

## Navigating talent management in public sector organizations: An examination of distributive justice and managerial challenges on career satisfaction

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**Abstract:** This study empirically investigates the impact of talent management practices on the career satisfaction of Civil Apparatus/Aparatur Sipil Negara (ASN), the civil service employees in Indonesia. This study aims to analyze how distributive justice serves as a mediating variable and how managerial challenges act as a moderating variable in this relationship. Using a quantitative approach, we distributed questionnaires to 170 respondents and employed partial least squares (PLS) analysis to test our hypotheses and validate the theoretical model. The results indicate that ASN career satisfaction has a mean score of 3.973, suggesting substantial satisfaction with career development, achievement, and recognition. Distributive justice also received a high score of 3.885, reflecting employees' perceptions of fair distribution of rewards, benefits, and opportunities. Inclusive talent management practices received a high score of 3.983, reflecting employees' perceptions of equitable talent development opportunities. However, management challenges had a low mean score of 2.348, highlighting barriers such as resistance to change and limited resources that hinder talent management initiatives. Exclusive talent management practices had a moderate mean score of 3.246, suggesting some effectiveness but indicating areas for improvement. In summary, the findings highlight the importance of inclusive talent management practices in promoting fairness and career satisfaction. However, management challenges may hinder the effectiveness of these practices, particularly in exclusive talent management settings. Practically, this study suggests that organizations can provide managers with adequate training and resources to implement inclusive and equitable talent management strategies that promote both distributive justice and employee career satisfaction.

**Keywords:** *Career satisfaction, Distributive justice, Managerial challenges, Organizations, Talent management.*

### 1. Introduction

The Indonesian government has recognized the crucial role of Civil Service Employees (Apparatus Sipil Negara-ASN) in improving public administration and service delivery, especially via the application of Talent Management methods. According to Presidential Regulation No. 81 of 2010, these reforms aim to achieve improved governance by fostering competitive advantages inside government entities. East Java Province has been designated as a trial region for this effort, concentrating on the development of career promotion models specifically for ASNs, especially within the Department of Culture and Tourism. This backdrop highlights the imperative for ASNs to acquire pertinent skills to proficiently oversee cultural and tourist initiatives that profoundly influence society.

This study aims to examine the complex interconnections of talent management methods, distributive justice, and career happiness, while analyzing the moderating influence of managerial problems [1]. The objective is to ascertain if inclusive talent management practices foster fairness and equality in the allocation of rewards and opportunities among employees, while also investigating the

possible detrimental effects of exclusive talent management practices that may engender perceptions of inequality and unfairness by preferentially advancing certain individuals [2]. The study aims to examine the impact of distributive justice on career satisfaction and assess the direct effects of inclusive and exclusive talent management practices on career satisfaction, with the objective of determining which approach more significantly enhances employees' fulfillment and professional development [3].

This study primarily aims to evaluate the extent to which managerial problems influence these relationships [4]. This study examines whether these challenges diminish the favorable correlation between inclusive talent management and distributive justice, potentially obstructing equitable implementation, and whether they amplify the adverse impacts of exclusive talent management on distributive justice, thereby exacerbating perceptions of inequitable treatment [5].

This research seeks to elucidate how talent management techniques and managerial issues affect employee perceptions of equity and overall career happiness in public sector firms [6]. This study enhances the theoretical frameworks of Social Exchange Theory and distributive justice, deepening our comprehension of how organizational practices influence employee outcomes in the public sector [7]. This study's conclusions seek to provide policy recommendations that improve personnel management efficacy and foster equal career advancement possibilities for ASN employees in Indonesia.

## 2. Materials & Methods

### 2.1. Research Design

This study employs a quantitative approach, utilizing Structural Equation Modelling-Partial Least Squares (SEM-PLS) to analyze the relationships between key variables. The research adopts a survey method for data collection, utilizing both offline and online channels to reach respondents effectively. Data were gathered through direct questionnaires and Google Forms, employing a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Two main statistical approaches are applied: descriptive statistics to summarize the characteristics of the data and inferential statistics to test hypotheses and analyze relationships among variables. The quantitative approach is essential as it focuses on the careful measurement of variables, allowing for hypothesis testing and the generation of conclusions that can be generalized across a broader context [8]. This methodology is particularly suitable for exploring the complex relationships among talent management practices, distributive justice, and career satisfaction [9].

### 2.2. Population and Sample

The population for this study consists of employees within the East Java Provincial Culture and Tourism Agency. A non-probability sampling technique known as the census method was employed, resulting in a total sample of 170 respondents. This method ensures comprehensive insights into the phenomena under investigation by including all individuals meeting the study's criteria. According to [10] the minimum sample size should be at least five times the number of research indicators. Given that this study includes 27 indicators, the minimum sample size required is at least 135 samples, thus confirming that our sample size is adequate for analysis [10].

### 2.3. Measurement Variable

The study utilizes five key variables operationalized through a total of 27 statement items, adapted from validated sources to ensure reliability and relevance:

- a. Career Satisfaction: 5 items, adapted from Park and Jeon [11]
- b. Distributive Justice: 4 items, adapted from Moon, et al. [12]
- c. Inclusive Talent Management: 6 items, adapted from Cismaru and Iunius [13]
- d. Exclusive Talent Management: 6 items, adapted from Meyer and Xin [14]
- e. Managerial Challenges: 6 items, adapted from Meyer and Xin [14]

Each variable's measurement was designed to capture employee perceptions accurately, ensuring that the findings reflect their experiences within the context of talent management practices.

#### 2.4. Data Analysis

Data analysis will be conducted using SEM-PLS, which is a robust method for analyzing complex relationships among variables without requiring specific data distribution assumptions. PLS is particularly advantageous for this study as it allows for analysis with smaller sample sizes while providing insights into both confirmatory and exploratory aspects of theory development [15]. Descriptive statistics will summarize demographic information and key characteristics of the respondents, while inferential statistics will be used to test the proposed hypotheses regarding the relationships between talent management practices, distributive justice, and career satisfaction. Additionally, managerial challenges will be examined as a moderating factor in these relationships [16].

#### 2.5. Ethics Statement

This study was conducted in accordance with ethical research principles. Ethical approval was not required as the study only involved a survey on perceptions and satisfaction without collecting personally identifiable or sensitive data. Participation was voluntary, and informed consent was obtained from all respondents.

### 3. Results & Discussion

#### 3.1. Results

##### 3.1.1. Respondent Characteristics

Table 1 summarizes the demographic characteristics of the respondents (N = 170) in this study, providing a comprehensive overview of the sample population. Table 1 presents a comprehensive overview of the demographic characteristics of the respondents (N = 170) in this study. The distribution of ages indicates that a considerable proportion of the respondents, constituting approximately 33.53%, were over 45 years of age. This finding suggests the presence of a mature workforce with substantial experience. The 41–45 age group was the second most represented, with 30% of the sample, suggesting that the majority of respondents are in their mid-life career stages.

**Table 1.**

The demographic characteristics of the respondents (N = 170) covering gender, age group, education level, years of service, and position level.

Demographic Variable	Category	Frequency (n)
Gender	Male	104
	Female	66
Age Group	< 30 years	25
	31 – 35 years	17
	36 – 40 years	20
	41 – 45 years	51
	> 45 years	57
Education Level	Master's Degree	23
	Bachelor's Degree	104
	Senior High School	43
Years of Service	0 – 2 years	17
	3 – 4 years	6
	> 5 years	138
Position Level	Functional	44
	Implementer	103
	Structural (Es. IV dan Es. III)	23

The majority of respondents, comprising 61.18% of the entire sample, possessed a Bachelor's degree. The elevated educational qualifications signify the requirements for positions within the East Java Provincial Culture and Tourism Agency, highlighting the focus on professional development in public sector employment.

A substantial percentage of respondents, 81.18%, had over five years of professional experience, signifying an experienced workforce. This indicates that the workforce primarily consists of seasoned professionals, which is beneficial for executing efficient talent management strategies and attaining organizational objectives [17].

Administrative roles represented the majority of the sample, including 60.59% of respondents in these positions. This distribution highlights the crucial function of administrative personnel in facilitating organizational operations and providing public services efficiently [18].

The demographic attributes of the respondents reveal a well-educated and seasoned workforce at the East Java Provincial Culture and Tourism Agency, establishing a robust basis for examining the correlations among talent management practices, distributive justice, and career satisfaction in this setting.

### 3.1.2. Career Satisfaction

An analysis of responses regarding career satisfaction reveals significant insights into the perceptions of employees within the East Java Provincial Culture and Tourism Agency. As delineated in Table 2, the mean score for career satisfaction is 3.973, signifying a high level of satisfaction among respondents. This finding suggests that, on average, employees hold a favorable opinion of their career development, achievements, and recognition within the organization.

**Table 2.**

Frequency, Mean, Standard Deviation, and Categories of Responses for Career Satisfaction Items (CS1-CS5).

Item	Frequency (f)					Mean	Standard Deviation	Category
	1	2	3	4	5			
CS1	8	5	35	67	55	3.918	1.034	High
CS2	5	9	29	69	58	3.976	0.997	High
CS3	5	9	35	68	53	3.912	0.996	High
CS4	3	5	29	75	58	4.059	0.888	High
CS5	2	10	27	78	53	4.000	0.904	High
Mean Career Satisfaction						3.973		High

According to Seibert, Seibert, et al. [19] career satisfaction encapsulates the outcomes of career development and performance achievements in relation to individual goals and aspirations Seibert, et al. [19]. This emotional response, as noted by Judge, et al. [20] in Bozionelos and Kiamou [21] reflects an individual's overall work experience [20, 21]. The findings from this study are consistent with these definitions, demonstrating that employees derive a sense of fulfillment from their roles and responsibilities. Greenhaus, et al. [22] have delineated several indicators of career satisfaction, which provide a framework for understanding the dimensions contributing to this high level of satisfaction [22]. These indicators include:

1. Achievements in Career: Employees reported a sense of success in their current roles, feeling that they are on the desired career path and receiving appropriate benefits from the organization (CS1).
2. Achievement in Advancement: Respondents expressed confidence in their potential for growth and mastery of their work, indicating that they are actively working towards their career development goals (CS2).
3. Achievement in Income: Many employees felt that their financial compensation was commensurate with their contributions, reflecting a positive perception of salary levels and rewards (CS3).
4. Achievement in Self-Development: Employees acknowledged opportunities for self-improvement and skill mastery, which are crucial for advancing in their careers (CS4).
5. Attainment of Developing New Skills: There is a strong desire among employees to acquire new skills, both theoretically and practically, which is essential for their professional growth (CS5).

The favorable mean score indicates that respondents saw themselves as successful in their current professions, optimizing their potential, and receiving adequate compensation for their services [23]. Furthermore, the research reveals that employees possess confidence in their work plans and perceive their personal objectives as congruent with the organization's aims. This congruence is essential as it cultivates a sense of belonging and purpose in the workplace. The elevated career satisfaction levels shown by respondents may also signify the successful implementation of talent management strategies by the firm, which likely foster employee growth and recognition [21].

The findings reveal a significant degree of career satisfaction among employees at the East Java Provincial Culture and Tourism Agency, indicating the presence of appropriate support for professional aspirations and personal development. This highlights the importance of fair talent management strategies and equal compensation systems in improving employee happiness and engagement [24].

### 3.1.3. Distributive Justice

According to Damayanti and Suhariadi [25] distributive justice is defined as fairness resulting from allocation decisions, highlighting that employees assess the fairness of allocations based on their expectations and criteria. Budiarto and Wardani [26] similarly define it as fairness related to the distribution of outcomes and incentives among organizational members. Researchers agree that distributive justice relates to the equitable allocation of resources and rewards within a business, significantly influencing employee happiness [27, 28].

The assessment of distributive justice in this study revealed a notable level of fairness perceived by employees within the East Java Provincial Culture and Tourism Agency. Based on the indicators of distributive justice outlined by Niehoff and Moorman [29] include:

1. Salary Level: Financial compensation was seen as fair by many employees, with the rates of pay aligned with the work performed. This alignment reinforced trust in the organization's commitment to rewarding employees equitably (DJ1).

2. Workload: Employees generally felt that their workloads were manageable, neither too heavy nor too light. This balance allowed them to perform their duties efficiently without undue stress or burnout (DJ2).

3. Rewards Earned: Achievements were recognized appropriately, motivating employees to excel in their roles. Rewards were deemed fair and proportional to individual performances, encouraging continuous improvement and dedication (DJ3).

4. Job Responsibilities: Job assignments matched employees' abilities, ensuring that each individual could fulfil their responsibilities competently. This matching process enhanced productivity and reduced frustration associated with mismatched roles (DJ4) [29].

Table 3 indicates that the overall mean score for distributive justice was 3.885, classifying it as high. This outcome indicates that employees predominantly view the distribution of incentives, benefits, and opportunities within the firm as equitable. Such impressions are essential for sustaining elevated morale and motivation among employees, hence affecting their overall career satisfaction [30].

**Table 3.**

Frequency, Mean, Standard Deviation, and Categories of Responses for Distributive Justice Items (DJ1–DJ4).

Item	Frequency (f)					Mean	Standard Deviation	Category
	1	2	3	4	5			
DJ1	7	11	29	71	52	3.882	1.048	High
DJ2	10	10	25	63	62	3.924	1.131	High
DJ3	12	8	31	73	46	3.782	1.112	High
DJ4	7	8	25	76	54	3.953	1.014	High
Mean Distributive Justice						3.885		High

These findings suggest that the East Java Provincial Culture and Tourism Agency has successfully implemented policies that promote fairness in various aspects of employee remuneration and

responsibility assignment. Consequently, this enhances overall organizational equity and boosts employee satisfaction levels significantly. The high score reflects a positive assessment of the fairness in how resources and recognitions are distributed, which aligns with principles of equity and supports employee motivation. This finding highlights the organization's success in implementing distributive justice practices that contribute to overall employee satisfaction and trust.

#### 3.1.4. Talent Management

Talent management is characterized as the systematic attraction, identification, development, retention, and deployment of talent [31]. Talent management is an organizational process that involves predicting and fulfilling talent requirements for strategic roles [32]. Talent management is typically categorized into inclusive and exclusive methodologies.

Inclusive Talent Management is recognized as a strength-based methodology. This methodology recognizes and values the distinct attributes of employees, ensuring equitable opportunities for their development [33]. It encompasses all organizational members by adopting the principle that each individual possesses unique strengths and weaknesses, thereby contributing additional value to the organization [34]. Consequently, it provides employees with access to programs designed to cultivate their talents [34].

Exclusive Talent Management concentrates on a specific cohort of people possessing distinctive qualities, skills, and performance that are advantageous to the firm [35]. The organization will allocate resources to this chosen group with the greatest performance metrics for placement in critical roles within the organization. Unlike the inclusive talent management method, exclusive talent management offers opportunities to personnel deemed to match the organization's predetermined standards of "talent" [34].

According to Festing and Schäfer [36] found the following inclusive talent management scale measurements:

1. Organizational Appreciation of Employee Diversity: Organizations assume that each employee has their own talents that can be optimized and developed to increase their productivity and efficiency, as well as the attachment between employees and the organization (ITM1).

2. The Uniqueness of Employees is Appreciated: Diversity of talents is unique to the organization. Building an organization based on employee strengths and establishing a work culture based on those strengths will encourage employees to grow and develop faster (ITM2).

3. Employees as Part of the Organization (Insiders): Employees are encouraged to share their talents, discover their potential talents and create a culture of inclusive talent management, creating a sense of belonging in the work environment. All employee contributions will be part of the organization's success (ITM3).

4. No Discriminative Treatment: The organization will thrive as employees contribute to the fullest extent of their respective roles by supporting employees to discover their strengths and maximize their potential (ITM4).

5. Qualification-based Recruitment and Training: Recruiting based on qualifications provides open opportunities for each employee to attend training and develop their respective skills will enhance motivation, a sense of fairness, loyalty and an opportunity to develop a work environment that supports diversity (ITM5).

6. Unity, Tolerance and Equality as Advantages: Creating a work environment that values differences and finds a balance in employee skills to meet challenges, will provide opportunities for employees to be completely involved and contribute their best for the organization's success (ITM6).

In addition, the measurement of the exclusive talent management scale in the research of Festing and Schäfer [36] are as follows:

1. Exclusive Training for Talented Employees: Organizations are focusing on employees who have the potential and talent as required by the desired qualifications. This is also a way to reduce costs since only selected employees receive training and skill development (ETM1).

2. Classification of Talented and Non-Talented Employees : Talented employees are referred to as employees with good performance, high contribution, innovation and initiative, reliable, and able to complete their work in an effective and efficient time and cost. Thus, these employees deserve the opportunity to develop themselves as a contributor to the success of the organization (ETM2).

3. Exclusive Financial and non-Financial Benefits for Talented Employees: Bonuses and other welfare benefits are given only to employees who are labeled as talented because their dedication is considered more than non-talented employees and also to strengthen their loyalty to the organization (ETM3).

4. Special Support for Talented Employees: The potential and particular strengths of talented employees are the focus in determining the development of the organization. Training and skill development are devoted to such employees as a way to maximize their potential (ETM4).

5. Dedicated Retention Practices for Talented Employees: Organizations will do various ways to retain talented employees, such as providing more opportunities for new skills development, the opportunity to have a higher career path, and even financial benefits if they remain loyal to the organization (ETM5).

6. Equality is not implemented for all employees: Talented and non-talented employees are treated differently. These are noticeable in terms of career opportunities, personal development, and finances. Non-talented employees are treated as ordinary employees, while talented employees are treated as employees who determine the future of the organization (ETM6) [36].

### 3.1.5. Inclusive Talent Management Practice

The analysis of responses for Inclusive Talent Management Practice reveals a mean score of 3.983, categorized as high. This indicates that employees perceive the organization as successfully implementing inclusive talent management strategies, ensuring equal opportunities for all individuals to develop their potential.

**Table 4.** Frequency, Mean, Standard Deviation, and Categories of Responses for Inclusive Talent Management Practice (ITM1-ITM6).

Item	Frequency (f)					Mean	Standard Deviation	Category
	1	2	3	4	5			
ITM1	7	9	38	52	64	3.924	1.088	High
ITM2	5	20	34	50	61	3.835	1.129	High
ITM3	5	6	42	49	68	3.994	1.029	High
ITM4	6	8	35	56	65	3.976	1.049	High
ITM5	7	6	37	52	68	3.988	1.066	High
ITM6	5	1	27	62	75	4.182	0.927	High
Mean Inclusive Talent Management Practice						3.983		High

The high score reflects the organization's commitment to creating an environment where employees feel valued and supported, regardless of their role or status. This practice is crucial in fostering a collaborative and motivated workforce, aligning with the principles of inclusivity and equity [37].

### 3.1.6. Exclusive Talent Management Practice

The analysis of responses for Exclusive Talent Management Practice shows a mean score of 3.246, (Table 5) which is categorized as moderate. This indicates that employees perceive the organization's exclusive talent management strategies as somewhat effective but with room for improvement.

**Table 5.**

Frequency, Mean, Standard Deviation, and Categories of Responses for Exclusive Talent Management Practice (ETM1-ETM6).

Item	Frequency (f)					Mean	Standard Deviation	Category
	1	2	3	4	5			
ETM1	25	20	40	51	34	3.288	1.316	Moderate
ETM2	27	18	34	44	47	3.388	1.402	Moderate
ETM3	26	25	37	46	36	3.241	1.352	Moderate
ETM4	35	21	29	38	47	3.241	1.494	Moderate
ETM5	27	27	34	42	40	3.241	1.391	Moderate
ETM6	34	22	38	49	27	3.076	1.363	Moderate
Mean Exclusive Talent Management Practice						3.246		Moderate

The intermediate score indicates ambivalent views concerning the emphasis on a certain cohort of high-potential employees for training, promotions, and other career advancement opportunities [1]. This strategy can enhance performance among elite individuals, but it may unintentionally foster notions of inequity if not controlled with transparency. This discovery highlights the necessity for the firm to reconcile exclusive and inclusive talent management strategies to guarantee equitable possibilities and uphold overall employee happiness.

The investigation found that all constructs were validated as significant predictors of career satisfaction. Increased implementation of inclusive personnel management correlates with a heightened perception of distributive justice among employees. The more exclusive talent management is implemented, the larger the increase in distributive justice perceived by employees. Furthermore, distributive justice demonstrated a positive and significant impact on career happiness, indicating that an enhancement in the value of distributive justice correlates with an increase in career satisfaction [38].

Distributive justice was found to mediate the association between inclusive talent management and career satisfaction, as well as between exclusive talent management and career happiness. The significant importance of inclusive and exclusive talent management results in an enhancement of perceived distributive justice, which, when appropriately administered, can eventually improve career satisfaction inside the organization [39]. Managerial obstacles were identified as moderating the mediating relationship between exclusive talent management and career satisfaction, as well as between inclusive talent management and career satisfaction. The research findings indicate that managerial problems might substantially undermine the mediating association between exclusive talent management and career happiness via the variable of distributive fairness. The identical outcome pertains to inclusive talent management [40].

Career satisfaction was maximized when employees reported elevated levels of perceived distributive fairness, effective talent management by the organization, and a perception of adequate handling of managerial issues.

### 3.1.7. Managerial Challenge

The managerial challenges within the East Java Provincial Culture and Tourism Agency reveal significant barriers that employees perceive in relation to effective management practices. The responses for the Managerial Challenge as shown in Table 6 are variable, yielded a mean score of 2.348, which is categorized as low. This score indicates that employees perceive significant challenges to managerial effectiveness, including resistance to change, limited resources, and inadequate support for talent management initiatives.

**Table 6.**  
Frequency, Mean, Standard Deviation, and Categories of Responses for Variable Managerial Challenge (MC1-MC6)

Item	Frequency (f)					Mean	Standard Deviation	Category
	1	2	3	4	5			
MC1	24	96	25	7	18	2.406	1.117	Low
MC2	24	98	22	9	17	2.394	1.111	Low
MC3	22	101	21	9	17	2.400	1.101	Low
MC4	29	99	21	6	15	2.288	1.074	Low
MC5	24	100	23	7	16	2.359	1.080	Low
MC6	43	84	20	5	18	2.241	1.179	Low
Mean Variable Managerial Challenge						2.348		Low

Leadership challenges include both external and internal factors that can impede organizational performance. According to Robbins and Judge [41] external challenges include rapid changes in the business environment, workforce diversity, globalization, and government regulations [41]. Internal challenges relate to organizational positioning in a competitive environment, flexibility, workforce management, and organizational culture. The findings suggest that agency employees face a combination of these challenges, which may hinder the successful implementation of talent management strategies [42].

The specific indicators of managerial challenges measured in this study were derived from the research of Olawale and Garwe [43] and include:

1. Lack of Network (MC1): Employees reported difficulties in establishing professional networks that could facilitate collaboration and resource sharing.
2. Lack of operational experience (MC2): A perceived lack of operational experience among managers can limit their effectiveness in decision making and problem solving.
3. Lack of Market Knowledge (MC3): Employees indicated that a lack of understanding of market dynamics could hinder strategic planning and execution.
4. Lack of Required Skills (MC4): There is a recognition that some managers may not have the necessary skills to effectively manage complex leadership tasks.
5. Shortage of Skilled Labor (MC5): The agency faces challenges in attracting and retaining a skilled workforce, which is critical to improving organizational performance.
6. Inadequate Training (MC6): Employees expressed concerns about inadequate training opportunities, which could limit their professional development and ability to adapt to change [43].

The low mean score for management challenges suggests that these barriers significantly hinder the effective implementation of both inclusive and exclusive talent management practices. Addressing these challenges is critical to improving organizational effectiveness and ensuring that talent management efforts translate into improved career satisfaction and perceptions of distributive justice among employees [44].

In summary, the findings highlight the importance of recognizing and addressing leadership challenges within public sector organizations. By doing so, organizations can create a more supportive environment that facilitates effective talent management practices, ultimately leading to higher levels of employee satisfaction and distributive justice. This understanding is critical to developing strategies that not only mitigate these challenges but also enhance overall organizational performance in a rapidly changing global context [45].

### 3.1.8. Stastical Analysis

The statistical analysis provides comprehensive insights into the validity, reliability, and structural relationships among the constructs under study. The outer model testing results confirm that all indicators in this study are valid and reliable as illustrated in Fig. 1.

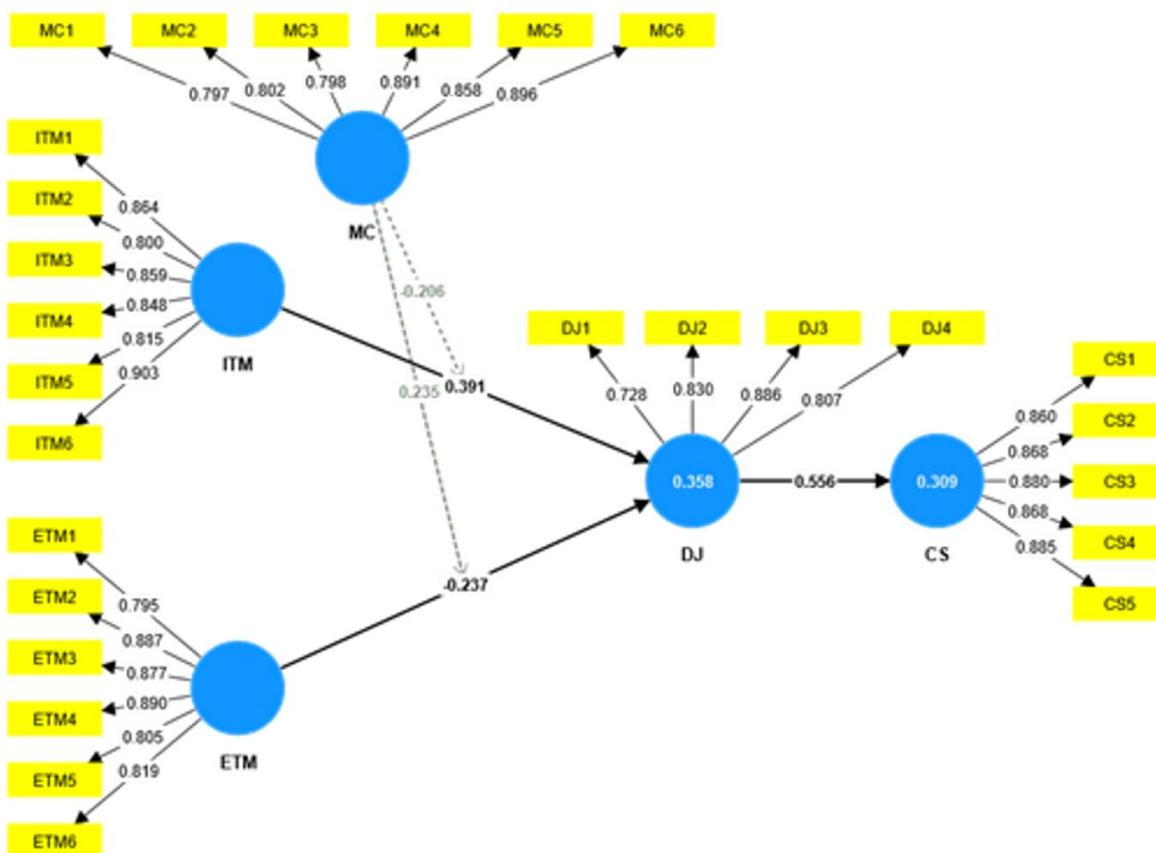
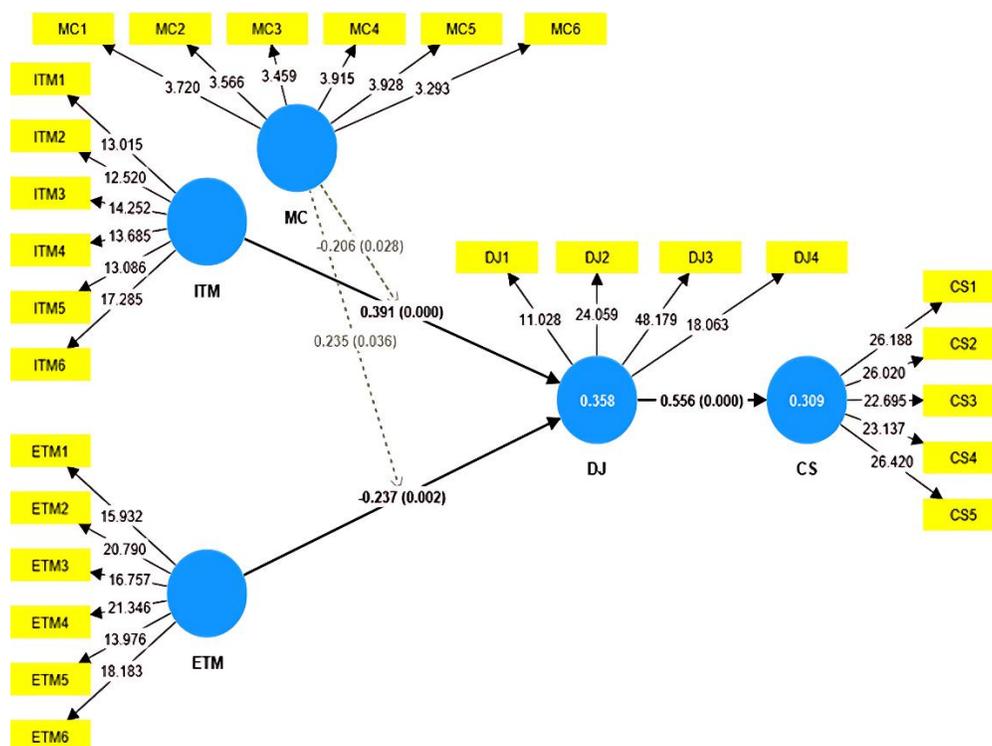


Figure 1.  
Illustration Outer Model Test Results.

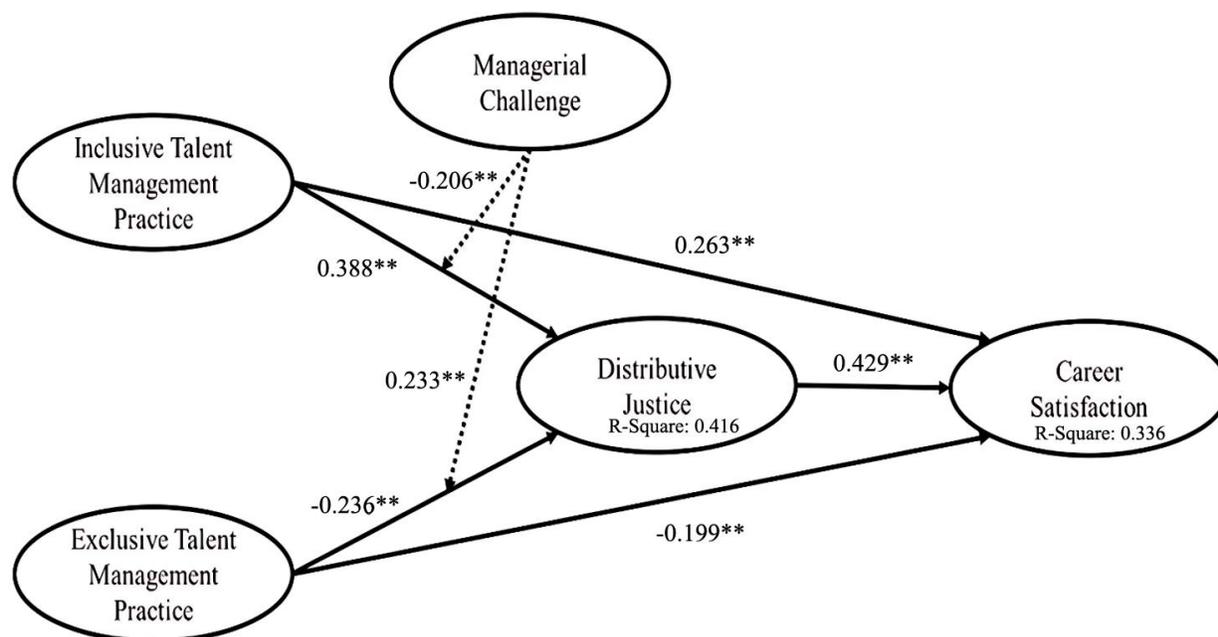
All indicators in this study show good validity because they have an outer loading value above the 0.7 threshold. In the Inclusive Talent Management Practice (ITMP) construct, indicators ITM1 to ITM6 have outer loading ranging from 0.815 to 0.903, indicating that these indicators are valid in representing the ITMP construct. Similarly, in the Exclusive Talent Management Practice (ETMP) construct, indicators ETM1 to ETM6 have outer loading values between 0.795 to 0.890, which also indicates adequate convergent validity. For the Managerial Challenges (MC) construct, indicators MC1 to MC6 have outer loading between 0.797 to 0.896, which confirms the validity of each indicator in measuring its construct. Meanwhile, in the Distributive Justice (DJ) construct, indicators DJ1 to DJ4 have an outer loading between 0.728 to 0.886, which indicates that the indicators are valid. Finally, on the Career Satisfaction (CS) construct, indicators CS1 to CS5 have an outer loading between 0.860 to 0.885, which confirms the validity of the indicators in representing the construct.

In Fig. 2 shows the evaluation of the inner model reveals that Inclusive Talent Management Practices (ITMP) significantly and positively affect Distributive Justice ( $\beta = 0.388$ ,  $p = 0.000$ ) and Career Satisfaction ( $\beta = 0.263$ ,  $p = 0.041$ ).



**Figure 2.**  
Illustration Inner Model Test Results.

From the results of the model fit and predictive power evaluation, it is evident that the model demonstrates strong explanatory and predictive capabilities. Table 10 and Fig. 4 shows the results of the R-Square analysis and Path Coefficients Graphics, the Career Satisfaction variable has a value of 0.416, which indicates that 41.6% of the variance in career satisfaction can be explained by the independent variables in the model, while the rest is influenced by other factors outside this study. For the Distributive Justice variable, the R-Square value of 0.336 indicates that 33.6% of the variance in perceived distributive justice can be explained by the variables involved in the model.



**Figure 3.**  
Graphical Path Coefficients with R-Square Test Results.

### 3.2. Discussion

#### 3.2.1. The Positive Influence of Inclusive Talent Management Practice on Distributive Justice

The findings demonstrate that Inclusive Talent Management Practice (ITMP) has a significant positive effect on Distributive Justice among civil servants in the Department of Culture and Tourism of East Java Province. This relationship can be attributed to several key aspects of ITMP implementation, as outlined below:

##### 3.2.1.1. Transparent Recruitment and Promotion Practices

Employees perceive recruitment and promotion processes as fair because they are conducted transparently, based on qualifications and competencies rather than seniority or personal connections. This transparency enhances the perception of distributive justice by ensuring that rewards, such as promotions, are allocated based on merit.

##### 3.2.1.2. Recognition of Individual Uniqueness

ITMP respects the individuality of employees by offering equal opportunities to develop skills and advance careers. Employees feel valued for their unique attributes, fostering a sense of fairness in the distribution of opportunities and reinforcing trust in the organization's commitment to equity.

##### 3.2.1.3. Equal Access to Training and Development

All employees have equal access to training and career development programs, which eliminates perceptions of favoritism. This equitable distribution of development resources strengthens the belief that the organization is committed to fairness and impartiality in resource allocation [46].

##### 3.2.1.4. Non-Discriminatory Work Environment

The absence of discrimination in employee treatment contributes significantly to perceptions of distributive justice. Employees trust that the organization treats everyone equally, whether in the

allocation of resources or career opportunities, creating a fair and inclusive workplace environment [47].

#### *3.2.1.5. Employee Inclusion as Integral Members of the Organization*

Employees feel like integral parts of the organization, with their roles recognized and appreciated. This sense of inclusion and acknowledgment reinforces the perception that rewards and recognition are distributed fairly, further enhancing distributive justice.

#### *3.2.1.6. Implications*

The positive impact of ITMP on distributive justice underscores the importance of adopting inclusive management practices in public sector organizations. By emphasizing transparency, equality, and non-discrimination, organizations can build trust, improve employee satisfaction, and foster a culture of fairness. This, in turn, contributes to greater organizational commitment, loyalty, and performance among employees [30].

#### *3.2.2. The Negative Influence of Exclusive Talent Management Practice on Distributive Justice*

The findings reveal that Exclusive Talent Management Practice (ETMP) negatively impacts employees' perceptions of Distributive Justice within the Department of Culture and Tourism of East Java Province. Several critical aspects of ETMP contribute to this negative relationship:

##### *3.2.2.1. Unequal Distribution of Opportunities*

Training and career development programs are often limited to a select group of high-potential employees. This exclusivity fosters perceptions of favoritism, as many employees feel excluded from opportunities that could enhance their professional growth [48].

##### *3.2.2.2. Lack of Transparency in Talent Selection*

The selection process for identifying talented employees is perceived as opaque and subjective. The lack of clear, objective criteria creates a sense of bias, leading to dissatisfaction among those not chosen for exclusive programs.

##### *3.2.2.3. Demotivation Among Non-Talent Employees*

Employees who are not included in the "talent pool" feel undervalued and demotivated. Their contributions often go unrecognized, leading to a sense of neglect and diminishing their engagement and morale.

##### *3.2.2.4. Inequitable Access to Strategic Projects*

High-profile or strategic projects are frequently assigned exclusively to employees identified as "talented." This practice exacerbates feelings of unfairness, as other employees are denied opportunities to participate in meaningful or career-advancing work [49].

##### *3.2.2.5. Disproportionate Rewards Distribution*

Rewards and recognition programs are often skewed toward talented employees, despite significant contributions from other staff members. This unequal allocation undermines the perception of fairness and creates resentment among those who feel their efforts are overlooked.

##### *3.2.2.6. Implications*

Exclusive Talent Management Practices (ETMP) have a detrimental effect on distributive justice, so emphasizing too narrowly on high performers runs the danger of causing discontent, demotivation, and apparent unfairness among other employees [37]. Organizations can so use more inclusive

strategies that guarantee openness, fair access to growth, and equitable incentive distribution in order to solve this and so make every employee valuable and treated properly.

### *3.2.3. The positive effect of Distributive Justice on Career Satisfaction*

#### *3.2.3.1. Recognition of Performance and Contribution*

Workers who feel appropriately compensated—by promotions, pay raises, or appreciation—often feel more satisfied in their work. Among public servants, fair performance recognition provides a sense of accomplishment and fits with expectations for professional development. Furthermore enhancing affective commitment by distributive justice helps to increase career satisfaction [1].

#### *3.2.3.2. Equal Access to Opportunities*

When training, promotions, and career development programs are distributed equitably, employees feel valued, leading to an increased sense of career satisfaction. The absence of bias or favoritism ensures that all employees have a fair chance to advance based on their competencies. Swales, et al. [34] emphasize the importance of equitable access to career opportunities in fostering organizational trust and career satisfaction [34].

#### *3.2.3.3. Prevention of Dissatisfaction through Transparency*

Transparency in distributing resources, responsibilities, and rewards helps prevent dissatisfaction. Employees are more likely to remain motivated and satisfied with their careers when the decision-making process for allocating resources is based on merit and is transparent. Meyers and Van Woerkom [50] suggest that transparency in reward allocation can mitigate perceptions of bias and enhance employee motivation and satisfaction [50].

#### *3.2.3.4. Alignment of Personal and Organizational Values*

Distributive justice not only improves perceptions of fairness but also creates alignment between employees' personal values and the organization's values. This alignment fosters loyalty, motivation, and career satisfaction. Collings and Mellahi [51] argue that when employees perceive justice in resource distribution, they are more likely to feel connected to the organization, which enhances overall satisfaction with their career trajectory [51].

#### *3.2.3.5. Implications for Policy and Practice*

This paper emphasizes the need of including justice into talent management in order to improve organizational performance and career satisfaction. To lower prejudice and foster trust, companies should apply fair recognition methods grounded on quantifiable success. Giving everyone equal access to training possibilities promotes professional development for all and helps to avoid partiality. Furthermore crucial are open and well-communicated policies for the distribution of resources. Fostering satisfaction and long-term success depends on including justice into these methods [52, 53].

### *3.2.4. The Positive Influence of Inclusive Talent Management Practice on Distributive Justice*

The findings demonstrate that Inclusive Talent Management Practice (ITMP) has a significant positive effect on Distributive Justice among civil servants in the Department of Culture and Tourism of East Java Province. This relationship can be attributed to several key aspects of ITMP implementation, as outlined below:

#### *3.2.4.1. Transparent Recruitment and Promotion Practices*

Employees perceive recruitment and promotion processes as fair because they are conducted transparently, based on qualifications and competencies rather than seniority or personal connections. This transparency enhances the perception of distributive justice by ensuring that rewards, such as promotions, are allocated based on merit [30].

### 3.2.4.2. *Recognition of Individual Uniqueness*

ITMP respects the individuality of employees by offering equal opportunities to develop skills and advance careers. Employees feel valued for their unique attributes, fostering a sense of fairness in the distribution of opportunities and reinforcing trust in the organization's commitment to equity [54].

### 3.2.4.3. *Equal Access to Training and Development*

All employees have equal access to training and career development programs, which eliminates perceptions of favoritism. This equitable distribution of development resources strengthens the belief that the organization is committed to fairness and impartiality in resource allocation [55].

### 3.2.4.4. *Non-Discriminatory Work Environment*

The absence of discrimination in employee treatment contributes significantly to perceptions of distributive justice. Employees trust that the organization treats everyone equally, whether in the allocation of resources or career opportunities, creating a fair and inclusive workplace environment [30].

### 3.2.4.5. *Employee Inclusion as Integral Members of the Organization*

Employees perceive themselves as integral components of the organizational structure, with their roles acknowledged and valued. This enhanced sense of inclusion and acknowledgment reinforces the perception that rewards and recognition are distributed fairly, thereby further enhancing distributive justice.

### 3.2.4.6. *Implications*

The positive impact of ITMP on distributive justice underscores the importance of adopting inclusive management practices in public sector organizations. By emphasizing transparency, equality, and non-discrimination, organizations can build trust, improve employee satisfaction, and foster a culture of fairness. This, in turn, contributes to greater organizational commitment, loyalty, and performance among employees [30].

## 3.2.5. *The Negative Impact of Talent Management Practices on Career Satisfaction*

### 3.2.5.1. *Perception of Inequity in Opportunity Distribution*

Workers excluded from the "exclusive talent" group might feel underappreciated since few chances for development, training, or advancement exist. Lack of recognition and reward results from this perceived unfairness can cause demotivation, disengagement, and poorer job satisfaction [56].

### 3.2.5.2. *Limited Access to Development Resources*

Limiting specific training and mentoring to just "talented" staff members can cause others to feel left out of development prospects, which will lead to discontent and inertia. Lack of development resources lowers employees' career progress satisfaction [56].

### 3.2.5.3. *Decreased Motivation and Engagement*

Workers excluded from special programs sometimes feel demotivated and emotionally detached, which lowers their professional satisfaction. Lack of involvement and sense of neglect could reduce investment in their work and general job satisfaction [56].

### 3.2.5.4. *Competitive Atmosphere and Lack of Trust within Teams*

In talent management, exclusivity creates a competitive, non-inclusive workplace whereby apparent bias compromises fairness, trust, and teamwork [6]. This decline in trust lowers employee satisfaction [57] and causes less teamwork.

### 3.2.5.5. *Lack of Organizational Support*

Employees excluded from special projects can feel their company is not investing in their development, which results in poor opinions of support, low morale, and doubts about their career future [57]. Exclusive talent management can, all things considered, lower professional happiness by generating emotions of inequality and alienation. Organizations should implement inclusive policies guaranteeing equitable access to development chances if they are to improve happiness and well-being [58].

## 3.2.6. *Managerial Challenges Undermine the Positive Relationship Between Inclusive Talent Management Practices and Distributive Justice*

### 3.2.6.1. *Lack of Managerial Networks*

Leaders without strong external networks impede the application of inclusive talent management practices (ITMP), therefore restricting access to development prospects including joint projects and specialized training. This lack of outside ties compromises resources and fairness, thereby promoting opinions of prejudice and erasing confidence in organizational justice and cohesiveness [59].

### 3.2.6.2. *Lack of Managerial Networks Limited Operational Experience*

Leaders with little operational expertise often misallocate tasks and development opportunities, including giving important projects to unfit staff members. This erodes views of distributive justice and compromises the inclusivity of ITMP. Such unjust rulings could cause discontent and lower confidence in organizational justice and leadership [60].

### 3.2.6.3. *Lack of Managerial Networks Lack of Market Knowledge*

Lack of awareness of market needs among leaders results in unequal training possibilities whereby some employees acquire obsolete skills while others get pertinent training [55]. This disparity undermines distributive justice and trust in leadership by eroding views of fairness and leading to neglect and dissatisfaction among excluded workers [61].

### 3.2.6.4. *Lack of Managerial Networks Lack of Leadership Training*

Lack of leadership development among managers reduces the application of inclusive talent management strategies (ITMP), which results in biased distribution of mentoring, promotions, and recognition. Often unconscious, this bias compromises distributive fairness and lowers job satisfaction since workers believe their efforts go underappreciated [59]. The results underline how managerial shortcomings—such as insufficient external networks, operational experience, market expertise, and leadership training—diminish the positive impact of ITMP on justice and trust [62]. Organizations that want to overcome these obstacles have to give managerial development top priority so that leaders may implement inclusive practices with great success, therefore improving the workplace and raising employee satisfaction.

## 3.2.7. *Managerial Challenges Strengthen the Negative Relationship Between Exclusive Talent Management Practices and Distributive Justice*

### 3.2.7.1. *Lack of Professional Networks*

Leaders lacking professional networks encounter challenges in offering external development opportunities, even for employees in the exclusive talent group. This dynamic can intensify perceptions of favoritism, as other employees may feel marginalised in terms of accessing equitable career prospects.

The failure to ensure equitable access to resources among employees has been shown to engender feelings of systematic neglect among those not selected for advancement, thereby eroding perceptions of distributive justice and fostering divisions within the workforce [37].

### 3.2.7.2. *Limited Operational Experience*

Leaders with limited operational experience frequently misjudge their employees' competencies and potential, leading to an inequitable distribution of development opportunities. This misdirection can lead to employees who are not part of the exclusive talent group feeling overlooked and undervalued. The failure to competently evaluate and cultivate talent engenders favoritism, thereby exacerbating perceptions of inequality and eroding the foundations of distributive justice and organizational trust.

### 3.2.7.3. *Shortage of Skilled Workforce*

In instances where there is an absence of qualified personnel, leaders often find themselves compelled to direct their development initiatives predominantly toward employees within the designated talent pool, while neglecting to extend these opportunities to other individuals. This practice fosters perceptions of favoritism and elitism, exacerbating the negative impact of Exclusive Talent Management Practices (ETMP) on distributive justice. Employees outside the exclusive group may develop feelings of undervaluation and exclusion, which can lead to a deterioration of trust in the organization's fairness and its commitment to providing equal opportunities for career advancement [37].

### 3.2.7.4. *Lack of Leadership Training*

Poor leadership development programs might result in biased decision-making based on personal preferences instead of merit, therefore encouraging opinions of favoritism and erasing confidence in justice [59]. Managerial challenges like limited networks, operational expertise, and training highlight how negatively Exclusive Talent Management Practices (ETMP) affect distributive justice. For workers, especially those not included in the elite skill group, these problems aggravate sentiments of injustice and exclusion. Organizations have to make investments in leadership development, enhance talent assessments, and guarantee fair allocation of opportunities to solve this, thereby fostering a more inclusive and fair workplace [41].

## 4. Conclusion

This study highlights the complex dynamics between talent management practices, distributive justice (DJ), and career satisfaction (CS). The findings emphasize the critical role that talent management practices play in shaping employees' perceptions of fairness and, in turn, their career satisfaction. First, Inclusive Talent Management Practices (ITMP) were found to have a significant positive effect on Distributive Justice (DJ), indicating that inclusive approaches to talent management enhance employees' perceptions of fairness in the distribution of opportunities and resources. Furthermore, ITMP was also found to positively influence Career Satisfaction (CS), suggesting that inclusive management not only promotes a sense of fairness but also contributes to higher job satisfaction [63].

Conversely, Exclusive Talent Management Practices (ETMP) were shown to have a significant negative impact on DJ, as the preferential treatment given to certain groups creates perceptions of inequality and unfairness among employees. This, in turn, negatively affects CS, as employees who feel excluded from these opportunities experience reduced career satisfaction [5].

The moderation effects of Managerial Challenges (MC) add another layer of complexity to the relationship between talent management practices and distributive justice. For ITMP, MC was found to negatively moderate the relationship with DJ, suggesting that managerial challenges weaken the positive impact of inclusive talent management practices on perceived fairness. On the other hand, MC

positively moderated the relationship between ETMP and DJ, intensifying the negative effects of exclusive talent management practices on distributive justice.

In conclusion, the findings underscore the importance of adopting inclusive talent management practices to foster fairness and career satisfaction among employees. However, managerial challenges can undermine the effectiveness of these practices, especially in exclusive talent management settings [6]. Organizations must address these challenges by providing adequate training and support to leaders, ensuring that talent management strategies are implemented equitably to maintain high levels of fairness and job satisfaction among employees.

### Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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