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QUANTITATIVE ANALYZE OF BOTH RELATION BETWEEN TALENT MANAGEMENT AND INNOVATION PERFORMANCE AND MOTIVATION'S MEDIATION ON THAT RELATION*

İhsan Oğuz BAKKALBAŞI[2]

Abstract

This manuscript aims to test the talent management's direct impact on the organizational innovation performance, and the mediator role of motivation on the relation between talent management and innovation performance. The talent management that has gained a new meaning particularly with the digital transformation, can be considered as a good candidate of a contributor to organizational competitive advantage. Analyzing the potential impact of talent management on innovation performance and also the potential mediator factors on that relationship, may contribute to the literature as well as business world. In accordance with that theoretical structure, a survey on 437 respondents is carried out. The data gathered from the survey is analyzed with SPSS statistical software program. Results confirm that the talent management positively influences innovation performance. In addition, both intrinsic and extrinsic motivation are positively influenced by talent management. On the other hand, it's also lightened with Hayes's process way that the motivation mediates partially the impact of talent management on the innovation performance. Therefore, it's argued here, in present manuscript, that the talent management positively influences the innovation performance and the motivation (both intrinsic and extrinsic motivations) partially mediates that relationship.

Keywords: Talent Management, Human Resource Management, Intrinsic Motivation, Extrinsic Motivation, Innovation Performance

JEL Codes: M10, M12, M54

YETENEK YÖNETİMİNİN, İNOVASYON PERFORMANSI ÜZERİNDEKİ ETKİSİNİN VE MOTİVASYONUN BU İLİŞKİ ÜZERİNDEKİ ARACILIK ROLÜNÜN NİCELİKSEL OLARAK İNCELENMESİ

Öz

Bu çalışma, yetenek yönetiminin inovasyon performansı üzerindeki etkisini ve iş motivasyonunun varsa bu ilişkideki aracı rolünü test etmeyi amaçlamıştır. Özellikle dijital dönüşüm sonrası yepyeni bir anlam kazanan yetenek yönetimi rekabet avantajı kazanma açısından büyük önemi olan inovasyon performansı üzerine önemli etkiler barındırma potansiyeli taşımaktadır. Bunun değerlendirmesi ayrıca varsa bu ilişkide aracı rolü oynayabilecek potansiyel değişkenlerin tespit edilmesi hem literatüre hem de iş dünyasına önemli katkılarda bulunacak gibi gözükmektedir. Bu çerçevede SPPS istatistik programı maharetiyle 437 katılımcıdan toplanan verilerin üzerinde yapılan analizler sonrasında yetenek yönetiminin hem (içsel ve dışsal) motivasyonu olumlu yönde etkilediğini hem de inovasyon performansını olumlu yönde etkilediğini tespit edilmiştir. Çalışmanın diğer amacı olan iş motivasyonun, yetenek yönetiminin inovasyon performansı üzerindeki aracı rolü sorgulaması da Hayes'in "process" yolu aracılığı ile gerçekleştirilmiştir. Bu analizler sonucunda yetenek yönetimin inovasyon performansı üzerinde olumlu etkisi olduğu ayrıca hem içsel hem de dışsal motivasyonun bu ilişkide kısmi aracılık (mediator) rolü olduğu görülmüştür. Yetenek yönetimine ilişkin niceliksel çalışmaların sayıca halen yetersiz olduğu düşünülürse bu çalışmanın literatüre ve iş dünyasına katkı sağlaması beklenebilir.

Anahtar Kelimeler: Yetenek Yönetimi, İnsan Kaynakları Yönetimi, İçsel Motivasyon, Dışsal Motivasyon, İnovasyon Performansı

JEL Kodları: M10, M12, M54

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[2]Dr. Öğr. Üyesi, Marmara Üniversitesi, Siyasal Bilgiler Fakültesi, iobakkalbasi@marmara.edu.tr, https://orcid.org/0000-0002-4011-9052

INTRODUCTION

Since the beginning of the management as both science and practice, the main target is to find the ways for better organizational performance. It's now seriously complex and stringent, as it takes place in the era where the organizations should struggle against others within the turbulent socio-economic and global environment (Franco and Landini, 2022, p.1). In the search of competitive performance, due to this complex environment, organizations look to their inside as well as their outside, for discovering any strategic competence, such their human resources (Barney, 1991).

Although the management of human resources first appeared at the end of the 1950s (Kaufman, 2002), it has mainly centered on management science since the 80s (Kaufman, 2002; McKinlay and Starkey, 1992) by leaving its mark on management over the last 40 years (Becker and Huselid, 2006; Huselid and Becker, 2011). Because the human resources (HR) of a firm have the potential to contribute to organizational performance (Bae and Lawler, 2000; Becker and Gerhart, 1996; Becker and Huselid; 2006; Boudreau and Ramstad 2005; Brockbank, 1999; Huselid, 1995). This emergence was isochronous with fierce competition (Dyer and Reeves, 1995) and with the transformation in strategic management literature (Cascio and Boudreau, 2016). The reason for this synchronic structure is that the companies stake their resources on gaining a competitive advantage, both tangible and intangible, which includes their HR (Barney and Wright, 1998; Guest, Michie, Conway, and Sheehan, 2003; Kamoche, 1996). While strategic HRM (SHRM) was the most prominent HRM sub-domain that focuses on the contribution of HR to organizational performance at the beginning, strikingly increasing attention has been given to talent management (TM) over recent decades with the aim of gaining competitive advantage (Axelrod, Handfield-Jones, and Micheals, 2002; Ulrich, Younger, Brockbank, and Ulrich, 2012). Hence, the organizations focus their human resource for competitive performance through HRM or TM.

When the main target is the competitive advantage, the innovation performance of the organization, on the other hand, is considered as another predictor for competitive performance (Harris and Mowery, 1990; Becker and Gerhart, 1996; Chowhan, 2016; Franco and Landini, 2022; Canbul and Çemberci, 2023). Because either big or small, any organization's innovation capacity contributes its competitive advantage (Franco and Landini, 2022, p. 1). And up today, the empirical results of the researches are confirmed the impact of innovation capacity on organizational performance (Chen, Lin, and Chang, 2009, p. 157).

Not only for the organizational level, innovation capacity has a positive impact on both organizational and national levels with advances on *both new technologies and new business forms* (Harris and Mowery, 1990; Doğan, 2016, p. 77), provided that the organizations find the accurate domains and the ways (Vreis

and Wunsch-Vincent, 2022, p. 83). Hence the performant innovative organizations contribute the industrial development of the nations.

On the other hand, the motivation is also an important potential predictor for organizational performance as well as innovation capacity. Motivation's positive contribution to the organizational performance is argued several times (Mottaz, 1985). Using such models, many derivates can be interrogated—such as a link between TM and innovation (e.g., Chiu 2018; Ko, 2015) or motivation and innovation (Koudelková and Milichovský, 2015; Sauermann and Cohen, 2010 Seeck and Diehl; 2017)—since TM has the potential to heighten employee motivation (Tarique and Schuler, 2010) a relationship between TM, motivation, and innovation capacity is widely expected.

In accordance with expectations, mentioned-above, it has been emphasized many times that HRM can influence organizational performance indirectly (Seeck and Diehl; 2017) by an intermediary factor generally referred to in terms of a "black box" (Becker and Huselid, 1996). The most popular nominees for the content of the black box are "citizenship behavior" (Sun, Aryee and Law, 2007), "strategy alignment within the context (Glaister, et al., 2018, p.159; Li, Wang, Van Jaarsveld, Lee, and Ma, 2018)", and motivation (within AMO model for example) (Kellner, Cafferkey, and Townsend, 2019; Seeck and Diehl; 2017) as an effective managerial device (Mayo, 2019). One way or another, motivation is always found a potential factor for performance, "*because motivation produces* (Deci and Ryan, 2000, p. 69)".

Finally, the present manuscript in the search of ways to the organizational competitive performance through the innovation performance, first presents the related concepts of TM, innovation, and motivation before going on to present the research context (aims, hypotheses, methods) and results and then discussing them. This is expected to contribute to the literature in two ways. First, by testing the different relations between TM, IP, and motivation, the shortage of empirical research in this area is addressed (particularly that based on employees as opposed to managers' evaluations). Second, by realizing this research in Turkey, where only a handful of studies have been conducted (Çataltepe and Kaya, 2024, p. 115).

THEORETICAL BACKGROUND

TM = VIP-HRM. For All or for VIP Employees?

TM first appeared at the end of the twentieth century in response to the need for talent. The increasing volume of emerging and upsizing companies due to the growing economy, on the one hand, and decreasing population and natality rates, on the other hand (Beechler and Woodward, 2009), led to a scarcity of senior executives among organizations and thus a struggle to catch new talent—the "war for talents" (Chambers,

Foulon, Handfield-Jones, Hankin, and Micheals, 1998; Dejoux and Thévenet, 2015; Dries, 2013). At that time, the war for talents seemed like a domestic one for occidental countries, particularly the US, but by the end of the first decade of the third millennium, this had changed as the "reloaded war" gained an international character by taking the international mobility opportunity concerning human capital (Cascio and Boudreau, 2016; Khilji, Tarique, and Schuler, 2015; Thunnissen, Boselie, and Fruytier, 2013).

It was already difficult to find senior executives at the end of the twentieth century, and it became even more difficult a decade later to find people who were sufficiently able and competent with the new technology to potentially contribute to a firm's strategic advantage (Dejoux and Thévenet, 2015). Thus, this war had taken on a new form due to an intensified shortage of talent worldwide resulting from the tremendous globalization and technologic progress day by day (Cascio and Boudreau 2016; Festing, Schäfer, and Scullion, 2013; Gallardo-Gallardo, Thunnissen, and Scullion, 2020). Consequently, the importance of TM increased due to the difficulty of finding potential talents (Ashton and Morton, 2005) even during the last decade (i.e., despite the economic crisis) (Gallardo-Gallardo, Nijs, Dries, and Gallo, 2015; Thunnissen, et al., 2013). Thus, a new form of the war for talents has been observed with the new millennium, referred to here as the "reloaded war".

The lack of technology-adapted employees and managers was not a new problem; it appears particularly during and following periods of major technological innovation when the competences and abilities of senior employees and managers become obsolete and insufficient (Kanfer, 2012, p.480; Zuboff, 1988). Also, older workers tend not to attain high performance levels (Kanfer 2012. P.484; Loretto and White, 2006), it is not easy to convince them to stay in work (Marjorie and Ursel, 2009), and valuable organizational knowledge is lost as they go into retirement (Calo, 2008).

In the context of the current technical revolution, organizations are targeting talent from all over the world. They aim to find, attract, and retain those with the potential to contribute to organizational performance through their high technological abilities and by managing projects as required. Differences between the West and East in terms of demographic features (Guthridge, Komm, and Lawson, 2008) and education costs are causing a decrease in the numbers of qualified young graduates in West that is being covered by those coming from the East (Dejoux and Thévenet, 2015). Reverse mobility (from West to East) has also been noted (Tung and Lazarova, 2006) because the talent shortage is a global problem (Tarique and Schuler, 2010). The reloaded war for talents is underpinned by the evident relationship between the knowledge economy, globalization, and talent mobility (Gallardo-Gallardo, et al., 2015), where the main

motivation is the desire to establish the knowledge economy (Lehman, 2009). It is within this overall situation that increasing attention is being paid to TM.

Based on the attention being paid to this issue, several scholars began to imagine and theorize TM in different ways. Here, as an example, Collings and Mellahi's (2009) quadruple frame is referred. This TM philosophy consists of four essential approaches: people, practice, position, and talent pool. The people approach is based directly on (talented) humans for TM, in which TM aims to find, capture, and develop talents. In the practices approach, however, *all* humans are considered as talents, and TM aims to reveal the talents within them (as employees) through the specialized HR practices of an entire organization. The position approach centers on key positions. In this framing, TM should first determine the key positions and then find the best candidates for them. Finally, the talent pool approach consists of HR and succession planning for TM. In this approach, TM essentially means ensuring a talent pool, generally from within the organization.

Notwithstanding different approaches and key dimensions, TM is, in fact, based on a people approach philosophy because the origins of TM concern the shortage of talents (Chambers, et al., 1998). Therefore, it is mostly agreed that TM means the management of talented humans (Cooke, et al., 2014; Dejoux and Thévenet, 2015; Handfield-Jones, Micheals, and Axelrod, 2001; Sarraille and Randle, 2020; Vardi and Collings, 2023). Thus, it is expected that TM will contribute to organizational performance through talented humans. Following this philosophy, value creation can only occur with talented humans (Sparrow and Makram; 2015, p. 255), who can be considered as special people or "stars" (Vardi and Collings, 2023), and TM does not drive extraordinary techniques but rather emphasizes human-focused practices for special people or stars to improve their capacities. According to this philosophy, it is possible to see TM as *VIP-HRM*, which may involve little more than humanist practices for a special group.

Yet, several different (above-mentioned) approaches are now conceived and driven as TM (Sparrow and Makram, 2015), such as the practice approach. The practice approach (Collings and Mellahi, 2009) is, in fact, considered a kind of HPWP because all employees are considered as talents in this view, and human-focused practices are for all. In this framing, the function of TM is to contribute to organizational performance through an intermediary variable that touches people, such as motivation, which is why TM practices should have a positive impact on all, regardless their demographic, industrial, or educational characteristics.

Although practice approach is considered a kind of HPWP of strategic human resource management domain, it's going to be TM style analyzed in here, present manuscript, just because the previous papers

argued that it's the main TM style preferred in Turkey (Altunoğlu, Atay, and Terlemez, 2015; Glaister, Karacay, Demirbag, and Tatoglu, 2018; Tatoglu, Glaister, and Demirbag, 2016).

Innovation

Certainly, innovation has always occupied management (Kanter, 2011). Many scholars (Becker and Gerhart, 1996; Lawrence and Lorsch, 1969; Peters and Waterman, 1982) used the innovation as a part of organizational performance as per date. Since the turn of the millennium, it has had a salience and increasing popularity due to the strategic performance needs of firms (Harris and Mowery, 1990, p. 8; Franco and Landini, 2022, p.1).

The impact of innovation on organizational performance is expected conceptually (e.g., Becker and Gerhart, 1996) and confirmed empirically, even for the financial performance of the organization (Chowhan, 2016; Canbul and Çemberci, 2023). Although innovation is simply defined as "a new product or process" (Rogers, 2003, cited by Chiu, 2018, p. 220), a detailed view involves technological, service, and strategic innovations, too, as *"the invention and implementation of a management practice, process, structure, or technic that is new to state of the art and is intended the further organizational goals"* (Birkinshaw, Hamel, and Mol, 2008, p. 825). While *new product* means something new (goods or services) to be used by clients, *new process* refers to change in the production process (Rowley, Baregheh, and Sambrook, 2011, p. 76).

In accord with these expectations, this study investigates mainly the impact of TM on organizations' innovation capacity. This is not unusual in the literature, where TM's positive impact potential for IP through "knowledge spillover" and "brain gain" is an expected relationship (Khilji, et al., 2015). Moreover, many studies have focused on the relationship between innovation and HRM (Lin, Sanders, Sun, Shipton, and Mool, 2020). In particular, HRM's impact increases when the activities constitute a "bundle" (Seeck and Diehl, 2017). Although TM and HRM are not assumed to be the same, they are taken here as functioning similarly, in the frame of practices approach (Collings and Mellahi, 2009) since the practices of both are practiced with a coherence in a "bundle".

In short, innovation today depends on employees who are motivated (Sauermann and Cohen, 2010) through the impact of TM or human-focused HRM practices and their struggle to use the knowledge that they pursue and attain (Birkinshaw, et al., 2008). In this framing, innovation-focused activities are based on improving employees' innovative behaviors for better performance (Yuan and Woodman, 2010).

Innovation thus unifies TM and work motivation and so the reflexive impact of both together needs to be analyzed. Accordingly, the present study aims to unfold the relationship between TM and IP with a view to the potential mediator impact of work-motivation, which is not a frequently interrogated relationship (Seeck and Diehl, 2017).

Although traditional wisdom expects the innovations from a handful scientists, the attitudes related to innovation are individual, and may generate "across levels and functional areas" (Shipton, Sparrow, Budhwar, and Brown, 2017, p. 246). A solid process that involves motivation (Birkinshaw, et.al, 2008) is also needed in order to attain good innovation results. Finally, the both the motivation and the practices focused to employees' motivation have a potential to increase the innovation performance.

Motivation: From Confusion to Confluence

As an old and long-established subject in management domain, motivation, has a "deep" history beyond last two or three decades, and has faced many crucial changings. The first theories focused on universal motives, like physiological needs, that consist of the universal "motives, needs, wants and likes" of an individual within a "person-centric perspective" (Wiener, 1985). These physiological and psychological factors were considered the reason for people's actions. Later, motives, needs, and other things became thought of as goals since they function as targets in which a lack is satisfied; hence, goal theory came to cover all these theories like an umbrella (Kanfer and Chen, 2016, p. 7–8). Later, the goal concept crystallized, and attention shifted to the way the goals appear. The conscious or non-conscious impact of individuals or the social environment (Deci and Ryan, 2000; Grant, 2008; Kanfer and Chen, 2016) began to be analyzed in order to understand the occurrence of the goals. These research questions may be accepted as first fundamentals of goals pursuit, yet the most detailed and popular theory within the goals concept is that based on intrinsic and extrinsic motivations (Kanfer, 2012).

Intrinsic motivation (IM) means an energy towards an action that does not need anything to arouse it, as just its own attractiveness (pleasure, curiosity, etc.) is enough. Extrinsic motivation (EM) portrays an energy based on the rewarding power of something, something to attain for which the individual gets moving (Gagné and Deci, 2005). IM and EM theories reflect a platform for motives by which individual (employee) attitudes can be analyzed—as has been the case in many studies (Belenzon and Schankerman, 2015; Chiu, 2018; Dwivedula, 2020; Grant, 2008; Ko, 2015; Kuvaas, Buch, Weibel, Dysvik, and Nerstad, 2017; Sauermann and Cohen, 2010; Van Yperen and Hagedoorn, 2003). All recent motivation theories touch on IM or EM, more or less, since they conceptualize the targets (the *what*) of action in the motivation process of the individual.

Generally, IM occupies a larger place in the domain, but studies on EM should not stop because this impacts individual behavior, even if it may be less effective or its impact may depend on some special conditions or context (Deci and Ryan, 2000, Kuvaas, et al., 2017). It's still early to say that the researches on EM have reached the end (Yuan and Woodman, 2010, p. 323; Kuvaas, et al., 2017, p. 245).

Also, another way to look at the "transformation relation" from extrinsic to intrinsic motivation should not be missed. Motivation theories may be the stages of a transformation, alongside the history, instead of being alternatives, depending on socioeconomic progress (Zhao and Pan, 2017). If and insofar as this is the case, the weightiness of EM and IM will be affected. In fact, IM can function after the individual has gone far beyond the poverty level (Deci and Ryan, 2000, p. 247); therefore, both motivations should be still considered as important variables in research.

Notwithstanding the stress of IMs and EMs, the complex structure of motivation—namely, the different views of the different theories (e.g., conscious/non-conscious, external/internal effects, psychological/physiological motives/needs, innate/learned behaviors) (Deci and Ryan, 2000)—still causes confusion. It should also be emphasized that cognitive evaluated theory (CET) makes the "labyrinth" even more complex. In CET, Deci (1972) posits the negative impact of extrinsic stimulants on IM, arguing that EM (rewards) reduces IM. This suggestion has prompted many debates in the domain (Gagné and Deci, 2005, p. 333), which was perhaps what led Ryan and Deci (2000) to later make further investigations and clarify details. Among these was one study that launched self-determination theory (SDT).

While CET presents the negative effects of EM, SDT highlights the "conditions" in which EM factors can function positively (like IM does). Thus, Deci and Ryan (2000) graded motivation types (particularly EM). They composed a six-level "scaled motivation grill" between amotivation and pure (intrinsic) motivation. While amotivation has no motivator factor but impersonal automatic behaviors for action; IM, at the other pole, has internal reasons to do something, to perform an action, such as pleasure or curiosity. Between amotivation and IM, there are the EM levels, namely, "external," "introjected," "identified," and "integrated" regulations. Very briefly, in accordance with this theory, the capacity of an EM to be intrinsic depends on the individual's evaluation of the outcome of the action. If the individual assesses the outcome as close to their values, the action as well as its outcome are compatible with their cultural norms and go beyond mere reward.

In accordance with its long-established history in management science, motivation concept has contributed many different approaches for work motivation such "Motives and Needs, Expectancy, (In)Equity, Goal Setting, Cognitive Evaluation, Work Design, and Reinforcement" theories (Ambrose and

Kulik, 1999, p.232), to which we may add the self-determination theory (SDT) and its IM and EM dimensions (Deci and Ryan, 2000). However, a new milestone seems like to appear.

The different theories or approaches presented, it can be said, are on the way to a *"*coalescence*"* (Kanfer, 2012, p.455) or confluence. By the end of the twentieth century, it was evident that two currents—*self-determination* and *goal and goal setting*—largely covered the work motivation domain. Self-determination theory specifically *"*links*"* the motivation to the individual and thus internal reasons, while goal theory links it to difficult goals and understanding the behaviors needed for individuals to reach these goals. The confluence between these two theories first sparked attention to the goal-setting process. In accordance with recent studies on goal-setting theory, this showed that goals are more effective when set by the actor (employee). The self-setting of goals is considered a part of IM (Ambrose and Kulik, 1999). Hence, goal acceptance is well facilitated and bolsters both IM and goal motivation (Gagné and Deci, 2005).

Finally, since the IM and EM have a potential to embody the confluence of all approaches, its impact is considered as "interrogated-worthy" in this manuscript. Both motivation factors may function mediate variable between the dependent and independent variables. Hence the intrinsic and extrinsic motivations will be analyzed as their potential for mediating role on the relation between dependent and independent variables.

Construction of Hypotheses

If the better performance searching is the main target of management domain, the factors who have the potential to contribute it, such innovation capacity, may considered as the "priority" variable. Here, in present manuscript the innovation capacity that embodies the organizational performance in accordance with literature, was chosen as the dependent variable.

And, independent variables, as for them, TM and motivation were selected as the independent variables of the present research. Their impact on organizational performance, that has been already argued previously by the conceptual and empiric papers, encourage to test its impact on innovation (Koudelková and Milichovský, 2015; Sauermann and Cohen, 2010; Seeck and Diehl; 2017). Therefore, the first hypothesis of the present manuscript:

H1: *TM has a positive impact on the IP*.

On the other hand, the expectation regarding the TM's positive impact on innovation performance is not considered as a direct impact, yet, it's expected that the TM may influence positively IP by mediating

role of at least another variable ("black box", i.e.) (Kellner, Cafferkey, and Townsend, 2019). Here, the motivation is found as one potential mediator variable with its sub-dimensions, IM and EM, namely. Therefore, the second hypothesis of the present research:

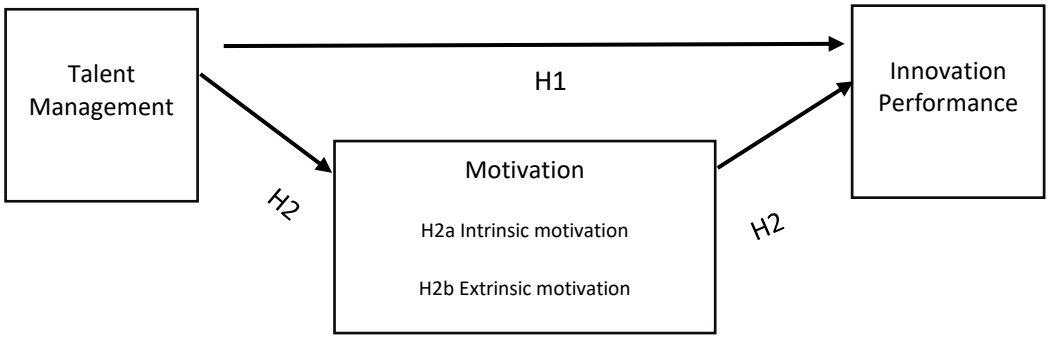
H2: *Motivation mediates the impact of TM on IP.*

H2a: *IM mediates the impact of TM on IP.*

H2b: *EM mediates the impact of TM on IP.*

At the end the research model of the manuscript can be constituted as below.

Figure 1: Research model



METHODOLOGY

Predictions, Questions, Expectations, And Hypotheses

This study aimed to cover certain research gaps. The first related to the region: an overly high concentration on developed countries, particularly the U.S., is one of the main shortcomings of this subject area (Festing, et al., 2013; Lin, et al., 2020). In fact, studies in more than 35 countries have been published (Gallardo-Gallardo, et al., 2015), but the curiosity about TM in emerging markets continues (Pereira, Collings, Wood, and Mellahi, 2022). Such research in Turkey will thus contribute to the literature. Beyond this, Turkey is an emerging market on which only a handful of studies (Altunoğlu, et al, 2015; Glaister, et al., 2018; Tatoglu, et al., 2016) have been published in ranking journals. This was important because the research on different countries (different cultures) shows that results concerning the closeness of the relationship between HRM and innovation may vary (Lin, et al., 2020).

Additionally, the survey reported here happened to be conducted in the heart of an economic crisis, when there was a sudden and major devaluation of the national currency and thus an inflation problem. This was a big misfortune for Turkey but an excellent opportunity for this research, as it enabled a good view of the impact of TM, IM, and particularly EM on employees' perceptions during a time of economic crisis. Thus, the first aim was to cover the lack of studies comparing regional sociocultural as well as economic differences as related to TM (Festing, et al., 2013, p.1886; Zhao and Pan, 2017).

This study also aims to contribute to quantitative studies in this area, particularly regarding TM and its impact on organizational performance. This shortage of empirical research has been noted several times (Collings and Mellahi, 2009; Lewis and Heckman, 2006; Thunnissen, et al., 2013). In addition, many of the quantitative studies target an analysis of managerial perceptions (Cooke, et al., 2014) but not the employees' individual perceptions or evaluations (De Boeck, Meyers, and Dries, 2018). Another contribution of the present study was to use EM as a variable. As has been stated, the literature is still short of empirical studies on EM. (Kuvaas, et al., 2017, p.245).

Finally, the survey included questions about the mediator role in employee motivation. Investigation into the mediator and moderator roles has also been identified as lacking in the literature (Seeck and Diehl, 2017). The research to date shows that TM practices have a positive impact on both talents and non-talents, particularly on affective and cognitive dimensions (De Boeck, et al., 2018), but the mediator or moderator role has not been sufficiently analyzed for any variables.

Survey, Data Collection, And Entering Processes

A total of 437 respondents from several industrial sectors were randomly identified (by snowball sampling) and surveyed. This method of data-gathering is not unusual (Yuan and Woodman, 2010; Field, 2013). Information was gathered on the respondents' demographic characteristics and socioeconomic and educational groups. For this study, ethics committee approval was obtained with the decision no. 37 of the meeting held on 31/07/2024 by the Ethics Committee of Marmara University.

IBM SPSS Statistics version 28 and Hayes's "process" macro were used for data analysis. Adjustments were made during the data loading in regard to respondents who had responded to the question about their sector with "household appliances," "working in the Ministry of Education," "law consultancy," and "medical drugs." These were entered as "commercial activities," "education," "consultancy," and "health," respectively. There were also 12 cases where the sector question was not answered; these were entered as "others."

Before starting the research, respondents' answers are analyzed based on their demographic characteristics (age, career experience, gender, industrial sector, or experience in the firm), and any significant difference potential to influence the results, was found. There were only some details found concerning the doctorated respondents and the respondents working in the education sector. Those details can be found within the discussion.

Measures

TM was measured as employee perception for items intended to gain information on managerial practices regarding TM. This is a measure that has been used in the literature (Fegley, 2006, cited by Mumcu and Salepcioglu, 2020) and attained good reliability in Turkey (Mumcu and Salepcioglu, 2020). The items were evaluated by respondents using a Likert seven-point scale ranging between "I absolutely disagree" and "I absolutely agree." The items had already been translated into Turkish and reliability obtained, so no further controls for translation were necessary. The measure of motivation is not a recent one (Mottaz, 1985) but has already been used several times in Turkey. For example, Saracel, Taşseven, and Kaynak, (2016) and Ertan (2008) used this measure and attained strong reliability coefficients. IP is one of the most important organizational performance criteria. Like others, a measure that had already been used in Turkey was preferred (Erdil et al., 2018) derived from Chen, Lin, and Chang, 2009).

Conducting the Research

After having selected the measures to be used, further analyzes were conducted for construct validity and reliability as well as to check normality, linearity, variance equality assumptions and extreme values (Field, 2013). These analyzes have indicated those results (please find below): First, exploratory factor analysis reduced the items. TM 12, 13 and EM 1, 6, 8, and 12 were excluded. Moreover, exploratory factor analysis regrouped the extrinsic motivation. Based on those analyzes EM9, 10, and 13 constitutes first sub-dimension, EM2, 3, and 4 second one, and EM5, 11. And lastly EM 7 is sent to the TM.

Since the EM9, 10, and 13 were items regarding the rewards it's named here as reward based extrinsic motivation factor (REWEM, i.e.). EM 2, 3 and 4 were regarding the working conditions and it's titled here as the conditions based extrinsic motivation based extrinsic motivation factor (CONEM, i.e.). And lastly EM5 and 11 were regarding the relationship between the colleagues and its titled here as relations based extrinsic motivation (RELEM, i.e.).

As for the reliability, there was no any item that should be excluded within the TM, IM and IP. However, reliability analyzes rejected the RELEM. Moreover, it reduced the EM and EM 13 was excluded from REWEM and EM 3 was excluded from CONEM.

Table 1: Steps of the research

Construct Validity	
Target /Test	**Result**
1) Exploratory Factor Analysis 1 / KMO and Barlett's test of sphericity	Items were relevant for (first) factor (reducing) analysis. KMO=0.954 (>0.5) and Barlett's value < 0.005
2) Stating total explained variance 1 / Principal component analysis	Six components were defined to represent the variables. The cumulative initial eigenvalue is 65.291%
3) Factor Reducing 1: Stating components' / Rotated component matrix (Rotation method: Varimax with Kaiser normalization).	EM 1, 6, and 8 were excluded since their eigenvalues couldn't reach to 0.5. TM12 and 13 were excluded since their eigenvalues were above 0.5 for components 1 and 4, in meantime.
4) Exploratory Factor Analysis 2 (After first factor reducing) /KMO and Barlett's sphericity	Items were relevant for factor (reducing) analysis. KMO=0.952 (>0.5) and Barlett's value < 0.005
5) Stating total explained variance 2/ Principal component analysis	Six defined components and total variance unchanged; initial eigenvalue (cumulative) reached to 66.928%
6) Factor Reducing 2: Stating components' items (Varimax)	EM 12 was excluded since its eigenvalue is < 0.5.
7) Exploratory Factor Analysis 3/ KMO and Barlett's sphericity	Items were relevant for factor (reducing) analysis. KMO=0.953 (>0.5) and Barlett's value < 0.005
8) Stating total explained variance 3/ Principal component analysis	Defined six components and total variance unchanged and initial eigenvalue (cumulative) reached to 67.946%
9) Factor Reducing 3: Stating components' items (Varimax)	No items needed to be excluded.
The variables at the end of the construct validity Factor (component) 1: "Talent management" variable (TM) consists of the items, TM 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 14, 15, 16, and EM 7. Factor 2: "Intrinsic motivation" variable (IM) consists of the items, IM 1, 2, 3, 4, 5, 6, 7 Factor 3: "Innovation performance" variable consists of the items, IP 1, 2, 3, 4, 5 Factor 4: "Reward-based extrinsic motivation" variable (REWEM) consists of the items EM 9, 10, 13 Factor 5: "Work-place conditions-based extrinsic motivation" variable (CONEM) consists of the items EM 2, 3, 4 Factor 6: "Relations-based extrinsic motivation" variable (RELEM) consists of EM 5, 11	

Reliability analysis for measures with Cronbach

For TM Alpha was 0.963.

For IM Alpha was 0.879.

For IP Alpha was 0.893.

For REWEM: First test gave alpha=0.825 for all three items, EM 13 needed to be excluded, for yielding alpha=0.894 then no more items needed to be excluded.

For CONEM: First test gave alpha=0.755 for all three items, EM 3 needed to be excluded for yielding alpha=0.756 then no more items needed to be excluded.

For RELEM: First test gave alpha=0.443 for all items and the variable was excluded at the end.

The variables at the end of both construct validity and reliability analyzes

Factor 1: TM variable consists of the items, TM 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 14, 15, 16, and EM 7. Factor 2: IM variable consists of the items, IM 1, 2, 3, 4, 5, 6, 7. Factor 3: IP variable consists of the items, IP 1, 2, 3, 4, 5. Factor 4: REWEM variable consists of the items EM 9, 10. Factor 5: CONEM variable consists of the items EM 2, 4

Normality analysis for respondents' answers

Variable	Skewness and Kurtosis Values (Ref: -/+1,5)	Q-Q Plot Graph	Histogram Graph	Kolmogorov-Smirnov sig. (Ref: <0,05)	Result
IP	Respectively: -0.648 and -0.402	Relevant	A couple little long tails	Sig. <0.001	Normal
TM	Respectively: -0.417 and -0.471	Relevant	Relevant	Sig. =0.004	Normal
IM	Respectively: -1.018 and -1.540	Some extreme cases	Relevant	Sig. <0.001	Normal
REWEM	Respectively: 0.21 and -1.277	Relevant	Irrelevant	Sig. <0.001	Normal
CONEM	Respectively: -0.908 and 0.367	Relevant	Relevant despite a little long tail for high values	Sig. <0.001	Normal

The volume of cases (N=437) and positive results of important normality tests let us continue with parametric tests. Since Q-Q plot of IM shows the extreme "cases", it could be possible to control the answers of those cases who seem like "marginals". The answers were not like non-conscient, they seem only like very "non-motivated". Further I've winsorized the means based on "Z" values for finding outliers among the intrinsic motivation answers (Han, Kang, Oh, Kehoe, and Lepak, 2019, p.1399). There were two answers whose Z values were lower than "-3". For just satisfying my curiosity I exclude only the case whose Z value is the lowest and then repeated the normality tests. The Skewness value become 0.904 (instead of -1.018) and Kurtosis value become 1.011 (instead of 1.540). Because, it was just one case who deforms the normality view, I did not want to decompose the structure of survey and, I continued it without excluding that case. At the end, it's assumed as normal distribution.

These results show that the IP will signify the measure for innovation performance, TM talent management, IM intrinsic motivation and extrinsic motivation (EM) will be measured with two different factors, as reward-based extrinsic motivation (REWEM) and conditions-based extrinsic motivation (CONEM). Hence, the potential mediator roles of motivation would be tested separately for each factor as IM, REWEM, and CONEM. After having clarified the variables, step for checking the prerequires for regressions was started. In accordance with that double-dichotomous; hypothesis 2 (H2) was reformed such:

H2: Motivation has a mediator role between TM and IP:

H2a: IM has a mediator role between TM and IP.

H2b$_1$: REWEM has a mediator role between TM and IP.

H2b$_2$: CONEM has a mediator role between TM and IP.

Table 2: Model summaries for regressions

Dependent -> Independent	R	Rsquare	Adjusted Rsquare	Std.Error of the Estimate	Durbin-Watson
H1: TM -> IP	.655	.429	.428	1.06712	1.927
For H2: TM -> M -> IP					
TM -> IM	.592	.350	.349	.84788	.590
TM -> REWEM	.538	.289	.237	1.70447	1.504
TM -> CONEM	.488	.239	.237	1.13048	1.110

Tests for hypothesis

All correlation ways are strongly accepted (All in Table 2). Although normality for the data was assumed, the correlation tests were repeated with Spearman's significance for the correlations of variables with a distribution not assumed as normal (Saruhan and Özdemirci, 2011). The result didn't change.

Regressions for hypotheses

Prerequires for regressions: All measures are scales and have normal distribution, and inter-correlation.

H1: TM has positive impact on IP.

Assumption tests for H1: Linearity	Reference: Graphs	Comparing: Relevant
No extreme values	Standard residual values between (+/-3)	-3.358 and 3.289 considered as relevant.
No extreme values	Cook's distance value <+1	0.048: relevant
Residual values dissemination	Histogram and P-P plot	Both are relevant
Variables variances equality	Graphs	Relevant

Relations between residuals	Durbin-Watson	1.927: relevant (Table 2).

The model using TM impact on IP was significant (sig. <0.001); hence; TM positively influences IP. This result was also in line with the literature (Cooke, et al., 2014, p: 230). The impact of TM on IP was 42.9%. The impact value can be formulated as ŷ = a + bx => ŷ IP = 2.003 + 0.656 x X (TM perception) (Table 3).

H2: Motivation has mediator role on relationship between TM and IP.

H2a: Intrinsic motivation has mediator role on relationship between TM and IP

H2b: Extrinsic motivation has mediator role on relationship between TM and IP

H2b$_1$: Reward-based extrinsic motivation has mediator role on relationship between TM and IP

H2b$_2$: Conditions-based extrinsic motivation has mediator role on relationship between TM and IP

Interrogating the positive impact of TM on both intrinsic and extrinsic motivations for testing the motivation's mediating role:

Assumption tests for TM->IM: Linearity	**Reference: Graphs**	**Comparing: Relevant**
No extreme values	Standard residual values between (+/-3)	-4.104 and 2.622 considered relevant
No extreme values	Cook's distance value <+1	0,105: relevant
Residual values dissemination	Histogram and P-P plot	Relevant
Variables variances equality	Graphs	Relevant
Relations between residuals	Durbin-Watson between (0-4)	0.590: relevant (Table 2).

Result: TM->IM is relevant for regression.

The model using TM impact on IM is significant (sig. is <0.001) hence; TM positively influences IM. The impact of TM on IM is 35%. The impact's value can be formulated as ŷ = a + bx => ŷ (Intrinsic motivation) = 3.627 + 0.441 x X (TM Perception) (Table 3).

Assumption tests for TM->REWEM: Linearity	**Reference: Graphs**	**Comparing: Relevant**
No extreme values	Standard residual values between (+/-3)	-2.646 and 3.319 considered as relevant
No extreme values	Cook's distance value <+1	0.078: relevant
Residual values dissemination	Histogram and P-P plot	Relevant
Variables variances equality	Graphs	Relevant
Relations between residuals	Durbin-Watson between (0-4)	1.504: relevant (Table 2).

Result: TM->REWEM is relevant for regression.

The model using TM impact on REWEM was significant (sig. is <0,001); hence; TM positively influences reward-based EM. The impact of TM on REWEM was 28.9%. The impact's value can be formulated as $\hat{y} = a + bx$ => $\hat{y}$ reward-based extrinsic motivation = 0.212 + 0.772 x X (TM Perception) (Table 3).

Assumption tests for TM->CONEM: Linearity	**Reference: Graphs**	**Comparing: Relevant**
No extreme values	Standard residual values between (+/-3)	-4.087 and 2.396 considered as relevant
No extreme values	Cook's distance value <+1	0.066: relevant
Residual values dissemination	Histogram and P-P plot	Histogram is relevant Q-Q is almost relevant
Variables variances equality	Graphs	Relevant.
Relations between residuals	Durbin-Watson (0-4)	1.110: relevant (Table 2).

Result: TM->IM is relevant for regression.

The model using TM's impact on CONEM was significant (sig. is <0.001); hence; TM positively influences workplace conditions-based EM. The impact of TM on CONEM was 23.9%. The impact value can be formulated as $\hat{y} = a + bx$ => $\hat{y}$. Workplace conditions-based EM = 3.573 + 0.449 x X (TM Perception) (Table 3).

Table 3: Coefficients for regressions

Models		**Unstd. B**	**Coefficients Std. Error**	**Std. Coefficients Beta**	**T**	**Sig.**
TM->IP	Constant	2.003	.175		11.433	<.001
	Mean TM	.656	.036	.655	18.092	<.001
TM -> IM	Constant	3.627	.140		25.992	<.001
	Mean TM	.441	.029	.592	15.283	<.001
TM->REWEM	Constant	.212	.280		.755	.451
	Mean TM	.772	.058	.538	13.282	<.001
TM -> CONEM	Constant	3.573	.186		19.174	<.001
	Mean TM	.449	.039	.488	11.634	<.001
IM -> IP	Constant	1.606	.331		4.859	<.001
	Mean IM	.607	.057	.453	10.574	<.001

It's seen that all variables were relevant for testing mediator role of motivation (with its all factors). So as the analyze of last hypotheses, following the literature's searching for mediator variable, motivation's mediator role was tested.

For testing mediator impact, Hayes's process way is preferred (Preacher & Hayes, 2004; cited by Field, 2012, p.393).

For the mediator impact of motivation on the relationship between TM and IP, the prerequisites were already tested: The measures have equal intervals. The disseminations were assumed to be normal for our cases. Linearities were found between all variables; TM has a positive impact on IP; TM has positive impacts on potential mediators (IM, REWEM, and CONEM). So, the measures, as well as cases, were found to be relevant for testing the potential mediator effect of motivation.

Table 4: Coefficients mediate IM for TM -> IP

The impact of TM on IM	**R**	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
Stand. Coeff. 0,592	0,592	0,360	0,719	233,559	1,000	433,000	,000
Model summary for testing mediator impact of IM on relation between TM and IP	**R**	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
	,659	,435	1,124	166,005	2,000	432,000	,000
	Coeff	**se**	**t**	**p**	**LLCI**	**ULCI**	
Constant	1,533	,279	5,491	,000	,984	2,082	
Impact of TM on IP with IM	,593	,045	13,237	,000	,505	,681	
Impact of IM on IP with TM	,136	,060	2,257	,024	,018	,254	
Stand. Coeff.							
TM	,594						
IM	,101						

As it's seen in the Table 4, both significance values (between TM and IP and between IM and IP) were lower than 0.05, which means that the addition of IM does not remove the TM -> IP relationship because when IM is added to the TM and IP relationship model, the significance did not disappear, and neither does the relationship between TM and IP (without IM) lose its significance. Both significances confirmed the mediator impact: regardless of whether IM is added or removed, the impact of TM on IP continues to exist. Only the strength is shared between two different relations (namely, the direct impact of TM on IP and indirect impact of TM through IM on IP). Therefore, the IM is the partial mediator for TM's positive impact on IP, and H2a is accepted. In other words, talents should be (intrinsically) motivated (Dejoux and Thévenet, 2015, p.23) in order to increase their contribution to the firm performance (here, IP).

Table 5: Total effects of variables (TM, IM, on IP)

Total, Direct, and Indirect Effects of X on Y							
Total effect of	**Effect**	**se**	**t**	**p**	**LLCI**	**ULCI**	**c_cs**
X on Y	,653	,036	17,996	,000	,581	,724	,654
Direct effect of X on Y	,593	,045	13,237	,000	,505	,681	,594
Indirect effect(s) of X on Y	**Effect**		**BootSE**		**BootLLCI**		**BootULCI**
		,060		,031		,001	,122

After testing the IM's mediator role, similar analyze was conducted for REWEM.

Table 6: Coefficients mediate REWEM for TM -> IP

The impact of TM on IM	**R**	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
Stand. Coeff. ,538	,538	,289	2,905	176,405	1,000	433,000	,000
Model summary for testing mediator impact of REWEM on relation between TM and IP	**R**	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
	,659	,435	1,124	166,005	2,000	432,000	,000
	Coeff	**se**	**t**	**p**	**LLCI**	**ULCI**	
Constant	1,993	,175	11,367	,000	1,648	2,338	
Impact of TM on IP with REWEM	,607	,043	14,096	,000	,523	,692	
Impact of REWEM on IP with TM	,063	,030	2,082	,000	,003	,122	
Stand. Coeff.							
TM	,606						
REWEM	,089						

Still both significance values (between TM and IP and between CONEM and IP) were lower than 0.05, which means that the addition of CONEM does not remove the TM -> IP relationship because when CONEM is added to the TM and IP relationship model, the significance did not disappear, and neither does the relationship between TM and IP (without CONEM) lose its significance (Table 8). Both significances confirmed the mediator impact: regardless of whether CONEM is added or removed, the impact of TM on IP continues to exist. Only the strength is shared between two different relations (namely, the direct impact of TM on IP and indirect impact of TM through CONEM on IP). Therefore, the CONEM is another partial mediator for TM's positive impact on IP, and H2b$_2$ is also accepted. In other words, talents should be

(conditions-based extrinsically) motivated, also (Dejoux and Thévenet, 2015, p.23) in order to increase their contribution to the firm performance (here, IP).

Table 7: Total effects of variables (TM, CONEM on IP)

Total, Direct, and Indirect Effects of X on Y							
Total effect of	**Effect**	**se**	**t**	**p**	**LLCI**	**ULCI**	**c_cs**
X on Y	,655	,036	17,982	,000	,584	,727	,654
Direct effect of X on Y	,607	,043	14,096	,000	,523	,692	,606
Indirect effect(s) of X on Y	**Effect**		**BootSE**		**BootLLCI**		**BootULCI**
		,048		,026		,000	,101

And lastly Hayes's process way was conducted for testing mediating role of CONEM on TM – IP relation.

Table 8: Coefficients mediate CONEM for TM -> IP

The impact of TM on IM	**R**	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
Stand. Coeff. ,488	,488	,239	1,278	135,349	1,000	432,000	,000
Model summary for testing mediator impact of CONEM on relation between TM and IP	**R**	**R-sq**	**MSE**	**F**	**df1**	**df2**	**p**
	,672	,452	1,088	177,589	2,000	431,000	,000
	Coeff	**se**	**t**	**p**	**LLCI**	**ULCI**	
Constant	1,311	,234	5,604	,000	,851	1,770	
Impact of TM on IP with CONEM	,561	,041	13,747	,000	,481	,641	
Impact of CONEM on IP with TM	,201	,044	4.535	,000	,114	,289	
Stand. Coeff.							
TM	,562						
IM	,185						

Still both significance values (between TM and IP and between CONEM and IP) were lower than 0.05, which means that the addition of CONEM does not remove the TM -> IP relationship because when CONEM is added to the TM and IP relationship model, the significance did not disappear, and neither does the relationship between TM and IP (without CONEM) lose its significance (Table 8). Both significances confirmed the mediator impact: regardless of whether CONEM is added or removed, the impact of TM on

IP continues to exist. Only the strength is shared between two different relations (namely, the direct impact of TM on IP and indirect impact of TM through CONEM on IP). Therefore, the CONEM is another partial mediator for TM's positive impact on IP, and H2b2 is also accepted. In other words, talents should be (conditions-based extrinsically) motivated, also (Dejoux and Thévenet, 2015, p.23) in order to increase their contribution to the firm performance (here, IP).

Table 9: Total effects of variables (TM, CONEM on IP)

Total, Direct, and Indirect Effects of X on Y							
Total effect of	**Effect**	**se**	**t**	**p**	**LLCI**	**ULCI**	**c_cs**
X on Y	,651	,036	17,892	,000	,580	,723	,652
Direct effect of X on Y	,561	,041	13,747	,000	,481	,641	,562
Indirect effect(s) of X on Y	**Effect**		**BootSE**		**BootLLCI**		**BootULCI**
	,090		,024		,044		,139

And lastly Hayes's process way was conducted for testing mediating role of CONEM on TM – IP relation.

Sum of Results

TM positively influences the IP of the organizations and H1 was accepted. And motivation is the partially mediator of the relation between TM and IP. Therefore H2 (H2a, $H2b_1$, and $H2b_2$) was accepted.

DISCUSSION

Perhaps the most important result of this study concerns TM. It positively influences both motivation of employees and innovation performance of the organizations. These results are familiar with the previous researches in Turkey (Boz, 2019, p. 309, 314, 315). Here it's argued that, regardless of age, career experience, gender, industrial sector, or experience in the firm, TM works. It's positive impact on innovation performance is the highest and on intrinsic motivation is the second and on extrinsic motivation in the third, in the present research.

Secondly, intrinsic motivation works also. It positively influences the innovation performance, yet its impact is not as high as TM's impact. Moreover, they influence the innovation performance together, stronger. In addition, the correlations between the extrinsic motivations and other variables can be considered as a "sign". All motivation and motivation-enhanced practices increase the organizational performance, familiar the previous studies in the literature (Seeck and Diehl, 2017; Deci and Ryan, 2000).

Nonetheless, a few details should be highlighted. TM was also found to have a positive impact on both IM and EM. The first was highly expected, while the second was not (Chowhan, 2016, p.120). This interesting result can be explained in the following way. EM was measured here for just two items—work-place conditions-based EM was measured by EM 2 ("The physical conditions in my workplace are good") and EM 4 ("There is sufficient equipment in the workplace")—while reward-based EM was measured by EM 9 (I receive extra payment due to my success") and EM 10 ("I'm rewarded for my success"). Neither of these factors (consisting of two items) are commonly linked to the EM "spirit," which is based on the instrumentality of results for the one who is motivated and needs something like a reward. Yet working-place conditions, such as a good atmosphere, may be perceived similarly to IM factors. Likewise, respondents may evaluate rewards as verbal. In fact, the impact of verbal rewards is similar to that of IM, as already emphasized, even by Deci and Ryan (2000). Therefore, it is reasonable to think that the respondents found some EM items (in the present study) close to IM. Another reason for the positive correlations of EM with other variables may have been the economic situation of the country during the data-gathering period. The economic crisis at that time might have operated as a "favorable" influence for EM, provoking the economic needs and fears of employees and thus the importance of EM items in the eyes of the respondents.

Notwithstanding the different points of view in the literature, here, TM is considered as practice approach similarly to SHRM because it aims to contribute to organizational performance by using HRM practices (Cooke, Saini, and Wang, 2014). Because the previous studies show that the companies run the TM based on the practices approach in Turkey (Altunoğlu, Atay, and Terlemez, 2015; Glaister, Karacay, Demirbag, and Tatoglu, 2018; Tatoglu, Glaister, and Demirbag, 2016). So, the TM is considered as the practice approach in this manuscript and all employees are seen as the potential talents and it's expected that TM positively influences the employees familiar with the previous argues (Mottaz, 1985).

In accordance with the (confirmed) second hypothesis of the manuscript, it can be said that the motivation is one of the most important candidates for the "black box". Perhaps, TM practices, as well as HRM, influence organizational performance by mediation of motivation. Certainly, there must be some mediators different, however, it's argued here that the motivation, either extrinsic and intrinsic, is one of most important part of the black box.

Limitations and Implications for Further Research

One limitation concerns the research method. Instead of confirmatory factor analysis (CFA), the exploratory factor analysis (EFA) is chosen for construct validity. If the CFA were preferred the results

might be different. The reason of EFA in present research, is to find the potential hidden sub-constructs (Orçan, 2018, p. 413), though already well-structured theoretical back-ground. And it has worked. The EFA in present research discovers three different sub-constructs (though one them is excluded due to the reliability analysis).

Most of the respondents had been working in their careers for over ten years. This is important for research that concentrates on TM because TM's focal group consists of young talent. We cannot really consider the respondents of the survey as young talent. However, this limitation was ignored because of a lack of significant difference in terms of career experience based on the ANOVA analysis.

The normality values of both the EM and IM values were not very good. The graphs didn't confirm exactly the normality, and tests' results were variable. Kolmogorov-Smirnov, for example, confirmed normality for IM while the skewness and Kurtosis values were at acceptance limits. On the other hand, normality for EM is analyzed differently for reward-based and conditions-based EMs. The graphs didn't confirm the normality for either, while the Kolmogorov-Smirnov results were relevant. The skewness and Kurtosis values were better for conditions-based than reward-based EM. But this limitation is also ignored because the normality coefficients were not too high or too low but were just on the limits. Secondly, normal distributions are important for ANOVA, correlations, and regressions. For ANOVA and correlations, the analyses were repeated with tests used for the variables that did not have normality, and the results did not change.

The ANOVA results showed that employees with a doctorate degree were not satisfied with their workplace conditions. In fact, there are only a few employees with a Ph.D. (in the private sector). They were mostly working in (higher) education institutions, and it is possible to relate this problem to education sector problems (below).

Employees in the education sector appeared not to be very satisfied with their firm's (institution's) IP, and there was a significant difference regarding IP evaluation in comparison with those in the tourism sector. Also, employees in education were less satisfied with their reward-based EM than were employees in finance and manufacturing, and they were still less satisfied with their workplace conditions-based EM than those in manufacturing. If this is combined with the above-mentioned satisfaction problem, a general problem of dissatisfaction in the education sector emerges.

Especially in light of these limitations, further studies should concentrate on EM measuring. It seems like EM has a more complex structure, which requires extended consideration. Along with recent struggles

in the literature (Kanfer, 2012), both external and internal factors concerning EM should be examined in a detailed way.

Secondly, the shortage of empirical works on TM continues, especially for emerging countries. Further research may focus on that shortage. In line with this, studies on variables that have a potential moderating or mediating role could be beneficial. Finally, researchers in Turkey may concentrate on the dissatisfaction problem in the education sector.

YAZAR BEYANI / AUTHOR STATEMENT

Araştırmacı makaledeki tüm katkının kendine ait olduğunu bildirmiştir. Araştırmacı herhangi bir çıkar çatışması bildirmemiştir.

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Researcher declared that all contributions to the article were his own. Researcher have not declared any conflict of interest.

For this study, ethics committee approval was obtained with the decision no. 37 of the meeting held on 31/07/2024 by the Ethics Committee of Marmara University.

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