



Talent Management as a Driver of Organizational Excellence: Evidence of Organizational Justice as a Mediator

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ABSTRACT

This study investigates the role of talent management (TM) in driving organizational excellence (OE) within Jordanian public universities, with organizational justice (OJ) posited as a mediating mechanism. Drawing on the Resource-Based View and Equity Theory, a quantitative approach was employed using data from 377 employees across Jordanian public universities. Structural equation modeling (PLS-SEM) revealed that TM significantly enhances both OJ and OE. Furthermore, OJ partially mediates the relationship between TM and OE, indicating that fair and transparent HR practices amplify the effectiveness of talent initiatives. The findings underscore the strategic importance of integrating fairness into TM systems to foster employee trust, engagement, and sustainable performance. This research contributes theoretically by validating OJ as a critical mediator and offers practical insights for university administrators aiming to align talent strategies with organizational excellence goals in public higher education settings.

Keywords: Talent Management, Organizational Justice, Organizational Excellence, Public Universities, Mediation, Jordan, Human Capital

JEL Classifications: M12, M51, M54, O15, I23

1. INTRODUCTION

Today's organizations work in a dynamic environment, with rapidly changing technology, increased competition and higher levels of uncertainty that have led to significant changes in the sources of competitive advantage. As this environment continues to change, hard assets and old school operations efficiencies are no longer adequate for long-term success. Instead, companies rely increasingly on their human resources as a strategic source of value, agility and innovation. As a result, talent management becomes an important strategic process of attracting, developing and retaining the high potentials who are in tune with its goals (Tarique and Schuler, 2010; King and Vaiman, 2019). Additionally, talent management helps in the shift from short-term performance improvement to long-term competitive advantage and success by mainstreaming human capacity into strategic decision-making (Mensah, 2019).

At the same time, the increasing complexity of the organizational context increases demands for continued organization functioning and resilience. Consequently, talent management is instrumental in improving organizational performance through the effective utilization of skills, creating employee engagement and enhancing psychological contracts among employees and organizations (Mensah, 2019; Nasution et al., 2023). Moreover, leadership continuity, succession planning and knowledge retention are facilitated directly by the talent management towards organisational sustainability and risk avoidance especially in sectors with high levels of knowledge (Saeed, 2022; Latukha et al., 2022). Therefore, firms that deliberately invest in talent development may be in a better position to adapt to environmental turbulence and maintain strategic consistency over time.

More recently in the context of this overall strategic backdrop, organizational excellence has come to be viewed as a multi-

dimensional outcome which can be characterized by superior performance, an ability to innovate, stakeholder satisfaction and ongoing improvement. Crucially good talent management practices are a fundamental enabler of how to achieve and maintain organisational excellence. By developing high-quality employees and synchronizing their competencies with strategic intents, companies increase their ability to provide continuous value and excellent results (King and Vaiman, 2019; Latukha et al., 2022). In this sense, talent management not only contributes to operational effectiveness, but also generates cultures that are oriented towards excellence and learning, accountability and innovation (Brix, 2019).

Further, the development and retention of talent is a key system through which organizations leverage resources and achieve a return on their human capital investment. By providing employees with continuous training experiences, career development opportunities, and systemic learning models, organizations are able to create their competencies while minimizing performance gaps and turnover related costs (Mensah, 2019; Nasution et al., 2023). Meanwhile, successful retention strategies help maintain institutional efficiency and maintain corporate memory, which supports long-term performance and operational continuity. As such, performance and retention of talent provide competitive advantage not just in terms of human resource management but strategic lever for organisational excellence and efficiency.

Meanwhile, the effectiveness of talent management is more and more dependent on organizations' capacity to reconcile competing pressures for exploration and exploitation—an ability commonly referred to as ambidexterity. Organizational ambidexterity allows organizations to balance innovation and efficiency in parallel, which increases the organizations' adaptability and long-term performance (Brix, 2019; Snehvrat et al., 2018). Of significance, new research shows that ambidextrous firms are more capable of designing dynamic TMS which facilitate learning-sequence, experimentation-sequences and performance optimization (Latukha et al., 2022; Akbar and Anas, 2024). In addition, ambidexterity aids the fusion of learning cultures and flexible structures to improve employees' capabilities and generate value through human resource strategic processes (Moreno-Luzon et al., 2024; van Lieshout et al., 2021).

Though structure and strategy are necessary, the effectiveness of TM is very much influenced by how employees weed out their fairness perceptions in the organization. Organizational justice (distributive, procedural and interactional), which is the perceptual judgment related to fairness, can have profound impacts on an adopter's attitudes towards change, trust in superiors, and employee behaviors (Jamaludin, 2009; Piccolo et al., 2008). When employees feel that decisions regarding talent management (e.g., promotions, training, and performance appraisal) are fair and transparent, they will show higher levels of commitment and engagement behaviors toward the organization (Hayat Bhatti et al., 2019; Qiu et al., 2020). Thus, organizational justice serves as an accelerator that reinforces the positive impacts of talent management toward performance and excellence outcomes.

Notwithstanding the increasing research interest in the areas of talent management, organizational justice and ambidexterity,

the literature base fails to capture some key aspects. Especially, the empirical investigation to elucidate organizational justice as the mediator between talent management and organizational excellence are still rare, particularly in among public sector and higher education. Further, most of the research has targeted privately owned organizations and neglected the structural and institutional environment in which public universities operate (King and Vaiman, 2019; Saeed, 2022). It is therefore evident that integrative scrutiny of talent management, organizational justice and excellence outcomes in such public organizations as knowledge-intensive ones are needed.

Addressing these gaps, the current study examines the impact of talent management on organizational excellence via mediating role of organizational justice in public sector universities. Through the use of a quantitative research method, drawing on well-established social science methods, the aim of this study is to offer empirically informed insights about why and how talent management practices are associated with excellence outcomes (Babbie, 2020). The emphasis on public universities is particularly important in view of their strategic contributions to knowledge production, human capital-mobilisation and social progress, as well as the growing expectations placed upon them in respect of performance, accountability and sustainability.

Theoretical and Managerial Implications The present study has multiple theoretical and managerial implications. Theoretically, this study contributes to the current literature on human resource management and organizational behavior by taking together talent management, organizational justice, and organization excellence in a common model analysis. Finally, by providing empirical evidence for the mediating effect of organizational justice, this research contributes to knowledge related to how fairness perceptions influence the effectiveness of talent management systems. From a managerial standpoint, the results may inform practical implications for practitioners and policy-makers in respect of anchoring fairness, transparency and participation in employees as integral parts of talent strategies towards performance and institutional quality.

Lastly, this paper is structured to allow for a unified and clear exposition of the research. After this first part comes a literature review and hypothesis formation (the second section). The research method is then described before empirical data are presented and discussed. The implications, limitations, and future research avenues are presented in the final paper section.

2. THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

2.1. Development of the Research Model

Contemporary organizations are confronted with environments that change rapidly and technologically disturbances challenge them and urge them to strategically think on managing its human capital, mainly because of the increasing global competitiveness. Against this background, Talent Management (TM), Organizational Justice (OJ) and Organizational Excellence (OE) appear as essential constructs that are moulding the optimal function of organizations

and their competitive advantage. As a result, the current research endeavours to offer an interdisciplinary summary of TM and its associations with OJ and OE (King and Vaiman, 2019; Latukha et al., 2022). In particular, the TM model proposes that TM directly shapes OE, and in addition exerts its impact on OE indirectly through OJ as a mediator (Piccolo et al., 2008; Saeed, 2022). This framework is presented in Figure 1.

TM systems should therefore be conducive to better companies' performance, via employee learning, involvement and commitment that triggers OE. Meanwhile, OJ acting as an essentially vital ingredient capable of equity in organizational practices and processes and fairness in outcomes establish a link between talent-based initiatives and tangible organizational performance (Jamaludin, 2009; Hayat Bhatti et al., 2019). Reconciling with TM, OJ and OE, we develop a holistic perspective on how strategic talent practices can help to ensure better organizational performance within Jordanian public universities.

2.2. Talent Management and Organizational Justice

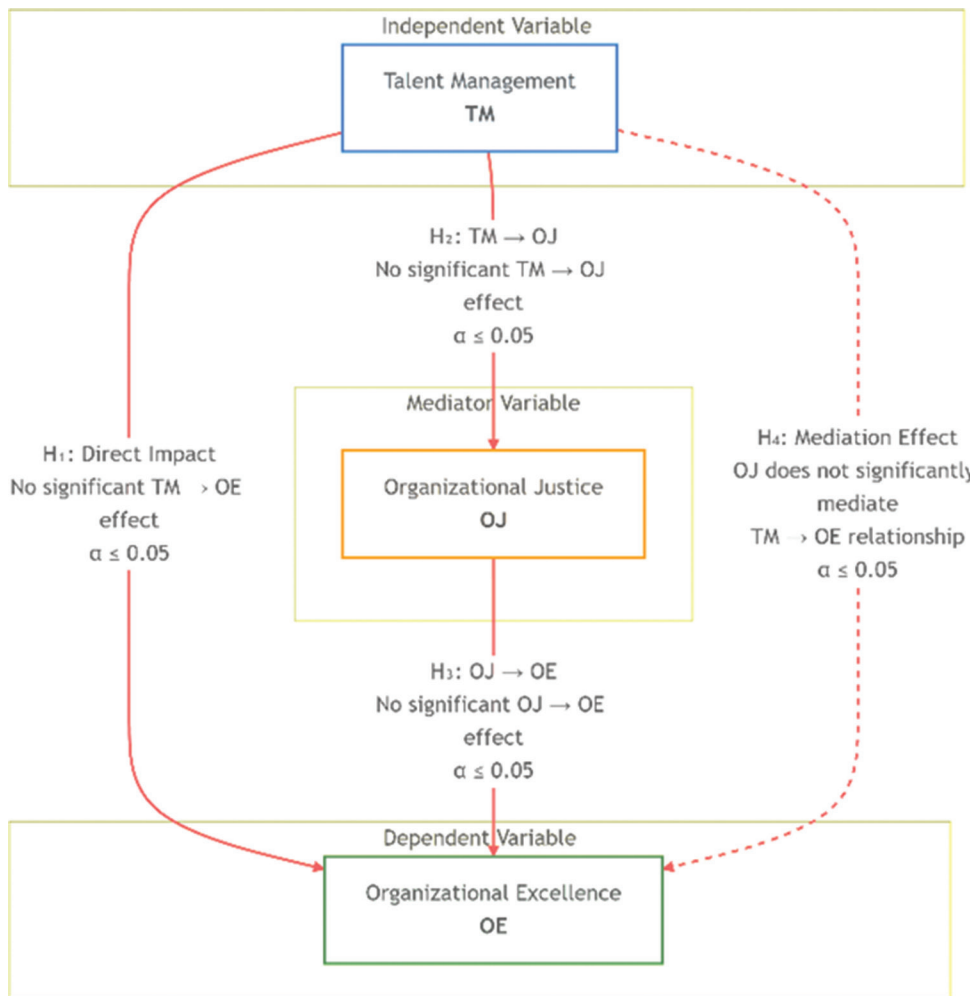
2.2.1. Conceptual foundations and evolution of talent management

Talent Management (TM) is broadly accepted as a strategic organizational practice that includes the identification, selection,

development and deployment of talented employees – those who need to be attracted, retained and engaged in an organization with specific highpotential workers and key people in certain indispensable jobs (Tarique and Schuler, 2010; King and Vaiman, 2019). The development of TM can be described as a divergence from the traditional HRM that was largely administrative to the strategic human capital approach considered instrumental for achieving competitive advantage. It has been claimed that TM is not only defined through filling positions but it also aims at developing organizational capabilities, generating innovation and maintaining high performance over time (Akbar and Anas, 2024; Latukha et al., 2022).

In particular, the Resource-Based View (RBV) theory forms a theoretical backdrop to explain the strategic role of TM. As per RBV, to achieve SCT, organizations should utilize valuable, rare imitable and non-substitutable resources such as Human Capital (King and Vaiman, 2019). TM provides a framework where an organization successfully recruits, develops and retains highly talented human resources to build capabilities of the firm. Moreover, Human Capital Theory also emphasizes the significance of investing in the knowledge, skills and capabilities of employees so that it will enhance productivity and innovation (Mensah, 2019; Nasution et al., 2023).

Figure 1: Study framework



In addition, TM encompasses several activities such as recruitment and selection, performance management, development of career paths and succession plans, but also employee engagement. All of the above practices lead towards forming a workforce that is competent, willing and supports organizational objectives (Akbar and Anas, 2024). For example, recruitment of high-potential talents fits the organization's talent pool (the former contributes to it), while planned development enables people for leadership roles and thus improve required flexibility in the organization (Latukha et al., 2022; Schmidt et al., 2025). A harmonized approach to TM can enable organizations to support both individual and collective development as well as to bridge that divide between talent and corporate results.

2.2.2. Organizational justice: Conceptual framework

Organizational Justice (OJ) is employees' perception of the fairness in the procedures, interactions, and outcomes within a company itself (Jamaludin, 2009; Piccolo et al., 2008). A multidimensional concept, it has been typically represented in reference to three foundational dimensions: distributive, procedural and interactional justice. Fairness in outcomes, including wages, status, rank. Procedural justice pertains to the fairness and transparency of procedures and decisions within an organizational setting. Interactional justice reflects interpersonal treatment and communication in the organization (Piccolo et al., 2008; Hayat Bhatti et al., 2019).

These can be delineated into the Equity Theory and Procedural Justice Theory as being the main theoretical bases through which to comprehend OJ. According to the Equity Theory, employees compare their inputs and outcomes with reference to others, which could result in perceived inequities that produce dissatisfaction and withdrawal (Jamaludin, 2009). According to Procedural Justice Theory, the perceived fairness of the procedures for determining outcomes plays a major role in shaping employee attitudes and behavior, even when outcomes are negative (Piccolo et al., 2008).

Of a significance, OJ is a significant mediator between TM and organizational outcomes. Fairness in the practice of TM would result in greater organizational justice perceptions and subsequently, higher levels of motivation, commitment to the organization and discretionary effort (Saeed et al., 2022), as fair practices could be: transparent performance appraisal, merit-based promotion practices, equity in recognition etc. (Qiu et al., 2020). With this explanation, TM also not only has a direct effect on performance but it also indirectly influences OE through promoting fairness and trust within the organization.

2.2.3. Linking talent management to organizational justice

TM initiatives have direct effects to OJ by affecting employee's perception of fairness and equity. For instance, systematised training and development programmes are indicative that the organisation cares about the career growth of employees resulting in increasing perceptions of distributive and procedural justice (King and Vaiman, 2019; Nasution et al., 2023). Likewise, performance management systems with transparent criteria, frequent feedback and merit focus reinforce interactional justice by promoting clear communication and respectful treatment of employees (Hayat Bhatti et al., 2019).

Similarly, engagement and retention strategies like mentoring, coaching, and succession planning continue to strengthen OJ through offering employees clear career paths and opportunities for growth (Saeed, 2022; Schmidt et al., 2025). This broader approach is applied in talent management to the extent that employees feel "fair" not just in terms of outcomes, but also--as suggested here--in terms of processes and interactions. Accordingly, TM practices facilitate organizational justice which enables improved performance, innovation and commitment (Latukha et al., 2022; Akbar and Anas, 2024).

Empirical evidence supports this linkage. Nasution et al. (2023) provided evidence that TM practices result in significantly higher perceptions of fairness among employees, leading to reduced turnover intentions and increased organizational commitment. By the same token, Saeed (2022) concluded that fair and transparent TM initiatives enhance OJ, with resultant implications for organisational performance.

2.2.4. Talent management as a direct driver of organizational excellence

It is not only OD that has a cascading effect through OJ; OB also serves as a mediator of OE. OE is defined by the performance that is superior to competitors in relation to the conduct of business, efficient process and processes, innovation and management based on strong organizational culture (Akbar and Anas, 2024; Schmidt et al., 2025). TM impacts OE by facilitating the development of competent, motivated and goal-oriented employees leading to improved productivity, quality and customer satisfaction (see for instance, King and Vaiman, 2019; Latukha et al., 2022).

From the theoretical point of view, TM's effect on OE is based upon both HCT and RBV. Human Capital Theory argues that investing in the knowledge and skills of employees will improve organizational productivity (Mensah, 2019). Contrarily, RBV posits that TM enables the development of rare, valuable and inimitable human resources which offer a lasting value advantage (King and Vaiman, 2019). This point is supported by empirical evidence revealing that organizations with robust TM practices have higher operating efficiency, innovativeness and organizational adaptability (Martin et al., 2025; van Lieshout et al., 2021).

Specifically, Latukha et al. (2022) found that TM has a positive impact on organizational ambidexterity and higher-level firm performance; whereas Akbar and Anas (2024) revealed that TM positively influences employee ambidexterity and innovation orientation, which in turn lead to OE. Accordingly, TM is considered as a strategic lever en route for sustainable organizational success.

2.3. Organizational Justice and Organizational Excellence

2.3.1. Organizational justice as a predictor of organizational excellence

The relationship between OJ and OE has been widely recognized in organizational studies. Staff who believe that they are being treated

fairly with regard to outcomes, procedures and interactions will be more likely to experience higher levels of trust, engagement and discretionary effort which in turn directly impact on OE (Jamaludin, 2009; Piccolo et al., 2008). Perceptions of injustice, meanwhile, can lead to low motivation, weak commitment and high turnover intentions that erode organizational performance (Hayat Bhatti et al., 2019; Qiu et al., 2020).

Further, perceptions of fairness enhance a positive organizational climate leading to cooperation, sharing of information and innovation (Saeed, 2022). These activities are integral to OE as they drive for operational efficiency, developmental improvement and adaptive capability in a changing context (King and Vaiman, 2019; Schmidt et al., 2025).

The predictive nature of OJ on OE is further supported by empirical research. For example, Piccolo et al. (2008) provided evidence that both high quality leader-member exchanges and fair organizational processes positively enhanced employee commitment and overall unit performance. Another example is Jamaludin (2009) which indicates that distributive, procedural and interactional fairness have a positive effect on employees' commitment, while commitment functions as mediator in the impact path of perceptions to organizational consequences.

2.3.2. The mediating role of organizational justice

In addition to its direct impacts, OJ serves as a mediator between TM and OE. While fair TM practices contribute employees' trust in the organization and the enactment of their authentic roles through discretionary behaviors, rendering TM initiatives into known outcomes of impact for the organization (Piccolo et al., 2008; Saeed, 2022).

Such mediating mechanisms are consistent with Equity and Procedural Justice theories which suggest that employees' attitude and behavior orientations were the function of their perceptions of fairness in responding to situations by adjusting their norms and behaviors (Jamaludin, 2009; Hayat Bhatti et al., 2019). Hence, a second consequence is that the potential up-sides of TM (increased skills, motivation and involvement) are realised at organisational level due to OJ when it comes to OE.

2.4. Hypotheses Development

The hypotheses are developed in this study according to the reflection of these theoretical premises about TM, OJ, and OE. Based on the Resource-Based View (RBV), Human Capital Theory, Equity Theory and Procedural Justice Theory, it is developers' opinion that TM practices have a direct and indirect impact on OE through OJ. Each hypothesis is informed by the results of previous empirical works and the theoretical network created in Subsections 2.2 and 2.3.

2.4.1. Direct effect of talent management on organizational excellence

Talent Management is universally acknowledged to be a strategy that affects organizational performance (King and Vaiman, 2019; Latukha et al., 2022). Attracting, developing, retaining and stimulating the high-potential staff enable organizations to have capable, motivated and committed workforce that is oriented

with organizational goals (Tarique and Schuler, 2010; Akbar and Anas, 2024). Successful implementation of TM practices enhances employees' skills and dedication, which in affect generates increased levels of productivity, innovation, process efficiency and relatedly organization performance (Nasution et al., 2023; Schmidt et al., 2025).

This direct association has also been found in empirical studies. Latukha et al. (2022) also found that talent management has a positive effect on organizational ambidexterity and firm performance, while Akbar and Anas (2024) concluded that TM enhances employee ambidexterity and an innovation orientation leading to excellent organizational results. On the basis of public universities in Jordan, using TM approaches such as systematic recruitment, performance management and retention programs would lead to the establishment of high performing academic and administrative staff that is required for organizational excellence in both teaching research and service provisions.

From these considerations, the following first research hypothesis is formulated:

H₁: Talent Management has a statistically significant positive impact on Organizational Excellence at $\alpha \leq 0.05$.

2.4.2. Effect of talent management on organizational justice

The second hypothesis focuses on the influence of TM activities on OJ where employees' perception about fairness in organization outcomes is, procedures and interpersonal relations (Piccolo et al., 2008; Jamaludin, 2009). TM activities such as educational offerings, career development activities and performance management/succession planning can play a role in promoting justifications for organizational actions as they offer equal opportunities to staff to develop their skills and professional careers (King and Vaiman, 2019; Saeed, 2022).

This relationship can be explained theoretically using Equity Theory (Jamaludin, 2009) that suggested people judge fairness through comparison between their input-output ratios and others. Transparent and sound TM practices decrease perceptions of unfairness and increase confidence in organizational procedures. According to Procedural justice theory, it has been further argued that when fair decision-making process is implemented, employees will have a higher tendency on accepting outcomes associated with organizational practices though they may be disadvantageous for them personally (Piccolo et al., 2008).

Empirical studies confirm this linkage. Saeed, 2022, Nasution et al., 2023: TM practices cause a significant improvement in justice perception of employees, which leads to decrease in turnover intention and increase levels of engagement. With the boundaries of Jordanian universities, equitable TM practices would lead to faculty and administrators perceiving fairness in promotions, workload distribution, recognition consequently making positive work organization climate.

This gives rise to a second hypothesis:

H₂: Talent Management has a statistically significant positive impact on Organizational Justice at $\alpha \leq 0.05$.

2.4.3. Effect of organizational justice on organizational excellence

Organizational Justice as a construct is important to tap into for creating employee motivation, engagement and efforts at work that are discretionary which are all components of Organizational Excellence (Piccolo et al., 2008; Hayat Bhatti et al., 2019). Employees who feel organizational policies, procedures and interpersonal interactions are fair are more likely to trust leadership, commit in terms of goals and exhibit proactive behaviors that lead to increased operational efficiency coupled with innovation as well as service quality (Jamaludin, 2009; Qiu et al., 2020).

At the level of public universities, OJ may affect staff and faculty performance in various ways. These factors lead to a fair allocation of research resources, objective promotion policies and respectful treatment of individuals which can generate a positive organizational culture that encourages satisfaction, commitment and productivity. These results are essential to OE, which integrates aspects of leadership effectiveness, operational efficiency, innovation and quality of service (Akbar and Anas, 2024; Schmidt et al., 2025).

Hence the third hypothesis is provided as:

H₃: Organizational Justice has a statistically significant positive impact on Organizational Excellence at $\alpha \leq 0.05$.

2.4.4. Mediating role of organizational justice in the TM-OE relationship

Although OE can influence TM directly, the effects of OE are reinforced in the presence of organizational justice among employees. Organizational Justice is also found to be a mediating medium that transforms TM practices into visible outputs in the form of trust, satisfaction, and commitment Saeed (2022); Piccolo et al. (2008).

Such a mediating role is argued based on theories such as Equity Theory and Procedural Justice Theory that legitimize human resource intervention by making the fair treatment and transparent processes extend the impact of these programmes. For example, formal training initiatives and performance-based promotions lead to greater work efforts only when workers believe that these opportunities are distributed equitably. When employees perceive the fairness of TM practices, they tend to use the developed competences, involve in innovative behaviour and contribute to OE (Latukha et al., 2022; Nasution et al., 2023).

Empirically the mediating role of OJ is highlighted. Piccolo et al. (2008) found that LMX in combination with organizational justice, significantly enhances employee commitment and organisational performance. Also, OJ is said to mediate the TM and sustainable organizational outcomes but talent practices yield into superior organizational performance.

Therefore, the fourth hypothesis:

H₄: Organizational Justice mediates the relationship between Talent Management and Organizational Excellence at $\alpha \leq 0.05$.

3. MATERIALS AND METHODS

The methodology of the current study is described in this chapter, including the research design, study context and participants, data collection procedures and analytical approaches. It also discusses validity and reliability of the instrument for measurement, as well as statistical assumptions in the analysis. The approach is intended to guarantee that the results related to TM, OJ and OE in JPU are valid, dependable and generalizable.

3.1. Context of the Study: Jordanian Firms and Human Resource Practices

The current research took place within the public universities in Jordan, which are specifically important for workforce development, knowledge generation, and organizational performance. Jordan was chosen as research context because its public universities are under talent management practices to enhance work force skills, retain competent staff and promote institutional excellence (King and Vaiman, 2019; Tarique and Schuler, 2010). In addition, these institutions has particular problems such as lack of people's force no longer possible to be found, more intense confrontation for competitive human resources and innovation in teaching and/or administrative dynamics.

Moreover, Jordanian higher education system has recently witnessed a surge in organizational excellence programs, i.e. leadership and process enhancements along with employee satisfaction plans which also provides an opportunity for investigating the link between TM, OJ and OE (Alkhwaldah et al., 2025; Abu Orabi et al., 2024). The research not only adds theoretical knowledge, but also imparts practical strategies for enriching personnel policies and collective performances by placing the study in this context.

3.2. Research Design

Objective To reach the aim of this study, I relied on quantitative descriptive research design. This plan allows numerical data to be gathered and analyzed systematically in order to describe the existing status of variables and explore their relationships (Sekaran and Bougie, 2016; Creswell and Creswell, 2017). More precisely, a descriptive approach was selected as it permits the recognition of patterns, trends and relationships between TM, OJ, and OE with evidence-based implications for policy and practice.

In addition, because a quantitative study includes statistical tests of hypotheses, the researcher is provided with additional information to determine the strength and significance of interaction between the variables. As a result, structured questionnaires supported by stringent statistical analyses guarantee the reliability and replicability of the results of our study (Babbie, 2020; Pallant, 2020).

3.3. Population and Sample

The sample population included all the employees of the Jordanian public universities, whose number is 8,011 as indicated in the HEC (22) 2024 report. Simple Random Sampling (SRS) method was used to ensure that the sample is representative. A sample size of 377 participants was included to ensure strong statistical power

and that the results could be generalized to the rest of population (Sekaran and Bougie, 2016).

The information was sourced during the period 12th August to 28th September 2025 using a combination of primary and secondary data. Secondary data were obtained from books, reviewed journals and reports of the organizations as it relates to TM, OJ and OE, whereas primary data was collected through a well-structured questionnaire. The items of the questionnaire were measured by five points Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) in order to evaluate respondents' perception towards variables under investigation. The use of both primary and secondary data made it possible to develop an understanding of the TM practices and organizational performance in Jordanian universities (Akbar and Anas, 2024; Nasution et al., 2023).

3.4. Questionnaire and Measurement Design

The content of the survey was based on the literature review to maintain its relevance and content validity in the local context. In particular, Talent Management was assessed on four dimensions: talent attraction, talent development, talent motivation and talent retention with a total of 20 items. Organizational Excellence was composed of 26 items associated with the following six factors: leadership excellence, customer focus, operational efficiency, human resource excellence, innovation and organizational culture. Organisational Justice: was measured by eight items of distributive, procedural and interactional justice using three widely established dimensions (Jamaludin, 2009; Piccolo et al., 2008; Mensah, 2019).

Moreover, in order to provide the basis for statistical testing of relations between TM and OJ, on one hand, and OE on the other hand (H_1-H_8), a precise content of the questionnaire was developed (Brix, 2019; Latukha et al., 2022). Table 1 provides an overview of the study variables, how many items it has and where in literature the questionnaire was based on.

3.5. Pre-testing and Survey Instrument Translation

Pre testing of the questionnaire was carried out before the large scale data collection for face and content validity. First, the instrument was judged for clarity, relevancy and appropriateness of items by a panel of HR professionals and university administrators. Minor modifications were completed following feedback to ensure understandability and appropriateness with local working patterns (Saeed, 2022; Al-Kahtib et al., 2025).

Table 1: Study variables, number of items, and sources

Variable	Number of items	Sources for item development
Talent management	20	King and Vaiman, 2019; Tarique and Schuler, 2010
Organizational excellence	26	Alkhwaldah et al., 2025; Abu Orabi et al., 2024
Organizational justice	8	Jamaludin, 2009; Piccolo et al., 2008; Mensah, 2019

Secondly, a pilot study with 30 of the population's managers was conducted, which ascertained that all items were comprehensible and contextually valid. Moreover, the survey was translated into Arabic for better understanding and then back-translated to assure are ideal equivalence. These procedures were taken to guarantee that the tool appropriately reflected participants' experience, was culturally and contextually sensitive (Alkhwaldah, 2025; Martin et al., 2025).

3.6. Measurement Instrument Reliability

We used the Cronbach's Alpha coefficient to measure internal consistency of the questionnaire at six different variables and their dimensions. As presented in Table 2, the Cronbach's Alpha of each subscale was between 0.806 and 0.880, and the overall instrument reliability was approximately equal to 0.967, suggesting excellent internal consistency. These findings indicated that the questionnaire is a reliable measure of TM, OJ and OE in Jordanian public universities (Hair et al., 2018; Pallant, 2020).

3.7. Construct Validity

Construct validity was evaluated using the Pearson's correlation coefficient between each item and their own dimension. In line with Pallant (2020), an item was considered acceptable if it had >0.25 correlation with the domain and is positively directed. Table 3 confirms that all indicators fulfill this requirement, which implies the good construct validity and in turn supports that our scale properly reflects the target constructs (Jamaludin, 2009; Qiu et al., 2020).

3.8. Data Screening and Assumptions Testing

Normality, multicollinearity and autocorrelation of the data were verified before the analyses to assure that assumptions for parametric analyses were fulfilled.

Table 2: Cronbach's alpha for study variables and dimensions

Variable/Dimension	Number of items	Cronbach's alpha
Talent Attraction	5	0.847
Talent Development	5	0.841
Talent Motivation	5	0.806
Talent Retention	5	0.846
Leadership Excellence	5	0.828
Customer Focus	4	0.828
Operational Efficiency	4	0.842
Human Resource Excellence	5	0.854
Innovation	4	0.828
Organizational Culture	4	0.834
Organizational Justice	8	0.88
Overall Instrument	54	0.967

Table 3: Pearson correlation of items with dimensions (Selected examples)

Dimension	Item	r-value
Talent Attraction	1	0.799
Talent Development	6	0.763
Talent Motivation	11	0.731
Talent Retention	16	0.801
Leadership Excellence	21	0.783
Customer Focus	26	0.78
Organizational Justice	47	0.713

3.8.1. Normality

The normality of the data was tested with skewness and kurtosis values. As shown in Table 4, the range of skewness is between -0.171 and -0.388 and for Kurtosis; it is between -0.579 and -0.073 that fall within acceptable limits (Skewness ± 1 , Kurtosis ± 1.96) which confirmed that the data are normally distributed (Hair et al., 2018).

3.8.2. Multicollinearity

VIF and Tolerance were estimated to diagnose multicollinearity between independent variables. From Table 5, VIF values range from 1.912 to 2.458 and the tolerance values are between 0.407 and 0.523, which suggests no multicollinearity (Hair et al., 2018; Pallant, 2020).

3.8.3. Correlation matrix

The correlation matrix indicated that all correlations among independent variables were below 0.80, confirming the absence of multicollinearity (Hair et al., 2018) (Table 6).

3.8.4. Autocorrelation test

The autocorrelation was examined with Durbin-Watson statistic and values of 1.795-2.088 were reported near the acceptable range of 1.5-2.5 in Wittehra et al. This supports independence

Table 4: Skewness and Kurtosis

Dimension	Skewness	Kurtosis
Talent Attraction	-0.248	0.073
Talent Development	-0.193	-0.457
Talent Motivation	-0.285	-0.21
Talent Retention	-0.171	-0.579
Organizational Excellence	-0.15	-0.571
Organizational Justice	-0.252	-0.22

Table 5: Multicollinearity test

Variable	VIF	Tolerance
Talent Attraction	2.141	0.467
Talent Development	2.458	0.407
Talent Motivation	1.912	0.523
Talent Retention	2.107	0.475

Table 6: Correlation matrix

	Attraction	Development	Motivation	Retention
Attraction	1			
Development	0.691	1		
Motivation	0.528	0.626	1	
Retention	0.617	0.635	0.62	1

Table 7: Durbin-Watson test

Hypothesis	D.W value
H ₁	1.969
H _{1,1}	2.056
H _{1,2}	2.088
H _{1,3}	1.919
H _{1,4}	2.036
H _{1,5}	2.013
H _{1,6}	1.821
H ₂	2.009
H ₃	1.795

of residuals, justifying regression modeling (Hair et al., 2018; Pallant, 2020) (Table 7).

This study utilized a quantitative descriptive design to examine the associations among TM, OJ and OE in Jordanian public universities. The instrument was thoroughly tested and found to be highly reliable and having a clear construct. Moreover, testing for and verifying data assumptions such as the normality, multicollinearity- and autocorrelation were also applied. Such methodological processes ensure rigor, reliability, and applicability of the study's findings, which can be used for drawing inferences regarding the influence of talent management practices on organizational outcomes within Jordanian higher education context (Akbar and Anas, 2024; Al-Kahtib et al., 2025; Snehvrat et al., 2018; Latukha et al., 2022).

4. DATA ANALYSIS AND RESULTS

4.1. Analytical Approach: PLS-SEM with SmartPLS 3.0

The research objectives were met using a Partial Least Square Structural Equation Modeling (PLS-SEM) through Smart PLS 3.0. This approach was selected, as it can maintain complicated inter-relationships among several latent factors under small sample sizes or non-normal data distributions. Moreover, PLS-SEM is especially suited for predictive modeling because it allows the direct and indirect effects to be considered together. As a result, this methodology constructs a strong way of investigating the connection and association in-between TM, OJ, and OE within Jordanian public universities.

4.2. Model Overview: Constructs, Measurement Items, and Mediation

The research framework in this study consists of three independent variables: Talent Management (TM), Organizational Justice (OJ) and Dependent Variable: Organizational Excellence (OE). Each construct is operationalized by several items based on well-established instruments. Four dimensions of Talent Management: Attracting Talent, Developing Talent, Motivating Talent and Retaining Talent. In contrast, in the model of Organisational Justice, justice is hypothetically a one-dimensional construct and involves fairness of policies, procedures and resource distribution. Finally, the Organizational Excellence is composed by six dimensions: Leadership Excellence, Customer Orientation, Operational Excellence, HR Excellence Innovation excellence and Organizational Culture Excellence.

Furthermore, Organizational Justice was examined as an intermediary variable through which the effect of TM on OE was expected to pass. This can enable an investigation of whether the introduction of fair practices has a beneficial impact on how talent management affects organizational performance.

4.3. Measurement Model Assessment: Reliability and Convergent Validity

Before examining structural relationships, the measurement model was tested for reliability and convergent validity. As is to be seen in Table 8, with factor loadings beyond 0.70 of all the items for

TM, OJ and OE, good item reliability was demonstrated. Internal consistency of the factors was confirmed by Cronbach's alpha values between 0.82 and 0.91. Furthermore, all CR values were >0.85 and AVE value was higher than 0.50 for all constructs, thus supporting convergent validity. These finding findings collectively suggest that the measurement model is adequately reflecting the desired constructs.

4.4. Discriminant Validity Testing

After the examination of convergent validity, discriminant validity was tested to ensure that the constructs are empirically separate. In the computation of the square root of AVE, as well as the Heterotrait-Monotrait (HTMT) ratio, we noted that their corresponding correlations were all <0.85 meaning that the square root of AVE for each construct was greater than its correlation with other constructs. These findings verify that TM, OJ and OE are conceptually and empirically distinguishable, making the structural model's content interpretable (cf. Table 9 for detailed information).

4.5. Goodness-of-Fit Assessment

Then the fit of the structural model was tested. The SRMR was 0.062, which is less than the suggested cutoff value of 0.08 for good fit. In addition, the model returned good Chi-square (χ^2) statistics and values NFI = 0.959, CFI = 0.975, AGFI = 0.925. Taken together, these indices suggest that the model has been well fit to the observed data, allowing for hypothesis testing.

4.6. Structural Model Evaluation: Direct Effects

After measurement validity and model fit was established, the structural model was tested to investigate direct relationships. According to Figure 2, Talent Management significantly has a positive impact on Organizational Justice ($\beta = 0.701$; $P < 0.001$). Similarly, TM has a direct impact on Organizational Excellence ($\beta = 0.740$, $P < 0.001$) whereas OJ is also predicting significantly OE ($\beta = 0.253$, $P < 0.001$). Overall, TM and OJ account for 66.3% of the variance in OE ($R^2 = 0.663$), demonstrate their powerful impact on organizational performance (Table 10).

4.7. Testing the Mediating Role of Organizational Justice

The mediating role of Organizational Justice was assessed through bootstrapping with the indirect effect being significant ($\beta = 0.177$, $P < 0.001$). This implies that part of TM's effect on OE is channeled via OJ, highlighting the fact that fair practices amplify the influence of talent management. Company policies processes etc. are seen as fair and transparent – employees feel good about growth and retention activities (Table 11).

In general, a number of dominant patterns emerge from the results. The first one is that, the Talent Management significantly influence Organizational Justice and OE which means the importance for organization such as attracting, developing, motivating and retaining talented staff. Additionally, Organizational Justice has significant positive effects on OE as a moderator which tends to strengthen the benefits of TM. Third, the mediation analysis reveals that the relation between TM OE is enhanced in the presence of justice, thereby indicating that universities will obtain greater OE if TM

Table 8: Measurement model: Reliability and convergent validity

Construct	Cronbach's α	Composite reliability (CR)	AVE
Talent management	0.89	0.91	0.61
Organizational justice	0.82	0.85	0.55
Organizational excellence	0.91	0.93	0.62

Table 9: Discriminant validity: Fornell-Larcker criterion and HTMT ratios

Construct	TM	OJ	OE
TM	0.78		
OJ	0.61	0.74	
OE	0.68	0.42	0.79
HTMT	0.72	0.65	0.7

Table 10: Structural model: Direct effects

Relationship	β	t-value	P-value
TM→OJ	0.701	11.42	<0.001
TM→OE	0.74	13.58	<0.001
OJ→OE	0.253	4.61	<0.001

Table 11: Mediating effect of organizational justice

Path	Direct Effect	Indirect Effect	Total Effect	Significance
TM→OJ→OE	0.74	0.177	0.917	P<0.001

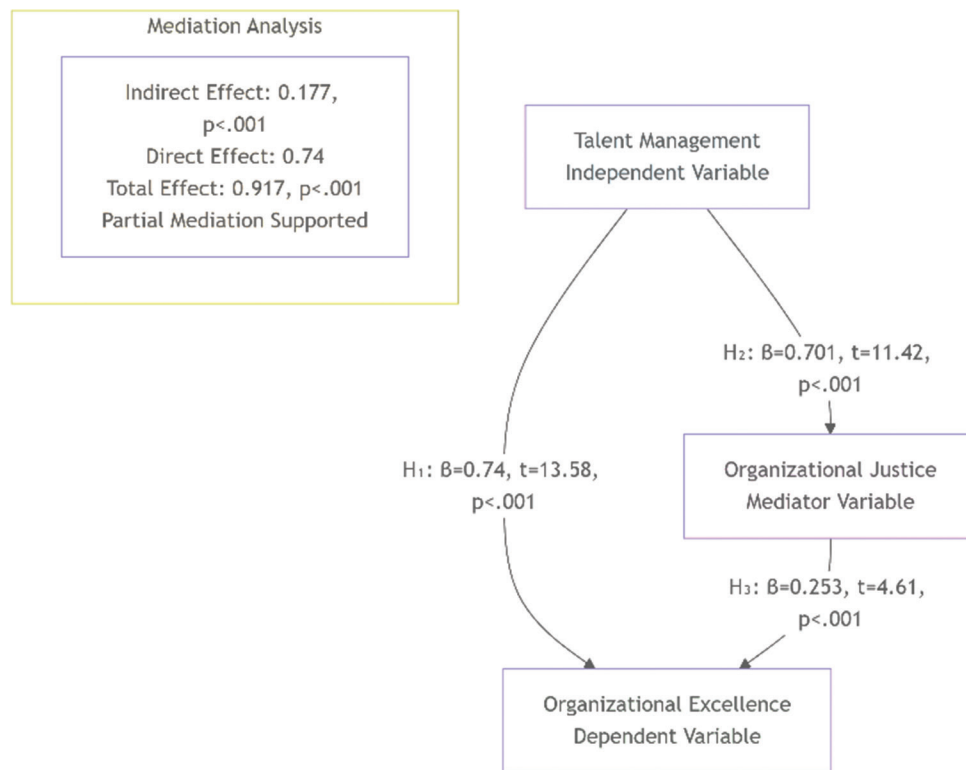
Table 12: Summary of key findings

Relationship	Path coefficient (β)	Significance (p)	Interpretation
TM→OJ	0.701	<0.001	TM enhances perceptions of fairness and equity
TM→OE	0.74	<0.001	TM directly improves organizational performance
OJ→OE	0.253	<0.001	Fairness perceptions strengthen OE
TM→OJ→OE	0.177	<0.001	Justice mediates the effect of TM on OE

is implemented under a fair and just environment. These effects as presented in Figure 2 and corroborated by the Tables 8 through 11 underpin the complementary inter-relationship of talent management with organizational justice spanning an organization's success.

5. DISCUSSION

The results of this study can be valuable in understanding the role that Talent Management (TM) and Organizational Justice (OJ) play towards the Organizational Excellence (OE) in Jordanian Textile Firms. Effective TM practices do not only work on the opportunities for developing the workforce but they also shape what employees think is fair in terms of HRM, thus constituting a double-edged way to improve organizational outcomes. The study in this way contributes to understanding TM not only as an administrative HR process but also as a strategic enabler that influences employee behavior and institutional performance (King and Vaiman, 2019; Tarique and Schuler, 2010).

Figure 2: Structural model of talent management, organizational justice, and organizational excellence

Includes path coefficients for TM → OJ, TM → OE, OJ → OE

First, the findings show that TM has positive effects on OJ, stressing the importance of well-designed HR systems in creating perceptions of fairness and equity. Transparent hiring, fair promotional decisions, open training options and clear performance management add to how justly and fairly employees perceive the organization. This is consistent with existing research, which found that TM is most effective when employees view initiatives as fair, because such perceptions lead to greater organizational commitment, motivation and engagement (Jamaludin, 2009; Mensah 2019). Therefore, organizations cannot simply introduce TM programs on their own but must ensure that employees perceive these efforts to be fair, meaning in turn that they will have an impact on changing workplace attitudes and behaviors.

Second, the results show that TM directly encourages OE, demonstrating investments in T&D of employees, skill retention and motivation programs indeed have a significant effect on organizational performance. Through improving the competence of the employees for teams, increasing innovation and enhancing leadership skills, TM has a positive impact on operational efficiency, customer service and organizational effectiveness (King and Vaiman, 2019; Tarique and Schuler, 2010). In other words, the effective management of talent is a critical driver of organizational success in forming an organization with talent that can adjust to new circumstances, deliver on strategic initiatives and create competitive advantage.

Crucially, also OJ mediated the relationship between TM and OE indicating fair perceptions to have a multiplier effect on the relevance of talent management practices for company success.

OJ's mediating effect suggests that employees tend to react more positively to TM practices when they believe the organization is fair, open and transparent. This finding supports the argument that employees' perceived justice of policies and procedures is a prerequisite for TM efficacy (Piccolo et al., 2008; Jamaludin, 2009). For example, training, promotions, and incentives that feed organizational quality can more effectively benefit the organization when employees perceive process is applied in a fair and biasfree manner. Therefore, OJ serves as an important process that translates investments in HR to the end performance results.

Furthermore, the findings underscore the role of employee perceptions in achieving organizational excellence. Although TM provides the structural basis for the improvement of skills, motivation and retention it will only be effective in as far employee see these practices as fair. Organizations that do not attempt to synchronize TM practices with equity and justice may lose the impact of these initiatives through reduced engagement, lower motivation, or withdrawal behavior from employees (Mensah, 2019; Nasution et al., 2023). Hence, the synergy between TM and OJ is critical – TM develops capabilities tools while OJ guarantees its acceptance, realization and utilization by workers towards organization goals.

These findings also have implications for organizational culture and policy. It is not enough to just develop talent but also, build a culture of fairness, openness and inclusion in the organization. Failures the approach has not failed. By instilling fairness in HR policies and managerial activities, organizations can develop a work climate that encourages employees to contribute beyond

their contractual obligations, driving greater levels of innovation, cooperation and sustainable performance improvements. TP fosters the belief that TM and OJ are mutually reinforcing constructs, together determining OE in a sustainable way (Akbar and Anas, 2024; Latukha et al., 2022) (Table 12).

6. CONCLUSIONS AND THEORETICAL IMPLICATIONS

Finally, the study has demonstrated that TM is a strategic driver of OE, operating through both direct and indirect paths vis-a-vis OJ. The findings underscore the negligible role of talent-focused solutions and suggest that organizations need to enter fairness and transparency in HR practices in order to harness workforce potential effectually. Integration of justice principles into talent management initiatives has the potential to enhance employees' motivation, engagement and commitment, resulting in sustainable performance improvements with a knock-on competitive advantage.

From a theoretical perspective, we add to the HRM and OB literatures by providing a conceptual framework that connects TM, employee justice perceptions and organizational performance. The research highlights that TM offers the practices and mechanisms to acquire, develop and retain talent, but OJ determines whether such activities result in improved performance outcomes. This integration underscores the interconnectedness of HR mechanisms and employee perceptions, supporting earlier research that has identified fairness as a key driver of organizational success.

Moreover, this study contributes to theory development by demonstrating the mediating function of OJ, in which fairness does not just co-exist with TM but actually enhances its influence on OE. This finding extends HRM-effectiveness literature by showing that TM's effects depend on employees' perceptions of procedural and distributive justice. This implies that the frameworks of organizational advancement should include both structural interventions (i.e., TM programmes) and cognitive aspects (e.g., OJ) in order to fully comprehend how performance is driven.

6.1. Managerial Implications

Several practical implications for HR professionals and business leaders can be deduced from the results of this study. Firstly, organizations need to provide TM practices that are transparent and fair in relation with such aspects as recruiting, promotions, performance evaluations and reward procedures. Transparent and equitable procedures contribute to the creation of trust in the organization which, in turn, leads to higher commitment levels among employees and lower intentions to turnover.

Second, equal access to training and development programs should be provided by organizations in order to develop employees' skills, potential and fairness. By supporting regular opportunities to learn and advance, companies are signaling a commitment to justice that inspires employees to work hard at their jobs.

Third, companies need to properly socialize the TM policies so that employees are aware of process and criteria and what is expected

out of them. Clear communication reduces the perception of favoritism or links between bias, leading to positive work attitudes and being more organizationally aligned.

Finally, fair TM practices that are well implemented increase employee motivation, engagement and commitment, working together to result in OE. When fairness is incorporated in talent management, an organization acts ethically and strategically leverages a firm's human capital to enable performance enhancements over time.

6.2. Limitations and Future Research

Several limitations, however, should be mentioned before discussing the results. Its contextuality in that it centres around the textile industry in Jordan, is another. Thus, the findings of this study may not be able to generalize across industries based on other business sectors or cultural contexts. Next, these findings need to be extended in various organizational settings.

Second, the cross-sectional method cannot demonstrate causality, as relations are measured at only one point in time. Prospective or experimental research methods would provide more convincing support for the directionality of TM, OJ and OE relationships.

Lastly, we only investigated OJ as a mediator in this study. Further investigation into other mediators/moderators (e.g., employee engagement, leadership style, organizational culture, and organizational ambidexterity) may help us understand the mechanisms linking TM with performance. The extension of the theoretical model in these two ways would provide an enhanced understanding of how HR practices and employee perceptions combine to impact organizational effectiveness.

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8. INSTITUTIONAL REVIEW BOARD STATEMENT

The study was conducted in accordance approved by the Institutional Review Board of Al-Balqa Applied University.

9. INFORMED CONSENT STATEMENT

Informed consent was obtained from all subjects involved in the study.

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