

Consequences of Exclusive Talent Management and the Mediating and Moderating Roles of Distributive Justice and Procedural Justice

Syeda Tayyaba Fasih¹

Institute of Business Management, Karachi, Pakistan

Amanat Ali Jalbani

Shaheed Benazir Bhutto Univesity, Shaheed Benazirabad, Pakistan

Shujaat Mubarik

Institute of Business Management, Karachi, Pakistan

Abstract

The study examines the effect of exclusive talent management on turnover intention, employee engagement, and perceived distributive justice. Moreover, the impact of distributive justice on turnover intention and employee engagement was examined. Further, we also assess the mediating and moderating roles of distributive justice and procedural justice. The study has collected the data through a survey questionnaire from employees of private banks in Pakistan. The private bank context is suitable for the study because it is the most emerging services sector. There is a high degree of social interaction among management, peers, and customers in providing financial services. Two hundred eighty respondents provided complete responses, and hypothesis testing was analyzed using structural equation modeling with AMOS 24. We used bootstrapping method for mediation/moderation analysis. The study found that exclusive talent management simulates distributive justice, employee engagement, and turnover intention. Our results also show that distributive justice affects employee engagement and turnover intentions. We also found that distributive justice mediates employee engagement but not the turnover intention. However, we did not find any moderating role of procedural justice. This study was limited to the banking sector of Pakistan, and other studies may explore other sectors. A comparative study between service

¹Corresponding Author: Syeda Tayyaba Fasih; Email: s.taby@hotmail.com

and manufacturing may also bring further insight into the discussed phenomenon.

Keywords: *Organization career management, succession planning, organizational justice turnover intention, private banks.*

Introduction

Organizational success in today's global business environment depends on acquisition, development, and talent retention, which is a challenging task (Marinakou & Giousmpasoglou, 2019; Narayanan, et al., 2019). Talent management is a continuous process. It includes enhancing employees' skills and productivity through motivation and incentives and attracting new employees (Younas & Bari, 2020). Since the beginning of the new millennium, talent management has received immense importance from academia and practitioners worldwide (Sheehan & Anderson, 2015; Collings & Mellahi, 2009). Talented employees have high potential, bringing long-term success (Younas & Bari, 2020). Presently, talent management is considered the core issue in management (Thunnissen et al., 2013), which deals with retaining employees, competitive edge, and organizational performance (Dries, 2013). Despite the significance of talent management in organizations, Ready et al. (2010) reported that only the top 3–5% of employees are top performers or talented employees in most organizations. Dries (2013) and Bonneton et al. (2020) highlighted various inconsistencies in the talent management literature. Among these diversions, the most argued and dominant talent management approaches were inclusive talent management and exclusive talent management. Under the inclusive perspective, organizations treat all employees as talented and give equal opportunity to all employees for growth and development (Collings et al., 2015).

On the contrary, under the "exclusive perspective," organizations identify a few highly talented employees and support them with organizational resources (Dries, 2013). O'Connor and Crowley-Henry (2019) suggest that exclusive talent management schemes allocate organizational resources and support to talented employees. Many recent studies have documented that employees do not appreciate exclusive talent management programs, affecting their attitudes and behaviors. Despite the importance of the exclusive talent management phenomenon, only a few studies have examined its impact on organizational outcomes (Bonneton et al., 2020). The extant literature also suggests that most studies on exclusive talent management are qualitative and conceptual (Bhatia & Baruah, 2020). Employees' perception of organizational justice affects their work-related outcomes. Despite its importance, a limited number of studies have used it to measure its effect on organizational outcomes (Greenberg, 1990).

Similarly, organizational justice is also related to various outcomes, including employee

engagement and turnover intention (Khan et al., 2015). While reviewing the extant literature, we only found limited studies that have used both exclusive talent management and organizational justice in their conceptual frameworks (Bhatia & Baruah, 2020; Khan et al., 2015). Thus, many researchers argue that the literature needs more studies on the "association" of exclusive talent management with related organizational outcomes in Asian countries (Gallardo-Gallardo et al., 2019). We believe that our study would be a pioneering study in Asia. It will also inspire Asian researchers to these issues. Given this background, this study will examine: (1) the impact of exclusive talent management on employees' engagement and turnover intention, (2) the mediating and moderating roles of distributive justice and international procedural justice, respectively.

Literature Review

Theoretical Exposition

The study has extended Blau's (1964) social exchange theory and Adam's (1963) equity theory for developing the conceptual framework. When an organization supports employees in their career development and rewards them fairly, they reciprocate by adopting a positive attitude and behavior towards the organization. Also, employees' perception of distributive justice positively affects their behavior and emotions (Cropanzano & Folger, 1991). Researchers based on empirical evidence have concluded that organizational justice reduces employees' turnover intention (Aghaei et al., 2012; Meisler, 2013). The equity theory (Adams, 1963) helps in understanding organizational justice and social exchange behavior. The theory assumes that employees' subjective perception of fairness affects their work-related outcomes (Hofmans, 2012; Glass & Wood, 1996).

The equity theory postulates that when employees believe that the organization treats them fairly without discrimination, they develop a positive attitude, which reduces turnover intentions. On the contrary, when employees see unfair treatment, they develop a negative attitude towards the job and organization, which reduces employee engagement (Meisler, 2013). Thus, we have proposed a new model for assessing turnover intention and employee engagement based on the social exchange theory and equity theory. The model is as shown in Figure 1, followed by theoretical support on the envisaged hypotheses.

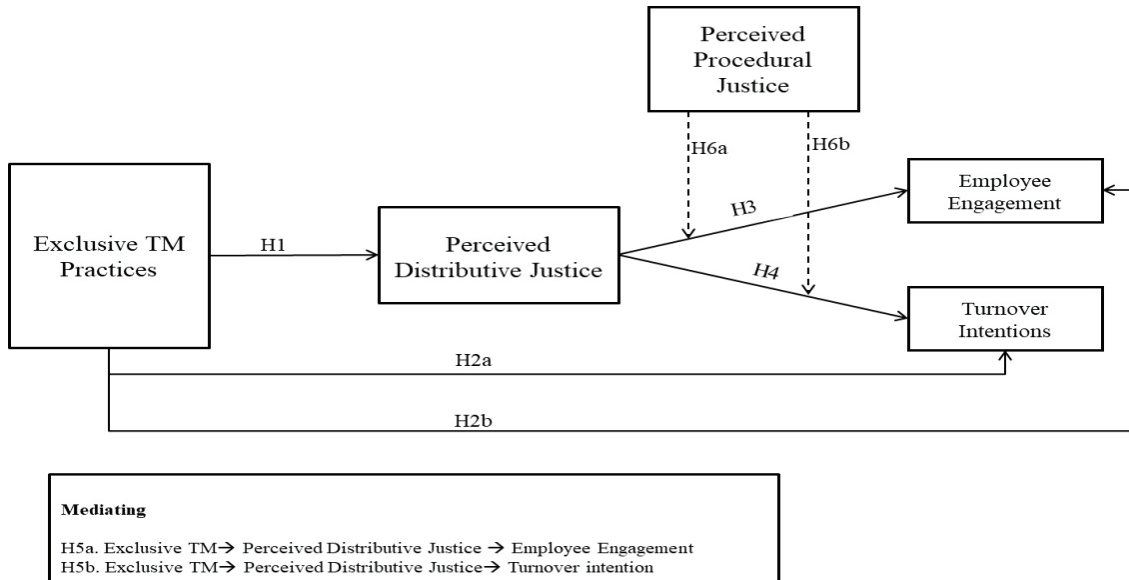


Figure 1: Conceptual Framework

Exclusive Talent Management, Employee Engagement, and Turnover Intention

Exclusive talent management calls for identifying the talented pool of employees and then supporting them with organizational resources for further grooming. Such a program enhances the commitment level of the selected employees and gives a competitive edge to a firm (Collings & Mellahi, 2009). Many past studies have documented that exclusive talent management is a significant driver of employee engagement and turnover intention. It motivates talented employees to develop a sustainable relationship with the organizations. Due to fast track growth and development, such employees tend to have a higher level of engagement (Collings et al., 2015).

Exclusive talent management positively and negatively affects organizational outcomes. For example, employees not recognized as talented under exclusive talent management would receive less organizational support, leading to low morale and high turnover intention (Lambert & Hogan, 2009). Due to the biased attitude of the management, such employees spend time in non-productive activities, which adversely affects their self-esteem and organizational performance. At the same time, with all the support, some employees become complacent, which adversely affects their work engagement and increases turnover intention.

Employee engagement is a positive outcome of talent management. Its main purpose is to identify and retain talented employees. It encourages organizational resources to nurture employees without discrimination, resulting in low turnover intention and high

organizational performance. Employee engagement motivates employees to fully utilize their emotional, cognitive, and physical energies for achieving organizational goals (Sun & Bunchapattanasakda, 2019). The social exchange theory also helps organizations understand employees' perceptions of leaders and employee engagement (Albasu & Nyameh, 2017). Chang et al. (2013) found that many empirical studies have extended the social exchange theory and found that talent management promotes talented employees and reduces turnover intentions.

H1a: Exclusive talent management positively affects employee engagement.

H1b: Exclusive talent management negatively affects turnover intentions.

Exclusive Talent Management and Distributive Justice

Extant literature suggests that many organizations use exclusive talent management for sustainable growth. In exclusive talent management, organizations spend on a selected pool of talented employees rather than spending their resources on all employees. Other employees negatively perceive distributive justice since "exclusive talent management" focuses on the selected pool of employees (Gohar & Qureshi, 2021; Goestjahjanti et al., 2020). Employees even belonging to the selected pool of talented employees may also believe that organizations are not distributing rewards and resources fairly. Employees often develop a negative perception of distributive justice as their assessment of rewards and resources are based on their subjective assessment (O'Connor & Crowley-Henry, 2019). At the same time, the perception of inequitable resource distribution affects work-related outcomes. Many past studies found that talent management is directly related to organizational justice dimensions (Sharma & Yadav, 2018). Similarly, Chandio et al. (2020) found that talent management practices influence employee performance directly and through the organizational justice system. Many researchers believe that one of the limitations of the exclusive talent management program is that it tends to ignore employees' perception of organizational justice and its effect on employee engagement (Saraih et al., 2019).

H2: ETM practices significantly affect distributive justice.

Distributive Justice and Employee Engagement

For decades researchers have been assessing the effect of distributive justice on related organizational outcomes (Sharma & Yadav, 2018). Organizational justice has three dimensions: distributive, interactional, and procedural justice, and all of them, directly and indirectly, affect employee engagement. An individual's attitude and behavior significantly depend on fairness in distributing rewards and resources to

employees. Employees' positive perception of the distributive justice system promotes employee engagement and motivation leading to low turnover intention (Wan, Zhou, Li, & Shang, 2018). Employee engagement is an important precursor to organizational success and sustainability (Chandio et al., 2020). When employees believe that an organization is fair in distributing organizational resources, it may enhance their job engagement and involvement (Wan, Zhou, Li, & Shang, 2018). Studies also document that employee engagement mediates supervisor support and turnover intention. Therefore, organizations should develop an environment that motivates supervisors to support and counsel employees and adopt distributive justice behavior. Such an environment increases organizational performance and reduces employee turnover intentions (Sharma & Yadav, 2018). Chandio et al. (2020) assert that organizational injustice adversely affects employees association and engagement.

H3: Distributive justice significantly affects employee engagement.

Distributive Justice and Turnover Intention

Organizational justice and its dimensions, directly and indirectly, affect turnover intention. Mengstie (2020) asserts that distributive justice is one of the direct predictors of turnover intention and other organizational-related outcomes. Hiring and training new employees unnecessarily drain organizational resources. Therefore, many organizations align their policies that would reduce turnover intentions (Dong et al. 2020). Studies based on empirical evidence have concluded that organizations reduce turnover intentions by increasing employee perception of distributive justice (Khalid, Rehman, & Muqadas, 2018). When employees see that organizations are fair in distributing rewards and resources, they develop a positive distributive justice perception leading to a sustainable relationship between employees and employers (Huang, Li, & Wan, 2019). Mengstie (2020) argues that employees' justice perception affects job satisfaction, trust, organizational citizenship behavior, and turnover intentions.

H4: Distributive justice significantly affects turnover intention.

The Mediating Role of Distributive Justice

Exclusive talent management is of strategic importance to separate talented and non-talented employees; their segregation and treatment significantly affect distributive justice and employee engagement (Khalid, Rehman, & Muqadas, 2018). Extant literature suggests that employees' attitude and behavior significantly affects the distributive justice system in an organization. Organizations based on distributive justice can develop a sustainable relationship with employees and nurture talented employees (Sharma & Yadav, 2018).

Wooten and Cobb (1999) stated that talent management helps employees in their career development. However, employee motivation in career development significantly depends on management's fair practices in distributing rewards and resources (Saraih et al., 2019). If the organizational talent management program is perceived as unfair by employees, the quality of social exchange between employers and employees may reduce significantly (Sharma & Yadav, 2018). Organizational justice is an important driver of organizational outcomes, including employee engagement and turnover intention (Dong et al. 2020). Positive outcomes such as job engagement and positive attitude significantly reduce turnover intention (Saraih et al., 2019). Many studies based on perceived organizational justice theory have concluded that unfair and unjust employee treatment adversely affects employees' attitude towards the job and increases turnover intention (Sharma & Yadav, 2018). The relationship between employers and employees depends on their perception of organizational justice (Masterson et al., 2000). A good relationship between an employer and employee promotes sustainable growth in an organization. Based on the above discussion, we argue that organizational justice would mediate exclusive talent management and outcomes.

H5a: Distributive justice mediates exclusive talent management practices and employee engagement.

H5b: Distributive justice mediates the relationship between talent management practices and turnover intention.

The Moderating Role of Procedural and Interactional Justice

Procedural justice relates to "fairness in allocating resources to the employees in an organization." (Walters & Bolger, 2019). A procedural justice system must display "fairness and transparency in processes and actions." Its decisions are impartial, allowing the employee to voice against unwarranted decisions and actions (Nagin & Telep, 2020). On the other hand, interactional justice is defined "as the quality of interpersonal treatment people receive when procedures are applied and distributed outcomes" (Ahmed, Eatough & Ford, 2018). Its two important components are "interpersonal justice and information justice." (Lee & Ha, 2021).

Distributive justice directly affects related organizational outcomes, including employee engagement and turnover intention (Kundu et al., 2019). Extant literature also suggests that the effect of these relationships changes with the incorporation of procedural justice (Connor & Crowley-Henry, 2017). Thus, we argue that it would have a moderating effect on employee engagement and turnover intentions.

H6a: Procedural justice moderates distributive justice and employee engagement.

H6b: Procedural justice moderates distributive justice and turnover intention.

Methodology

Sample and Respondents’ Profile

We collected the data through a questionnaire using purposive sampling. We distributed 370 and received 280 questionnaires from employees working in private banks of Pakistan. The demographic information is as follows. Age strata show 74% were male, and 26% were female. In terms of age, we found that 27% were under 30 years, 41% were between 30-40 years age group, 26% were between 41-50 years age group, and the remaining 6% were over 50. The experience data suggests that 79% had fewer than ten years of experience in the banking sector, 23% had 10-20 years of experience, and 7% have more than 25 years of job experience. The education data suggests that 26% had a Bachelor’s degree, 48% had a Master’s degree, and the remaining 26% had M.S. or MPhil. Gender profile suggests that 55% were females, and 45% were males. Of the total respondents, 65% are married, and 35% are single.

Scales and Measures

The questionnaire for the study has two parts. Part one, associated with demographics, has five items based on a nominal scale. The second part had six latent variables and 29 indicator variables, and all were measured on the “five points Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree”. We have illustrated the summary of the questionnaire containing constructs, sources, and number of items in Table 1, and the detailed questionnaire in Annexure-1.

Table 1: Scales and Measures

Constructs	Source	Items
Exclusive Talent Management	Mousa & Ayoubi (2019)	6
Employee Engagement	Schaufeli et al. (2006)	9
Turn over Intention	Moblely, Horner and Holiggswotrth (1978)	3
Procedural Justice	Niehoff and Moornan (1993)	7
Distributive Justice	Niehoff and Moornan (1993)	4

Common Method Bias

The study used procedural and statistical techniques to reduce the common method bias (CMB) (Podsakoff et al., 2012). We adapted the questionnaire with established reliability and validity. We ensured respondents’ confidentiality by not asking about their real names and other data that could lead to them. We collected the data from the respondent who voluntarily wanted to participate. The study used Harman’s single-factor statistical procedure. The analysis suggests that the total variance at a single factor was 33%, which was less than the threshold value of 50%, suggesting common method variance is not a significant issue (Chin, Thatcher, & Wright, 2012).

Results

Descriptive Statistics

The study has carried out statistical analysis to ascertain the shapes of Skewness and Kurtosis and the univariate normality of the constructs used in the study. We have depicted the summary of results in Table 2.

Table 2: Descriptive Analysis

	Mean	St. Dev.	Skewness	Kurtosis
Exclusive Talent Management	3.42	0.71	-0.42	-0.13
Interactional Justice	3.92	0.72	-1.1	0.96
Procedural Justice	3.58	0.58	-0.41	-0.73
Distributive Justice	3.12	0.84	0.14	-0.8
Employee Engagement	3.54	0.77	-0.24	-0.84
Turnover Intention	2.25	1.33	1.05	-0.54

The results indicate that Kurtosis values range from -0.13 to 0.96. It is highest for interactive justice (Mean=3.92, SD = 0.72), and the lowest for exclusive talent management (Mean=3.42, SD = 0.71). Also, the Skewness values range from 0.14 to 1.05. The highest is for turnover intention (Mean=2.25, SD = 1.33), and the lowest is for distributive justice (Mean=3.92, SD = 0.72). Thus, we have inferred that the constructs do not deviate from the requirements of univariate normality (Henderson, 2006).

Convergent and Discriminant Validity

The study has assessed convergent validity based on composite reliability and average variance extracted. And have used Fornell and Larcker (1981) criteria for assessing the uniqueness and distinctiveness of the constructs on the data set collected from Pakistan's banks. Table 3 shows the summary of results

Table 3: Convergent and Discriminant Validity

	Composite Reliability	Average Variance Extracted	ETM	PJ	DJ	WE	TI
Exclusive Talent Management	0.88	0.55	0.75				
Procedural Justice	0.89	0.59	0.23**	0.77			
Distributive Justice	0.86	0.58	0.41**	.030**	0.760		
Employee Environment	0.93	0.83	0.43**	0.45**	0.60**	0.91	
Turnover intention	0.91	0.78	-0.38**	-0.21**	-0.46**	-0.41**	0.88

The results show that the highest composite reliability is for employee engagement (CR=0.93), and the lowest is for distributive justice (CR=0.86). At the same time, the highest average variance extracted value is for the work environment (AVE= 0.83), and the lowest is for exclusive talent management (AVE=0.55), suggesting that the constructs used in the study do not deviate from the requirements of convergent validity. We also found that the average variance extracted square roots are greater than the Pearson correlation values. Thus, we have assessed that the constructs used in the study are unique and distinct.

Evaluating Measurement Model Fitness

Researchers have different opinions on reporting measurement model fit indices. However, they suggest that the study should report at least four or five indices. Thus, we have reported seven fit indices. Table 4 shows fit indices, their values, and fitness criteria

Table 4: Model Fitness Values

Model fit Indices	Measurement	Fit index criteria
Chi-Square (DF=541)	649.2	Low
CFI	0.997	>0.90
Adjusted Goodness of fit index	0.92	>0.90
Tucker Lewis coefficient	0.96	>0.90
Root means square error of approximation	0.03	< 0.08
Standard root-mean-square residual (SRMR)	0.04	<.05

The results show that all the model fitness indices are within the acceptable range, suggesting that the model fits adequately (García-Santillán, 2017).

SEM Results

The study has tested nine hypotheses, including five direct and four indirect. We have summarized the results in Table 5.

Table 5: Structural Model Assessment and Hypotheses Testing

Hypothesis	Beta	t-value	Decision
Exclusive talent mgt →(+) distributive justice (H1)	0.48**	7.53	Accepted
Exclusive talent mgt → (+) employee engagement (H2a)	0.25**	4.53	Accepted
Exclusive talent mgt → (-) turnover intentions(H2b)	-0.46**	-4.43	Accepted
Distributive justice → (+) employee engagement (H3)	0.47***	9.92	Accepted
Distributive justice → (-) turnover intentions(H4)	-0.57**	-6.45	Accepted
Mediating Relationships			
Dist. Justice* Ex.Talent Mgt. → employee Engagement (5a)	0.12	3.24	Accepted

Table 5: Structural Model Assessment and Hypotheses Testing (Continued)

Hypothesis	Beta	t-value	Decision
Dist. Justice* Ex.Talent Mgt. → Turnover Intention (5b)	-0.03	-0.58	Rejected
Moderating Relationships			
Dist. Justice* Procedural justice. → employee Engagement (6a)	0.08	1.70	Rejected
Dist. Justice* Procedural justice. → Turnover Intention (6a)	-0.01	0.28	Rejected

The results support all the five direct hypotheses. However, we did not find support for one mediating and both moderating hypotheses.

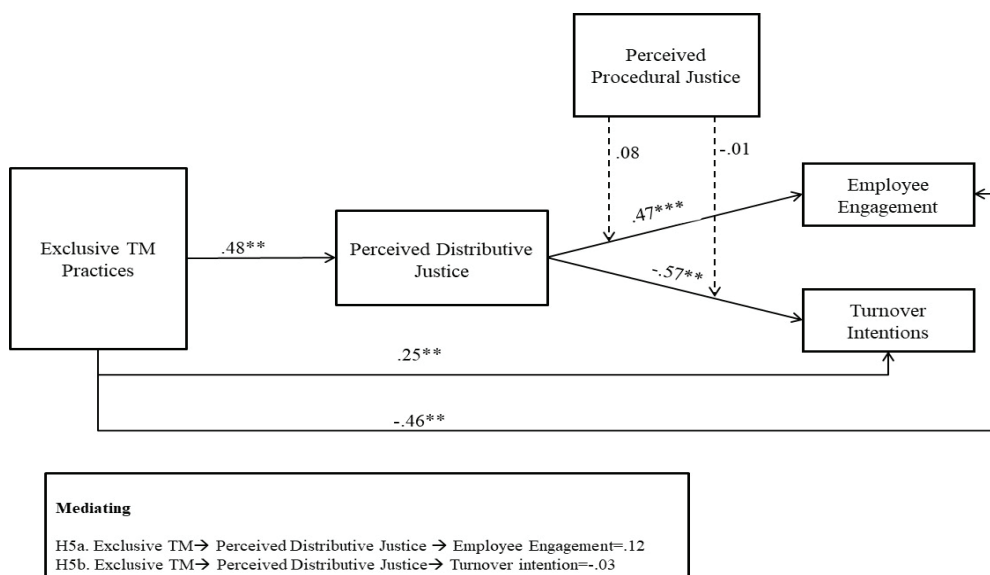


Figure 2: SEM Results

Discussion and Conclusion

The present study aimed to understand the fairness in implementing exclusive talent management practices and their outcomes. The study found that employees' perceptions towards exclusive talent management practices are not the same. It varies depending on their subjective assessments. The bulk of the employees believe that an exclusive talent management scheme promotes employee engagement and reduces turnover intentions. This finding validates the results of earlier studies (Swales, 2013; Mensah, 2019). The exclusive talent management system believes that employees are valuable assets. Therefore, it makes efforts to meet employees' needs and helps them in career development. The support employees receive from the organizations helps them build self-esteem, confidence and stimulate work engagement. Such employees often have

a positive perception of distributive justice, discouraging negative behavior, including turnover intentions (Byrne, 2005; Poon, 2012). The study also found that employee perception of distributive justice leads to engagement and reduces turnover intentions. Employees' perception of the fair distribution of rewards and resources motivates them to reciprocate with a positive attitude and behavior (Chandio et al. 2020; Abbasi & Alvi, 2012). We also found distributive justice mediates (1) exclusive talent management and employee engagement and (2) exclusive talent management and turnover intentions. Past studies have documented that distributive justice directly affects and mediates organizational outcomes, including work engagement and turnover intentions (Connor & Crowley-Henry, 2017).

Studies based on equity theory found that employees tend to restore balance in their relationships with their employers. If they believe that employers are fair with them, they will reciprocate with a positive attitude and behavior. Employees' positive attitude and behavior promotes work engagement and reduce turnover intention. However, all these relationships may change employee perception of distributive justice (Narayanan et al., 2019). We also found that procedural justice does not moderate distributive justice and organizational outcomes (employee engagement and turnover intentions). McFarlin and Sweeney's (1992) two-factor model postulates that employees' favorable organizational outcomes significantly depend on procedural justice.

Theoretical Implications

The present study has contributed to the body of knowledge by extending the social exchange theory and equity theory in understanding the effect of exclusive talent management on organizational outcomes (employee engagement and turnover intention) and the indirect effects of distributive justice and procedural justice. Extant literature suggests that a limited number of studies have examined the consequences of exclusive talent management with moderating and mediating variables (O'Connor & Crowley-Henry, 2019; Narayanan et al., 2019; Bhatia & Baruah, 2020). The study has also contributed to the body of knowledge by examining the mediating effect of distributive justice and moderating effect of procedural justice, which a few studies have used in their conceptual frameworks.

Limitations and Future Research

The study has focused on the banking sector of Pakistan. We invite others to explore the consequences of exclusive talent management in other sectors. Researchers can also compare respondents' perceptions of exclusive, non-exclusive talent management. Our study has restricted the consequence of exclusive talent management to two organizational outcomes. Future studies may consider other organizational consequences such as citizenship behavior, burnout, and affective commitment.

Constructs and Items Used in the Questionnaire

Exclusive Talent Management

ETM1. My bank includes only a few of its staff members (identified as talents) in training.

ETM2. My bank categorizes us as talents and non-talents.

ETM3. My bank offers financial and non-financial benefits to recognized talented staff.

ETM4. My bank supports only those who are identified as talented staff.

ETM5. My bank seeks to retain only those who are recognized as talented staff.

ETM6. My bank does not secure equality to all of its staff.

Employee Engagement

JE1. At my work, I feel bursting with energy.

JE2. At my job, I feel strong and vigorous.

JE3. When I get up in the morning, I feel like going to work.

JE4. I am enthusiastic about my job.

JE5. My job inspires me.

JE6. I feel happy when I am working intensely

JE7. I am proud of the work that I do

JE8. I am immersed in my work.

JE9. I get carried away when I am working.

Turnover Intention

TI1. I often think about quitting my present job

TI2. I will probably look for a new job in the next year

TI3. As soon as possible, I will leave the bank

Procedural Justice

PJ1. You have been able to express your views about the bank's employment procedures.

PJ2. You have influenced the pay/promotion derived from the procedures.

PJ3. Employment procedures are applied consistently.

PJ4. The procedures are free of bias.

PJ5. The procedures have been based on accurate information.

PJ6. You have been able to appeal against the pay/promotion drawn from the procedures.

PJ7. The procedures in your bank maintained ethical and moral standards.

Distributive Justice

DT1. Your pay/promotion reflects the effort you have put into your work.

DJ2. Your pay/promotion appropriate for the work you have assigned.

DJ3. Your pay/promotion reflects your contribution to the bank.

DJ4. Your pay/promotion justifies your performance.

References

- Abbasi, A.S., & Alvi, A.K. (2012), *Impact of Organizational Justice on Employee Engagement in Banking Sector of Pakistan*, SSRN Scholarly Paper No. ID 2178276, Social Science Research Network, Rochester, NY, available at [https:// papers. ssrn. com/abstract = 217 8 276](https://papers.ssrn.com/abstract=2178276) (Accessed 13 January 2021).
- Adams, J. S. (1963). Towards an understanding of inequity, *The Journal of Abnormal and Social Psychology*, 67(5), 422–436.
- Aghaei, N., Moshiri, K., & Shahrbanian, S. (2012). Relationship between Organizational Justice and Intention to Leave in Employees of Sport and Youth Head Office of Tehran”, *European Journal of Experimental Biology*, 2(5), 1564-1570.
- Ahmed, S. F., Eatough, E. M., & Ford, M. T. (2018). Relationships between illegitimate tasks and change in work-family outcomes via interactional justice and negative emotions. *Journal of Vocational Behavior*, 104, 14-30.
- Aiken, L.S., West, S. G. & Reno, R.R. (1991). *Multiple Regression: Testing and Interpreting Interactions*, California: Sage.
- Albasu, J., & Nyameh, J. (2017). Relevance of stakeholders theory, organizational identity theory and social exchange theory to corporate social responsibility and employees performance in the commercial banks in Nigeria. *International Journal of Business, Economics, and Management*, 4(5), 95-105.
- Bhatia, R. & Baruah, P. (2020). ETM and its consequences: a review of the literature”, *Asian Journal of Business Ethics*, 9(2), 193–209.
- Blau, P. M. (1964). Justice in Social Exchange, *Sociological Inquiry*, 34(2), 193–206.
- Bonneton, D., Festing, M. & Muratbekova-Touron, M. (2020). ETM: Unveiling the Mechanisms of the Construction of an Elite Community *European Management Review*, 17(4), 993–1013.
- Byrne, Z. S. (2005). Fairness reduces the negative effects of organizational politics on T. I., citizenship behavior, and job performance, *Journal of Business and Psychology*, Springer, 20(2), 175–200.
- Chandio, D., Anwer, D., Ashraf, M. & Shaikh, S., (2020). Justice perception and work engagement among teachers: Study of Govt. Business and Commerce Schools of Sindh, *International Journal of Psychosocial Rehabilitation*, 24(7), 10845–10852.

- Chang, W. J. A., Wang, Y. S. & Huang, T. C. (2013). Work design–related antecedents of turnover intention: A multilevel approach, *Human Resource Management*, 2(1). 1–26.
- Chin, W. W., Thatcher, J. B., & Wright, R. T. (2012). Assessing common method bias: Problems with the ULMC technique. *MIS Quarterly*, 36(3) 1003-1019.
- Collings, D. & Mellahi, K. (2009). Strategic talent management: A review and research agenda, *Human Resource Management Review*, 19(4), 304–313.
- Collings, D.G., Scullion, H. & Vaiman, V. (2015). Talent management: Progress and prospects, *Human Resource Management Review*, 25 (3), 233–235.
- Cropanzano, R. & Folger, R. (1991). Procedural justice and worker motivation. *Motivation and Work Behavior*, New York: McGraw-Hill.
- Dong, X., Lu, H., Wang, L., Zhang, Y., Chen, J., Li, B., & Shang, S. (2020). The effects of job characteristics, organizational justice and work engagement on nursing care quality in China: a mediated effects analysis. *Journal of Nursing Management*, 28(3), 559-566.
- Dries, N. (2013). The psychology of talent management: A review and research agenda, *Human Resource Management Review*, 23(4) 272–285.
- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error, *Journal of Marketing Research*, 18(1), 39–50.
- Gallardo-Gallardo, E., Dries, N. & González-Cruz, T.F. (2013). What is the meaning of talent in the world of work?, *Human Resource Management Review*, 23(4), 290–300.
- García-Santillán, A. (2017). Measuring set latent Variables through Exploratory Factor Analysis with Principal Components Extraction and validation with AMOS Software. *European Journal of Pure and Applied Mathematics*, 10(2), 167-198.
- Glass, R.S. & Wood, W.A. (1996). Situational determinants of software piracy: An Equity Theory Perspective, *Journal of Business Ethics*, 15(11), 1189–1198.
- Goestjahjanti, S. F., Novitasari, D., Hutagalung, D., Asbari, M., & Supono, J. (2020). Impact of talent management, authentic leadership and employee engagement on job satisfaction: evidence from southeast Asian Industries. *Journal of Critical Reviews*, 7(19), 67-88.
- Gohar, R. A., & Qureshi, Q. A. (2021). Connecting talent management and employees' retention: A mediating role of organizational justice. *City University Research Journal*, 11(1), 124-143.

- Greenberg, J. (1990). Organizational Justice: Yesterday, Today, and Tomorrow, *Journal of Management*, 16(2), 399–432.
- Henderson, A. R. (2006). Testing experimental data for univariate normality. *Clinica Chimica Acta*, 366(1-2), 112-129.
- Hofmans, J. (2012). Individual differences in equity models, *Psicológica*, 33(3), 473–482.
- Huang, X., Li, Z., & Wan, Q. (2019). From organizational justice to turnover intention among community nurses: A mediating model. *Journal of Clinical Nursing*, 28(21-22), 3957-3965.
- Khalid, S., Rehman, C. A., & Muqadas, F. (2018). Exploring the mediating role of affective commitment on organizational justice and turnover intention. *Pakistan Business Review*, 19(4), 1012-1028.
- Khan, K., Abbas, M., Gul, A. & Raja, U. (2015). Organizational justice and job outcomes: Moderating role of Islamic work ethic, *Journal of Business Ethics*, Springer, 126 (2), 235–246.
- Kundu, S.C., Mor, A., Bansal, J. & Kumar, S. (2019). Diversity-focused HR practices and perceived firm performance: mediating role of procedural justice, *Journal of Asia Business Studies*, 13(2), 214–239.
- Lambert, E. & Hogan, N. (2009). The importance of job satisfaction and organizational commitment in shaping turnover intent: A test of a causal model, *Criminal Justice Review*, 34(1), 96–118.
- Lee, C., & Ha, B. C. (2021). Interactional justice, informational quality, and sustainable supply chain management: A comparison of domestic and multinational pharmaceutical companies. *Sustainability*, 13(2), 998-1020.
- Marinakou, E. & Giousmpasoglou, C. (2019). Talent management and retention strategies in luxury hotels: evidence from four countries, *International Journal of Contemporary Hospitality Management*, 31(10), 3855–3878.
- Masterson, S.S., Lewis, K., Goldman, B.M. & Taylor, M.S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships, *Academy of Management Journal*, 43 (4), 738–748.
- McFarlin, D. B., & Sweeney, P. D. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of Management Journal*, 35(3), 626-637.

- Mengstie, M. M. (2020). Perceived organizational justice and turnover intention among hospital healthcare workers. *BMC Psychology*, 8(1), 1-11.
- Meisler, G. (2013). Empirical exploration of the relationship between emotional intelligence, perceived organizational justice and T.I. *Employee Relations*, 35(4), 441–455.
- Mensah, J.K. (2019). Talent management and talented employees' attitudes: mediating role of perceived organisational support, *International Review of Administrative Sciences*, 85(3), 527–543.
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408-427.
- Mousa, M., & Ayoubi, R. M. (2019). Talent management practices: perceptions of academics in Egyptian public business schools, *Journal of Management Development*, 38(8), 1-26.
- Nagin, D. S., & Telep, C. W. (2020). Procedural justice and legal compliance: A revisionist perspective. *Criminology & Public Policy*, 19(3), 761-786.
- Narayanan, A., Rajithakumar, S. & Menon, M. (2019). Talent Management and Employee Retention: An Integrative Research Framework, *Human Resource Development Review*, 18(2), 228–247.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527-556.
- O'Connor, E.P. & Crowley-Henry, M. (2019). Exploring the relationship between ETM, perceived organizational justice and employee engagement: Bridging the literature, *Journal of Business Ethics*, 156 (4), 903–917.
- Podsakoff, P.M., MacKenzie, S. B. & Podsakoff, N.P. (2012). Sources of method bias in social science research and recommendations on how to control it, *Annual Review of Psychology*, 63, 539–569.
- Poon, J. M. (2012). Distributive justice, procedural justice, affective commitment, and turnover intention: A mediation–moderation Framework 1, *Journal of Applied Social Psychology*, 42(6), 1505–1532.
- Ready, D.A., Conger, J.A. & Hill, L.A. (2010). Are you a high potential, *Harvard Business Review*, 88(6), 78–84.

- Saraih, U. N., Mll, M. Z., Sakdan, M. F., & Amlus, M. H. (2019). The influences of job performance, work-life balance and organizational justice on employees' career satisfaction. *Humanities and Social Sciences Reviews*, 7(5), 442-447.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.
- Sharma, H., & Yadav, R. (2018). The relationship between organizational justice and work engagement: Trust as a mediator. *Prabandhan: Indian Journal of Management*, 11(3), 50-61.
- Sheehan, M. & Anderson, V. (2015). Talent management and organizational diversity: A call for research, *Human Resource Development Quarterly*, 26(4), 349-358.
- Sun, L., & Bunchapattanasakda, C. (2019). Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), 63-80.
- Swailles, S. (2013). The ethics of talent management, *Business Ethics: A European Review*, 22(1) 32-46.
- Thunnissen, M., Boselie, P. & Fruytier, B. (2013). A review of talent management: 'infancy or adolescence? *The International Journal of Human Resource Management*, 24(9), 1744-1761.
- Walters, G. D., & Bolger, P. C. (2019). Procedural justice perceptions, legitimacy beliefs, and compliance with the law: A meta-analysis. *Journal of Experimental Criminology*, 15(3), 341-372.
- Wan, Q., Zhou, W., Li, Z., & Shang, S. (2018). Associations of organizational justice and job characteristics with work engagement among nurses in hospitals in China. *Research in Nursing and Health*, 41(6), 555-562.
- Wooten, K.C. & Cobb, A.T. (1999). Career development and organizational justice: Practice and research implications, *Human Resource Development Quarterly*, 10(2), 173-179.
- Younas, M., & Waseem Bari, M. (2020). The relationship between talent management practices and retention of generation 'Y' employees: mediating role of competency development. *Economic research-Ekonomska Istraživanja*, 33(1), 1330-1353.