

Research Article

The effect of talent management practices on organizational justice perception and motivations of employees¹

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Abstract

The aim of this study is to examine the effects of practices of talent management on the organizational justice and motivation of employees in the textile sector. The study analyses organizational justice frequently discussed in literature, motivation, and talent management. The research question of the study is based on whether the perceptions of talent management of employees in the textile industry are affected by organizational justice and motivation. At the center of the research model are perceptions of talent management. The predictive effects of talent management perceptions on motivation and organizational justice perceptions form the basis of the research model. The sample of the study consists of 50.0% male (n:137) and 50.20% female (n:137) employees working in the textile sector in Istanbul selected through the convenience sampling method. Organizational justice scale developed by Niehoff and Moorman (1993) was used to examine the organizational justice and its three sub-dimensions as distributional justice, procedural justice, and interactional justice; Perception of Talent Management Practices scale developed by Fegley (2006) to measure talent management practices, and Multidimensional Work Motivation Scale developed by Ertan (2008) to measure motivation, were also used. In the study, correlation and regression analyses were used to measure the relationships between the variables, and Cronbach's alpha was calculated for the reliability analysis for the scales used in the study. The results of the study show that talent management has a positive and significant effect on both the motivation sub-dimensions (intrinsic and extrinsic) and organizational justice sub-dimensions (distributive, procedural, and interactional). The increase in talent management leads to an increase in the level of intrinsic and extrinsic motivation and perceptions of distributive, procedural, and interactional justice. Consequently, sub-dimensions of talent management have a predictive effect on motivation and organizational justice sub-dimensions.

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Introduction

As the competitive environment increases in today's business world, the need for human resources and its functions has also increased.

Talent management, especially in today's organizations, emerges as a basic function and a field within human resources (HR). Talent management covers all basic HR departments including employee recruitment, performance management, training, progression and employee retention (Altunoğlu, Atay, & Terlemez, 2015). According to Bahadinli (2013), talent management emerges as a new understanding within human resources' management.

Considering the organizations are as strong as their employees, the correct application of talent management is critical for today's competitive environment. Skill management includes important actions creating talent

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management strategies in accordance with the corporate culture, defining the high-performing workforce and areas open to development, attracting, developing, and retaining talents.

It is not easy to make a common definition of the concept of talent, as different views on talent may be possible for each organization. Talent refers to the ability of current performance and potential performance (Stuart & Dunn, 2008). Talent definitions can also vary from focusing on specific people with a different variety characteristic that defines talent in an organization to concepts referring to need expressions (Yarnall, 2011).

It is believed that the absence of certain human resources is the basis of talent management in the 1980s (Alayoğlu, 2010). The efforts of various organizations to attract employees to their organizations required them to distinguish the best individuals from others in the same term. In this process, the basic practices of organizations, including talent management, can also be effective in the perceptions of working individuals about their organizations and business life. It is believed that the selection of qualified human resources with appropriate strategies may affect not only the job motivation of the employees, but also their perception of justice.

Adams (1965) published his pioneering paper on equity theory, facilitating the extension of justice research into organizational contexts more than 50 years ago. In this context, the concept of fairness is at the base of the Equity Theory widely applied in the field of organizational behavior. Conceptual discussions and different theoretical approaches have revealed a rich literature on organizational justice today (Sessa and Bowling, 2020).

One of the oldest pillars of organizational justice is the 'Relative Deprivation Theory'. According to this theory, the stages of relative deprivation are summarized as follows (Jackson, 2019); (1) the individual gets or anticipates getting some result, (2) the individual compares the value of that result with some type of standard, usually a result achieved by someone else, and (3) the individual feels moral anger or dissatisfaction if the result is lower than the standard. The perceived importance of the outcome will influence the level of moral anger or dissatisfaction. That is, it is associated with a high level of importance or a high level of dissatisfaction. The term "organizational justice" was first coined by Greenberg (1987) in the literature. This concept can be defined as the employees' perceptions of justice regarding organizational practices and values and the effect of these perceptions on the behavior of employees. The assumption that drives research on organizational justice is the idea that employees' attitudes and behaviors towards their organizations will change according to their perceptions of justice. This idea has been experimentally supported in several studies (Özçınar, Demirel, Özbezek, 2015). Especially, it has been determined that acceptable treatment has effects on job performance, individual attitudes, and behaviors including satisfaction, commitment, absenteeism, and citizenship behavior. It should not be surprising that organizational justice is recognized as a fundamental requirement for the effective functioning of organizations and that it is one of the most frequently researched concepts in the field of organizational behavior (Çolak & Erdost, 2004). The term organizational justice can be understood as having two meanings, one narrow and the other general. In its narrow sense, it expresses certain judgments about various types of events. It represents the situation whether an event is just or unjust (İçerli, 2010). More generally, the term "organizational justice" can also refer to the scientific literature. That is, it refers to a body of knowledge about these fairness assessments, including how they are formulated, their dimensional structure, and their impact at the individual and group level. For instance, when employees perceive they are being treated fairly, they provide more positive work outcomes for both themselves and their employers. Inversely, they react more negatively when they perceive an injustice. Studies have found that perceptions of justice are positively related to organizational commitment, job performance, and employee-leader relations (Arslantürk & Şahan, 2012; Çetin, 2019). Job stress is also negatively associated with unproductive work behaviors and intention to leave (Cropanzano & Molina, 2015). Organizational literature attaches great importance to organizational justice. Organizational justice is the basis of organizational culture. It is claimed that plays an important role in shaping the behavior of organizational members (Akram et al. 2020). In the same definition, the belief that employees treat themselves fairly can also affect the basic motivations of employees in business life.

Motivation refers to "the underlying causes of behavior". Motivation can be broadly defined as a feature that prompts us to do or not do something (Sevinç, 2015). It is possible to define motivation under two headings, internal and external. Intrinsic motivation, personal taste, interest, etc. It is the motivation is enlivened with the help of a stimulus (Akbaba & Aktaş, 2013). Intrinsic motivation energizes and sustains activities through the arbitrary gratifications inherent in active voluntary action. Extrinsic motivation manifests itself in behaviors in particular play, exploration, and challenge that people usually do for external rewards. Researchers often compare intrinsic motivation to extrinsic motivation governed by reinforcement possibilities. Traditionally, educators view

intrinsic motivation as more important and preferable than extrinsic motivation and argue that intrinsic motivation provides better learning outcomes (Deci, Koestner, & Ryan, 1999).

Motivation also includes a set of closely related beliefs, perceptions, values, interests, and actions. The result of various motivational approaches may focus on cognitive behaviors and non-cognitive aspects. Motivation is defined as “voluntary uses of highly self-regulated learning strategies in particular paying attention, connecting, planning and monitoring”, can be regarded as synonymous with cognitive commitment in this sense by Turner and Chelladurai (2005).

Individuals need various material and moral motivational tools to reveal and exploit their potential for organizational purposes. The successful and appropriate use of motivational tools affects the success of the manager. Indeed, achieve organizational success requires efficient use of human resources. Otherwise, organizational success cannot be achieved (Tunçer, 2013). Motivation aims to increase the performance of individuals with different material, moral tools. It is to act effectively and efficiently within the organization. Employees with low motivation cannot be expected to develop and realize organizational goals in a way that will achieve success. Because employees with low motivation do not reveal their capacities (Tunçer, 2013).

Motivated employees have a sense of belonging and loyalty to the organization, and always work diligently to be associated with the results of their hard work. Motivation is effective on employees' success and ability to be innovative because they believe it will benefit the organization's success (Johnson, Chang & Yang, 2010).

Purpose of Research

The purpose of this research is to examine the effects of talent management practices in textile companies on the organizational justice perception and work motivation of their employees. In the study, the direct and indirect relationships between organizational justice, motivation, and talent management practices are discussed. The problem of the research is based on the extent to which the talent management perceptions of the employees in the textile industry affect their organizational justice and motivation. In this direction, the hypotheses established within the scope of the research are as follows:

H1: Abstract perceptions of employees regarding talent management practices have a predictor effect on their motivation.

H2: Concrete perceptions of employees regarding talent management practices have a predictive effect on their motivation.

H3: Abstract perceptions of employees regarding talent management practices have a predictive effect on organizational justice perceptions.

H4: Concrete perceptions of talent management practices have a predictive effect on their perceptions of organizational justice.

Method

Research Model

At the center of the research model are perceptions of talent management. The predictive effects of talent management perceptions on motivation and organizational justice perceptions form the basis of the research model. Further demographic variables that reflect the participants personal and organizational status, age, gender, education level, working time, location and department were used.

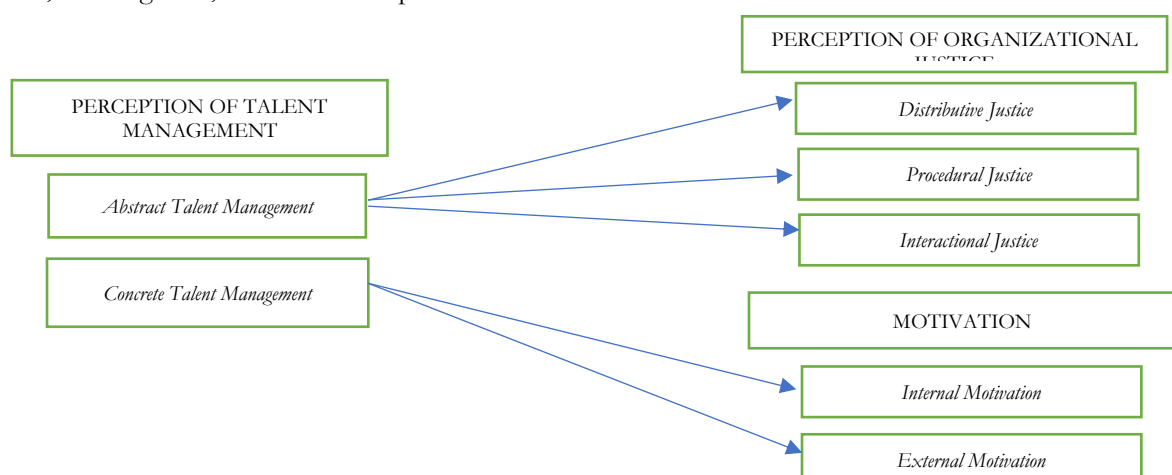


Figure 1.
Research Variables

Population and Sample of the Research

The research universe consists of textile companies operating in the textile sector and using talent management applications. The reason for choosing this sector is the strength of the growing textile sector in the country's economy, and the increase in the number of employees it employs. Textile exports increased with a fluctuating course and reached 8 billion dollars from 6.6 billion dollars. In addition, it is the industry branch with the largest employment after agriculture in our country. For this purpose, 274 people, consisting of male and female personnel, selected by using the appropriate and accessible sampling method among the employees in the institutions operating in the textile sector in Istanbul and where talent management practice is carried out, constitute the research sample. The research was approved by the decision of Istanbul Aydın University dated 15.01.2019 and numbered 2019/01.

Participants

Distribution of Demographic Information

Table 1 shows the results of the frequency analysis of the demographic information of the participants.

Table 1.

Distribution of Demographic Information

| | | N | % |
|---|---------------------------|-----|-------|
| Gender | Woman | 137 | 50.0 |
| | Man | 137 | 50.0 |
| | Total | 274 | 100.0 |
| Marital Status | Single | 88 | 32.2 |
| | Married | 185 | 67.8 |
| | Total | 273 | 100.0 |
| Age | 18-24 | 7 | 2.6 |
| | 25-34 | 159 | 58.2 |
| | 35-44 | 82 | 30.0 |
| | 45-54 | 15 | 5.5 |
| | 55+ | 10 | 3.7 |
| | Total | 273 | 100.0 |
| Educational Level | Elementary Education | 4 | 1.5 |
| | High School Education | 20 | 7.3 |
| | Upper secondary Education | 14 | 5.1 |
| | University Education | 144 | 52.6 |
| | Master Education | 92 | 33.6 |
| | Total | 274 | 100.0 |
| Sector | Private Sector | 274 | 100.0 |
| | | | |
| Monthly Income | 2500-3000 TRY | 56 | 20.6 |
| | 3001-3500 TRY | 25 | 9.2 |
| | 3501-4000 TRY | 36 | 13.2 |
| | 4001-4500 TRY | 28 | 10.3 |
| | 4500+ TRY | 127 | 46.7 |
| | Total | 272 | 100.0 |
| Working Time in the Profession | 1-5 years | 78 | 28.7 |
| | 6-10 years | 83 | 30.5 |
| | 11-15 years | 61 | 22.4 |
| | 16 year and above | 50 | 18.4 |
| | Total | 272 | 100.0 |
| Working Time in the Organization | 1-5 years | 153 | 56.0 |
| | 6-10 years | 73 | 26.7 |
| | 11-15 years | 30 | 11.0 |
| | 16 year and above | 17 | 6.2 |
| | Total | 273 | 100.0 |

As the distribution by gender is examined, the proportion of women is 50%, and men is 50%. When the distribution according to marital status is examined, the rate of singles is 32.2%, the rate of married people is

67.8%. As the distribution by age groups is examined, the rate of people aged 18-24 is 2.6%, the rate of people aged 25-34 is 58.2%, the rate of people aged 35-44 is 30%, the rate of people aged 45-54 is 5.5%. The proportion of participants aged 55 and over is 3.7%. When the distribution according to education level is analyzed, the rate of primary school graduates is 1.5%, the rate of high school graduates is 7.3%, the rate of those with an associate degree is 14%, the rate of undergraduate graduates is 52.6%, and the rate of graduates is 33.6%. All the participants are private sector employees. As the distribution according to monthly income is examined, the rate of those with an income of 2500-3000 TRY is 20.6%, the rate of those with an income of 3001-3500 TRY is 9.2%, the rate of those with an income of 3501-4000 TRY is 13.2%, the rate of those with an income of 4001-4500 TRY is 10.3%. The rate of those with more than 4500 TRY is 46.7%. As the distribution of working time in the profession is examined, the rate of employees for 1-5 years is 28.7%, the rate of employees for 6-10 years is 30.5%, the rate of employees for 11-15 years is 22.4%, for 16 years and more the rate of employees is 18.4%. As the distribution of working time in the organization is analyzed, the rate of employees for 1-5 years is 56%, the rate of employees for 6-10 years is 26.7%, the rate of employees for 11-15 years is 11%, the rate of employees for 16 years or more is 6%.

Data Collection Tools

Organizational Justice scale consisting of 19 5-point Likert type questions, Multidimensional Job Motivation Scale consisting of 19 questions, and Talent Management Practices Perception Scale consisting of 16 questions were used in the study as data collection tools. The first part of the research questionnaire consists of questions to determine demographic characteristics. These questions are about age, marital status, educational status, seniority, position and income.

Organizational Justice Scale (OJS)

The second part of the survey; Employees' "perceptions of justice towards the organization" and "perceptions of justice towards managers" were developed by Niehoff and Moorman (1993), and the scale was translated into Turkish, and its validity and reliability study was carried out by Polat (2007). The questionnaire includes questions based on the "organizational justice scale" with 19 items and 3 dimensions (distributive justice, procedural justice, interactional justice).

Talent Management Perception Scale (TMPS)

In the third part of the questionnaire, the Talent Management Practices Perception Scale developed by Fegley (2006) was used. The scale has been translated into Turkish language to be used in the study of Bahadinli (2013) in Turkey. The talent management practices of enterprises are examined in terms of recruitment, development and retention of employees with the Talent Management Perception Scale. The talent management scale consists of 16 questions in total and has two dimensions: abstract and concrete.

Job Motivation Scale (JMS)

The fourth part of the questionnaire measures the motivation level of the employees. The "Job Motivation Scale" developed by Ertan (2008) was used as a measurement tool. This scale consists of 24 questions in total, and consists of two dimensions, intrinsic and extrinsic motivation.

Analysis and Evaluation of Questionnaire Data

In this section, analyses and findings made to show the predictive effects of talent management on intrinsic and extrinsic motivation and perceptions of organizational justice - distributive, transactional and interactional - are included. Frequency and percentage analyze from descriptive statistical techniques were used for the analysis of the data, along with reliability tests, simple and multiple linear regression analyses were used to determine the predictive effect and correlation for the relational analyses. To determine whether the variables are suitable for normal distribution, the skewness and kurtosis coefficients were examined before the analysis, and since these coefficients were within the limits of $-1+1$, the data were found to be suitable for normal distribution. Use of parametric tests was preferred in the analysis of the data for this reason. First, this section contains descriptive statistical information about the respondents who participated in the research. In the continuation of the study, the results of the reliability analysis of the questionnaires are also included. Finally, the results obtained by testing the hypotheses developed depending on the conceptual model were examined, and the findings were presented.

Reliability Analysis

Reliability analysis was performed to determine the reliability level of the scale used in the study, and Cronbach's alpha coefficient was obtained. Since the Cronbach's alpha coefficients of the scales used in the research were above $\alpha=0.70$ (Kalaycı, 2008). It concluded the measurement tools were perfectly reliable.

Table 2.

Reliability Analysis Results of Measurement Tools

| Measurement Tool | Cronbach's α |
|-----------------------------------|---------------------|
| Organizational Justice | 0.79 |
| <i>Distributive Justice</i> | 0.88 |
| <i>Procedural Justice</i> | 0.81 |
| <i>Interactional Justice</i> | 0.91 |
| Talent Management | 0.75 |
| <i>Abstract Talent Management</i> | 0.79 |
| <i>Concrete Talent Management</i> | 0.88 |
| Motivation | 0.81 |
| <i>Internal Motivation</i> | 0.81 |
| <i>External Motivation</i> | 0.90 |

Results

In the study, the predictive effect of talent management on motivation is shown in Table 3, and the predictive effect of talent management on organizational justice is shown in Table 4.

The Predictive Effect of Talent Management on Motivation

To determine the predictive effect of talent management on motivation total score and its sub-dimensions, intrinsic and extrinsic motivation, a regression model was established and tested, in which motivation and sub-dimensions were dependent. Abstract and concrete perceptions of talent management were also taken as independent variables.

Table 3.

The Effect of Talent Management on Motivation

| Modal | | Non-Standard Coefficients | | Standard Coefficients | T | P |
|---|----------------------------|---------------------------|------------|-----------------------|--------|-------|
| | | B | Std. Error | Beta | | |
| Motivation Total F= 192.177; p=0.000 R=0.765 R ² =0.586 | Constant | 54.780 | 1.846 | | 29.681 | 0.000 |
| | Abstract Talent Management | 0.864 | 0.156 | 0.487 | 5.535 | 0.000 |
| | Concrete Talent Management | 0.535 | 0.158 | 0.298 | 3.391 | 0.001 |
| Internal Motivation F=54.689; p=0.000 R=0.732 R ² =0.536 | Constant | 27.945 | 0.894 | | 31.273 | 0.000 |
| | Abstract Talent Management | 0.270 | 0.076 | 0.412 | 3.568 | 0.000 |
| | Concrete Talent Management | 0.089 | 0.076 | 0.135 | 1.168 | 0.244 |
| External Motivation F=200.857; p=0.000 R=0.879 R ² =0.773 | Constant | 26.835 | 1.340 | | 20.023 | 0.000 |
| | Abstract Talent Management | 0.595 | 0.113 | 0.455 | 5.243 | 0.000 |
| | Concrete Talent Management | 0.446 | 0.115 | 0.338 | 3.891 | 0.000 |

The first regression model, in which total motivation level was taken as dependent, abstract, and concrete talent management as independent variables, was found to be significant (F=192,777, p<0.001, R²=0.586). The rate of explaining the dependent variable of the independent variables was 58.6%. When the significance levels of the

variables in the model were examined, it recognized that the abstract and concrete ability levels were significant. Abstract and concrete talent management has a positive and significant effect on total motivation. The increase in abstract and concrete talent management causes an increase in the level of extrinsic motivation.

The second regression model, in which intrinsic motivation was measured as dependent, abstract, and concrete talent management as independent variables, was significant ($F=54.689$, $p<0.001$, $R^2=0.536$). The ratio of independent variables to explain the dependent variable was 53.6%. When the significance levels of the variables in the model were examined, it showed that the abstract ability level was significant, and the concrete ability management was meaningless. Abstract talent management has a positive and significant effect on intrinsic motivation. The increase in abstract talent management causes an increase in the level of extrinsic motivation.

The third regression model, in which extrinsic motivation was taken as dependent, abstract, and concrete talent management as independent variables, was significant ($F=200,857$, $p<0.001$, $R^2=0.773$). The ratio of independent variables to explain the dependent variable is 77.3%. The significance levels of the variables in the model were tested and concluded that abstract and concrete talent management were meaningful. Abstract and concrete talent management has a positive and significant effect on extrinsic motivation. The increase in abstract and concrete talent management causes an increase in extrinsic motivation.

The Predictive Effect of Talent Management on Organization Justice

A regression model was created and tested to determine the effect of talent management on organizational justice and its sub-dimensions (distributive, procedural and interactional justice). According to this model, organizational justice and its sub-dimensions were evaluated as dependent variables, and abstract and concrete talent management as independent variables.

Table 4.

The Effect of Talent Management on Organizational Justice

| Modal | | Non-Standard Coefficients | | Standard | T | p |
|--|----------------------------|---------------------------|-----------|--------------|--------|-------|
| | | B | Std. Hata | Coefficients | | |
| Organizational Justice $F=147.125$; $p=0.000$ $R=0.879$ $R^2=0.773$ | Constant | 19.216 | 2.215 | | 8.675 | 0.000 |
| | Abstract Talent Management | 1.050 | 0.187 | 0.486 | 5.600 | 0.000 |
| | Concrete Talent Management | 0.668 | 0.189 | 0.306 | 3.527 | 0.000 |
| Distributive Justice $F=147.125$; $p=0.000$ $R=0.849$ $R^2=0.722$ | Constant | 5.061 | 0.841 | | 6.020 | 0.000 |
| | Abstract Talent Management | 0.261 | 0.071 | 0.348 | 3.672 | 0.000 |
| | Concrete Talent Management | 0.298 | 0.072 | 0.393 | 4.150 | 0.000 |
| Procedural Justice $F=172.778$; $p=0.000$ $R=0.748$ $R^2=0.560$ | Constant | 11.264 | 1.086 | | 10.373 | 0.000 |
| | Abstract Talent Management | 0.538 | 0.092 | 0.531 | 5.859 | 0.000 |
| | Concrete Talent Management | 0.240 | 0.093 | 0.234 | 2.583 | 0.010 |
| Interactional Justice $F=133.372$; $p=0.000$ $R=0.701$ $R^2=0.492$ | Constant | 2.891 | 0.603 | | 4.798 | 0.000 |
| | Abstract Talent Management | 0.250 | 0.051 | 0.476 | 4.905 | 0.000 |
| | Concrete Talent Management | 0.130 | 0.052 | 0.245 | 2.522 | 0.012 |

The regression model for the dependent, abstract, and concrete talent management sub-dimensions of the total organizational justice scale was found to be significant ($F=147.125$, $p<0.001$, $R^2=0.722$). The ratio of the independent variables to explain the change in the dependent variable was 77.3%. The second regression model of the distributive justice sub-dimension, which was taken as dependent, and abstract and concrete talent

management as the independent variable, found significant ($F=147.125$, $p<0.001$, $R^2=0.722$). The rate of explanation of the change in the dependent variable by the independent variables was 72.2%. As the significance level of the parameters in the model was examined, the abstract and concrete talent managements were significant in the model. Abstract and concrete talent management has a significant and positive effect on distributive justice. In other words, the increase in intangible and tangible talent management leads to an increase in the level of distributive justice. The third regression model of the procedural justice sub-dimension's dependent, intangible and concrete talent managements was found to be significant ($F=172.778$, $p<0.001$, $R^2=0.560$). The ratio of independent variables to explain the change in the dependent variable is 56%. As the significance level of the parameters in the model was examined, it showed that the abstract and concrete talent managements were significant in the model. Abstract and concrete talent management has a significant and positive effect on distributive justice. The increase in abstract and concrete talent management causes an increase in the level of distributive justice. The fourth regression model of the interactional justice sub-dimension, which was taken as dependent, intangible, and concrete talent managements as independent variables, was found to be significant ($F=133,372$, $p<0.001$, $R^2=0.492$). The ratio of the independent variables to explain the change in the dependent variable is 49.2%. When the significance level of the parameters in the model was examined, it showed the abstract and concrete talent managements were significant in the model. Abstract and concrete talent management has a significant and positive effect on distributive justice. The increase in abstract and concrete talent management causes an increase in the level of distributive justice.

Discussion

We often come across talent management, organizational justice, motivation, and their relations with other in today's studies. While various talent management practices in businesses significantly affect fairness and motivation, they can improve relationships, collaborations and loyalty between employees and organizations.

This research reveals how employees' perceptions of talent management affect their perceptions of motivation and organizational justice. While the dependent variables of the study were motivation and organizational justice, the independent variable is the talent management perceptions of the employees in the institutions where talent management is applied. In the research, 67.8% of the participants are married, 58.2% are in the 25-34 age group, 52.6% of them are university graduates, and 46.7% are employees with an income of over 4500 TRL. This indicated the group participating in the research is more than white-collar workers. Abstract and concrete talent management has a significant predictive effect on the total motivation of employees. However, it observed that the increase in the perceptions of intangible and tangible talent management also causes an increase in the levels of distributive justice, procedural justice, and interactional justice, which are organizational justice sub-dimensions. These outputs support the work of some researchers in this field (Akgemici, Canbolat, Kalfaoglu, 2020, Gelens et al., 2013; O'Connor and Crowley-Henry, 2019). As the hypotheses of the research are examined respectively, it is seen that the abstract perceptions of the employees regarding the talent management practices have a predictive effect on both their total motivation scores and their intrinsic and extrinsic motivations. Thus, the abstract perceptions of employees regarding talent management practices presented in the research have a predictive effect on their motivation. It determined that the H1 hypothesis in the direction of Considering that the perception of abstract talent management exists in jobs where mental activities are carried out intensively, and the research sample consists of white-collar employees who work with cognitive skills. It is an expected result that abstract talent management perceptions will have an explanatory effect on the motivation of employees in general, and both internally and externally. The findings obtained in the study are also consistent with the results of Kontoghiorghes (2015), Novinda and Eeng (2020). The results showed that abstract talent management practices and the motivation of employees in companies where these practices are applied systematically affect positively. It showed that the concrete perceptions of the employees regarding the talent management practices also significantly predict their total motivation. Thus, the H2 hypothesis, "Employees' concrete perceptions of talent management practices have a predictive effect on their motivation." is supported. However, the predictive effect of employee perceptions on concrete talent management on extrinsic motivation is one of the motivation sub-dimensions. It is also among the important findings that it has no effect on intrinsic motivation. Employee perceptions of tangible talent management emerge in jobs that require less use of cognitive skills than abstract abilities. The source of motivation that employees need to fulfill their duties in such jobs comes from tangible and material external incentives that ensure the sustainability of the work, rather than internal reasons including

enthusiasm and enthusiasm from the work itself. Performance-based fair reward and remuneration policies implemented in institutions; Supporting promotion opportunities with a transparent promotion system can set an example for external resources. With these applications, it can reduce the uncertainty about the work life of the employee and increase the motivation visibly. In this context, the findings obtained in the study also overlap with the results of Güner (2016) and Bahadanlı (2013). It is also shown that both concrete and abstract perceptions of employees regarding talent management practices have a predictive effect on organizational justice perception and all its sub-dimensions - distributive, transactional and interactional. Thus, “employees' abstract perceptions of talent management practices have a predictive effect on their perceptions of organizational justice - distributive, transactional and interactional-” presented in the study. H3 hypothesis and “Employees' concrete perceptions of talent management practices have a predictive effect on their perceptions of organizational justice - distributive, transactional, and interactional.” H4 hypothesis was supported. Similarly, this result is the same various research findings (Gelens et al. 2014; O'Connor & Crowley-Henry, 2019). It is understood that talent management systems in organizations make positive contributions to all three sub-dimensions of organizational justice when they are implemented fairly, within the framework of a procedure by the employees, and when they are carried out strongly with the communication between the management and the employees.

Employees in institutions where talent management is applied correctly and fairly. Hence, it is a predictable result that both the distribution decisions in the institution and the perception of justice regarding the distribution will be high in this way. It is believed that an increase in the perceptions of justice regarding employee-manager relations of employees can be observed with admirable talent management carried out by managers with objective and appropriate criteria. Consequently, an objective process, equitable distribution, and interaction in terms of employees were found to be important in terms of abstract and concrete perceptions in the study (Latukha, 2018).

Conclusion

As the similarly, investigations in the literature, there is a significant relationship between talent management, motivation, and organizational justice in this study. Therefore, an admirable talent management strategy is applied to keep the employees in the institution who are suitable for the emotional, mental, and physical structure of the job, complexity, and requirements of the profession. It is to adapt them in the systems that will adapt them to the changing conditions will affect both the internal and external motivations of the employees in the institution and their perceptions of organizational justice. This study revealed that the effect of talent management on motivation and organizational justice is positive and significant, and employees' perceptions of motivation and organizational justice increase with talent management. Based on the findings of this research, it can be said a well-executed talent management strategy of employees can result in high levels of motivation and organizational justice perceptions. In this study, only people working in selected companies in the textile sector in Istanbul are focused. Even some other sub-sectors of the manufacturing sector may produce different results. The study may yield different results for different geographical regions with different areas of the service or manufacturing sector. For further research, more empirical and comparative studies are needed to better understand the impact of talent management dimensions on organizational effectiveness.

Talent management is an integral part of human resource management. Talent management is an intentional approach to recruiting, developing, and retaining people with the necessary talent or skills to meet the organization's current and future goals or needs. With enterprise talent management practices, organizations can increase the ability to attract and train highly skilled employees, integrate new employees, and develop and retain existing employees to meet current and future business goals. It can also help the organization realize its vision with the help of efficient and promising talented people. It has shown there are limited studies on talent management, motivation, and organizational justice in the textile sector, and it is aimed to contribute to the literature with this study.

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