly involved in governing and communicating intentionally regarding this highly visible competitive activity (King 2016).

Second, managers need to be careful about what promises and expectations they create with talented employees (Seopa et al. 2015). Therefore, care must be taken by managers at the beginning of the employment relationship (Coyle-Shapiro and Kessler 2000) or at the time of admitting high potentials into the talent pool to firstly establish and agree to a fair PC that would benefit both parties in the employment relationship (Dries and De Gieter 2014). This also includes the need to create environments that are supportive of employees' PC needs as far as possible (Seopa et al. 2015). A suggested way for organisations with regard to creating and sustaining a healthy PC with talented employees is to have a clear idea of talented employee expectations (Seopa et al. 2015). Indeed, an entry-level survey can be used to identify their initial expectations and align them, thus creating a fair PC that would benefit both parties in the employment relationship. Since expectations may change over time, monitoring and aligning expectations should be done on a regular basis, perhaps half-yearly (Dries and De Gieter 2014). This is significant to the extent that this will assist employers with managing the expectations of their high potential employees from the start. Also, if it is found out that their expectations have not been met, management can identify possible reasons for this and what process could be followed to assist in meeting their expectations.

Thirdly and related to the above, it imperative for organisations and their agents such as managers and supervisors to manage talented employees' expectations to facilitate positive outcomes from them and to reduce negative outcomes because of PC breach (Zhao et al. 2007; Seopa et al. 2015). Similarly, organisations should be transparent and should communicate effectively with their high potential employees about the promises, business situations and other factors that may influence or limit their ability to fulfil their promises to their talented employees (Turnley et al. 2003). This also implies that in situations where there has to be changes in the employment relationship, employers should seek to renegotiate the contract and thereby create new terms that are reflective of the new employment conditions.

Limitations and Further Research

First, the cross-sectional nature of the data does not allow for making causal inferences. Even though, the direction found in this study is consistent with prior studies (e.g., Chami-Malaeb and Garavan 2013; Luna-Arocas and Morley 2015), future studies with experimental or longitudinal designs could be used to address this issue and make stronger claims about the causality of our model. This will help to understand how changes in PC fulfilment affect the commitment and OCBs of talented employees. Second, the paper used a global measure of PC fulfilment. Related to the above is the fact that, this study used self-reported data which may be subject to bias (Podsakoff et al. 2003), multiple source data (e.g. from supervisors, colleagues, top management, HR manager, archival data) are necessary alongside with statistical control of independent and dependent variables (Podsakoff et al. 2003). Second, future research should

introduce moderators between PC fulfilment and talented employees' outcomes. An interesting candidate is felt obligation. From a PC theory and SET perspective, investment in TM practices creates obligation on the part of employees to reciprocate their organisation (Sonnenberg et al. 2014; Dries 2013). When felt obligation is high as a result of TM practices, employees are likely to reciprocate strongly and vice versa.

Third, as the supervisor is debatably best positioned to observe the talented employee's work, the talented employee would practically expect greater levels of support and access to resources to deliver expected higher performance (King 2016). Hence, additional research is required to examine how PC is formed among employees in the talent pool. For instance, talent pool members may perceive the promises made by their leaders as more binding than those made by their employers (Turnley and Feldman 1999). In such case, talent pool members may respond more positively when fulfilment arise regarding commitments made by supervisors than they do when fulfilment occurs regarding commitments by the employer. Fourth, the paper only studied 15 parastatal institutions and 23 commercial banks in Ghana and cannot be generalised to all public and private sectors in Ghana. Future studies can assess whether the results can be extrapolated across other public and private sector organisations in Ghana.

Conclusion

TM practices do not only have a direct positive effect, but also an indirect effect on talented employee outcomes via PC fulfilment. It might be argued that TM practices are not only beneficial to private organisations but have positive effects when applied in parastatal organisations. Management should endeavour to understand and fulfil the expectations of talented employees so that employees can reciprocate with positive outcomes. Management should also communicate the availability and content of TM practices, and provide information on how the organisation seeks to fulfil their part of the PC. This study contributes to the TM literature by bringing an important mechanism from the field of psychology, PC fulfilment. Therefore, the paper link the two streams of fields together to show that PC fulfilment is a psychological mechanism through which TM practices illicit affective commitment and OCB.

References

- Argyris, C. (1960). *Understanding organizational behaviour*. Homewood: Dorsey Press, Inc.
- Aryee, S., Walumbwa, F. O., Mondejar, R., & Chu, C. W. (2015). Accounting for the influence of overall justice on job performance: Integrating self-determination and social exchange theories. *Journal of Management Studies*, 52(2), 231–252.
- Baba, Y. (2012). Adopting a specific innovation type versus composition of different innovation types: Case study of a Ghanaian bank. *The International Journal of Bank Marketing*, 30(3), 218–240.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.
- Beechler, S., & Woodward, I. C. (2009). The global “war for talent”. *Journal of International Management*, 15(3), 273–285.
- Bethke-Langenegger, P., Mahler, P., & Staffebach, B. (2011). Effectiveness of talent management strategies. *European Journal of International Management*, 5, 524–539.

- Bies, R. J., & Tripp, T. M. (1995). Beyond distrust: "Getting even" and the need for revenge. In R. M. Kramer & T. Tyler (Eds.), *Trust in organizations* (pp. 246–260). Newbury Park: Sage.
- Björkman, I., Ehrnrooth, M., Mäkelä, K., Smale, A., & Sumelius, J. (2013). Talent or not? Employee reactions to talent identification. *Human Resource Management, 52*(2), 195–214.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley & Sons.
- Buckingham, M., & Vosburgh, R. (2001). The 21st century human resources function: It's the talent, stupid! *Human Resource Planning, 24*, 17–23.
- Byrne, B. M. (2009). *Structural equation modelling with AMOS: Basic concepts, applications and programming* (2nd ed.). London: Routledge.
- Caligiuri, P. (2006). Developing global leaders. *Human Resource Management Review, 16*(2), 219–228.
- Cappelli, P., & Keller, J. R. (2014). Talent management: Conceptual approaches and practical challenges. *Annual Review of Organizational Psychology and Organizational Behavior, 1*(1), 305–331.
- Chami-Malaeb, R., & Garavan, T. (2013). Talent and leadership development practices as drivers of intention to stay in Lebanese Organisations: The mediating role of affective commitment. *International Journal of Human Resource Management, 24*(21), 4046–4062.
- CIPD. (2006). *Reflections on talent management: Change agenda*. London: Chartered Institute of Personnel and Development.
- Collings, D. G. (2014). Toward mature talent management: Beyond shareholder value. *Human Resource Development Quarterly, 25*(3), 301–319.
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review, 19*(4), 304–313.
- Conway, N., & Briner, R. B. (2002). Full-time versus part-time employees: Understanding the links between work status, the psychological contract, and attitudes. *Journal of Vocational Behaviour, 61*(2), 279–301.
- Coyle-Shapiro, J., & Kessler, I. (2000). Consequences of the psychological contract for the employment relationship: A large scale survey. *Journal of Management Studies, 37*(7), 903–930.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*, 874–900.
- Dries, N. (2013). The psychology of talent management: A review and research agenda. *Human Resource Management Review, 23*(4), 272–285.
- Dries, N., & De Gieter, S. (2014). Information asymmetry in high potential programs: A potential risk for psychological contract breach. *Personnel Review, 43*(1), 136–162.
- Dries, N., Forrier, A., De Vos, A., & Pepermans, R. (2014). Self-perceived employability, organization-rated potential, and the psychological contract. *Journal of Managerial Psychology, 29*(5), 565–581.
- Festing, M., & Schäfer, L. (2014). Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. *Journal of World Business, 49*(2), 262–271.
- Gallardo-Gallardo, E., & Thunnissen, M. (2016). Standing on the shoulders of giants? A critical review of empirical talent management research. *Employee Relations, 38*(1), 31–56.
- Gallardo-Gallardo, E., Nijs, S., Dries, N., & Gallo, P. (2015). Towards an understanding of talent management as a phenomenon-driven field using bibliometric and content analysis. *Human Resource Management Review, 25*(3), 264–279.
- Gelens, J., Dries, N., Hofmans, J., & Pepermans, R. (2013). The role of perceived organizational justice in shaping the outcomes of talent management: A research agenda. *Human Resource Management Review, 23*(4), 341–353.
- Gelens, J., Dries, N., Hofmans, J., & Pepermans, R. (2015). Affective commitment of employees designated as talent: Signalling perceived organisational support. *European Journal of International Management, 9*, 9–27.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review, 25*(2), 161–178.
- Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden costs of pay cuts. *Journal of Applied Psychology, 75*(5), 561–568.
- Guzzo, R. A., & Noonan, K. A. (1994). Human resource practices as communications and the psychological contract. *Human Resource Management, 33*(3), 447–462.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective* (7th ed.). San Francisco: Pearson Education.
- Harman, H. H. (1967). *Modern factor analysis* (2nd ed.). Chicago: Chicago University Press.
- Hayes, A. F., & Preacher, K. J. (2010). Quantifying and testing indirect effects in simple mediation models when the constituent paths are nonlinear. *Multivariate Behavioural Research, 45*(4), 627–660.

- Henderson, D. J., Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2008). Leader-member exchange, differentiation, and psychological contract fulfilment: A multi-level examination. *Journal of Applied Psychology*, *93*(6), 1208–1219.
- Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Newbury Park: Sage.
- Hoglund, M. (2012). Quid pro quo? Examining talent management through the lens of psychological contracts. *Personnel Review*, *41*(2), 126–142.
- Iles, P., Chuai, X., & Preece, D. (2010). Talent management and HRM in multinational companies in Beijing: Definitions, differences and drivers. *Journal of World Business*, *45*(2), 179–189.
- Khoreva, V., & Vaiman, V. (2015). Intent vs. action: talented employees and leadership development. *Personnel Review*, *44*(2), 200–216.
- Khoreva, V., Khoreva, V., Vaiman, V., Vaiman, V., Van Zalk, M., & Van Zalk, M. (2017). Talent management practice effectiveness: Investigating employee perspective. *Employee Relations*, *39*(1), 19–33.
- Kim, C. H., & Scullion, H. (2011). Exploring the links between corporate social responsibility and global talent management: a comparative study of the UK and Korea. *European Journal of International Management*, *5*(5), 501–523.
- King, K. A. (2016). The talent deal and journey: Understanding how employees respond to talent identification over time. *Employee Relations*, *38*(1), 94–111.
- Larsen, H. H., London, M., Weinstein, M., & Raghuram, S. (1998). High-flyer management development programs: organizational rhetoric or self-fulfilling prophecy? *International Studies of Management & Organization*, *28*(1), 64–90.
- Lengnick-Hall, M., & Andrade, L. S. (2008). Talent staffing systems for effective knowledge management. In V. Vaiman & C. Vance (Eds.), *Smart talent management: building knowledge capital for competitive advantage* (pp. 33–46). Amsterdam: Elgar.
- Levinson, H., Price, C. R., Munden, K. J., & Solley, C. M. (1962). *Men, management and mental health*. Cambridge: Harvard University Press.
- Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. *Human Resource Management Review*, *16*(2), 139–154.
- Luna-Arocas, R., & Morley, M. J. (2015). Talent management, talent mindset competency and job performance: The mediating role of job satisfaction. *European Journal of International Management*, *9*, 28–51.
- MacKinnon, D. P., Lockwood, C. M., Hoffman, J. M., West, S. G., & Sheets, V. (2002). A comparison of methods to test mediation and other intervening variable effects. *Psychological Methods*, *7*(1), 83–104.
- McDonnell, A., Collings, D. G., Mellahi, K., & Schuler, R. (2017). Talent management: a systematic review and future prospects. *European Journal of International Management*, *11*(1), 86–128.
- Marescaux, E., De Winne, S., & Sels, L. (2013). HR practices and affective organizational commitment: (when) does HR differentiation pay off? *Human Resource Management Journal*, *23*(4), 329–345.
- McLean, P. J., Kidder, D. L., & Gallagher, D. G. (1998). Fitting square pegs into round holes: Mapping the domain of contingent work arrangements onto the psychological contract. *Journal of Organizational Behavior*, *19*(S1), 697–730.
- Mensah, J. K. (2015). A “coalesced framework” of talent management and employee performance: For further research and practice. *International Journal of Productivity and Performance Management*, *64*(4), 544–566.
- Mensah, J. K. (2018). The psychology of talent management. In A. Farazmand (Ed.), *Global encyclopedia of public administration, public policy, and governance*. Cham: Springer.
- Mensah, J.K., & Bawole, J.N. (2017). Person–job fit matters in parastatal institutions: Testing the mediating effect of person–job fit in the relationship between talent management and employee outcomes. *International Review of Administrative Sciences*. 002085231770450.
- Mensah, J. K., Bawole, J. N., & Wedchayanon, N. (2016). Unlocking the “black box” in the talent management employee performance relationship: Evidence from Ghana. *Management Research Review*, *39*(12), 1546–1566.
- Messersmith, J. G., Patel, P. C., Lepak, D. P., & Gould-Williams, J. S. (2011). Unlocking the black box: Exploring the link between high-performance work systems and performance. *Journal of Applied Psychology*, *96*(6), 1105.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, *78*(4), 538–551.
- Minbaeva, D., & Collings, D. G. (2013). Seven myths of global talent management. *International Journal of Human Resource Management*, *24*(9), 1762–1776.
- Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, *22*(1), 226–256.

- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington: Lexington Books.
- Organ, D. W. (1990). The motivational basis of organizational citizenship behaviour. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behaviour* (Vol. 12, pp. 43–72). Greenwich: JAI Press.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behaviour. *Personnel Psychology*, *48*(4), 775–802.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, *1*(2), 107–142.
- Podsakoff, P., MacKenzie, S., Lee, J. Y., & Podsakoff, N. (2003). Common method bias in behavioural research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879–903.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behaviour Research Methods, Instruments, and Computers*, *36*(4), 717–731.
- PricewaterhouseCoopers. (2014). *Ghana banking survey: The future of banking in Ghana and what's next?* Accra: PricewaterhouseCoopers.
- Ready, D. A., Conger, J. A., & Hill, L. A. (2010). Are you a high potential? *Harvard Business Review*, 78–84.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, *86*(5), 825.
- Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue. *Journal of Organizational Behavior*, *16*(3), 289–298.
- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behaviour*, *15*(3), 245–259.
- Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing obligations and the psychological contract: A longitudinal study. *Academy of Management Journal*, *37*, 137–152.
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, *2*(2), 121–139.
- Rousseau, D. M. (1990). New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of Organizational Behaviour*, *11*(5), 389–400.
- Rousseau, D. M. (1995). *Psychological contracts in organizations: Written and unwritten agreements*. Thousand Oaks: Sage.
- Rousseau, D. M. (2004). Research briefs. *Academy of Management Executive*, *18*, 120–127.
- Schein, E. (1965). *Organizational psychology*. Englewood Cliffs: Prentice Hall.
- Schumpeter. (2011). The tussle for talent. *Theoretical Economics*, *398*(January), 68.
- Scullion, H., Collings, D. G., & Caligiuri, P. (2010). Global talent management. *Journal of World Business*, *45*(2), 105–108.
- Seopa, N., Wöcke, A., & Leeds, C. (2015). The impact on the psychological contract of differentiating employees into talent pools. *Career Development International*, *20*(7), 717–732.
- Shore, L. M., & Barksdale, K. (1998). Examining degree of balance and level of obligation in the employment relationship: A social exchange approach. *Journal of Organizational Behaviour*, *19*(S1), 731–744.
- Skuzza, A., Scullion, H., & McDonnell, A. (2013). An analysis of the talent management challenges in a post-communist country: The case of Poland. *International Journal of Human Resource Management*, *24*(3), 453–470.
- Sonnenberg, M. (2011). Talent–Key ingredients. Accenture talent & organization performance. http://www.accenture.com/SiteCollectionDocuments/Local_Nether-lands/Talent%20%20Key%20ingredients_Brochure_2011.pdf.
- Sonnenberg, M., Koene, B., & Paauwe, J. (2011). Balancing HRM: The psychological contract of employees. *Personnel Review*, *40*(6), 664–683.
- Sonnenberg, M., van Zijderveld, V., & Brinks, M. (2014). The role of talent-perception incongruence in effective talent management. *Journal of World Business*, *49*(2), 272–280.
- Stiglitz, J. E. (2002). Information and the Change in the Paradigm in Economics. *American Economic Review*, *92*(3), 460–501.
- Swales, S., & Blackburn, M. (2016). Employee reactions to talent pool membership. *Employee Relations*, *38*(1), 112–128.
- Thunnissen, M. (2016). Talent management: For what, how and how well? An empirical exploration of talent management in practice. *Employee Relations*, *38*(1), 57–72.
- Thunnissen, M., & Buttiens, D. (2017). Talent management in public sector organizations: A study on the impact of contextual factors on the TM approach in Flemish and Dutch public sector organizations. *Public Personnel Management*, 0091026017721570.

- Thunnissen, M., Boselie, P., & Fruytier, B. (2013). A review of talent management: Infancy or adolescence? *International Journal of Human Resource Management*, 24(9), 1744–1761.
- Turnley, W. H., & Feldman, D. C. (1999). A discrepancy model of psychological contract violations. *Human Resource Management Review*, 9(3), 367–386.
- Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviours. *Journal of Management*, 29(2), 187–206.
- Vaiman, V., Scullion, H., & Collings, D. (2012). Talent management decision making. *Management Decision*, 50(5), 925–941.
- Van Dyne, L., Cummings, L. L., & McLean Parks, J. 1995. Extra-role behaviors: in pursuit of construct and definitional clarity (a bridge over muddied waters). In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 17, pp. 215–285). Greenwich, CT: JAI Press.
- Woolridge, A. (2006). The battle for brain power: A survey of talent. *The Economist*, 3–18.
- Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A meta-analysis. *Personnel Psychology*, 60(3), 647–680.
- Zhao, X., Lynch, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, 37(2), 197–206.

Dr James Kwame Mensah is a Lecturer at the Department of Business Administration, University of Professional Studies, Accra, Ghana. He holds a PhD in Development Administration, and a Master of Philosophy in Public Administration. His research interests include public management, talent management, development management, local economic development, and public policy. Dr Mensah has published in peer-reviewed journals including *International Review of Administrative Sciences*, *International Journal of Manpower*, *Management Research Review*, *International Journal of Productivity and Performance Management*, and *Development Southern Africa*.