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# **Master of Science Thesis**

Procedural and interactional justice in talent management processes,  
affective organizational commitment and work-related stress: the  
mediating role of intrinsic motivation

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## Abstract

This conceptual paper provides insight into the dynamics of organizational justice, affective organizational commitment, and work-related stress, with intrinsic motivation serving as a mediator. Using the theory of perceived organizational justice, we argue that procedural and interactional justice in talent management processes would have significant, independent effects on intrinsic motivation, organizational commitment, and work-related stress. A questionnaire was distributed within two organizations among employees at different levels (n = 65). The results indicated a significant positive relationship between perceived procedural justice and intrinsic motivation, confirming previous research. However, no significant correlation between interactional justice and intrinsic motivation was discovered. Incorporating intrinsic motivation as a mediator enhanced the model's ability to predict organizational commitment and work-related stress. Intrinsic motivation emerged as a significant predictor of organizational commitment, and was negatively correlated with work-related stress. This thesis may assist in setting the direction for future research in the area of talent management and help managers understand the significant roles of talent perception congruence and organizational justice in determining the talent management outcomes. Implications for practice and directions for future research are discussed.

**Keywords:** talent management, organizational justice, procedural justice, interactional justice, intrinsic motivation, organizational commitment, and work-related stress.

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## Introduction

With the current economic downturn and volatile market conditions, talent management has become an increasingly essential tool for gaining sustained competitive advantage through human capital (Mayers et al., 2013). Talent management is an important aspect of organizational success, as it involves identifying, developing, and retaining talented employees (Tarique & Schuler, 2010). In recent years, there has been a growing recognition of the importance of talent management and a proliferation of different approaches and practices (Lewis & Heckman, 2006; McDonnell et al., 2017; Alimansyah & Takahashi, 2023). As a result, a variety of different definitions, terms, and assumptions have been made about talent management (Collings & Mellahi, 2009; Cappelli & Keller, 2014; Kwon & Jang, 2022). Hence, we begin our review by providing a comprehensive overview of the different aspects of talent management in the literature. Despite its importance, a lack of understanding remains regarding the effectiveness of talent management programs and their implementation (Dries, 2013; Alimansyah & Takahashi, 2023; Vaiman et al., 2012).

To gain a deeper understanding of employees' reactions and outcomes to talent management processes and procedures, the theory of perceived organizational justice (Greenberg, 1987) was utilized. Perceived organizational justice refers to the degree to which employees perceive their relationship with their organization to be fair, ethical, and equitable (O'Connor & Crowley-Henry, 2019). The amount of research on organizational justice has increased significantly over the past few decades (Zapata-Phelan et al., 2009), where a potential explanation for this growth can be found in the association between perceptions of fair treatment and a number of positive behaviors, attitudes, and cognitions among employees (Vaamonde et al., 2018). Consequently, we were interested in exploring the topic in more depth and investigating the relationships between procedural and interactional justice and employee outcomes, in particular affective organizational commitment and work-related stress.

Organizational commitment serves as a critical component, reflecting an employee's sense of belonging and identification with an organization (Mowday et al., 1979). Employee commitment extends beyond passive loyalty to a proactive relationship where employees are willing to contribute to the success of the

organization. Several studies have identified affective organizational commitment as a key proximal predictor of employee outcomes, and further studies have found that organizational commitment is associated with employees' physical and psychological well-being (Mesu et al., 2015; Lambert et al., 2007; Meyer, 2009). Furthermore, it is essential to acknowledge that employees naturally expect fair treatment, and any perception of injustice can significantly contribute to their experience of stress (Greenberg, 2004; Hobfoll et al., 2018). According to Harms and colleagues (2017), stress is a state of physiological and/or psychological arousal that occurs when individuals perceive a threat to something of value that exceeds their available capabilities and resources. Several studies have shown that high levels of work-related stress are linked to health problems, mental health problems, illness, social problems, and decreased job performance (Lambert et al., 2007; Cooper et al., 2001). However, limited research has been done to examine the relationship between perceived organizational justice and work-related stress in organizations, indicating the need for further research (Ben-Avi et al., 2006). Further, there is evidence to suggest that intrinsic motivation is a potential mediator of the relationship between perceived organizational justice, affective organizational commitment and work-related stress. Intrinsic motivation is the desire to engage in activities for their inherent enjoyment and satisfaction (Deci et al., 1989). Overall, a lack of research has been conducted on the motivational effects of procedural and interactional justice (Zapata-Phelan et al., 2009).

Thus, the purpose of this study was to examine intrinsic motivation as a mediator of the relationships between perceived procedural and interactional justice and organizational commitment, as well as the relationships between perceived procedural and interactional justice and work-related stress. To conduct this research project, we formed collaborative partnerships with two companies that exhibited a partnership board structure. In recent years, the significance of talent management has grown substantially for companies characterized by partnership boards. These organizations rely on the skills and knowledge of their employees, making it essential to establish a strong pipeline of qualified individuals capable of assuming future leadership roles. However, high levels of pressure and workloads may limit their ability to effectively prioritize employee development and follow-up activities. Through the development of exceptional talent within partnership

board structures, organizations may be able to adapt to changing challenges, take advantage of opportunities, and sustain long-term growth and performance.

Therefore, this research seeks to answer the following research question:

*How do employees' perceptions of procedural and interactional justice in talent management processes affect their levels of affective organizational commitment and work-related stress, and how does intrinsic motivation mediate these relationships?*

The remainder of the paper is organized as follows. The paper begins with a review of the relevant literature, which informs the development of the hypotheses and our conceptual framework. In the methods section, sample and data collection procedure, measures and analytical approach are described. The results are then presented and discussed in detail. Finally, we discuss limitations of the paper and future research directions, as well as the practical implications of our contribution.

## Theory and Hypotheses

### Talent Management

Talent management has become a topic of significant interest among both practitioners and academics (Lewis & Heckman, 2006; Collings & Mellahi, 2009), as all organizations face the challenge of attracting, developing, and retaining crucial talents (Tarique & Schuler, 2010). As talent management emerged, many attributed its rising prominence to the McKinsey Group's "war for talent" agenda in the 1990s (Dries, 2013). McKinsey expressed concerns about the shortage of human talent, which is the most valuable resource of any organization, with organizations facing pressing challenges concerning the attraction and retention of key personnel (McDonnell et al., 2017). The emergence of a wave of consultancy reports since then has highlighted talent shortages and the importance of talent management in ensuring organizational success (McDonnell et al., 2017; Gelens et al., 2014). Furthermore, it has been reported by several human resource (HR) professionals around the world that talent management is among the most significant human capital challenges facing organizations in the 21st century (Dries, 2013; Mayers et al., 2013; O'Connor & Crowley-Henry, 2019). However, the term talent management is difficult to define precisely due to the confusion regarding



definitions and terms and the many assumptions made by authors (Collings & Mellahi, 2009; Vaiman et al., 2012; Cappelli & Keller, 2014; Kwon & Jang, 2022). It is common for the term's talent management, human resource planning, talent strategy, and succession management to be used interchangeably (Lewis & Heckman, 2006). The concept of "talent" is essentially a euphemism for "people", and therefore talent management literature can provide contradictory advice since there are many perspectives on how people can and should be managed (Lewis & Heckman, 2006; Dries, 2013).

Several practitioners and scholars have argued that talent management practices allow companies to develop seamless talent pipelines through recruitment and selection, training and development, promotions, rewards, and outplacement, thus enabling the creation of significant new opportunities for companies (Kwon & Jang, 2022). Even though many companies recognize the importance of talent management, they often neglect to manage it effectively (Vaiman et al., 2012). Further, the objective of talent management decision science is to increase the success of companies by enhancing talent resource decisions (Vaiman et al., 2012). One key to talent management is to recognize that no single perspective on talent is objectively superior to any other. The focus is rather on the best fit practices that are compatible with strategic objectives, organizational culture, organizational capacity, and other HR practices and policies (Dries, 2013).

## Human Resource Philosophies on Talent Management

Talent management is often conceptualized in terms of typical human resource department practices, functions, and activities (such as recruiting and selection, training and developing, and career and succession management) and HR planning and estimating employee needs (Lewis & Heckman, 2006; Boselie, 2014). A part of the literature views talent management as rebranded HR practices, with special emphasis on the importance of external recruitment from the labor market and the internal development of talent pools (Kwon & Jang, 2022). Human resource management (HRM) literature conceptualizes talent as capital, referring to the knowledge, skills, and competencies embodied in organizational capabilities that generate sustainable economic performance (Dries, 2013; Kwon & Jang, 2022). In HRM, human resource philosophies are statements about how the company views its human resources, their contribution to its overall success, and how they should be treated and managed (Mayers & van Woerkom, 2014; Boselie, 2014). There are

several ways to implement the same HR practice, and its effectiveness will vary according to the way it is conceived by managers and perceived by employees. How an employee responds to an organization's HR practices is significantly influenced by the employee's perceptions of those practices (O'Connor & Crowley-Henry, 2019). Mayers and van Woerkom (2014) suggest that the current discussion about the influence of HR philosophies on HRM also applies to talent management due to some conceptual overlap between these concepts.

A human capital perspective on talent emphasizes the importance of an employee's contribution to the organization as the primary criterion of measurement (Dries, 2013). The HR architecture model created by Lepak and Snell (1999) is an essential theoretical framework within the resource-based perspective, as it classifies human capital along two dimensions: value and uniqueness. Talented employees are appraised by their value (i.e., their ability of to contribute to a company's core competency and enhance its competitive edge) and uniqueness (i.e., how difficult it would be to replace the company's human capital) (Lepak & Snell, 1999; Kwon & Jang, 2022). Accordingly, this theoretical perspective refers to talent as both valuable and unique human capital within an organization (Dries, 2013).

### Three Main Approaches to Talent Management

The majority of the reviewed literature focuses on talent management and its implications for identifying, managing, developing, and retaining talented individuals and organizations (McDonnell et al., 2017). Further, research in the field of talent management can be divided into three main approaches: managing high performers and high potentials, talent management systems and identifying strategic positions, and individual talent perspectives.

The first approach focuses on the management of high performing employees regardless of their position in the organization and organizational boundaries (McDonnell et al., 2017). In this context, talent is treated as an unqualified positive resource that should be managed based on performance levels, resulting in an emphasis on forced performance distribution (Lewis & Heckman, 2006). An ABC approach to talent management is often used in this perspective to classify individuals according to their performance level; top performers ("A" players), competent and average employees ("B" players), and bottom performers ("C" players) (Lewis & Heckman, 2006; McDonnell et al., 2017; Cappelli & Keller,

2014). This concept implies a dispositional view of performance, where the goal is to hire A players and eliminate C players (Cappelli & Keller, 2014). Thereby, a key feature of this literature is the definition and measurement of high performance (McDonnell et al., 2017).

A second approach to managing talent focuses on the organization's strategic positions and the talent management system (McDonnell et al., 2017; Lewis & Heckman, 2006). Increasingly, research emphasizes the importance of identifying strategic or pivotal positions that can differentially impact an organization's competitive advantage (Collings & Mellahi, 2009). A key component of this approach is the idea that employees are capable of contributing to the firm's strategic objectives simply due to their value and unique qualities (Kwon & Jang, 2022). Furthermore, the perspective promotes a top-down approach, recognizing that not all strategic processes are highly dependent on human capital, nor are all roles requiring A-players (McDonnell et al., 2017). Consequently, the job becomes the differentiating factor when attempting to explain strategic value, not the individual.

Lastly, Bjorkman et al. (2013) found that there were significant differences between individuals who were identified as 'talented' and those who were not. When comparing those who perceived they had been identified as talent with those non-talents, individuals with lower turnover intent were more committed to achieving higher performance levels, more actively supporting their employers' strategic objectives, more identifying themselves with the focal organization, and more committed to developing competencies that were valuable to the company (Bjorkman et al., 2013; McDonnell et al., 2017). Similar findings were found for participants who believed that they were considered to be talented as well as for participants who did not know whether they were considered to be talented (Bjorkman et al., 2013). In light of these findings, it appears that informing individuals of their talent status and future possibilities has a significant motivational effect (McDonnell et al., 2017).

### Talent Philosophies

Furthermore, different approaches to talent management are characterized by two main areas of tension in the literature (Dries, 2022). The first perspective, debating the nature of talent, stresses whether an individual's talent is innate or learned

(Meyers & van Woerkom, 2014; Meyers et al., 2013). Those who believe talent is innate or nature-based tend to divide employees into two categories: a minority of elite employees (i.e., those with high potential) and a majority of employees who do not possess such qualities (i.e., those with low potential) (Kwon & Jang, 2022). Consequently, this categorization focuses on selecting, identifying, and rewarding talent. On the other hand, those who believe talent can be learned argue that it is a combination of knowledge, skills, attitudes, and values that can be shaped and molded through employee development activities over time (Meyers & van Woerkom, 2014). In this regard, it is of the utmost importance to develop employees' talents and provide them with opportunities to acquire the necessary skills and practice them in real-life situations (Kwon & Jang, 2022; Dries, 2013).

The second perspective, and the most salient tension, emphasize the exclusiveness or inclusiveness of talent management (Meyers & van Woerkom, 2014; Dries, 2022). First, inclusive management emphasizes that every employee has his or her own unique talents and that companies should invest and show the same degree of interest in their employees (Kwon & Jang, 2022). As a result of this approach, the organization can create a more positive work environment by signaling to its employees that it values their contribution and is continuously investing in them as individuals (Cappelli & Keller, 2014). The exclusive talent management approach, however, emphasizes that only a small percentage of employees are considered to have high potential, thus making it necessary for organizations to invest in and compensate those employees accordingly. This approach is based on the principles of workforce differentiation, according to which organizations waste resources unnecessarily by treating all employees equally (Kwon & Jang, 2022). Workforce differentiation involves investing disproportionate resources in jobs that are expected to generate disproportionate returns, which means that one invests in those jobs and those people within those jobs that are most likely to produce strategic outcomes (Gelens et al., 2013). The practice of workforce differentiation stems from the resource-based view of the organization in which valuable, unique, and difficult-to-imitate resources are paramount to long-term performance and competitive advantage (Gelens et al., 2013). The academic literature on talent management has increasingly focused on exclusive approaches, as demonstrated by the growing interest in workforce differentiation (Cappelli & Keller, 2014).

McDonnell et al. (2017) found that talent management research has provided useful insights into discovering, managing, developing, and retaining talented employees inside organizations. However, there is value in investigating the broader effects of talent management on organizational justice, which examines perceived fairness in resource distribution, opportunity, and decision-making processes within organizations (Greenberg, 1990). Through the lens of organizational justice, it is possible to gain a better understanding of how perceived organizational justice can help us understand employees' reactions to talent management processes and procedures (Gelens et al., 2013; Zapata-Phelan et al., 2009). Overall, investigating the intersection of talent management and organizational justice sheds light on the fairness and effectiveness of talent management practices within organizations, thereby contributing to a more comprehensive understanding of how organizations can create environments that value and maximize employee talents while ensuring fairness in resource allocation and decision-making processes.

## Perceived Organizational Justice

It has long been recognized that organizational justice is an essential component for the effective operation of organizations and the personal satisfaction of its employees (Greenberg, 1990). However, it is noteworthy that perceived organizational justice has been neglected in the literature on talent management, especially as perceptions of justice have been shown to be associated with employee satisfaction, affective commitment, turnover intentions, and job performance (Gelens et al., 2013; Gohar & Qureshi, 2021). Given the absence of research on the relationship between talent management and organizational justice in the existing literature, it is essential to conduct research in this area to cover the gap and advance the field.

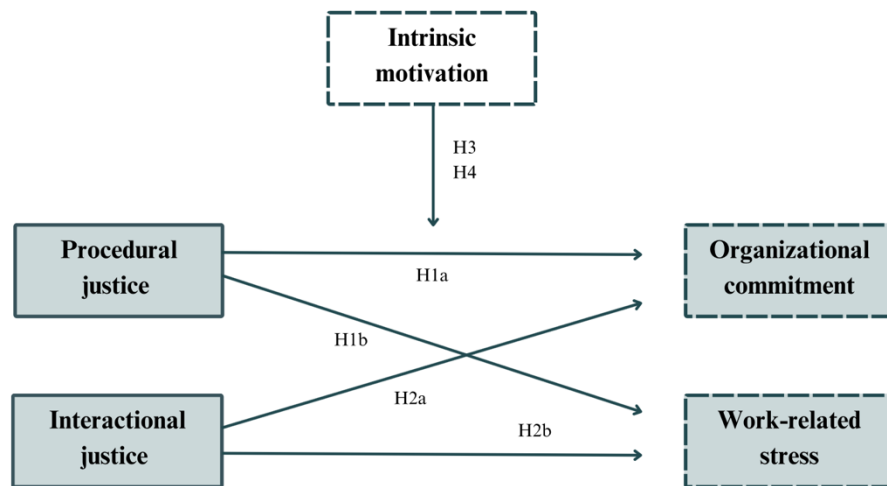
Organizational justice can be defined as the degree to which employees believe that their relationship with their organization is fair, ethical, and equitable (O'Connor & Crowley-Henry, 2019; Alimansyah & Takahashi, 2023). Several experts have emphasized the importance of organizational justice because of its effects on an array of employee attitudes, cognitions, and behaviors toward their organizations and fellow employees (Vaamonde et al., 2018). When employees perceive talent management processes to be fair, they are more likely to be engaged and satisfied with their jobs. On the other hand, employees who perceive the process as unfair,

may develop negative attitudes and be more likely to leave the organization, resulting in higher turnover intentions (Gelens et al., 2013).

Organizational justice has been defined as a multidimensional construct composed of three dimensions: distributive justice, procedural justice, and interactional justice (Greenberg, 1990; O'Connor & Crowley-Henry, 2019). In addition, some authors distinguish between interpersonal justice and informational justice in terms of interactional justice (Gelens et al., 2013; Vaamonde et al., 2018). In accordance with the research question, the present study focuses on procedural and interactional justice, as they are considered to be most relevant to the extent of our research. By investigating how procedural and interactional justice are perceived in the talent development processes, it will be possible to gauge the extent to which these factors influence organizational commitment and work-related stress, as well as the mediation effect of intrinsic motivation.

**Figure 1**

Conceptual model. The hypotheses are illustrated with the assumed relationships.



### Procedural justice

Multiple researchers have argued that procedural justice is the most essential element of organizational justice perceptions (Colquitt et al., 2005). However, there are several definitions of procedural justice. Gelens et al. (2013) defined it as the interaction between an organization and its personnel. In their comprehensive analysis of procedural justice, Thibaut and Walker (1975) defined procedural justice as "the fairness of the procedures used to determine results" by drawing on concepts from social psychology, law, and philosophy. They argued that process

control is an indirect form of decision control, indicating that having a voice in decision-making is considered essential because it facilitates the achievement of favorable outcomes (Thibaut and Walker, 1975). Further, in Greenberg and Taylor's research (1987), procedural justice is defined as the perception of the fairness of organizational decision-making procedures. They emphasized its effect on a sense of control, compliance with decisions, and organizational trust. The importance of allowing individuals to voice their opinions during the decision-making process is also emphasized (Greenberg & Tyler, 1987). To sum up, procedural justice is a form of organizational justice that emphasizes the perceived fairness of the processes and procedures utilized by organizations to make decisions and allocate resources (Alimansyah & Takahashi, 2023; Gohar & Qureshi, 2021). It entails ensuring that the procedures are open, consistent, and unbiased (Cropanzano et al., 2002).

Perceived procedural justice, as described by Leventhal (1980), involves an individual's assessment of the fairness of procedural elements that regulate the allocation process within a social system. This includes evaluating the events preceding the distribution of rewards. Leventhal (1980) further elaborated on six rules that must be followed in order to perceive a practice as meeting the conditions for procedural justice: (a) consistency over time and across persons, (b) absence of personal self-interest, (c) grounded in correct information, (d) changing when identified as unfair, (e) representing the interests of all parties, and (f) considering moral and ethical values. Violations of any of these rules are likely to worsen an individual's perception of procedural justice (Gelens et al., 2013; Alimansyah & Takahashi, 2023).

There is substantial evidence to suggest that perceived procedural justice has a significant impact on employee outcomes, such as job satisfaction, work effort, and organizational commitment (Gelens et al., 2014; O'Connor & Crowley-Henry, 2019; Alimansyah & Takahashi, 2023). A fair decision-making process increases the likelihood of employees accepting and cooperating with the outcome, even if it is not in their favor; also known as the "fair process effect" (Greenberg & Folger, 1983; Gelens et al., 2014). Based on Tyler and Blader (2003), employees are more likely to cooperate with each other when they feel appreciated and respected within the group, resulting in higher employee satisfaction and reduced turnover (Folger, 1987). Furthermore, when non-high potentials perceive the allocation process to be

fair, the negative impacts of less favorable distributive justice on job satisfaction and work effort are mitigated (Gelens et al., 2014). Unfair procedures are frequently perceived as unjust and unpredictable, leaving employees uncertain about future outcomes (O'Connor & Crowley-Henry, 2019). This uncertainty may cause employees to place a greater emphasis on their current results (Gelens et al., 2014). However, when procedures are consistent and follow a rule of procedural justice, employees are less affected by current negative outcomes because they anticipate that future outcomes will be more favorable (O'Connor & Crowley-Henry, 2019). Furthermore, injustice in the workplace can lead to counterproductive work behavior (Saleem & Gopinath, 2015) and perceived injustice can generate stress among employees (Neuman, 2004). Research on the relationship between organizational justice and work-related stress in organizations has, however, been limited, indicating that the topic requires further investigation (Ben-Ari et al., 2006).

It has been discovered that perceived procedural justice partially mediates the relationship between talent management procedures and affective organizational commitment, with a greater impact at the meso-level, such as on organizational engagement (Gelens et al., 2014; Alimansyah & Takahashi, 2023; O'Connor & Crowley-Henry, 2019). As procedures determine an organization's capacity to treat employees fairly, it stands to reason that organizations that prioritize procedural justice may experience large effects on affective organizational commitment (Masterson et al., 2000). Furthermore, procedural justice has been demonstrated to be a significant predictor of work outcomes (Greenberg, 1987). The relationship between perceived procedural justice and organizational commitment, as well as work-related stress, provides a valuable area of exploration that can further our understanding of how organizational justice impacts individual performance in the workplace.

### Interactional Justice

On the other hand, interactional justice (Bies, 1987; Bies & Moag, 1986) focuses on how people perceive the quality of their interpersonal treatment while policies and procedures are being implemented. There are four ways to promote interactional justice in decision-making procedures: treating decision recipients with dignity and respect, refraining from inappropriate comments, being truthful, and providing justifications for decisions (Colquitt & Jackson, 2006). This type of



justice is based on the belief that employees' perceptions of fairness take into account the communication and information-sharing methods used by those in authority, and in essence consists of two distinct forms of justice: interpersonal and informational justice (Greenberg, 1990; Colquitt, 2001; Gohar & Qureshi, 2021). Interpersonal justice pertains to the level of dignity and respect employees receive from those in authority, while informational justice relates to how well employees are informed about matters that affect them (O'Connor & Crowley-Henry, 2019). Thus, the term interactional justice relates to the perceived fairness of the interpersonal communication relating to organizational procedures (McDowall & Fletcher, 2004).

According to Bies and Moag (1986), interactional justice is distinct from both distributive and procedural justice. Interactional justice is concerned with how the decision-making process is carried out in social interactions, whereas procedural justice is concerned with how the decision-making process is utilized to reach a conclusion (Gohar & Qureshi, 2021; Zapata-Phelan et al., 2009; Farndale et al., 2022). Therefore, interactional justice emphasizes the significance of treating individuals with dignity, respect, and honesty in their interactions with leaders (Bies, 2001). Interactional justice is important in organizations as it relates to perceptions of fairness in areas such as compensation, opportunities for advancement, and employee selection processes (Gohar & Qureshi, 2021). Organizational managers are responsible for implementing HR systems and interacting with employees for this purpose. Out of all forms of organizational justice, interactional justice is particularly under the control of managers (Miao et al., 2021). Cho and Dansereau (2010) discovered through their research that interactional justice was crucial in transmitting the effects of individualized consideration. Managers' treatment of employees in terms of interactional justice is essential for their overall well-being, as it leads to positive affect and life satisfaction, as well as desirable work outcomes such as organization loyalty (Cho & Dansereau, 2010). Kass (2008) also supports this idea, highlighting the significance of managers' interpersonal treatment in promoting employee well-being and positive work outcomes.

Research emphasizes the importance of promoting an interactional justice climate within organizations to prevent retaliation and promote positive employee behaviors (Skarlicki & Folger, 1997). Leaders may not have direct influence over

distributive or procedural justice principles, but they are free to determine how they treat their employees. As mentioned, interactional justice has been found to have a variety of positive effects. However, managers must invest considerable time and effort to ensure that all employees are treated with interactional justice (He et al., 2017). According to Mayer and Schoorman (1995) it is essential for employees to have faith in their supervisors for interactional justice to be achieved. A worker's trust in their supervisor as a representative of the organization can influence their perception of organizational fairness (Mayer & Schoorman, 1995). The supervisor can demonstrate their reliability through their actions. When supervisors and employees share the same fundamental values, they are able to build a stronger trusting relationship than they would if they did not share the same values (Mayer & Schoorman, 1995). Further, according to Allan and Meyer (1990), a positive relationship between an employee and their supervisor can result in high levels of organizational commitment. (i.e., feeling of attachment to the organization).

## Employee Outcomes of Perceived Organizational Justice in Talent Management Processes

In the context of perceived organizational justice, recent reviews have pointed to the need for further studies on how perceived organizational justice in talent management processes affects employee outcomes (Gelens et al., 2014; O'Connor & Crowley-Henry, 2019). It has been shown that high levels of perceived procedural and interactional justice may be associated with higher motivation, organizational commitment, lower work-related stress, as well as being predictive of employee health and wellbeing (Greenberg, 1990; Vaamonde et al., 2018; Gelens et al., 2014; Skarlicki & Folger, 1997; Zapata-Phelan et al., 2009; Oren et al., 2013; Deci et al., 2017).

### Affective Organizational Commitment

Organizational commitment is considered one of the most challenging and researched concepts in the fields of human resource management and organizational behavior (Cohen, 2007; Klein et al., 2009; Mowday et al., 1982). In organizational psychology research, organizational commitment has traditionally been viewed as an attitude that describes the relationship between an employee and an organization. A review of the literature on organizational commitment reveals

that little consensus exists regarding its definition and meaning (O'Reilly & Chatman, 1986; Mowday et al., 1982; Reichers, 1985). The various definitions of organizational commitment reflect three broad themes: an affective orientation toward an organization (affective commitment), a recognition of the costs arising from leaving an organization (continuance commitment), and a moral obligation to remain with that organization (normative commitment) (Mesu et al., 2015; Meyer & Allen, 1997). In this study, we focus on the aspect of affective organizational commitment, as this dimension has received the most attention among the three dimensions and has demonstrated the highest levels of correlation with employee and organizational outcomes (Mesu et al., 2015). A common feature of all conceptualizations of commitment is the notion that commitment binds an individual to an organization (Meyer & Allen, 1997).

Mowday et al. (1979) defined organizational commitment as the degree to which an employee identifies with and is actively involved in a particular organization. As a result, it indicates a sense of attachment to the organization. Further, such commitment can be emphasized as a multidimensional construct characterized by three related factors: (a) a genuine belief in and acceptance of the organization's goals and values; (b) a willingness to devote considerable efforts to the organization; and (c) a strong desire to remain an employee of the organization (Porter et al., 1974; Mowday et al., 1982). Commitment to an organization goes beyond passive loyalty in that it involves a proactive relationship where employees are willing to give something of themselves in order to benefit the organization (Mowday et al., 1979). A key feature of this approach is the emphasis on the fact that the underlying dimensions or bases for attachment may vary within and across individuals (O'Reilly & Chatman, 1986).

It has been demonstrated repeatedly that commitment plays a significant role in determining the work behavior of an individual (Mowday et al., 1982). Researchers have identified affective organizational commitment as a key proximal predictor of organizationally relevant outcomes such as organizational citizenship, absenteeism, voluntary turnover, and organizational effectiveness (Mesu et al., 2015; Meyer & Allen, 1997; O'Reilly & Chatman, 1986; Klein et al., 2009; Porter et al., 1974; Mowday et al., 1982; Reichers, 1985; Lambert et al., 2007). As well, recent research has shown that organizational commitment correlates with the physical and psychological well-being of employees (Meyer, 2009). Therefore, the relationship

between perceived procedural and interactional justice in talent management processes and affective organizational commitment has important implications for employees, as well as their organizations.

### Work-Related Stress

It is human nature to expect to be treated fairly, so when an employee feels that this has not occurred, he or she may experience some shock. Such experiences of injustice may constitute a source of stress for an individual (Greenberg, 2004). Stress refers to the physiological and/or psychological arousal that occurs when an individual perceives a threat to something of value and where the threat exceeds the individual's capabilities and available resources to deal with it (Harms et al., 2017). The conservation of resources (COR) theory suggests that stress occurs when (a) key resources are threatened with loss, (b) key resources are lost or (c) resources are not gained after substantial effort has been made (Hobfoll et al., 2018). Stress is a complex concept that is comprised of stressors (e.g., conditions and events), assessments of stressors, and strains (i.e., negative cognitive, physiological, emotional, or behavioral consequences of stress) (Ben-Avi et al., 2018; Sonnentag, 2015). A variety of stressors can be experienced at work, including the role one plays within the organization (i.e., ambiguity and conflict), the circumstances under which the individual operates, the feeling that one must meet the demands or expectations of others, as well as feelings of injustice (Kleine et al., 2019; Harms et al., 2017). Regardless of the source, most stressors are stressful due to the unpredictable, uncontrollable, or both nature of the threat (Harms et al., 2017). Several authors have argued that there is no objective criterion for determining whether an event is stressful; rather, the stress response depends on an individual's perception of the experience, since not every stressor is the same and not everyone responds the same to every stressor (Hobfoll et al., 2018; O'Brian & Beehr, 2019; Cooper et al., 2001).

There is evidence that moderate levels of stress can be beneficial for activating behavior and cognition, as well as necessary for motivation, growth, and development (Harms et al., 2017; Cooper et al., 2001). However, excessive levels of stress can adversely affect an individual's physical and psychological well-being (Harms et al., 2017). Several studies have demonstrated that stress is associated with high costs for individual health and well-being, as well as organizational productivity (Cooper et al., 2001; Lambert et al., 2007). Furthermore, Greenberg

(2004) argues that fostering fairness in procedures, interpersonal treatment, and outcomes can reduce stress and enhance employee health. However, a limited amount of research has been conducted on the relationship between perceived organizational justice and work-related stress in organizations (Ben-Avi et al., 2006). As a result, we developed the following hypotheses:

**Hypothesis 1:** There is (a) a positive relationship between perceived procedural justice and organizational commitment, and (b) a negative relationship between perceived procedural justice and work-related stress.

**Hypothesis 2:** There is (a) a positive relationship between perceived interactional justice and organizational commitment, and (b) a negative relationship between perceived interactional justice and work-related stress.

## The Mediating Role of Intrinsic Motivation

Recent research has highlighted the importance of internal motivation as a key component of an individual's professional success and overall well-being (Cerasoli & Ford, 2014; Gagné & Deci, 2005). Intrinsic motivation can be defined as the desire to engage in an activity for its own sake, in order to experience the pleasure and satisfaction implicit in the activity (Deci et al., 1989; Deci et al., 2017). The intrinsic motivation is therefore derived from the performance of the task, and not from its consequences. Theories of intrinsic motivation are characterized by a focus on satisfying the needs for autonomy, competence, and relatedness, or characteristics of work design which facilitate productive psychological states (Kuvaas, 2018; Dysvik & Kuvaas, 2008; Gagne & Deci, 2005).

Research has indicated that intrinsic motivation is positively associated with work performance, organizational citizenship behaviors, and affective organizational commitment, and negatively associated with work-related stress and turnover intentions (Kuvaas, 2018; Kuvaas et al., 2017). A review by Gagné and Deci (2005) has demonstrated that employees who are intrinsically motivated are more engaged in their jobs and demonstrate greater achievement of goals. Thus, employees with excessive intrinsic motivation may welcome a broader range of roles and responsibilities, as they will see more significance in their work, and will be more self-driven and autonomous, resulting in increased effort (Deci et al., 2017). The quality of the work performed by employees with high intrinsic motivation should

also increase since they are more persistent and interested in their work. In contrast, employees with low intrinsic motivation may lack the drive and engagement to work more independently because they lack meaning or purpose in their jobs, possess less persistence, and are less self-motivated (Kuvaas, 2018). Therefore, perceived procedural and interactional justice may be less positively related to affective organizational commitment and decreased work-related stress among employees with lower intrinsic motivation levels.

Furthermore, both procedural and interactional justice have been shown to be related to intrinsic motivation. A study conducted by Zapata-Phelan and colleagues (2009) examined the impacts of procedural and interpersonal justice on intrinsic motivation and performance in the workplace. They found that participants who perceived higher levels of procedural and interactional justice were more intrinsically motivated, and this intrinsic motivation was positively correlated with task performance (Zapata-Phelan et al., 2009); suggesting that employee motivation is a critical component of high performance. A second study, conducted by Oren et al. (2013), also found a positive correlation between organizational justice and motivation at work. The study highlights that employees who perceive fairness and equity in their organizational practices tend to demonstrate higher levels of work motivation and are more likely to engage in organizational citizenship behaviors (Oren et al., 2013). The results indicate that when employees perceive their organization as fair and just, and receive recognition for their work, they are more likely to be intrinsically motivated to perform well on the job. As well, other research indicates that employees are more likely to experience intrinsic motivation when they perceive that they have some influence over the decision-making process and that their opinions are valued (Deci et al., 2017; McDonnell et al., 2017). In addition, inadequate interactional justice has been found to negatively affect employee intrinsic motivation and work performance (Zapata-Phelan et al., 2009). This underscores the importance of organizational justice and recognition in encouraging intrinsic motivation among employees.

In terms of the relationship between intrinsic motivation and work outcomes, intrinsic motivation appears to be a potential predictor of organizational commitment and decreasing work-related stress (Kuvaas, 2018; Kuvaas et al., 2017). A deeper understanding of intrinsic motivation as a mediator can contribute to the development of effective strategies and interventions designed to promote

intrinsic motivation and its positive outcomes, thus enhancing individuals' well-being, performance, and overall job satisfaction. Accordingly, we suggest that the relationships between perceived procedural justice and affective organizational commitment and work-related stress, will be partly mediated by intrinsic motivation. Similarly, intrinsic motivation may partly mediate the relationship between perceived interactional justice and affective organizational commitment and work-related stress. Accordingly, we make the following partial mediation predictions:

**Hypothesis 3:** The relationships between perceived procedural justice and (a) organizational commitment, and (b) work-related stress, will be partly mediated by intrinsic motivation.

**Hypothesis 4:** The relationships between perceived interactional justice and (a) organizational commitment, and (b) work-related stress, will be partly mediated by intrinsic motivation.

## Methodology

### Sample and procedure

Study hypotheses were tested using a sample of employees from an auditing and consulting firm (company A) and a law firm (company B), both of which have partnership boards. These organizations were suitable as they both place a strong emphasis on training and developing their employees, offer opportunities and take a proactive approach to developing future leaders and partners within their organizations, as well as being subject to high workloads and deadlines. Further, the talent management procedures in company A included: developmental programs, individual developmental plans, stretch assignments, autonomy, decision-making authority, personal coaching, opportunities to attend to conferences and exclusive events, fast-track promotions, and foreign assignments. Further, in company B every lawyer was assigned a dedicated talent developer, personalized development plans, regular feedback, help in identifying growth opportunities. In addition, company B also prioritizes external training and encouraging employees to participate in relevant courses and seminars to expand their knowledge, establish connections, and build networks.

The HR department in each organization was contacted and provided with information about the study. After this initial contact, data collection procedures were developed in collaboration with a talent director in company A and a HR consultant in company B. This collaboration ensured that the data collection protocol was aligned with the firms' procedures and did not interfere with their daily operations. Due to the nature of our study, we determined that a quantitative approach utilizing a cross-sectional research design and a survey strategy would be most appropriate for answering the research question. An extensive literature review and validated measures were used to design the survey to minimize any potential biases (Keeble et al., 2015). To assure the quality of the collected data, the questionnaire was pilot tested on a small group of individuals and modified as needed.

The respondents were selected through random sampling among staff who had various levels of seniority, reported to a superior, and had experience with talent management processes within their respective organization. Inclusion was limited to employees with the job titles of associate, senior associate, manager, senior manager, and director at company A, and associate, senior associate, and senior lawyer at company B. In each organization, the main contact person sent an email to the selected employees distributing the questionnaire using a web-based tool (Qualtrics). In company A, it was distributed to 100 prospective respondents, while in company B, it was distributed to 67 prospective respondents. The prospective respondents were sent email reminders one week after receiving the initial request. Respondents were assured of the confidentiality of their responses. A total of 81 responses were received, of which 47 came from company A and 34 came from company B. Thus, the response rate of the sample was approximately 49 percent. A review of the data revealed that some responses lacked data on some items, resulting in a final sample size of 65 rather than 81. In the final sample, 45 percent of respondents were males and 55 percent were females. The mean age of respondents was 30 years ( $SD = 1.294$ ) with a mean organizational tenure of 3 years ( $SD = 1.192$ ) (see Table 1).



**Table 1**  
Sample demographics

	Frequency	Percentage
<b>Gender</b>		
Male	29	44.6
Female	36	55.4
<b>Age (years)</b>		
Under 25	3	4.6
25 to 30	31	47.7
31 to 35	16	24.6
36 to 40	10	15.4
41 to 45	1	1.5
46 to 50	3	4.6
51 to 55	0	0.0
56 to 60	1	1.5
<b>Organizational tenure (years)</b>		
Less than 1	7	10.8
1 to 3	14	21.5
3 to 5	25	38.5
6 to 10	9	13.8
More than 10	10	15.4
<b>Employment position</b>		
Associate	19	29.2
Senior Associate	25	38.5
Manager	8	12.3
Senior Manager / Senior Lawyer	8	12.3
Director	5	7.7
<b>Organization</b>		
Auditing and consulting	42	64.6
Law	23	35.4
<b>Total</b>	<b>65</b>	<b>100</b>

## Measures

All the items were scored on a five-point Likert response scale ranging from 1 (strongly disagree) to 5 (strongly agree). A description of each item included in the study is presented in Appendix 1.

*Procedural justice.* To measure procedural justice, we used a seven-item scale developed by Colquitt (2001), based on the work of Thibaut and Walker (1975) and Leventhal (1980). Among the items are “I have been able to express my views and feelings during the procedures” and “the procedures have upheld ethical and moral standards”.

*Interactional justice.* As a measure of interactional justice, we used a nine-item scale developed by Colquitt (2001), which was adapted from the work of Bies and Moag (1986) and Shapiro et al. (1994). Our choice was to include all items under

the interactional justice dimension, whereas Colquitt divided them into two dimensions, interpersonal justice and informational justice. Example items include “my immediate supervisor has treated me in a polite manner” and “my immediate supervisor has been candid in his/her communication with me”. A number of characteristics are demonstrated in the nine statements, such as respect (items 1-3), propriety (item 4), truthfulness (item 5), and justification (items 6-9).

*Intrinsic motivation.* Intrinsic motivation was measured on a six-item scale developed by Kuvaas and Dysvik (2009), which was modified from Kuvaas' work from 2006. Example items include “My job is so interesting that it is a motivation in itself” and “my job is very exciting”.

*Affective organizational commitment.* To measure affective organizational commitment, we used the six-item scale developed by Meyer, Allen, and Smith (1993), a modification of the scale developed by Allen and Meyer (1990). In an effort to reduce response bias, several items are negatively phrased and reverse scored. Example items include “I do not feel like “part of the family” at my organization (reversed)” and “I would be very happy to spend the rest of my career with this organization”.

*Work-related stress.* Lastly, the level of experienced work-related stress was measured by the 12-item scale developed by Bernas and Major (2000). Their focus was on measuring experienced work stress rather than stressful work characteristics (Bernas & Major, 2000). Example items include the following: “my working environment is very stressful” and “I feel I cannot work long enough or hard enough”.

*Control variables.* Age, gender, organizational tenure, and employment position were controlled to test the proposed research model. When examining the relationships of interest, these variables were examined to account for their potential influence on the outcome variable and to control for their effects. In the regression analysis, control variables are frequently used to isolate the unique effects of the independent variable on the dependent variable, ensuring that any observed relationships are not solely attributable to the control variables. By incorporating these control variables, the study sought to reduce potential confounding factors and provide a more precise evaluation of the relationships between the focal variables.

## Analysis

In this master thesis, the research hypotheses were tested using IBM SPSS Statistics version 29, which involved a series of analytical steps to investigate the research question. Data coding and labelling have been followed for the process of data cleaning. First, in order to ensure that the data was free of potential errors, we eliminated all observations with one or more missing values (Bell et al., 2022). To confirm the presence of underlying factors within the dataset and provide insights into how the observed variables are associated with these factors, we conducted an exploratory factor analysis. Further, descriptive statistics presents the means, standard deviations, Pearson correlations and alpha values.

To examine hypotheses 1 and hypotheses 2, regression analysis was utilized. In order to examine the direct effects, the dependent variables were initially regressed on the control variables and both procedural and interactional justice. Subsequently, to answer hypotheses 3 and 4, intrinsic motivation was included as a mediator. This approach allowed for assessing whether a moderating variable influenced the strength or direction of the relationship between an independent variable and the dependent variable. The analysis involved a stepwise inclusion, with the predictor being added after the primary independent and control variables were included.

## Results

The exploratory factor analysis revealed that three procedural justice items, one interactional justice item, one intrinsic motivation item, one affective commitment item, and two work-related stress items failed to meet our criteria. The factor analysis employed the Principal Component Analysis (PCA) method to reduce dimensionality and identify the underlying factors in the dataset. The Promax rotation method was used to facilitate the interpretation of the factors by allowing for correlations between the items. In addition, the variables were eliminated from further analysis and hypothesis testing. In order to remove variables from the analysis, they had to fall outside of our predefined criteria: variables were excluded if their factor loadings were below 0.5 on the target factor and above 0.35 on any other included factor. These criteria were established to ensure that the variables demonstrated strong associations with the intended factor and minimal cross-

loadings on other factors. By eliminating these variables, we hoped to increase the validity and reliability of the results.

In Table 2, the descriptive analysis is presented with the mean (M), standard deviation (SD), Pearson's correlation coefficient, and alpha coefficient. As shown in table 2, the data analysis demonstrated a Cronbach alpha reliability score that is higher than threshold level of .70 for all variables included in the study. The internal consistency estimates for the measures used in the study ranged between .80 and .90, indicating acceptable levels of reliability.

**Table 2**  
Descriptive statistics, Pearson correlations, and scale reliabilities

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Age	2.83	1.29									
2. Gender	1.45	0.50	-.08								
3. Employment position	2.45	1.62	.68**	-.11							
4. Organizational tenure	3.02	1.19	.68**	-.27*	.74**						
5. Procedural Justice	3.29	0.77	-.09	.34**	-.03	-.15	(.83)				
6. Interactional Justice	4.21	0.61	-.01	-.01	.18	.17	.43**	(.89)			
7. Intrinsic Motivation	3.41	0.90	.07	-.06	.16	.06	.27*	.04	(.90)		
8. Organizational Commitment	3.45	0.69	-.09	-.10	.06	-.02	.22	.28*	.48**	(.80)	
9. Work-Related Stress	3.19	0.71	.01	-.20	-.08	.05	-.37**	-.25*	-.49**	-.41**	(.89)

Note. N = 65. Alpha Coefficients are reported in the parentheses. \*  $p < .05$ . \*\*  $p < .01$ .

The results in Table 3 shows that a significant positive relationship existed between perceived procedural justice and intrinsic motivation ( $\beta = .471, p < .01$ ). This suggests that intrinsic motivation increases as individuals perceive higher levels of procedural justice. This result is consistent with previous studies emphasizing the significance of fair procedures in nurturing employee motivation. However, the results indicated that interactional justice and intrinsic motivation are not significantly related ( $\beta = -.253, p > .05$ ). This suggests that perceptions of interpersonal justice have little effect on intrinsic motivation. These results differ from those of previous research, indicating that other factors may play a more significant role in explaining intrinsic motivation.

**Table 3**

Regression results testing perceived procedural justice and interactional justice with intrinsic motivation

	Intrinsic motivation
Age	-.025
Gender	-.343
Employment position	-.141
Organizational tenure	-.055
Procedural justice	.471**
Interactional justice	-.253
R <sup>2</sup>	.149
F	1.697

Note. Standardized regression coefficients are shown. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .

The regression results presented in the first section of Table 4 shed light on the relationship between organizational commitment and the factors of procedural justice and interactional justice. In Step 1, organizational commitment demonstrated a positive relationship with both procedural justice ( $\beta = .153, p > .05$ ) and interactional justice ( $\beta = .222, p > .05$ ), indicating that higher levels of organizational commitment were linked to perceptions of greater procedural and interactional justice. However, none of the variables were found to be significant in Step 1, demonstrating that hypotheses 1a and 2a is not supported. In Step 2, the inclusion of intrinsic motivation as a mediator led to notable changes in the results. Procedural justice remains non-significant, and hypothesis 3a is rejected. However, an intriguing distinction is that interactional justice, which was not significant in Step 1, became a significant predictor of organizational commitment when intrinsic motivation was taken into account. Thus, intrinsic motivation emerged as a significant mediator of organizational commitment ( $\beta = .092, p < .001$ ), providing support for hypothesis 4a.

In the second part of table 4, which focuses on work stress as the dependent variable, negative coefficients were observed for procedural justice in Step 1 ( $\beta = -0.254, p > .05$ ) and interactional justice ( $\beta = -0.140, p > .05$ ), indicating negative relationships with work-related stress. However, hypotheses 1b and 2b do not receive support due to the non-significant numbers. Additionally, the inclusion of intrinsic motivation had no impact on the significance level in step 2, leaving hypotheses 3b and 4b non-significant.

**Table 4**  
Regression results testing the direct, mediation, and moderation models

Step and variable	Organizational commitment		Work stress	
	1	2	1	2
Age	-.066	.088	.003	-.006
Gender	-.241	.171	-.139	-.265
Employment position	.079	.076	-.075	-.023
Organizational tenure	-.073	.109	-.074	-.054
Procedural justice	.153	.127	-.254	-.081
Interactional justice	.222	.149*	-.140	-.233
Intrinsic motivation		.092***		-.368***
<i>Adjusted R<sup>2</sup></i>		.241		.274
<i>R<sup>2</sup></i>	.131	.324	.170	.353
<i>F</i>	1.456	3.902**	1.986	4.452***

Note. Standardized regression coefficients are shown. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .

## Discussion

The purpose of this study was to examine how intrinsic motivation influences the relationship between the two justice variables (procedural and interactional justice) and the outcome variables (affective organizational commitment and work-related stress). What stands out most from our study is the significant relationship between perceived interactional justice and affective organizational commitment, mediated by intrinsic motivation. As a result of the findings of this study, it appears that fair interactional justice procedures may be one potential means of increasing intrinsic motivation among employees. Further, in the present study, we demonstrate the theoretical advantages that arise from a more complete understanding of the relationship between organizational justice, intrinsic motivation, and employee outcomes. Our results may provide a first step in understanding why perceived interactional justice is associated with organizational commitment; by fostering a type of intrinsic motivation that is specifically beneficial to organizational commitment.

Contrary to our expectations, there was no significant relationship between procedural justice and employee outcomes, mediated by intrinsic motivation. Considering that several studies have found a significant positive relationship between these variables, it is perhaps unexpected that there is no significant

relationship between procedural justice and organizational commitment, as well as work-related stress. The absence of a significant relationship between procedural justice and employee outcomes, mediated by intrinsic motivation, may be attributable to methodological limitations or the omission of contextual factors from the study. Although our hypothesis posited a significant relationship between perceptions of justice and work-related stress, our findings indicated a lack of significance in the present study. Consequently, we recommend further research in this area to gain a deeper understanding of the complex dynamics between justice perceptions and work-related stress.

## Limitations

This section discusses the limitations that may impact the interpretation and generalization of the findings in this master's thesis. First, the data were collected using self-report measures, which may raise concerns about potential common method bias and overestimation of measurements (Saunders et al., 2016). The statistical analyses conducted, including factor analysis and regression analysis, revealed that mono-method variance could be a potential threat to this study. This analysis relied on cross-sectional data (Bell et al., 2022), which precluded causal inferences and eliminated the possibility of reverse causality. The data in this study were gathered at one point in time and it is possible that perceptions of procedural and interactional justice in talent management processes are influenced by factors extraneous to talent management, and that the content and frequency of talent management may vary across organizations and employees.

Another significant limitation is the small and specific sample of companies included, which consists of only two companies. This limited selection reduces the generalizability of the findings to a broader range of organizations within the industry, thereby diminishing the validity of the study. The limited selection in this study diminishes the generalizability of the findings to a broader range of organizations within the industry, thereby undermining the validity of the findings. Further, the low response rate raises concerns regarding the representativeness of the sample as well as the possibility of response bias.

## Research Directions

Our results offer several avenues for future research. One potential avenue for future research could be to consider incorporating multiple data sources, such as supervisor evaluations, to acquire a more comprehensive understanding of the investigated variables to increase their validity. In addition, future research could explore the role of individual differences, such as personality traits or cultural factors, in moderating justice perception effects. It is recommended that future research explore the possibility of conducting longitudinal studies so that the temporal dynamics of the relationship between procedural and interactional justice in talent management processes, organizational commitment, work-related stress, and intrinsic motivation can be examined in greater depth, as well as the potential reciprocal effects of causal mechanisms. In addition, other stakeholders, such as leaders or partners, were not included in the research; integrating multiple perspectives may have provided a more comprehensive view of the efficacy and impact of procedural and interactional justice.

Moreover, qualitative research approaches, such as in-depth interviews or focus groups, could provide rich insights into the subjective experiences and underlying processes that shape employees' perceptions of justice and their subsequent impact on affective commitment and work-related stress. Lastly, expanding the research scope to include diverse industries and organizational contexts would contribute to the generalizability and external validity of the findings. By addressing these research gaps, future studies can build upon the current knowledge base and offer further valuable insights into the complex interplay between justice perceptions and the mediating role of intrinsic motivation on affective organizational commitment and work-related stress.

## Practical Implications

Despite its limitations, this study offers a number of practical implications. For instance, the incorporation of mediation analysis is a significant strength of this study. By examining the role of intrinsic motivation as a mediator between procedural and interactional justice in talent management processes and employee outcomes, this study provides a deeper understanding of the underlying processes and mechanisms at play. This comprehensive approach illuminates the complex relationships between perceptions of justice, intrinsic motivation, affective



organizational commitment, and work-related stress. Our study suggests that managers may influence employees' intrinsic motivation and organizational commitment by treating employees with dignity, respect, and politeness during talent management processes and procedures, as well as providing them with reasonable explanations and being candid in their communication with employees (Colquitt, 2001). The likelihood of fair treatment can be increased by training managers in the application of interactional justice rules.

## Conclusion

In conclusion, this study examined the relationships between perceived procedural and interactional justice in talent management processes, affective organizational commitment, work-related stress, and intrinsic motivation as a mediator. While procedural and interactional justice in this study did not have a significant effect on work-related stress, intrinsic motivation played a partial role in mediating the relationship between interactional justice and organizational commitment. To enhance employee commitment to an organization, talent management processes should emphasize fair and respectful treatment of employees. In order to better understand the complex dynamics of this research question, additional research is required.

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# Appendix

## Appendix 1: Adopted or Adapted Items

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	English	Norwegian
<b>Procedural justice</b> (prosedyremessig rettferdighet)	<p>Below are statements that relate to your assessment of the fairness of the processes and procedures involved in the organization's talent development process.</p>	<p>Utsagnene nedenfor omhandler din vurdering av rettferdigheten ved prosedyrer og prosesser i talentutviklingsprosessen i organisasjonen.</p>
Colquitt (2001)	<p>Talent development processes and procedures include recruitment and selection, training and development, consultation and follow-up, promotions and rewards, and outplacement (ensuring that employees receive good employment opportunities following their termination from the organization).</p> <p>Rank each statement according to your level of agreement or disagreement.</p> <ol style="list-style-type: none"><li>1. I have been able to express my views and feelings during the process and procedures.</li><li>2. I have had the opportunity to influence over the (outcome) arrived at by these procedures.</li><li>3. It has been my experience that the procedures at "name of the company" have been consistently applied over time and by different personnel.</li><li>4. The procedures are free of bias.</li><li>5. The process and procedures are based on accurate information.</li><li>6. I have been able to appeal the (outcome) arrived at by the procedures.</li><li>7. The processes and procedures uphold ethical and moral standards.</li></ol>	<p>Prosedyrer og prosesser knyttet talentutvikling omfatter rekruttering og utvelgelse, trening, opplæring og utvikling, rådgivning og oppfølging, forfremmelser og belønninger, samt outplacement (hjelp for å sikre gode muligheter etter endt karriere i organisasjonen).</p> <p>For hvert utsagn skal du ta stilling til hvor enig eller uenig du er.</p> <ol style="list-style-type: none"><li>1. Jeg har mulighet til å fremme mine synspunkter om viktige prosesser og prosedyrer.</li><li>2. Jeg har hatt mulighet til å påvirke utfallet av de prosedyrene og prosessene som angår meg.</li><li>3. Jeg opplever at prosedyrene i «navn på bedriften» har blitt anvendt konsistent over tid og mellom ulike personer.</li><li>4. Jeg opplever at prosedyrene har blitt anvendt uten innslag av systematiske forskjeller (diskriminering eller favorisering).</li><li>5. Jeg opplever at prosedyrene og prosessene har vært basert på presis og riktig informasjon.</li><li>6. Jeg har hatt mulighet til å få en ny vurdering av beslutninger som har berørt meg dersom jeg har ønsket det.</li><li>7. Jeg opplever at prosedyrene og prosessene har vært i tråd med allmenngyldige etiske og moralske standarder.</li></ol>

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<p><b>Interactional justice</b> (interaksjonell rettferdighet)  Colquitt (2001)</p>	<p>The following statements pertain to your assessment of the fairness of how your immediate manager practices and communicates the procedures, routines, and criteria that guide the organization's treatment of the talent development process.</p> <p>Rank each statement according to your level of agreement or disagreement.</p> <ol style="list-style-type: none"> <li>1. My immediate supervisor treats me in a polite manner.</li> <li>2. My immediate supervisor treats me with dignity.</li> <li>3. My immediate supervisor treats me with respect.</li> <li>4. My immediate supervisor has refrained from improper remarks or comments.</li> <li>5. My immediate supervisor has been candid in (his/her) communications with me.</li> <li>6. My immediate supervisor has explained the procedures thoroughly.</li> <li>7. My immediate manager has provided reasonable explanations regarding the procedures.</li> <li>8. My immediate manager has communicated details in a timely manner.</li> <li>9. My immediate manager has seemed to tailor (his/her) communication to individuals' specific needs.</li> </ol>	<p>Utsagnene nedenfor omhandler din vurdering av rettferdigheten ved hvordan din nærmeste leder praktiserer og formidler prosedyrene, rutinene og kriteriene som ligger til grunn for behandlingen av talentutviklingsprosessen i organisasjonen.</p> <p>For hvert utsagn skal du ta stilling til hvor enig eller uenig du er.</p> <ol style="list-style-type: none"> <li>1. Jeg blir behandlet på en høflig måte av min nærmeste leder.</li> <li>2. Jeg blir behandlet med verdighet av min nærmeste leder.</li> <li>3. Jeg blir behandlet med respekt av min nærmeste leder.</li> <li>4. Jeg opplever at min nærmeste leder har latt være å komme med upassende bemerkninger eller kommentarer.</li> <li>5. Min nærmeste leder har vært oppriktig i sin kommunikasjon med meg.</li> <li>6. Min nærmeste leder har forklart viktige prosedyrer på en grundig og utfyllende måte.</li> <li>7. Forklaringene jeg har fått fra min nærmeste leder har vært gode og forståelige.</li> <li>8. Min nærmeste leder har forklart vesentlige detaljer når det har vært behov for det.</li> <li>9. Jeg opplever at min nærmeste leder har tilpasset sin måte å kommunisere på til forskjellige individers spesielle behov.</li> </ol>
<p><b>Intrinsic motivation</b> (indre motivasjon)  Kuvaas and Dysvik (2009)</p>	<p>The following statements address your work motivation. Rank each statement according to your level of agreement or disagreement.</p> <ol style="list-style-type: none"> <li>1. My job is very exciting.</li> <li>2. My job is so interesting that it is a motivation in itself.</li> <li>3. The task that I do at work are enjoyable.</li> <li>4. My job is meaningful.</li> <li>5. The tasks that I do at work are themselves representing a driving power in my job.</li> <li>6. Sometimes I become so inspired by my job that I almost forget everything else around me.</li> </ol>	<p>Utsagnene nedenfor omhandler din motivasjon knyttet til arbeidsforholdet ditt. For hvert utsagn skal du ta stilling til hvor enig eller uenig du er.</p> <ol style="list-style-type: none"> <li>1. Jobben min er veldig spennende.</li> <li>2. Mine arbeidsoppgaver er i seg selv en viktig drivkraft i jobben min.</li> <li>3. Jobben min er så interessant at den i seg selv er sterkt motiverende.</li> <li>4. Det er gøy å jobbe med de arbeidsoppgavene jeg har.</li> <li>5. Jeg føler at den jobben jeg gjør er meningsfull.</li> <li>6. Av og til blir jeg så inspirert av jobben min at jeg nesten glemmer ting rundt meg.</li> </ol>

<b>Organizational commitment</b> (organisatorisk forpliktelse)	The next statements relates to your commitment to the organization. Rank each statement according to your level of agreement or disagreement.	Kommende utsagn omhandler din forpliktelse til organisasjonen. For hvert utsagn skal du ta stilling til hvor enig eller uenig du er.
Meyer, Allen, and Smith (1993)	<ol style="list-style-type: none"> <li>1. I would be very happy to spend the rest of my career with this organization.</li> <li>2. I really feel as if this organization's problems are my own.</li> <li>3. I do not feel a strong sense of "belonging" to my organization. (r)</li> <li>4. I do not feel "emotionally attached" to this organization. (r)</li> <li>5. I do not feel like "part of the family" at my organization. (r)</li> <li>6. This organization has a great deal of personal meaning to me.</li> </ol>	<ol style="list-style-type: none"> <li>1. Jeg tilbringer veldig gjerne resten av karrieren min i denne organisasjonen.</li> <li>2. Jeg føler virkelig at organisasjonens problemer er mine egne.</li> <li>3. Jeg føler meg ikke som en «del av familien» i organisasjonen.</li> <li>4. Jeg er ikke "følelsesmessig knyttet" til organisasjonen.</li> <li>5. Organisasjonen betyr mye for meg rent personlig.</li> <li>6. Jeg har ingen sterk følelse av tilhørighet til organisasjonen.</li> </ol>
<b>Work-related stress</b> (arbeidsstress)	Below are statements regarding your experiences with stress at work. Rank each statement according to your level of agreement or disagreement.	Utsagnene nedenfor omhandler dine opplevelser av stress i arbeidshverdagen din. For hvert utsagn skal du ta stilling til hvor enig eller uenig du er.
Bernas and Major (2000)	<ol style="list-style-type: none"> <li>1. I work under a great deal of tension.</li> <li>2. I have too much work to do.</li> <li>3. My working environment is very stressful.</li> <li>4. I feel I cannot work long enough or hard enough.</li> <li>5. I feel stressed by my job.</li> <li>6. I feel as if I will never get all my work done.</li> <li>7. It makes my tense to think about my job.</li> <li>8. While at work, I feel there is too much pressure to get things done.</li> <li>9. I have unwanted stress as a result of my present job.</li> <li>10. I feel "burned-out" after a full day of work.</li> <li>11. The tension I feel at work makes me unhappy.</li> <li>12. My job is stressful.</li> </ol>	<ol style="list-style-type: none"> <li>1. Jeg jobber under mye spenning.</li> <li>2. Jeg har for mye jobb å gjøre.</li> <li>3. Arbeidsmiljøet mitt er veldig stressende.</li> <li>4. Jeg føler ikke jeg kan jobbe lenge nok eller hardt nok.</li> <li>5. Jeg føler meg stresset av jobben min.</li> <li>6. Jeg føler at jeg aldri vil få alt arbeidet mitt gjort.</li> <li>7. Jeg føler meg anspent av å tenke på jobben min.</li> <li>8. Mens jeg er på jobb føler jeg at det er for mye press på å få ting gjort.</li> <li>9. Jeg har uønsket stress som følge av min nåværende jobb.</li> <li>10. Jeg føler meg "utbrent" etter en hel dag med jobb.</li> <li>11. Spenningen jeg føler på jobben gjør meg ulykkelig.</li> <li>12. Jobben min er stressende.</li> </ol>

## Appendix 2: Principal component analysis with promax rotation

Measure Items	PJ	IJ	IM	OC	WS
It has been my experience that the procedures at “name of the company” have been consistently applied over time and by different personnel	<u>.925</u>				
The procedures are free of bias	<u>.890</u>				
The process and procedures are based on accurate information	<u>.637</u>				
The processes and procedures uphold ethical and moral standards	<u>.672</u>				
My immediate supervisor treats me in a polite manner		<u>.915</u>			
My immediate supervisor treats me with dignity		<u>1.009</u>			
My immediate supervisor treats me with respect		<u>.975</u>			
My immediate supervisor has refrained from improper remarks or comments		<u>.817</u>			
My immediate supervisor has been candid in (his/her) communications with me		<u>.824</u>			
My immediate supervisor has explained the procedures thoroughly		<u>.562</u>			
My immediate manager has provided reasonable explanations regarding the procedures		<u>.762</u>			
My immediate manager has communicated details in a timely manner		<u>.801</u>			
My job is very exciting			<u>.844</u>		
My job is so interesting that it is a motivation in itself			<u>.782</u>		
The task that I do at work are enjoyable			<u>.764</u>		
The tasks that I do at work are themselves representing a driving power in my job			<u>.778</u>		
Sometimes I become so inspired by my job that I almost forget everything else around me			<u>.886</u>		
I really feel as if this organization’s problems are my own				<u>.807</u>	
I do not feel a strong sense of “belonging” to my organization (r)				<u>.684</u>	
I do not feel “emotionally attached” to this organization (r)				<u>.723</u>	
I do not feel like “part of the family” at my organization (r)				<u>.865</u>	
This organization has a great deal of personal meaning to me				<u>.861</u>	
I work under a great deal of tension					<u>.660</u>
I have too much work to do					<u>.870</u>
I feel I cannot work long enough or hard enough					<u>.526</u>
I feel stressed by my job					<u>.944</u>
I feel as if I will never get all my work done					<u>.559</u>
It makes me tense to think about my job					<u>.916</u>
While at work, I feel there is too much pressure to get things done					<u>.667</u>
I have unwanted stress as a result of my present job					<u>.729</u>
I feel “burned-out” after a full day of work					<u>.817</u>
The tension I feel at work makes me unhappy					<u>.621</u>

*Note.* Factor loadings less than .50 on the target factor and above .35 on any other included factor are not shown. The rating scale range from (1) strongly agree to (5) strongly disagree). PJ = perceived procedural justice; IJ: perceived interactional justice; IM = intrinsic motivation; OC = organizational commitment; WS = work stress. (r) = reverse keyed.