

The Role of Talent Management in Increasing Organizational Commitment of Employees

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ABSTRACT

Talent management practices of organizations are important in increasing the organizational commitment of qualified employees. Examining the impact of talent management practices on employees' organizational commitment will give an idea for the policies to be followed by organizations on talent management practices. This study draws attention to the importance of talent management for organizations to retain their talented employees by examining the association of employee perceptions of talent management and organizational commitment. For this purpose, a questionnaire was administered to the employees of an Istanbul-based chain of stores in the retail sector to measure their perceptions of talent management and organizational commitment. The relationship between talent management and organizational commitment was analyzed using SPSS 24.0 and GraphPad Prism software. The findings indicated a correlation between talent management and organizational commitment. The findings on talent management were found to have a positive and significant effect on continuance commitment and affective commitment. The study also demonstrated that women's perceptions of talent management have a more pronounced impact on organizational commitment than men's perceptions.

Keywords: Talent Management, Organizational Commitment, Affective Commitment, Normative Commitment, Continuance Commitment.

Çalışanların Örgütsel Bağlılığının Artırılmasında Yetenek Yönetiminin Rolü

ÖZ

Örgütlerin yetenek yönetimi uygulamaları nitelikli çalışanların örgütsel bağlılıklarını artırması hususunda önem arz etmektedir. Yetenek yönetimi uygulamalarının çalışanların örgütsel bağlılıkları üzerindeki etkisinin incelenmesi, işletmelerin yetenek yönetimi uygulamaları konusunda izleyeceği politikalar için fikir verecektir. Bu çalışma, çalışanların yetenek yönetimi algıları ile örgütsel bağlılıkları arasındaki ilişkiyi inceleyerek, kurumların yetenekli çalışanlarını elde tutabilmeleri için yetenek yönetiminin önemine dikkat çekmektedir. Bu amaçla, perakende sektöründe faaliyet gösteren İstanbul merkezli bir mağaza zincirinin çalışanlarına yetenek yönetimi ve örgütsel bağlılık algılarını ölçmek için bir anket uygulanmıştır. Yetenek yönetimi ve örgütsel bağlılık arasındaki ilişki SPSS 24.0 ve GraphPad Prism yazılımları kullanılarak analiz edilmiştir. Bulgular, yetenek yönetimi ile örgütsel bağlılık arasında bir ilişki olduğunu göstermiştir. Bulgular, yetenek yönetiminin devam bağlılığı ve duygusal bağlılık üzerinde pozitif ve anlamlı bir etkisi olduğu bulunmuştur. Ayrıca, kadınların yetenek yönetimi algılarının örgütsel bağlılık üzerinde erkeklere göre daha önemli bir etkiye sahip olduğunu göstermiştir.

Anahtar Kelimeler: Yetenek Yönetimi, Örgütsel Bağlılık, Duygusal Bağlılık, Normatif Bağlılık, Devam Bağlılığı.

1. Introduction

Rapid changes in technology with globalization, industrial and social revolutions, and developments in information and communication technologies have shown their effects in almost every field (Damgacı, 2023). These developments have resulted in heightened competition, the advent of novel production and service methodologies, and the creation of uncertain markets. Additionally, there have been notable shifts in the structure of the qualified workforce and the growing significance of talented employees. Today, increasing competition has increased the interest and need of organizations for qualified and talented employees who can provide them with competitive advantage and make a difference. In a competitive environment where everything is changing so fast, it is very difficult for organizations to attract and retain talented people. Talented people, who are of strategic importance for organizations, attach importance to

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the recognition of their talents by senior management and human resources departments, the development of these talents and the realization of successful talent management practices. Talent Management (TM) is critical for organizations that want to survive and gain competitive advantage. TM refers to the application of relevant processes to attract, develop, engage, retain and deploy talented people to the organization (CIPD, 2023). TM promotes a positive learning environment, creating career opportunities for employees and making employees feel valued and benefited. It is possible to say that TM has a strategic role in the recruitment, retention and Organizational Commitment (OC) of employees (Erdem & Bozkurt, 2023). Organizations should use their human resources in the most effective way to survive and compete (Kanter, 1989; Cappelli, 1999). In order to make the most efficient use of employees, it is important to understand their sense of belonging to the organization (Meyer, Becker, & Vandenberghe, 2004). At this point, we can say that OC is vital for organizations to retain their talented workforce.

Researchers have conducted many studies examining the relationship between the two variables that are the subject of this study. Some of these studies show that TM has a positive impact on OC (Vural, Vardarlier, & Aykir, 2012; Malkawi, 2017; Abazeed, 2018; Krishnan & Kalra, 2018; Mahjoub, Atashsokhan, Khalilzadeh, Aghajanloo, & Zohrehvandi, 2018; Friday & Sunday, 2019; Köprülü & Çetinsöz, 2019; Alparslan & Saner, 2020; Luna-Arocas, Danvila-Del Valle, & Lara, 2020; Pa'wan & Said, 2020; Dinçer & Kart, 2021; Özer, Saldamlı, & Cinnioğlu, 2021; Bahuguna, Bangwal, & Kumar, 2023; Erdem & Bozkurt, 2023; Korkmaz & Göktaş, 2023; Saygılı, Burak, & Asarkaya, 2023). Additionally, studies have been conducted to examine the relationship between TM and the subdimensions of OC (Vito, Alagala, & Naakuu, 2018; Tarakcı & Öneren, 2018; Mumcu & Salepçioğlu, 2019; Almaaitah, Alsafadi, Altahat, & Yousfi, 2020; Atrizka, Lubis, Simanjuntak, & Pratama, 2020; Altay, Karadal, & Sabuncuoğlu, 2021; Gül, Akkaya, & Yıldırım, 2023; Öztürk, İrmiş, & Dincer Aydın, 2023). The common finding of these studies shows that employees' OC is positively affected by TM practices. Retaining talented employees, which is a strategic element for organizations, is related to their commitment to the organization. In order for businesses to continue their existence and gain competitive advantage over their competitors, it is necessary to employ and keep these talented employees in their organizations. TM practices of organizations are important in increasing the OC of qualified employees. At this point, the relationship between TM and OC is a significant topic for businesses. An examination of the effects of TM practices on employees' OC will provide insight into the policies that companies should implement regarding TM practices. The features that distinguish this study from other studies are as follows: (a) the selection of employees in the retail sector as the population, which is a sector where their skills are important and they are in constant interaction with both managers, colleagues and end consumers; (b) the study examines the correlations between TM and OC, as well as the correlations between the subdimensions of TM and OC; (c) the effect of women's perceptions of TM on OC and the effect of men's perceptions of TM on OC are also examined separately.

In this study, a questionnaire was administered to the employees of an Istanbul-based chain of stores in the retail sector to measure their perceptions of TM and OC. Correlation and regression analyses were conducted to examine the impact of TM on OC. The second part of our study presents the theoretical framework of the relationship between TM and OC, as well as some studies in the literature on the subject. In the third part of our study, we presented the methodology used and in the fourth part we presented the results obtained. A discussion and a general assessment based on the results are included in the conclusion.

2. Theory and Literature

2.1. Theoretical Framework

In this section, the possible relationships between TM and OC are explained in the context of resource dependence, resource-based approach and social identity theory.

According to *resource dependence theory*, the board is the source of critical resources, talents and skills for high performance (De Villiers, Naiker, & Van Staden, 2011). Accordingly, the board is important in obtaining key resources through its connection with the external environment to mitigate risks (Haynes

& Hillman, 2010). A resource is an organization's strength or weakness (Wernerfelt, 1984) and can give it a competitive advantage or cause it to fail. While organizational and physical resources can be replicated, copied and substituted, human resources are difficult to substitute, valuable, rare and inimitable (Barney, 1991).

According to *the resource-based view*, the development and implementation of an organization's strategies can be realized by attracting internal capabilities, tangible, intangible and personnel-based resources that are difficult to imitate in gaining competitive advantage (Grant, 1991; Huang, Yang, & Wong, 2016). However, it is as important to sustain competitive advantage as it is to gain it. A sustainable competitive advantage can be achieved through TM practices such as attracting, motivating, developing and retaining talent (Heinen & O'Neill, 2004).

Although the starting point of TM is the resource-based approach, this view is incomplete in explaining how TM practices should be implemented and their motivations. The resource-based approach considers TM strategically and helps to understand what it actually is (Tatoglu, Glaister, & Demirbag, 2016). It is important to know and understand different perspectives in order to uncover the motivations behind TM practices.

According to *social identity theory*, employees' identification with their organizations may lead to a decrease in turnover intentions, organizational citizenship behaviors and increased performance. These positive attitudes and behaviors of employees are desired by organizations (Bali & Dixit, 2016). One of the attitudes desired by organizations is the increase in employees' commitment to the organization. Consequently, employees who are dedicated to the organization will demonstrate a profound dedication to the organization's goals and objectives (Zangaro, 2001). Accordingly, OC will contribute to employees' internalization and active participation in the values and goals set by the organization (Botella-Carrubi, Gil-Gomez, Ultra-Badenes,, & Jabaloyes-Vivas, 2021).

2.2. Review of Literature

The study of the relationship between TM and OC has become increasingly important and has been extensively researched in recent years. The literature has discussed the positive and negative effects of TM practices on employee organizational commitment. The positive effects of TM on OC have been the focus of most empirical studies in the literature.

Vural et al. (2012), in their study, aimed to understand the TM policies of organizations and to measure their impact on employee commitment after integrating these policies into human resources practices. For this purpose, they surveyed 123 middle and senior level managers of various organizations operating in the service sector in Istanbul. As a result of the research, they found that integrated human resources procedures and performance systems of TM have a positive impact on employee commitment. Malkawi (2017) examined the relationship between TM and OC in Aqaba. In this context, 51 employees working in the organization were surveyed. The study demonstrated a positive correlation between the acquisition, development, and retention of talent and OC. Abazeed (2018) surveyed 375 managers working in telecommunication companies in Jordan to see the impact of TM on OC. The results revealed that TM has a significant impact on OC. It can be observed that TM has a profound impact on all dimensions of OC.

Krishnan and Kalra (2018) examined the impact of TM practices on the commitment of employees in the Information Technology industry in India. As a result of the research, it was found that TM practices positively affect the commitment of employees in companies. Mahjoub et al. (2018) investigated the role of strategic TM in project success by considering OC, job satisfaction and motivation as mediators. For this purpose, they applied a questionnaire to 200 employees in the project team of a company operating in the field of oil and gas in Iran. They discovered a significant relationship between strategic TM and OC, indicating that the presence of strategic TM in a project-based organization will increase OC. Friday and Sunday (2019) investigated the relationship between TM and employee commitment to oil and gas companies in Nigeria. TM, as measured by attracting, developing, and retaining talent, was shown to have a positive relationship with employee commitment.

Köprülü and Çetinsöz (2019) investigated the relationship between OC and TM perceptions of 234 employees working in hotels. They discovered a positive and strong relationship between TM and OC. The primary objective of Alparslan and Sander's (Alparslan & Saner, 2020) study is to assess the influence of sustainable TM on employees' job satisfaction and OC. For this purpose, they surveyed 575 employees working in some selected manufacturing companies in Turkey. The results of the research indicated that TM has a positive and significant effect on OC. The relationships between employees' perceptions of OC, TM, and pay satisfaction were examined by Luna-Arocas et al. (2020). The authors discovered that TM practices have a considerable and constructive impact on employee dedication, and that there is a positive correlation between TM perceptions and remuneration satisfaction.

Pa'wan and Said (2020) conducted a study to examine the influence of TM as a potential predictor of OC. They surveyed 288 academicians with at least five years of working experience in Higher Education Institutions (HEI) in Malaysia. The results of the research indicated that TM has a positive and significant effect on OC. The primary objective of Diñçer and Kart's (2021) study is to assess the moderating impact of TM on the relationship between organizational culture and OC. According to the researchers, it was determined that TM exerts a favorable and statistically significant impact on OC. Özer et al. (2021) investigated the relationship between strategic TM and sustainable competitive advantage and whether OC plays a role in this relationship. They found that strategic TM has a significant effect on sustainable competitive advantage and OC and strategic TM has a significant effect on OC.

Bahuguna et al. (2023) conducted a study to determine the causal relationship between TM practices and OC. To achieve this objective, a survey was conducted among 300 employees who were working in hotels located in India. The research findings indicated that TM practices in the hospitality industry exert a significant influence on OC among employees. In a recent study, Erdem and Bozkurt (2023) investigated the mediating role of employer brand in the relationship between employees' perceptions of TM practices and OC in various sectors. The study found that the employer brand plays a partial mediating role in the relationship between employees' perceptions of TM practices and OC. In addition, it was observed that TM practices have an effect on OC. Korkmaz and Göktaş (2023) examined employees' OC levels with TM and organization-based self-esteem, which is thought to be positively affected by TM. The authors found that organization-based self-esteem has a partial mediating role in the effect of TM on OC. They also found that an increase in TM increases OC. Saygılı et al. (2023) aimed to examine the effect of TM on OC in primary schools. For this purpose, a questionnaire was applied to 262 teachers and school administrators working in 38 different primary schools in Esenyurt district of Istanbul province in the 2022-2023 academic year. The study demonstrated a statistically significant correlation between teachers' TM in education and OC. In addition, demographic characteristics were found to affect TM in education and OC at different levels in their sub-dimensions. The first hypothesis of the study was formed in the light of the research stated in the literature.

H₁: There is a significant positive relationship between TM and OC.

However, the literature does not separately address the impact of women's perceptions of TM on OC and the impact of men's perceptions of TM on OC. Therefore, there is a need to explain this gap in the literature more clearly. The second and third hypotheses formed in this direction are as follows:

H₂: Women's perceptions of TM have an effect on their affective commitment.

H₃: Women's perceptions of TM have an effect on their continuance commitment.

H₄: Women's perceptions of TM have an effect on their normative commitment.

H₅: Men's perceptions of TM have an effect on their affective commitment.

H₆: Men's perceptions of TM have an effect on their continuance commitment.

H₇: Men's perceptions of TM have an effect on their normative commitment.

There are also studies in the literature that examine the relationship between TM and the sub-dimensions of OC (Vito, Alagala, & Naakuu, 2018; Tarakcı & Öneren, 2018; Mumcu & Salepçioğlu, 2019; Almaaitah, Alsafadi, Altahat, & Yousfi, 2020; Atrizka, Lubis, Simanjuntak, & Pratama, 2020; Altay, Karadal, & Sabuncuoğlu, 2021; Gül, Akkaya, & Yıldırım, 2023; Öztürk, İrmiş, & Dincer Aydın, 2023). Vito et al. (2018) investigated the relationship between TM and OC perceptions of employees of deposit banks in Port Harcourt. The research findings indicate that TM has a significant impact on employees'

affective commitment (AC), normative commitment (NC), and continuance commitment (CC). Taraklı and Öneren (2018) aimed to measure the effect of TM practices in academic institutions on the OC, job satisfaction and turnover intention of academic staff. The findings of the research indicate that TM has a positive and significant effect on OC sub-dimensions.

Mumcu and Salepçioğlu (2019) examined the impact of TM practices on OC and work performance. The results of the research indicated that tangible TM has a significant and positive effect on normative commitment and affective commitment, which are sub-dimensions of OC. Almaaitah et al. (2020) examined the effects of TM in human resources on improving organizational performance. They also investigated whether OC is a mediating factor for this relationship. The research findings indicated that TM has a positive effect on organizational performance, AC and NC. However, AC and NC play a mediating role. Atrizka et al. (2020) aimed to determine the role of TM on organizational citizenship behavior and organizational affective commitment. For this purpose, 435 employees working in the Indonesian pharmaceutical industry were surveyed. The authors found that TM has a significant impact on OCB and affective commitment of pharmaceutical companies. Altay et al. (2021) investigated how employees' perception of TM affects their commitment to the organization. The results showed that employees' concrete perceptions of TM practices had a significant and positive effect on their OC and sub-dimensions of OC such as identification commitment, adaptation commitment, and internalization commitment. Gül et al. (2023) examined the effect of TM on nurses' job satisfaction and OC and the mediating role of job satisfaction. The authors found that TM had a significant and positive effect on intrinsic and extrinsic sub-dimensions of job satisfaction and total score, AC, NC and CC. In addition, job satisfaction fully mediates the effect of TM on AC and CC, and partially mediates the effect of TM on NC. Öztürk et al. (2023) performed a study to investigate the correlation between the perception of TM practices and OC. The research yielded a positive correlation between the perceptions of TM practices and OC among research assistants, lecturers, and doctoral faculty members employed in universities. However, while a positive relationship was found between the participants' perceptions of TM practices and their affective commitment, no relationship was found between their perceptions of TM practices and their continuance commitment.

Based on the research in the literature, it is thought that TM will have an impact on OC. Accordingly, the fourth, fifth and sixth hypotheses of the study were formed as follows:

H₈: TM has an effect on affective commitment.

H₉: TM has an effect on continuance commitment.

H₁₀: TM has an effect on normative commitment.

3. Material and Method

3.1. Purpose of the Study

The present study aimed to examine the effect of employees' perceptions of TM practices on their OC. For this purpose, the effect of the independent variable TM on the dependent variable OC is discussed. In addition, the effect of TM on the OC sub-dimensions of AC, CC and NC were also examined. Finally, the effect of women's perceptions of TM on OC and the effect of men's perceptions of TM on OC were investigated separately.

3.2. Population and Sample

In order to test the research model and hypotheses, the population consists of the employees of an Istanbul-based company with a chain of stores in the retail sector. The total number of store employees of the company in Istanbul is not shared by the organization and is uncertain. For this reason, the universe is considered as an unlimited universe and the confidence level is accepted as 95% and accordingly, the sample is calculated as 344. Within the framework of voluntary participation, 500 employees participated in the surveys.

3.3. Research Model

The research model (Figure 1) developed by considering the relationships between variables is as follows:

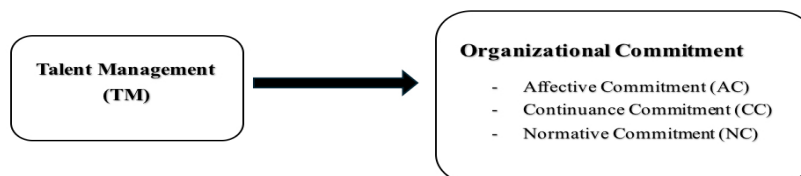


Figure 1. Research Model

3.4. Data Collection Tool

In the study, the questionnaire method was used as a data collection tool. The administration of the questionnaire was conducted in accordance with the decision of the Scientific Ethics Committee of Selçuk University Aksehir Faculty of Economics and Administrative Sciences, dated March 26, 2024, and numbered 01/02. The questionnaire form consists of three sections with demographic statements. The first section includes demographic characteristics, the second section includes TM scale statements, and the third section includes OC scale statements.

- TM Scale: The TM Scale developed by Tutar, Altınöz and Çöp (2011) was used in the study.
- OC Scale: "OC Scale" developed by Allen and Meyer (1991) was used in the study. This scale, which was translated into Turkish by Wasti (2000), consists of three dimensions: affective, normative and continuance commitment.

In this study, data were analyzed using SPSS 24.0 and GraphPad Prism. Frequency analysis was performed for multiple-choice demographic questions to analyze the research model and hypotheses. Correlation and regression analyses were conducted to investigate the relationships between variables and to assess the impact of independent variables on dependent variables.

In order to ascertain the reliability of both scales utilized in the study, KMO test and the Barlett Sphericity test were conducted. Cronbach's alpha values of the scales are given in Table 1. Accordingly, Cronbach's alpha values of the scales and sub-dimensions (OC sub-dimensions) used in the questionnaire form are higher than 0.70. According to Akbulut (2010), this result is quite reliable. Therefore, it is seen that the scales are reliable.

Table 1. Cronbach's Alpha Values of the Scales

	Number of Statements	Cronbach's Alpha Values
TM	18	0,936
OC	18	0,824
AC	6	0,827
CC	6	0,714
NC	6	0,94

4. Findings

The findings indicate that 255 (51%) of the participants were female, while 245 (49%) were male. Participants were predominantly between the ages of 18-29 (69.6%). When we look at the marital status of the participants, it is seen that they are predominantly single (76.0%). When we look at the educational status of the employees, it is found that half of the employees are high school graduates (55%) and almost half of them have high school and above education level. Almost half of the participants (43.8%) have been working in the sector for 1-3 years. Almost half of the participants (46.8%) had a monthly income of 17,002 TL or less. Almost all of the participants (95.2%) are non-managerial personnel.

This section of the study is devoted to the analysis of the findings obtained within the scope of the research. For this purpose, firstly, the relationships between the variables of TM, OC, which form the basis of the study, and AC, NC and CC, which are the sub-dimensions of OC, were examined. To determine the relationships between the variables, correlation analysis was performed (Table 2).

Table 2. Correlation Analysis of Variables

	TM	OC	AC	CC	NC
TM	1				
OC	0,324**	1			
AC	0,266**	0,736**	1		
CC	0,374**	0,816**	0,496**	1	
NC	0,071	0,624**	0,059	0,314**	1

**p<.01

The results of the correlation analysis indicate a low-level positive relationship between TM and OC ($r=.324$; $p<.01$) (Table 2). This may mean that the development of TM practices may also strengthen OC. Similarly, when we look at the relationship between TM and OC sub-dimensions, we see that there is a low-level positive effect with AC ($r=.266$; $p<.01$) and CC ($r=.324$; $p<.01$). However, there is no statistically significant relationship between TM and NC ($p>.01$). Based on these findings, the hypothesis (H_1) which states that "There is a significant positive relationship between TM and OC" is accepted.

In this study, the effect of TM on AC, CC and NC, which are the sub-dimensions of OC, was tried to be explained. For this purpose, linear regression analysis was applied in which the sub-dimensions of OC were dependent and TM was the independent variable (Figure 2).

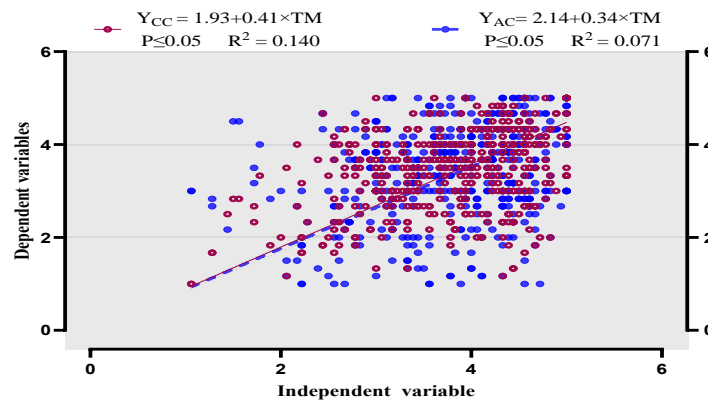
**Figure 2.** Regression Analysis between TM and OC

Figure 2 shows that TM has a statistically significant effect on continuance commitment, which is a sub-dimension of OC ($Y_{CC} = 1.93 + 0.41 \times TM$, $R^2 = 0.140$). This result indicates that 14% variance in continuance commitment is explained by TM. Similarly, it was found that TM has a statistically significant effect on AC, which is a sub-dimension of OC ($Y_{AC} = 2.14 + 0.34 \times TM$, $R^2 = 0.071$). This indicates that 7% variance in AC is explained by TM. However, when the Beta coefficients are analyzed, it is seen that TM has no significant contribution in explaining NC ($\beta = 3.329$, $p < 0.01$). Based on these findings, the hypotheses (H_8 , H_9) which state that "TM has an impact on AC" and "TM has an impact on CC" are accepted. On the other hand, the hypothesis (H_{10}) which states that "TM has an effect on NC" is rejected.

In the study, the effect of women's perceptions of TM on their OC and the effect of men's perceptions of TM on their OC were addressed separately. For this purpose, a linear regression analysis was applied in which the sub-dimensions of OC for women were the dependent variable and TM was the independent variable (Figure 3).

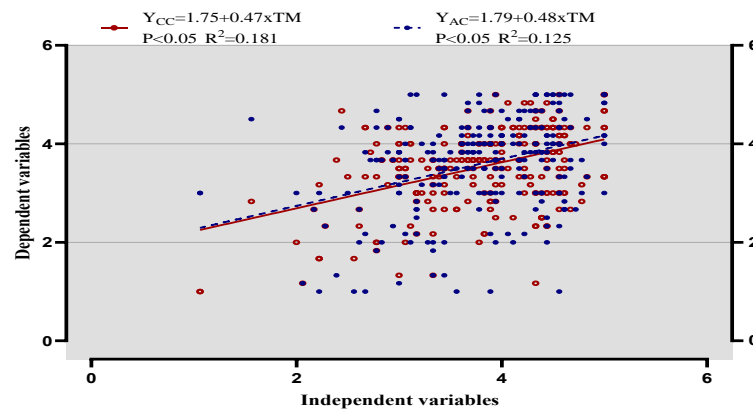


Figure 3. Regression Analysis between TM and OC for Women

Figure 3 shows that for women, TM has a statistically significant effect on continuance commitment, which is a sub-dimension of OC ($Y_{CC} = 1.75 + 0.47xTM$, $R^2 = 0.181$). This result indicates that 18% variance in women's continuance commitment is explained by TM. Similarly, it was found that TM had a statistically significant effect on AC, which is a sub-dimension of OC, for women ($Y_{AC} = 1.79 + 0.48xTM$, $R^2 = 0.125$). This indicates that 13% variance in women's AC is explained by TM. However, when the Beta coefficients are analyzed, it is seen that TM ($\beta = 3.652$, $p < 0.01$) has no significant contribution in explaining NC. Based on these findings, the hypotheses (H_2 , H_3) which state that "Women's perceptions of TM have an impact on their AC" and "Women's perceptions of TM have an impact on their CC" are accepted. On the other hand, the hypothesis (H_4) which states that "Women's perceptions of TM have an effect on NC" is rejected.

For men, linear regression analysis was applied in which the sub-dimensions of OC were the dependent variable and TM was the independent variable (Figure 4).

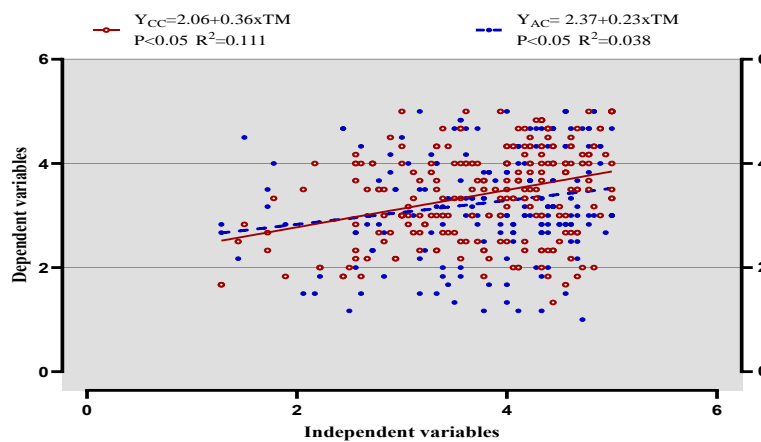


Figure 4: Regression Analysis between TM and OC for Men

Figure 4 shows that for men, TM has a statistically significant effect on continuance commitment, which is a sub-dimension of OC ($Y_{CC} = 2.06 + 0.36xTM$, $R^2 = 0.111$). This result indicates that 11% variance in continuance commitment is explained by TM. Similarly, it was found that for men, TM has a statistically significant effect on AC, which is a sub-dimension of OC ($Y_{AC} = 2.37 + 0.23xTM$, $R^2 = 0.038$). This indicates that 4% variance in AC of men is explained by TM. However, when the Beta coefficients are analyzed, it is seen that TM ($\beta = 3.034$, $p < 0.01$) has no significant contribution in explaining NC. Based on these findings, the hypotheses (H_5 , H_6) which state that "Men's perceptions of TM have an impact on their AC" and "Men's perceptions of TM have an impact on their CC" are accepted. On the

other hand, the hypothesis (H7) which states that "Men's perceptions of TM have an effect on their NC" is rejected.

5. Discussion and Conclusion

Today, it is known that qualified and talented employees are one of the most important resources for businesses in order to gain competitive advantage and to maintain their existence. Therefore, it is very important for organizations to attract and retain talented human resources. In achieving the desired results, it is also important that employees are employed in positions appropriate to their existing talents and that these talents are continuously developed. With TM practices, it will be possible to increase and develop employees' talents and achieve effective results at the right place and time. This will also increase OC by making employees feel valued and important to the organization. TM will enable both the development of existing talents and the retention of these talents within the organization.

This study examines the relationship between TM and OC. The effect of TM on OC sub-dimensions was investigated. In addition, the effect of women's perceptions of TM on OC and the effect of men's perceptions of TM on OC are discussed separately. For this purpose, the research was conducted on 500 employees working in an Istanbul-based company with a chain of stores in the retail sector.

In this study, the independent variable is TM, the dependent variable is OC and the sub-dimensions of OC are AC, CC and NC. In the study, whether the independent variable has any effect on the dependent variables was tested by correlation and regression analyses.

The results of the correlation analysis indicated that there is a statistically significant and positive relationship between TM and OC. This result supports the studies in the literature (Vural, Vardarlier, & Aykir, 2012; Malkawi, 2017; Abazeed, 2018; Krishnan & Kalra, 2018; Mahjoub, Atashsokhan, Khalilzadeh, Aghajanloo, & Zohrehvandi, 2018; Friday & Sunday, 2019; Köprülü & Çetinsöz, 2019; Alparslan & Saner, 2020; Luna-Arocas, Danvila-Del Valle, & Lara, 2020; Pa'wan & Said, 2020; Dinçer & Kart, 2021; Özer, Saldamlı, & Cinnioğlu, 2021; Bahuguna, Bangwal, & Kumar, 2023; Erdem & Bozkurt, 2023; Korkmaz & Göktaş, 2023; Saygılı, Burak, & Asarkaya, 2023). The results of the correlation analysis indicated a statistically significant and positive relationship between TM and AC and CC. However, there was no statistically significant relationship with NC.

In order to determine the influence of the independent variable TM on the dependent variables AC and CC, a regression analysis was conducted. The results of the regression analysis indicate that TM has a positive effect on AC and CC. To put it more clearly, as TM increases, AC and CC increase. This situation supports the studies in the literature (Vito, Alagala, & Naakuu, 2018; Tarakcı & Öneren, 2018; Mumcu & Salepçioğlu, 2019; Almaaitah, Alsafadi, Altahat, & Yousfi, 2020; Atrizka, Lubis, Simanjuntak, & Pratama, 2020; Altay, Karadal, & Sabuncuoğlu, 2021; Gül, Akkaya, & Yıldırım, 2023; Öztürk, İrmiş, & Dincer Aydın, 2023).

In the literature, it has been observed that the effect of women's perceptions of TM on OC and the effect of men's perceptions of TM on OC have not been addressed separately. For this reason, in order to explain this gap in the literature more clearly, the relationship between the two variables was also examined in terms of gender. According to the results of the regression analysis, it was found that both for men and women, TM has a statistically significant effect on the OC sub-dimensions of CC and AC. Accordingly, it is possible to say that women's perceptions of TM affect their AC and CC at a higher level than men.

It is thought that organizations that want to gain sustainable competitive advantage in the long term can ensure the OC of their employees by giving importance to TM practices. This means both developing and increasing the skills of talented employees, which is one of the most important resources in gaining competitive advantage and retaining these employees. It is possible to say that TM practices are of vital importance for businesses in order to increase the strategic qualifications of talented human resources and their commitment to the organization. In this sense, it is important to increase the importance and value given to TM activities in order for businesses to retain their qualified employees.

Çıkar Çatışması Beyanı / Conflict of Interest

Çalışmada herhangi bir kurum veya kişi ile çıkar çatışması bulunmamaktadır.
There is no conflict of interest with any institution or person in the study.

İntihal Politikası Beyanı / Plagiarism Policy

Bu makale İntihal programlarında taranmış ve İntihal tespit edilmemiştir.
This article was scanned in Plagiarism programs and Plagiarism was not detected.

Bilimsel Araştırma ve Yayın Etiği Beyanı / Scientific Research and Publication Ethics Statement

Bu çalışmada Yükseköğretim Kurumları Bilimsel Araştırma ve Yayın Etiği Yönergesi kapsamında belirtilen kurallara uyulmuştur.
In this study, the rules specified within the scope of the Higher Education Institutions Scientific Research and Publication Ethics Directive were followed.

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