





“Job satisfaction and organizational commitment in Syrian refugee textile enterprises: A case study from Turkey”

AUTHORS	Gokce Uygur  Ayse Gunaltay Ildiko Rudnak  
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Gokce Uygur, Ph.D. Candidate,
Management and Business
Administration Department, Faculty of
Social Science, Hungarian University of
Agriculture and Life Sciences, Hungary.
(Corresponding author)

Ayse Gunaltay, Ph.D. Candidate,
Faculty of Economics and Social
Sciences, Doctoral School of Enterprise
Theory and Practice, University of
Miskolc, Hungary.

Ildikó Rudnák, Dr., Professor,
Hungarian University of Agriculture
and Life Sciences, Hungary.



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Gokce Uygur (Hungary), Ayse Gunaltay (Hungary), Ildikó Rudnák (Hungary)

JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN SYRIAN REFUGEE TEXTILE ENTERPRISES: A CASE STUDY FROM TURKEY

Abstract

The aim of this study is to investigate the effects of Syrian refugee entrepreneurs operating in the Turkish textile industry on job satisfaction and organizational commitment of refugee employees. It is foreseen that refugees working informally may become permanent. This image shakes not only the social order but also the economic balance. A significant portion of refugees have a very low education level; also, Turkish society does not welcome them as they create a cheap labor force. Due to poor working conditions, they tend to change their jobs constantly. At this point, refugees' attitude toward work and organization has been examined. The sample comprised 12 enterprises; 104 blue-collar employees, experts, and managers answered the questionnaires. All of the participants in the study were Syrian refugees. The results concluded that while there is a positive relationship between affective and normative organizational commitment and the perception of abstract talent management practice, there is a negative and weak relationship between continuance commitment with a strength of -0.169 . The perception of tangible talent management practice is positively related to internal and external job satisfaction and negatively related to continuance commitment with a power of -0.157 . Accordingly, Syrian refugees with a talent management perspective believe talented employees should be in their jobs to achieve their goals. Job satisfaction partially mediates between the abstract perception of talent management practices and organizational commitment.

Keywords

talent management, entrepreneurs, satisfaction, loyalty, refugees

JEL Classification

O15, M12, J24, J28

INTRODUCTION

The influx of Syrian refugees into Turkey has not only influenced the country's social fabric but has substantially impacted its economic and business environments. Among the numerous refugee enterprises that have emerged, the textile sector stands out due to its substantial contribution to the local economy. The talent management within these enterprises, particularly regarding job satisfaction and organizational loyalty, represents a critical area of research that remains largely unexplored.

When the specific occupations of Syrian workers in the professional category are investigated, it is possible to detect that at least half of them are without a work permit. Highly skilled Syrians may be among the biggest losers in terms of past earnings due to a lack of work permits. It is understandable concern that local communities feel that refugees, who are viewed as cheap labor, are taking away their jobs because the unemployment rate is high in Turkey. However, it can be said that a more holistic view is needed to reveal the real problem at the source of these concerns.

Informally employed workers generally tend to work in small businesses. The number of hours Turks work legally, excluding public institutions, is 48. The distribution of hours worked by Syrians is 60 hours, which is typical of the informal economy. Employers' approaches are the basis of the unregistered employment of Syrians. According to the ILO (2020) report, the costs to businesses will double if Syrian workers are employed formally. On the other hand, Syrians may choose to remain unregistered out of fear of cutting off the aid they receive. The most distinctive feature of the informal space is its instability: frequent job changes, intermittent work, no fixed income stream, low wages, and long working hours. When the Syrian refugee entrepreneurs who have work permits and set up their own companies are examined, it is seen that they mostly provide job opportunities to Syrian refugees like themselves.

Effective talent management practices could mean the difference between business success and failure for Syrian refugee enterprises in the Turkish textile sector. Talent management, an integral part of human resources management, enhances job satisfaction and cultivates organizational loyalty.

1. LITERATURE REVIEW AND HYPOTHESES

The change and development process in the business world has gained momentum in recent years more than ever before. Globalization, developments in computer and communication technologies, and the rapidly increasing importance of the information economy have led to a rapid increase in competition between enterprises at the international level. In today's competitive environment, having talented employees in the dynamic structure of the global economy is a critical issue for businesses to achieve sustainable competitive advantage and growth. The lack of a skilled workforce has become as important as market share, technology, and financial resources. Under these conditions, talent has become a concept that needs to be emphasized for businesses that try to maintain their existence (Bahadınlı, 2013). Acquiring, retaining, and raising talented employees with high performance and preparing their businesses for the future greatly impels businesses to provide a competitive advantage because the most crucial dimension of competition in the globalizing world is the human factor. This situation brought along the necessity of considering talent management in determining the primary purpose of human resources. Human resources should highlight the qualifications and abilities of their employees and develop them to suit the needs and interests of their businesses (Bahadınlı, 2013).

Migration is a multidimensional and diverse concept. The issue of migration is of interest to many institutions (Perruchoud & Redpath, 2013). As a result of the popular Arab Spring movements,

which emerged in a vast geography covering North African countries and the Middle East, especially in 2011, an extraordinary public mobilization has occurred in many countries (Kıbaroğlu, 2011). In particular, the fact that more than 10 million people from Syria have become refugees is not only Turkey's concern. It has become one of the main issues of the region, the European Union, Iran, and Russia (Akkoyunlu Ertan & Ertan, 2017).

Microdata are rarely used when informing about the Syrian refugee crisis. Using macroeconomic data, some research has been conducted on the presence of Syrians in the region. For example, Balkan and Tumen (2016), who examined the effect of Syrian refugees on the price level of goods, found that the price of products for which unregistered workers intensively worked during the production process decreased. This is explained by the lower labor cost reflected in the price of goods, as Syrian workers replace Turks with lower wages in informal jobs. According to the ILO (2020), Syrians can do and complete the jobs that the Turks may not want to do.

Syrian refugees frequently make interpersonal salary comparisons. These salary comparisons affect the job satisfaction of Syrian refugees. As a result, individuals tend to migrate from one location to another, changing their position or the community they are affiliated with. A deprived individual is generally more likely to migrate (Kus, 2019).

The participation of Syrians in working life is not only in the status of workers; Syrians are also included in the labor market as an employer by es-

establishing an independent company. According to the statement made by the Minister of Commerce Pekcan in 2019, the number of companies with at least one Syrian partner is 15,159 (CNN Turk, 2019). This rate is estimated to be high with unregistered companies. According to ministry statistics, these companies are concentrated in Istanbul, Gaziantep, Mersin, Hatay, and Bursa. Furthermore, the employees of these companies are mostly Syrians. According to the report of Building Markets (2020) based in the United States, Syrian entrepreneurs provide job opportunities to 7% of the Syrian population in Turkey. More than 10 thousand Syrians are employed in these companies.

On the other hand, the history of human resources management is a reflection of the ongoing reconciliation and conflict processes between employers, employees, unions, and legal authorities. A qualified workforce has a crucial position in the development of countries. The workforce quality is an essential use of the country's resources and reflects this situation on national development (Yumuşak, 2008). In this context, human capital is the set of personal characteristics that broadly make labor, skill, and knowledge productive. The rapid changes and globalization faced by the business world increase the demand for skilled labor, and employment of talented labor force by enterprises is becoming more important and challenging daily. As a result of global competition, traditional recruitment and retention strategies are not sufficient for businesses to be successful in the long run. Today, the way to be a high-performing business is to attract, develop, and retain a talented workforce (Bahadınlı, 2013). Businesses want to employ talented employees who are in harmony with their own cultures and will contribute to achieving their goals. In this context, the main purpose of human resources is to highlight the qualifications and abilities of the employees and to develop these skills in a way that adapts to the needs and interests of the business. Traditional human resources measurements and practices have become unable to meet the need to ensure sustainable competition among businesses, and this has created a new approach – talent management – that brings new roles and responsibilities to human resources. For this reason, talent management has started to take its place as one of the

critical factors in providing a long-term competitive advantage (Heinen & O'Neill, 2004). The talent management approach, whose importance is increasing daily, can be defined as an integrated process, program, and infrastructure requirements designed to develop critical talents, occupy these talents in key positions within the enterprise, and ensure the commitment of talented employees to the enterprise.

In today's competitive business environment, organizations strive for optimal investment returns to maximize profitability and ensure sustainable growth. Traditionally, the focus has been on financial and capital investments, but a shift is being observed in the era of knowledge-based economies. The importance of human capital, particularly the talents within an organization, is gaining increasing recognition.

In enterprises with a talent management perspective, there is a belief that talented employees must be present to achieve goals and gain sustainable competitive advantage. Businesses with this point of view develop a talent management strategy and approach the existing and potential workforce strategically. The healthy growth of businesses will only be possible if their human resources can produce innovative and creative projects. Talent management should be considered a comprehensive and integrated process. First, a talent management strategy should be determined that is integrated with the business culture, basic goals, and strategies. While developing this strategy, the focus should be on key business and management processes, and the critical staff that will be strategically needed in the future and the competencies required for them should be determined.

In this comprehensive and integrated process, the point that researchers, strategists, and managers agree on is that the criteria that ensure the sustainability of competitive advantage are as follows. It has features such as difference, inimitability, and non-replicability. The factor that gives the power of difference and non-replicability to any strategy stems from the fact that it is difficult to analyze by observing it from the outside. In this case, the mental and emotional accumulation of the enterprises' human resources is a competitive element

of strategic importance since the most important source of sustainable competition is inimitability and originality (Baudreau & Ramstad, 2005). In order to obtain maximum benefit from human resources systems in businesses that implement talent management, the selection process of talented employees should be coordinated with recruitment, training, fringe benefits, and performance evaluations (Pogorzelski et al., 2010).

From a certain age, people spend most of their daily lives at work. In this context, the person who fulfills not only her/his economic situation but also her/his expectations from the job can be happier. Factors affecting job satisfaction are divided into individual and organizational factors. Individual factors are age, gender, education, personal characteristics, occupation and job position, talent and skill, and values. Organizational factors are job and job characteristics, development and promotion opportunities, organization size, salary and reward, working conditions, management style, and leadership behaviors (Calık & Akkus, 2022).

In an evolving business environment where the role of human resources is growing in prominence, one factor that stands out in its impact on organizational performance is employee commitment. Employee dedication, as reflected in their commitment to their organization, forms an essential cornerstone of a successful enterprise. Such commitment is not just a matter of employee loyalty or job satisfaction but a multi-faceted construct that exerts considerable influence on various organizational outcomes. On the other hand, it is believed that the sense of organizational commitment has a positive effect on organizational performance (Ayensa-Juaneda et al., 2017). Organizational commitment can reduce undesirable results such as late arrival, absenteeism, and quitting and also contributes positively to product or service quality (Doğan & Kılıç, 2007).

Following the literature review, the study tests the hypotheses formulated as follows, which seek to reflect the research questions formulated:

H1: Employees' perceptions of talent management practices significantly affect job satisfaction.

H2: Employees' perceptions of talent management practices significantly affect organizational commitment.

H3: Job satisfaction is important in the relationship between employees' perception of talent management practices and their commitment to the organization.

2. METHODS

The primary focus is to study the effects of talent management practices on employee job satisfaction and organizational commitment within Syrian refugee enterprises in Turkey's textile sector. The focus was on the textile industry due to its export income and employment creation potential.

The research population consists of businesses established by Syrian refugees in the textile industry in Turkey that are actively implementing talent management practices. For the sampling procedure, cluster sampling, a random sampling type in which clusters are defined according to geographical areas, was used.

This study examined how the talent management perceptions of the employees affect their organizational commitment and job satisfaction. It was examined whether the level of job satisfaction and organizational commitment was affected by individuals' perceptions of talent management. The research was carried out in 12 enterprises, a total of 123 employees were reached and 104 people answered the questionnaires. SPSS 23 program was used in the analysis of the data.

The data collection procedure is shown in Figure 1.

Define sampling clusters: Geographical regions in Turkey where textile businesses belonging to Syrian refugees are concentrated have been identified. Each region will represent a cluster.

Random sampling within clusters: Textile businesses belonging to Syrian refugees were randomly selected within each cluster. It was ensured that the number of businesses selected from each cluster was proportional to the total number of businesses in that cluster.

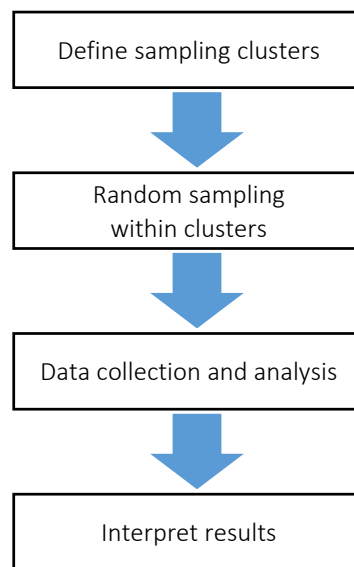


Figure 1. The procedure of the data collection

Distribute surveys: A survey was distributed among employees of selected businesses. The survey was designed to measure their perceptions of talent management practices, job satisfaction, and organizational commitment.

Data collection and analysis: Completed surveys were collected and data entered SPSS 23 software for analysis. Appropriate statistical techniques were applied to verify the formulated hypotheses.

Interpret the results: Based on the results, the relationship between talent management practices, job satisfaction, and organizational commitment in Syrian refugee-owned textile enterprises in Turkey was concluded.

Minnesota job satisfaction (MSQ) questionnaire was used to measure job satisfaction. This questionnaire, which consists of 20 questions in total, was made using a 6-point Likert scale. The scale relates to job conditions and job satisfaction.

The organizational commitment scale developed by Allen and Meyer (1984) was used to measure organizational commitment. Consisting of 18 questions in total, this scale comprises 3 factors: affective, normative, and continuous commitment. It was evaluated with a 6-point Likert scale (Bourrou & Bousfiha, 2022).

Shawn Fegley's (2006) scale was used to perceive talent management applications. With the talent management perception scale, the talent management practices of enterprises are examined in terms of recruitment, retention, and employee development (Oehley & Theron, 2010). This questionnaire, consisting of 16 questions in total, was answered on a 4-point Likert scale.

3. RESULTS

The dimensions of perception of talent management practices, organizational commitment, and job satisfaction were determined by making factor analyses of the scales used in the study. Cronbach's Alpha model was used for reliability analysis. Table 1, performing KMO and Bartlett's test, shows that the variables' suitability for factor analysis is excellent.

Table 1. Factor analysis of talent management practices perception scale

Kaiser-Meyer-Olkin Sampling Adequacy Measure		0.965
Bartlett Test of Sphericity	Approx. Chi-Square	4720.297
	Df	108
	Sig.	0.000

Since the p-value of Bartlett's test was lower than 0.05 significance level ($p = 0.000$), it was determined that there was a sufficient relationship between the variables for factor analysis (NIST, n.d.).

With Kaiser-Meyer-Olkin sampling adequacy (Glen, n.d.), the compatibility of correlations between variables for factor analysis was tested, and the KMO value was found to be 0.965.

Table 2 shows that the variables' suitability for factor analysis is excellent for the job satisfaction scale.

Table 2. KMO and Barlett's sphericity test results for the job satisfaction scale

Kaiser-Meyer-Olkin Sampling Adequacy Measure		0.940
Bartlett Test of Sphericity	Approx. Chi-Square	7528.150
	Df	168
	Sig.	0.000

Since the p-value of Barlett's test was lower than 0.05 significance level ($p = 0.000$), for factor analysis, there was a sufficient relationship between the variables (NIST, n.d.). With Kaiser-Meyer-Olkin sampling adequacy (Glen, n.d.), the compatibility of correlations between variables for factor analysis was tested, and the KMO value was found to be 0.940.

Table 3 shows that the variables' suitability for factor analysis is excellent for the organizational commitment scale.

Table 3. KMO and Barlett's test results of the organizational commitment scale

Kaiser-Meyer-Olkin Sampling Adequacy Measure		0.850
Bartlett Test of Sphericity	Approx. Chi-Square	3617.288
	Df	68
	Sig.	0.000

Since the p-value of Barlett's test was lower than 0.05 significance level ($p = 0.000$), for factor analysis, it was seen that there was a sufficient relationship between the variables (NIST, n.d.). With Kaiser-Meyer-Olkin sampling adequacy (Glen, n.d.), the compatibility of correlations between variables for factor analysis was tested, and the KMO value was found to be 0.850.

The study analyzed the demographics of the participants. 44.2% of the participants in the study are women. 55.7% of the employees are university graduates. The frequency distribution according to the gender, educational status, and titles of the participants is shown in Table 4.

Table 4. Demographics of the participants

Characteristics	N	Percentage (%)
Gender		
Female	46	44.2
Male	58	55.7
Educational Status		
Primary school	0	
High school	63	60.5
University degree	26	25
Master's degree	9	8.6
Ph.D.	6	5.7
Job Titles		
Blue-collar worker	41	39.4
Specialist assistant	18	17.3
Specialist	24	23
Manager	13	12.5
Senior manager	8	7.6
TOTAL	104	

As seen in Table 5, the two factors constitute 57.9% of the total variance. The first factor measures the perception of the employees regarding the abstract dimension of the talent management practices and constitutes 31.3% of total variance, the second factor measures the perception of the employees regarding the concrete dimension of the talent management practices and constitutes 26.6% of the total variance.

Table 5. Factor analysis results of the talent management practices perception scale

Item	Load Factor
Factor 1: Perception of talent management practices' abstract dimension (power of variance = 31.3 %)	
1. A culture has been created that will arouse the desire of employees to participate in the business	0.718
2. A culture has been created that will arouse the desire of employees to stay in the company	0.840
3. Employees are aligned with the vision and mission of the enterprise	0.635
4. An environment has been created where employees come to work with excitement every day	0.574
5. A culture has been created that values the efforts of the employees	0.701
Factor 2: Perception of talent management practices' concrete dimension (power of variance = 26.6%)	
1. The right person is placed in the right job	0.679
2. Competency levels of current employees and job applicants are determined	0.620
3. The company I work for has policies that support career development and promotion opportunities	0.716
4. Existing employees are provided with appropriate training so that they can do their jobs better	0.587
5. Employees with the highest performance are rewarded	0.805

Factor analysis of the scale was performed using the varimax rotation table. A total of two factors were obtained as a result of factor analysis of a total of 10 expressions in the job satisfaction scale. Minnesota job satisfaction scale can be divided into internal and external (Weiss et al., 1967). The factors obtained as a result of factor analysis fit this classification.

Table 6 shows that the two factors explained 61.4% of the total variance. The first factor measures internal job satisfaction and explains 37.9% of the total variance. The second factor measures external job satisfaction and explains 23.5% of the total variance.

Table 6. Factor analysis results of the job satisfaction scale

Item	Load Factor
Factor 1: Internal job satisfaction (power of variance = 37.9%)	
1. I am glad that it always keeps me busy	0.750
2. From time to time, I have the chance to do different things	0.680
3. It has given me the chance to become a respected person in society	0.741
4. I have a chance to do something using my talents	0.707
5. I feel a sense of accomplishment in return for the work I do	0.693
6. I have the opportunity to work alone	0.720
7. I do not have to do things that are not against my conscience	0.635
Factor 2: External job satisfaction (power of variance = 23.5%)	
1. I have the opportunity to be promoted	0.612
2. My supervisor's ability to make decisions is appropriate for me	0.785
3. The salary I receive for the work I do is satisfactory	0.706
4. The way my supervisor handles people is acceptable to me	0.630
5. My co-workers get along well with each other	0.510

Factor analysis of the scale was performed using the varimax rotation table. A total of three factors were obtained. The factors obtained are similar to the triple classification of affective commitment, continuance commitment, and normative commitment by Allen and Meyer (1990).

Table 7 shows the result of the factor analysis. Three factors explained 50.3% of the total variance. The first factor measures affective commitment to the organization and explains 29.5% of the total

variance. The second factor measures continuance commitment and explains 20.8% of the total variance. The third factor measures normative commitment and explains 15.1% of the total variance.

Table 7. Factor analysis results of the organizational commitment scale

Item	Load Factor
Factor 1: Affective commitment (power of variance = 29.5%)	
1. I feel that I belong to the organization I work for	0.840
2. I really feel that the issues of the organization I work for are my own	0.780
3. I would be thrilled to spend the rest of my professional life in the institution where I work	0.796
4. I see myself as a part of the family in the institution I work for	0.741
5. The institution I work for means a lot to me	0.812
6. I feel emotionally attached to the organization I work for	0.855
Factor 2: Continuance commitment (power of variance = 20.8%)	
1. I do not plan to leave my organization because I do not have many alternatives	0.745
2. My life would be turned upside down if I were to leave my current institution	0.780
3. If I were to leave the institution I work for, my opportunity to find another job would be limited	0.614
4. It would be very difficult for me to leave my current organization even if I wanted to	0.688
Factor 3: Normative commitment (power of variance = 15.1%)	
1. If I leave my organization, I will feel guilty	0.733
2. I cannot quit my job because I feel a responsibility to the people here	0.708
3. Although it is advantageous for me, I cannot leave my workplace	0.695

The relationships between the perception of talent management practice, organizational commitment, and job satisfaction variables were analyzed with the Pearson correlation test. A significant, positive, and moderately strong relationship exists between the perception of abstract talent management practices and internal and external job satisfaction. While there is a positive relationship between affective and normative organizational commitment and the perception of abstract talent management practice, there is a weak negative relationship between continuance commitment with a strength of -0.169 . While the perception of concrete talent management practice is positively related to internal and external job satisfaction, it is negatively related to continuance commitment with a strength of -0.157 . The strongest linear rela-

Table 8. Correlation values of perception of job satisfaction, talent management practices, and commitment to the organization

	Abstract	Concrete	Internal	External	Emotional	Continuation	Normative
Abstract	1						
Concrete	0.754*	1					
Internal	0.537**	0.483**	1				
External	0.611**	0.615**	0.741**	1			
Emotional	0.603**	0.549**	0.572**	0.576**	1		
Continuation	-0.169**	-0.157**	-0.178**	-0.173**	-0.038	1	
Normative	0.240**	0.277**	0.289**	0.306**	0.470**	0.172**	1

Note: * $p < 0.05$, ** $p < 0.03$.

relationship between the perception of concrete talent management practice and external job satisfaction was moderate with a value of 0.615. Continuance commitment to the organization has an inverse linear relationship with both the perception of concrete and abstract talent management practices and internal and external job satisfaction. It has been determined that continuance commitment to the organization is only in a positive linear relationship with normative commitment. Table 8 shows the direction and degrees of the relationships between the variables of perception of job satisfaction, talent management practices, and commitment to the organization.

The findings, derived from statistical analysis using SPSS 23, substantiate all three hypotheses in the sample context. The statistical analysis supports hypothesis 1, indicating a strong positive correlation between employees' perceptions of talent management practices and both their internal and external job satisfaction. The analysis also validates hypothesis 2, showing that the perception of talent management practices – both abstract and concrete – significantly influences internal job satisfaction, which in turn, impacts the commitment to the organization. The findings of the analysis align with hypothesis 3, demonstrating that job satisfaction partially mediates the relationship between the abstract perception of talent management practices and emotional, continuance, and normative commitment to the organization.

In an ever-changing business landscape, the survival and competitiveness of an organization increasingly hinge on the effective utilization of human resources. The trend toward acknowledging the unique value of individual talents within the workforce is growing, with talent management

emerging as a critical aspect of human resource management. This paradigm shift necessitates a more systematic approach to managing organizational talent (Bahadınlı, 2013).

4. DISCUSSION

Job satisfaction, the basis of the human relations system applied in businesses, will undoubtedly impact performance. If employees are happy, they will respond by working more efficiently. As Ceylan and Ulutürk (2006) revealed, there is a positive relationship between job satisfaction and performance, and to increase job performance, job satisfaction should be increased. The fact that job satisfaction increases job performance even in a model that includes role conflict and role ambiguity reveals the significant effect of job satisfaction on performance (Ceylan & Ulutürk, 2006). Initial approaches to employee job satisfaction and productivity are based on the assumption that happy employees will also be productive employees. With the influence of Hawthorne studies, it has been observed that the belief that satisfaction increases performance is formed in researchers and practitioners. However, in most of the studies, findings that strongly support this belief could not be reached (Carıkcı, 2000). Although there is no high positive relationship in the studies on the relationship between job satisfaction and productivity, it is stated that high job satisfaction causes an increase in the organizational level and an increase in the overall success of the business rather than an increase in individual performance (Bayrak Kok, 2006).

According to the results of Mathieu and Zajac (1990), a weak negative relationship was found between education and organizational commitment. It has been argued that this negative relationship stems from the

fact that the expectations of highly educated employees are too high for organizations to meet.

According to the approach of O'Reilly and Chatman (1986), commitment to the organization is considered as the employee's psychological attachment to the organization. Organizational commitment has three dimensions. The first dimension, "harmony", seeks to achieve certain external rewards. The main purpose of the commitment of the employees and the attitudes and behaviors they display for this purpose is to obtain certain rewards and avoid certain penalties. The second dimension, "identification", is based on the employee's desire to remain a part of the business. In this dimension, commitment to the organization is expressed as the degree to which the employee accepts and adapts the perspectives and characteristics of the enterprise. The third dimension, "internalization", is based entirely on the harmony between personal and organizational values. This third dimension of commitment to the organization, which is based on adoption, emerges when the employee's attitudes and behaviors are compatible with the value system of the business and other employees in the business.

As a result of the analysis of the relationship between emotional, continuance, and normative commitment to the organization and job performance by Ozutku (2008) in Turkey, it was determined that there is a positive relationship between the emotional commitment of employees to the organization and their job performance, as expected. No significant relationship was found between normative commitment and job performance.

When the hypotheses of the research are examined, the first hypothesis is confirmed in the context of the sample. It has been determined that the abstract perception of talent management practices affects both internal and external job satisfaction. The second hypothesis in the study was also confirmed in the sample context. It was concluded that the abstract and concrete perception of talent management practices explains internal job satisfaction. The third hypothesis was confirmed in the context of the sample. Job satisfaction partially mediates between the abstract perception of talent management practices and emotional, continuance, and normative commitment to the organization. Accordingly, job satisfaction affects the employees' organizational commitment.

CONCLUSION

Talent management is the determination of key positions and the placement of individuals who have the skills required by the position in relevant positions in order to achieve the goals of the business. The aim is to carry out various studies to reveal the hidden talents of employees, plan their careers, and increase their commitment to the business. It is also an important issue under whose responsibility these practices within the business will be carried out. The key point is the human resources department. Therefore, the human resources department must undertake both operational and strategic roles. The job satisfaction of employees who have the perception that their talents are recognized by their businesses will be positively affected. The contribution of employees with high job satisfaction to the success of the business will be inevitable. Employees can be more productive in the work environment as long as they have the job they want and the knowledge and skills that this job requires. The concept of organizational commitment, which is considered in three dimensions: emotional, continuance, and normative, shows the relationship between the employee and the business. The importance of the concepts of talent management, job satisfaction, and organizational commitment for business and their interactions with each other formed the starting point of the research part of the study. It has also been determined within the scope of this research that the direct work of the human resources department and employees on talent management-related practices increases employees' intrinsic job satisfaction and emotional commitment. In summary, businesses today should adopt talent management as a philosophy and systematically apply talent management processes at all levels. It may be recommended that businesses not design their talent management processes in a complex structure.

From an economic perspective, research findings highlight the significant return on investment when organizations systematically apply talent management practices. They underscore the economic value

of job satisfaction and organizational commitment, which can lead to lower employee turnover, improved productivity, and enhanced overall organizational performance.

The paper affirms the pivotal role of talent management practices in enhancing job satisfaction and fostering organizational commitment. It calls for organizations, especially those within the context of Syrian refugee enterprises in the textile sector, to embed these practices systematically to optimize their human capital and secure a competitive advantage.

AUTHOR CONTRIBUTIONS

Conceptualization: Gokce Uygur, Ildikó Rudnák.

Data curation: Gokce Uygur.

Formal analysis: Gokce Uygur.

Funding acquisition: Ildikó Rudnák.

Investigation: Gokce Uygur.

Methodology: Gokce Uygur, Ayse Gunaltay.

Project administration: Gokce Uygur, Ildikó Rudnák.

Resources: Gokce Uygur.

Software: Gokce Uygur, Ayse Gunaltay.

Supervision: Ildikó Rudnák.

Validation: Gokce Uygur.

Visualization: Gokce Uygur.

Writing – original draft: Gokce Uygur, Ayse Gunaltay.

Writing – review & editing: Gokce Uygur, Ayse Gunaltay.

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