

THE IMPACT OF TALENT MANAGEMENT AND ORGANIZATIONAL JUSTICE PERCEPTION ON ORGANIZATIONAL COMMITMENT

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ABSTRACT

This study is a quantitative research conducted to investigate the impact of talent management and organizational justice perception on organizational commitment, employing a correlational survey model. The population of the research comprises individuals working in the private sector in the Turkish Republic of Northern Cyprus (TRNC). The sample consists of 285 employees working in the TRNC private sector who have agreed to participate in this study and hold at least a bachelor's degree. The research questionnaire was prepared using Google Forms and was administered on a voluntary basis between April 12, 2023, and May 11, 2023. Data analysis was performed using the SPSS 26.0 software.

The research findings revealed a significant positive relationship of 0.830 between talent management perception and organizational justice perception. The analysis also demonstrated a significant positive relationship of 0.674 between talent management perception and organizational commitment. Furthermore, there is a significant positive relationship of 0.634 between organizational justice perception and organizational commitment.

The research concluded that talent management perception has a significant impact on organizational commitment, explaining 67.4% of the variance in organizational commitment. The influence of employees' perceptions of talent management practices on their organizational commitment is found to be at the level of 0.507. In light of this information, it can be stated that employees' perceptions of talent management practices have a meaningful effect on their organizational commitment. Additionally, employees' perceptions of organizational justice were found to have a significant impact on their organizational commitment, with an effect size of 0.482. Consequently, it can be concluded that employees' perceptions of organizational justice have a significant influence on their organizational commitment.

Keywords: Talent management, organizational justice, organizational commitment.

1. Introduction

1.1. Problem Statement

Talent management enables organizations to attract and hire skilled employees, which in turn provides a competitive advantage. Skilled employees contribute to higher performance, innovation, and creativity, ultimately contributing to the growth and success of an organization (Akar & Balci, 2016). Talent management assists organizations in identifying their future talent needs during the workforce planning process. By identifying talent pools, organizations can locate employees with the necessary skills and operate more effectively in the recruitment process (Aksakal & Dağdeviren, 2015).

Organizational justice perception ensures that employees feel they are treated fairly in the workplace. In an environment where justice is present, employees are more satisfied. Employee satisfaction helps organizations increase motivation, commitment, and performance (Atalay, 2005). In a workplace with a high perception of justice, employees are more motivated. Justice makes employees feel valued and important, encouraging them to become more engaged in their work and exhibit higher performance. Organizational justice perception ensures that employees feel their contributions to the job and the organization are evaluated fairly. This increases employee motivation and performance. In contrast, a lack of justice can increase employees' intentions to leave their jobs. When employees feel they are not treated fairly, they may lose motivation and want to leave the organization. In a workplace where organizational justice is ensured, the intention to leave decreases, and employee loyalty increases (Polat & Celep, 2008).

Organizational commitment is a concept of great importance for organizations. Organizational commitment increases employees' passion and motivation for their work (Hakan, 2009). Committed employees exhibit higher performance and invest more energy and effort in their jobs. High performance helps organizations achieve their goals and gain a competitive advantage. Committed employees enhance the organization's reputation by demonstrating loyalty to its mission, values, and goals. Through committed employees, the organization creates a more positive image externally and gains trust and respect among stakeholders (Hasan, 2002).

Talent management and organizational justice perception are significant factors that influence organizational commitment. Talent management focuses on improving employees' skills and supporting their careers. Talent management processes allow employees to recognize, develop, and evaluate their abilities (Eş et al., 2023). This, in turn, increases employees' commitment to their jobs (Kekül & Genç, 2023). In organizations that offer talent management programs and opportunities, employees feel that they have opportunities for career development and advancement. This strengthens employees' sense of organizational commitment (Çakmak, 2023).

Organizational justice perception is employees' perceptions of decision processes, resource allocation, and management behaviors within an organization (Arpacı, 2023). In an organization where justice is perceived, employees feel they are treated fairly and receive the rewards they deserve. This increases employees' sense of commitment to the organization. In contrast, when organizational justice perception is low, employees may experience a sense of injustice, dissatisfaction, and distrust, which negatively affects organizational commitment (Turhan, 2023).

1.2. Research Objective

The objective of this research is to investigate the impact of talent management and organizational justice perception on organizational commitment. The specific sub-objectives of the research are as follows:

- Does employees' perception of talent management practices have a significant impact on their organizational commitment?
- Does employees' perception of organizational justice have a significant impact on their organizational commitment?

1.3. Significance of the Research

Talent management programs and organizational justice perception are crucial factors that affect employees' commitment to their jobs. When employees have the opportunity to develop their skills and support their careers, organizational commitment increases. Similarly, in a fair workplace environment, employees establish a positive relationship between organizational justice perception and organizational commitment. Organizations can enhance employee organizational commitment by improving talent management practices and promoting fair behaviors. Therefore, this study is considered significant.

1.4. Limitations

This research is limited by:

- The sources used in the study.
- The questionnaire items.
- The participants.

1.5. Definitions

Talent Management: A strategic approach involving finding, developing, retaining, and effectively utilizing skilled employees within an organization (Alayoğlu, 2010).

Organizational Justice: The existence of perceived fair behaviors among employees within an organization (Uğurlu & Kaplan, 2023).

Organizational Commitment: An employee's sense of commitment and loyalty to the organization (Chaudhary et al., 2023).

2. Theoretical Framework

2.1. Talent Management

Talent management is a strategic approach that encompasses the processes of identifying, developing, retaining, and effectively utilizing skilled employees within an organization (Alayoğlu, 2010). This process aims to identify, develop, and sustain talents that will help the organization achieve its goals (Doğan & Demiral, 2008). Talent management is closely related to human resource management and strategic planning processes. It may include the following steps (Altinöz, 2018; Yumurtacı, 2014; Gümüsel, 2023):

Talent Planning: It works in conjunction with the strategic planning process to determine the organization's future talent needs. Talent analysis and workforce planning are tools used to understand the organization's talent requirements.

Talent Acquisition: The recruitment process is the stage where effective strategies are implemented to attract, select, and place talented candidates. Various methods can be used to attract talent from internal and external sources.

Talent Development: Training, mentoring, coaching, and other development programs are offered to improve employees' skills and maximize their potential. This process helps employees continuously update their skills and adapt to changing organizational needs.

Performance Management: Talent management monitors and manages employee performance through performance assessments and feedback processes. Performance evaluation data are used to reward successful performance and identify areas for improvement.

Career and Goal Management: Career planning and management processes are implemented to determine, develop, and support employees' career goals. To retain talented employees, opportunities for advancement and career development are provided, and career growth is supported.

Talent Retention: Organizations develop strategies to retain talented employees. These may include competitive compensation, flexible work arrangements, reward and recognition programs, improvements in the work environment, and offering work-life balance opportunities.

2.2. Organizational Justice

Organizational justice is the presence of perceived fair behaviors among employees within an organization. This concept is related to the establishment of justice in employees' experiences related to work and the workplace (Uğurlu & Kaplan, 2023). Organizational justice results in positive outcomes such as employee satisfaction, motivation, commitment, and performance when employees perceive fairness in various areas such as decisions, resource allocation, performance evaluation, promotion processes, communication, and management (Cebe & Çelik, 2023; Park & Kim, 2023; Abdelhaleem et al., 2023).

Organizational justice is generally examined in three main dimensions:

Distributive Justice: Distributive justice represents the perception that resources and rewards are distributed fairly. Employees develop a perception of distributive justice when they believe that salaries, promotions, benefits, and other resources are distributed fairly based on performance, skill, or contribution.

Procedural Justice: Procedural justice involves the perception that decision processes and procedures are conducted fairly. Employees develop a perception of procedural justice when processes such as recruitment, promotion, and performance evaluation are carried out in a neutral, transparent, and consistent manner.

Interactional Justice: Interactional justice represents the perception that managers and other employees treat individuals fairly. Interactive justice occurs in an environment where employees are emotionally supported, respected, and communication channels are open.

The establishment of organizational justice increases employee motivation and commitment while reducing negative outcomes such as low satisfaction, low motivation, low performance, and intentions to leave the job (Mohamadi et al., 2023). Organizations can review their policies and practices to promote fair behavior and strengthen the perception of justice. This may include increasing transparency, adhering to the principle of equality, and encouraging employee participation.

2.3. Organizational Commitment

Organizational commitment is an employee's sense of commitment and loyalty to the organization (Chaudhary et al., 2023). This means that the employee is committed to the organization's goals, values, and objectives and actively supports the organization (Sumardjo & Supriadi, 2023). Organizational commitment is closely related to employees' passion, motivation, and workplace experiences. Factors that influence organizational commitment include (Hamidi et al., 2023):

Leadership: Good leadership increases employees' commitment to the organization. Leaders who are fair, honest, supportive, and inspirational motivate employees and strengthen their sense of commitment.

Job Satisfaction: Employee satisfaction with their jobs increases organizational commitment. Job satisfaction is related to employees feeling that their expectations regarding their jobs are met.

Career Opportunities: Employees increase their commitment when there are opportunities for career development and advancement. Organizations can enhance commitment levels by offering development opportunities and supporting career planning.

Workplace Culture: A positive workplace culture encourages employees to be committed to the organization. A culture that supports collaboration, respect, and open communication is essential for influencing organizational commitment.

Reward and Recognition: A system that appreciates and rewards employees' achievements increases commitment. Organizations can support commitment by offering rewards, incentives, and recognition programs based on performance.

Work-Life Balance: The ability for employees to maintain work-life balance is an important factor influencing organizational commitment. Flexible work arrangements, remote work opportunities, and policies that consider employees' personal needs can increase commitment levels.

High organizational commitment leads to happier, more motivated, and more productive employees in the workplace.

3. Method

3.1. Research Design

This study is a quantitative research conducted using a relational survey model. Quantitative research is a research method in which numerical data is collected, analyzed, and conclusions are drawn using statistical methods. Quantitative research allows data to be measurable, objective, and generalizable. The relational survey model is an analytical model commonly used in marketing and customer relationship management. This model aims to analyze an organization's existing customer database to identify opportunities related to potential customers.

3.2. Population and Sample

The population of the study consists of individuals working in the private sector in the Turkish Republic of Northern Cyprus (TRNC). Since the population is unlimited, and it is impossible to apply the study to the entire population, a convenience sampling method was used to select the sample. The sample comprises 285 individuals who are at least university graduates, working in the private sector in TRNC, and willing to participate in the study.

3.3. Data Collection Tools

The research questionnaire was prepared using Google Forms and was administered to 302 individuals on a voluntary basis between April 12, 2023, and May 11, 2023. Seventeen individuals who indicated their status as retired or employers in the job section of the questionnaire were excluded from the scope of the study. The analysis was conducted based on the responses of 285 participants. It is generally accepted by researchers that the number of data should be at least five times the number of questions in the questionnaire. With a questionnaire consisting of 54 questions, 270 responses would be sufficient, and this study collected responses from 285 individuals. In other words, the data count has reached the required number for the research. The research questionnaire consists of four sections. The first section includes demographic questions, covering gender, age, education level, job title, total years of employment, and years of employment in the current organization. The second section contains propositions related to talent management perception. Talent management used the scale developed by Fegley (2006) and adapted into Turkish by Bahadınlı (2013). For

organizational commitment, the scale developed by Meyer & Allen (1990) and translated into Turkish by Arzu Wasti was used. However, in this study, the scale was obtained from Bahadınli's doctoral thesis published in 2013, and Bahadınli should be cited as the source (Bahadınli, 2013).

3.4. Data Analysis

The data in the research were analyzed using the SPSS 26.0 program. Frequency Analysis, One-Way Analysis of Variance (ANOVA), Independent Samples t-test, and Simple Linear Regression Analysis were used for the analysis.

4. Findings

4.1. Demographic Information

Table 1 presents the demographic information of the participants.

Table 1. Demographic Information of the Participants

		N	%
Gender	Woman	96	33.7
	Male	189	66.3
Age	25-29 Years	84	29.5
	30-34 Years	69	24.2
	35-40 Years	61	21.4
	Over 40 years old	71	24.9
Education Status	License	195	68.4
	Master's Degree	83	29.1
	PhD	7	2.5
Mission	Assistant Specialist	23	8,1
	ExpertChief	59	20,7
	Leader/Team Leader	15	5,3
	Manager/Director	23	8,1
	Group Manager	61	21,4
	Director	8	2,8
	Other	9	3,2
Duration of Employment at the Current Institution	Assistant Specialist	87	30,5
	1-5 Years	153	53,7
	6-10 Years	58	20,4
	11-15 Years	35	12,3
Total Working Time	Over 15	39	13,7
	1-5 Years	94	33,0
	6-10 Years	61	21,4
	11-15 Years	55	19,3
Total	Over 15	75	26,3
		285	100

Of the individuals participating in the research, 33.7% are female, and 66.3% are male. When looking at the age levels of individuals, it was observed that 29.5% were between the ages of 25-29, 24.2% were between 30-34, 21.4% were between 35-40, and 24.9% were above the age of 40. 68.4% of individuals have a bachelor's degree, 29.1% have a master's degree, and 2.5% have a doctoral degree. Regarding their job positions, 8.1% of individuals were assistant specialists, 20.7% were specialists, 5.3% were chiefs, 8.1% were team leaders, 21.4% were managers/directors, 2.8% were group managers, 3.2% were directors, and 30.5% chose the "other" option. When looking at the duration of their current employment in their organizations, 53.7% had worked for 1-5 years, 20.4% for 6-10 years, 12.3% for 11-15 years, and 13.7% for over 15 years. Regarding their total years of work experience, 33% had 1-5 years, 21.4% had 6-10 years, 19.3% had 11-15 years, and 26.3% had over 15 years of work experience.

4.2. Correlation Analysis

Table 2. Correlation Analysis Between Scales

		YYA	ÖA	ÖB
YYA	Pearson Correlation Value	1	,830**	,674**
	Two-Way Significance		,000	,000
	Level	285	285	285
ÖA	Pearson Correlation Value		1	,634**
	Two-Way Significance			,000
	Level		285	285
ÖB	Pearson Correlation Value			1
	Two-Way Significance			
	Level			285

** . Two-way correlation at 0.01 level of significance

In Table 2, YYA represents talent management perception, ÖA represents organizational justice perception, and ÖB represents organizational commitment.

When looking at the results of the correlation analysis between variables, there is a significant positive (0.01) relationship of 0.830 between talent management perception and organizational justice perception. In other words, there is a 83% positive and significant relationship between talent management perception and organizational justice.

As a result of the analysis, there is a significant positive (0.01) relationship of 0.674 between talent management perception and organizational commitment. In other words, there is a 67.4% positive and significant relationship between talent management perception and organizational commitment.

The analysis also reveals a significant positive (0.01) relationship of 0.634 between organizational justice perception and organizational commitment. In other words, there is a 63.4% positive and significant relationship between organizational justice and organizational commitment.

4.3. Regression Analysis of Hypotheses

The results of the analysis conducted to answer the question of whether employees' perceptions of talent management practices have a significant impact on their organizational commitment are presented in Table 3.

Table 3. The Impact Level of Talent Management Practices on Organizational Commitment

	Ss	p.	R ²
Perception of talent management	12,205	0,000	,674
	15,356	0,000	

Dependent variable: organizational commitment

p=0,000

The table shows that the perception of talent management has a significant effect on organizational commitment ($p < 0.05$) and the significance value is 0.000. Looking at the R² value, it is seen that the perception of talent management explains 67.4% of organizational commitment. On the other hand, the F value of 235,801 is valid at 0.000 level. The effect of employees' perceptions of talent management practices on organizational commitment is 0.507. In the light of this information, it can be said that employees' perceptions of talent management practices have a significant effect on their organizational commitment.

The results of the analysis conducted to answer the question "Do employees' perceptions of organizational justice have a significant effect on their organizational commitment?" are given in Table 4.

Table 4. The Effect of Organizational Justice Perception on Organizational Commitment

	Ss	p.	R ²
Perception of organizational justice	13,057	0, 000	402
	13,791	0, 000	
Dependent variable: organizational commitment			
p=0,000			

Looking at the table, it is seen that employees' perceptions of organizational justice have a significant effect on their organizational commitment ($p < 0.05$) and the significance value is 0.000. Looking at the R² value, it is seen that the perception of organizational justice explains 40.2% of organizational commitment. On the other hand, the F value of 190.202 is significant at 0.000 level. The effect of organizational justice perception on organizational commitment is 0.482. As a result, it can be said that employees' perceptions of organizational justice have a significant effect on their organizational commitment.

Conclusion And Recommendations

In this study, in which the effect of talent management and organizational justice perception on organizational commitment was investigated, it was determined that there was a significant positive relationship of 0.830 between talent management perception and organizational justice perception. As a result of the analysis, it was seen that there was a significant positive relationship of 0.674 between talent management perception and organizational commitment. In addition, there is a significant positive relationship of 0.634 between organizational justice perception and organizational commitment.

At the end of the research, it was seen that talent management perception has a significant effect on organizational commitment. Talent management perception explained 67.4% of organizational commitment. The effect of employees' perceptions of talent management practices on organizational commitment was found at the level of 0.507. In the light of this information, it can be said that employees' perceptions of talent management practices have a significant effect on their organizational commitment. Employees' perceptions of organizational justice have a significant effect on their organizational commitment. The effect of organizational justice perception on organizational commitment is 0.482. As a result, it can be said that employees' perceptions of organizational justice have a significant effect on their organizational commitment.

Talent management and perception of organizational justice are important factors affecting organizational commitment. Organizations can pay attention to the following suggestions to strengthen these two areas:

- Talent identification and development: Identify employees' talents and provide opportunities to develop them by creating talent management programs. Programs such as training, mentoring and coaching should be organized to develop their talents.
- Career planning and advancement opportunities: Employees should have access to career planning and advancement opportunities. Support employees' career goals through performance appraisals and feedback processes.
- Talent attraction and retention: Offer competitive compensation, benefits and incentives to attract and retain talented employees. Give employees a sense of commitment to the business culture by emphasizing the values and mission of the business.
- Communication and transparency: Communication and transparency should be ensured within the business. Communicate clearly and openly with employees, provide opportunities for participation in decision-making processes and share management policies transparently.
- Equality and objectivity: Promote the principles of equality and objectivity in the organization. Impartiality should be ensured in resource allocation, promotion and reward processes. It should be demonstrated that the organization's policies and practices are fair.
- Employer-Employee relations: Employer-employee relations should be strengthened. Value the opinions of employees, listen to them and give importance to feedback processes. Establish healthy and constructive relationships with employees.

- Business culture and values: The culture and values of the organization should be clearly defined and shared with employees. Environments should be created to ensure that employees are committed to the mission of the organization.
- Leadership and management support: Leaders and managers should provide support to employees. Leaders should be role models in accordance with organizational values and behaviors. They should exhibit ethical behaviors that reflect the business culture, encourage cooperation and teamwork, and encourage quality work.

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