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An application in human resources management for meeting differentiation and innovativeness requirements of business: talent management

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Abstract

Talent management which is a concept that includes the process of recruitment, education, development and taking advantage properly of the people who have the key role in an organization's success has become the basic success factor of human resources management today. The organizations working in an environment that has been getting more and more difficult to attract and retain talented employees to the organization, can effectively benefit from talents that they already have in accordance with the organization's objectives with talent management strategies. Moreover, talent management makes it possible for the employees to improve themselves and this increases organizational commitment and makes them willing to stay in the organization. In this study, the concept of talent management is discussed as a new perspective in human resources management.

Keywords: Human Resources Management, Talent, Talent Management

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1. Introduction

In today's world in which change is experienced very fast, businesses started to notice that the fundamental factor that will allow them to create difference for their customers, bring them success through new and creative ideas, and make the highest contribution to their firms is to maintain their skilled employees and to benefit from them in accordance with the objectives of the business. The changing conditions of competition also changed the perspective concerning employees in human resources management. The employees who were considered as cost contributors formerly became the most valuable assets of the businesses, and today all employees are started to be considered as talents creating added value.

Attracting talented employees to the business, maintaining them and their loyalty to the business, availability of education and career development opportunities, and service of coaching by the managers to their employees are

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considered as important points. The employees now prefer business environments in which they will develop, renovate themselves, learn continuously and in which their ideas are respected and encouraged.

In our study, a questionnaire was used to make research on the hiring process in a firm applying talent management concerning the questions how potential leaders stay in a company and how effective the existing systems are. The questionnaire was answered by the employees of a bank. The data obtained was analyzed to find out in what ways talent management is effective.

2. Human Resources Management

Inclusion of the human factor as the most important power in production and service industry is considered as one of the most important characteristics of the post-industrial society. Indeed, as humanity shows a need to handle new information against rapidly increased information, change, and developments, the resistance against the change has also increased. So, regardless the area of operation, the fact that the primary element determining the success of an entity is employees and the relations between them has led to the development of policies, principles, and applications related to employees, and management of the employees has become an exclusive area of research and application.

Human resources management covers all the regulations using human as the basis, making it more effective, useful, and productive, and on the other hand enable him to reach job satisfaction and happiness.

Human resources management considers management in general and management of employees specifically in a wide perspective and take human as the center. This is the result of the fact that information naming today's information society period and increasing with enormous speed is a product of human. Therefore, human is not a part of the production process rather he has been empowered as the power defining, directing and coordinating the processes of production and service. In this manner, the role of human in business sphere has changed. All expenses made for human is no longer considered as an expense but an investment in human resources (Findıkçı, 2003).

Today there are three main resources for the businesses. These are human, technology, and capital. Human resources management is all the management methods and techniques including using and developing human force as the most important source of businesses in the most suitable and productive way in accordance with the targets of the business (Akşirin and Kantemir).

3. Human Resources Management

The applications related to human resources has shown continuous evolvement and changed based on globalization, increasing competition, advancement in information and communication technologies. First, it was transformed from traditional personnel management to modern human resources management, and today talent management has become an understanding whose importance is gradually increasing in human resources management.

Early advancement in technology has played an important role in the distribution strategy of commercial banks. Banks distribute their products and services not only through a sole channel but through a variety of innovative channels such as internet banking, automated teller machines, mobile banking, phone banking, TV banking etc.

3.1. Talent Phenomenon

The understanding of the value of the talents and acceptance thereof as the most strategic competition resource at management level is the result of the developments experienced in the last 30-40 years. In the field of management, the first person indicating that the talents have the capacity to move a business to a unique place was Selznick. According to Selznick, the talents with such characteristics are the distinctive factors of a business carrying the business to the forefront. Hamel and Prahalad have positioned talent as a competition resource and argued that it is an obligatory condition for continuous competitive advantage.

Hamel and Prahalad have also claimed that the talents revealed as a result of sharing based learning transform by interacting with any and all knowledge, mastery, experience, cultural codes and technical process and as a result establish the non-duplicable competition power (Altuntuğ, 2009).

3.2. Reasons for the Importance of Talent Based Human Resources

In recent years, the distinction of a business in the market has become resisting against the differentiation in human force which gradually increase ever more. The businesses in competition to each other, in response to rapid change and uncertainty, notice that the way to respond to global challenges depends on revealing the talents owned by them (Doğan and Demiral, 2008).

The entities should consider their employees working at all levels as a critical factor to shape the future and make the investments accordingly. The first aim of the managers exploring this fact should be to recognize and motivate the employees at each level, to diagnose existing talents, and to develop these talents to achieve maximum utility for the entity (Kuseyrioglu, 2011).

Today, talent management is included for the fundamental success of the human resources departments of many businesses (Doğan and Demiral, 2008).

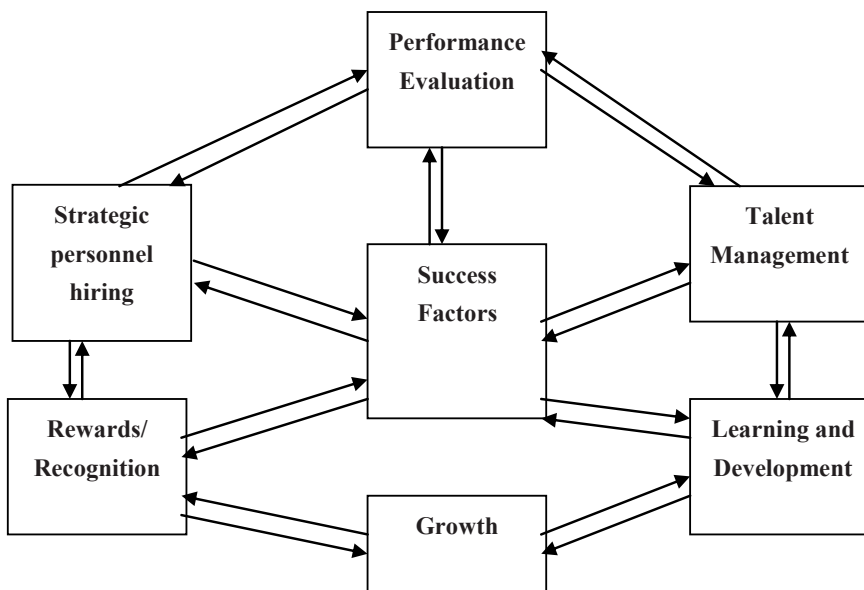


Fig 1. Fundamental Success Criteria in Human Resources (Doğan and Demiral, 2008)

The success in human resources is attained with the mutual interaction of the processes seen in the above Figure 1, and talent management enables a business to attract talented employees to the business and use them effectively. It is required to recognize the talents of the employees, to see and integrate them as circles of a chain, and create synergy with them. Besides attracting new talents to the business, the existing employees the talents of whom have not been used yet should not be disregarded and should be considered. Therefore talent based human resources understanding has become one of the critical success factors of the businesses and the talent management concept has been adopted in many businesses.

4. Talent Management

The talent management is to develop special strategies to hire candidates, keep the employees, and establish a talent pool. Before discussing talent management, the concept of “talent” should be explained.

The word “talent” frequently used in daily life has become a really important resource for businesses. Talent is a concept which simultaneously contemplates triumph, skill, leadership, practicability, creativity and usage of time better. Another definition is the ability of an individual to conduct the works within a certain time period more conveniently and by using his/ her creativity, and to activate others in attaining success (Dođan and Demiral, 2008).

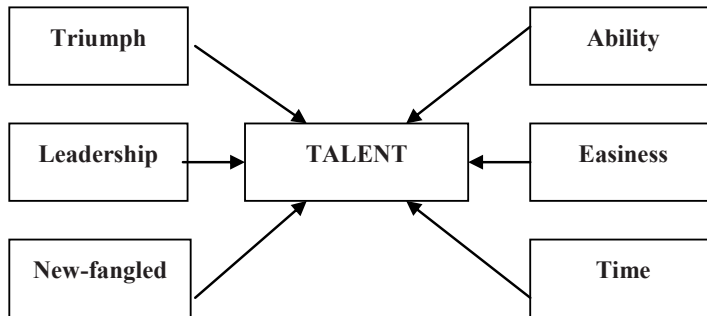


Fig 2. Fundamental Characteristics of Talent (Dođan and Demiral, 2008)

As it may be seen in Figure 2, “TALENT” is defined as the whole of the concepts Triumph, Ability, Leadership, Easiness, New-fangled and Time.

Talent management, on the other hand, is an approach considered by many businesses today attempting to close systematically the gap between the talents required to handle the difficulties that the company will face and attain the targets by applying its strategies and the existing talents; requiring collaboration and communication between the managers of the business at all levels; including various phases such as labor force planning, personnel hiring, training, development, reviewing of talents, success planning, performance evaluation, and keeping the existing talents.

Lewis and Heckman suggest three concepts in their analysis of talent management. These are output, process and input and the definitions corresponding to these concepts are provided below:

- Output: Talent management is ensuring the hiring of the appropriate employee at the right place and time.
- Process: Talent management is the detailed and systematic effort to ensure the continuity of leadership in key positions.
- Input: Talent management is the management of talent flow, demand and supply. (Polat, 2011)

The connection between talent management and HR applications can be discussed through the following processes:

- Hiring, Selection and Placement: the hiring process should be initiated after defining the competence of the organization and all the skills required for the position of hiring. The candidates should not be evaluated based on only their superior performances, it also required to consider whether they will be able to comply with the culture of the organization and team with which they will work. Various personality tests and evaluation center applications may be utilized therefore. For finding the talented employees, it may be required to look for resources of employees with different demographic history, education and experience. For example, applying the universities not checked before or hiring employees having different experience but having high potential may be applied as solutions.
- Remuneration: Remuneration based on the position used in the past and even today in some entities should be changed in talent management. Type A employees require compensation in accordance with their success and

their contribution to the organization. Therefore, it forces the HR to provide performance based compensation, stock plans, additional opportunities emphasizing success (i.e. cars, international educations, coaching opportunities etc.). However, in order to prevent other employees from being motivated negatively from such environment, it is important to emphasize that all employees with the same potential and performance shall have equal opportunities.

- **Performance Evaluation and Career Planning:** During the performance evaluation process, in evaluating Type A employees, meaning the employees with extraordinary performances, it is important to enrich the expected targets with new business areas and responsibilities. Although these employees focus on success that motivates them, it is also important for them to recognize and “appreciate” their success. On the other hand, it is required to evaluate them outside standard durations or phases when establishing career plans, and to provide them flexibility and rapid promotion opportunities.
- **Training and Development:** The employees with high potential should apply one to one coaching or mentoring instead of classical classroom education. The educations may be given under the name of management skills but being under supervision and direction of an experienced and high potential senior manager will prepare them for the leadership position and may provide continuous performance increase due to regular feedback (Tolunay, 2007).

5. Talent Management Application Process

Talent management requires an integrative approach to the company and disciplined application. The required steps to be followed in this study are given below (Çırpan and Şen, 2009).

5.1. Defining Targets and Strategies

Targets are required for defining strategies and are the main source of the talent management applications. Any system designed without addressing the questions where we want to be and what the way to be followed is therefore will cause only wasted efforts. Therefore, in the design of the talent management applications first of all targets and strategies should be reviewed and clarified.

5.2. Defining the Key Positions

Managerial and technical positions should be defined in order to realize the defined strategies. When determining these positions, the measure is that any failure which may be experienced in this position should have impact on reaching the desired target. Otherwise, it will be required to focus on talent for all positions causing very costly work.

5.3. Defining the Talent Profile

At this phase, the qualifications of the ideal employee are defined. The qualifications desired for an ideal employee should be defined in detail such as knowledge, experience, interest and education, field of experience etc. This ideal profile definition will be the basis for training or assigning a person (Çırpan and Şen, 2009).

The potential of a team as a whole may be defined by evaluating the individual skills of the members of the team. In this sense, the ideal role of each employee and missing talents in the team should be revealed. As it is seen in American Football, even the best quarterbacks may not win the game without other talents to throw the ball (Develop Talent Management Strategy for Being a Successful Manager, Anonym).

5.4. Defining Potentials

The candidates having the potential to reach the ideal profile defined for key positions and to perform the cite assignment successfully will be defined in this phase. Conducting proper studies in this phase is the key point in talent management.

The crucial question concerning the determination of the potentials inside or outside the entity is “How will it be possible to find the proper person?” Generally, the first thing required when selecting a person is the performance of such person in his/her current job. Although it is an important criterion, the real consideration should be measuring the ability and potential of the person for the position for which we would like to prepare him/her. In this context, one approach is the evaluation center approach. In psychology, it is attempted to develop some kinds of tests related to defining the said qualifications. Another qualification to be considered is whether the personality of a potential candidate is dependable (Çırpan and Şen, 2009).

In this phase, a manager should define the strengths of each of the employees and be aware of the areas requiring improvement. After determination of the abilities of the employees it will be required to delegate liability related to the proper areas and to stimulate their strengths with proper projects.

5.5. Analysis of Talent Gap

At this phase, it is analyzed to what extent the qualifications of the potentials defined as candidates for key positions match with the ideal profile, and the gaps are revealed. This analysis indicates us the growth process required for potential candidates and which skills are required for them (Çırpan and Şen, 2009).

5.6. Preparation and Application of Growth Plans

All growth tools such as training, coaching, mentorship, rotation, etc. should be considered for the future preparation plan of the candidate. The growth activity may be different for each way required to be developed. The most important mistake here would be the ignorance of personal development of the individual preventing talent development process due to daily works (Çırpan and Şen, 2009). With assignment of the candidates to right positions, it will be required to support these candidates to increase their knowledge and skills and to prepare for the required environments (Velidedeođlu Kavuncu, 2009)

5.7. Evaluation of the Performance of the Candidate

At this phase, it will be reviewed to what extent the gap with the ideal profile was closed as a result of the investments made in the person within the scope of the development plans. In other words, the performance of the candidate is analyzed at this phase. The evaluation conducted shall affect the decision regarding the promotion of the candidate, whether he/she will stay or will be removed from the talent pool (Çırpan and Şen, 2009).

5.8. Evaluation of the Status and Promotion

The candidates in the talent pool shall be taken into consideration to be assigned for the position that they are prepared for. In the process of evaluation, the factors such as the possibility of current deficits that would affect the success of the candidate in the position, duration for closing the cited gap, etc. should be considered.

The point requiring attention here is that the transition should be conducted slowly and in a controlled manner in order to minimize the failure risk in the new authorities and liabilities to be assumed by the employee that is desired to fill a key position in the future.

Hiring the suitable person is more meaningful than attempting to assign an inappropriate existing employee of the company for a post. It should be noted that it is not possible to change every one. Developing a person is more onerous and costly than hiring the appropriate person. Right hiring applications shall facilitate management of talents inside the entity and increase the success of the designed talent management system (Çırpan and Şen, 2009).

6. Application of Talent Management Activities

Given the theoretical information mentioned above, in this part an application conducted related to determination of the relation between the labor turnover rate and the competent based interviews applied in hiring process is presented.

In this sense, the purpose, definitions, limits, premises of the study will be determined and conclusions will be attempted to reach based on the data obtained.

6.1. Purpose

The research aims at analyzing hiring management processes in a firm applying talent management, how it is used to keep potential leaders in the company, and whether or not the current systems are effective.

6.2. Limitations of the Study

Our questionnaire was sent to 75 people working in human resources department of a bank using competent based hiring process, but only 65 of them responded.

6.3. Premises of the Study

The respondents covered in the research replied the questions willingly and without any external effect. The concepts “talent management studies”, “leadership and manager redundancy plan” and “talent development and future labor force” used as the bases in the questionnaire designed to determine the opinions related to the talent management activities.

6.4. Research Methodology

This study is a complementary research conducted by collecting and analyzing data by using questionnaire method. The data collected according to the descriptive research type was applied in relation analysis and the findings are interpreted.

6.4.1. Example

The universe of the research is a bank operating in finance industry and applying talent management. In this research, the sample group is 75 personnel working for the cited bank. In our research, only 65 persons attended the study. The response rate of the bank personnel is 86.6%.

The fundamental statistical information is defined in the tables related to the personal qualifications of the respondents.

Table 1 Distribution of the Subjects by Gender

GENDER	FREQUENCY	PERCENTAGE
WOMAN	46	78,8
MAN	19	29,2
TOTAL	65	100,00

The respondents consist of 65 persons, 46 women and 19 men.

Table 2: Distribution of the Respondents by Age Groups

AGE	FREQUENCY	PERCENTAGE
25-29	28	43
30-34	20	30,8
35-39	17	26,2
40 and over	0	0
TOTAL	65	100,00

28 persons are between 25 and 29 years old, 20 persons are between 30 and 34 years old, 17 persons are between 35 and 39 years old, and no person is available who is 40 years old and over.

Table 3: Number of Respondents by Education Level

EDUCATION	FREQUENCY	PERCENTAGE
High School	5	7,7
Undergraduate	53	81,5
Post Graduate	7	10,8
Other	0	0
TOTAL	65	100,00

5 persons are high school graduates, 53 persons are university graduates, and 7 persons are post graduates.

Table 4: Number of respondents by Titles

TITLE	FREQUENCY	PERCENTAGE
Officer	24	36,9
Department Officer	25	38,5
Assist. Expert	4	6,2
IInd Manager	7	10,8
Expert	5	7,7
TOTAL	65	100,00

The titles of respondents are as following: 24 officers, 25 department officers, 4 Expert Assistants, 7 IInd Managers, and 5 experts.

Table 5: Number of respondents by Work Experience

WORK EXPERIENCE	FREQUENCY	PERCENTAGE
Less than 1 year	9	13,8
1-4 years	15	23,1
5-8 years	17	26,2
9-12 years	20	30,8
12 years and over	4	6,2
TOTAL	65	100,00

Work experience of the respondents are as follows: 9 respondents have been working for less than 1 year, 15 respondents have been working for 1 to 4 years, 17 respondents have been working for 5 to 8 years, 20 respondents have been working for 9 to 12 years, and 4 respondents have been working for over 12 years.

6.4.2. Data Collection Tool

In our research, “questionnaire method” is selected as the most suitable method in terms of conclusion about the subject of our research.

The questions related to the main headings “talent management studies”, “leadership and manager redundancy plan” and “talent development and future labor force” in the questionnaire part of our research were defined by the researchers about hiring of persons, whether the hired personnel were employed in accordance with their skills, maintaining the talents hired inside the company, and provision of training as per their skills.

In the first part of the questionnaire prepared to collect data demographic properties are given. The demographic properties include questions on gender, education, work experience, and title.

22 questions were used to emphasize the importance of the talent management studies in the questionnaire. The questions were prepared with five-point likert scale including the answers “completely agree”, “agree”, “neither agree nor disagree”, “don’t agree”, “completely don’t agree”.

7. Findings and Interpretations

7.1. Frequency Distributions of the Questionnaire Questions

The frequency and percentages of the answers given to the questions related to the talent management studies of the respondents:

Statement 1: The effort should be spent to find the suitable talent in order to realize long term purposes and targets of your company.

Table 6: Talent Management Studies: 1

TALENT MANAGEMENT STATEMENT 1	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Completely don't agree	1	1,5	1,5
Neither agree nor disagree	1	1,5	3,1
Agree	31	47,7	50,8
Completely agree	32	49,2	100
TOTAL	65	100,00	

32 of the respondents answered “completely agree”, 31 respondents answered “agree”, 1 respondent answered “neither agree nor disagree”, and 1 respondent answered “completely don’t agree” about the statement “The effort should be spent to find the suitable talent in order to realize long term purposes and targets of your company.”

The frequency and percentages of the answers to question 2 related to the talent management studies of the respondents:

Statement 2: The required sensitivity is applied for hiring and selecting the suitable talent.

Table 7: Talent Management Studies: 2

TALENT MANAGEMENT STATEMENT 2	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Neither agree nor disagree	1	1,5	1,5
Agree	44	67,7	69,2
Completely agree	20	30,8	100

20 of the respondents answered “completely agree”, 44 respondents answered “agree”, 1 respondent answered “neither agree nor disagree” about the statement “the required sensitivity is applied for hiring and selecting the suitable talent.”

The frequency and percentages of the answers to question 3 related to the talent management studies of the respondents:

Statement 3: Manager redundancy plans are well defined.

Table 8: Talent Management Studies: 3

TALENT MANAGEMENT STATEMENT 3	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Neither agree nor disagree	9	13,8	13,8
Agree	42	64,6	78,5
Completely agree	14	21,5	100
TOTAL	65	100,00	

14 of the respondents answered “completely agree”, 42 respondents answered “agree”, 1 respondent answered “neither agree nor disagree” about the statement “Manager redundancy plans are well defined.”

The frequency and percentages of the answers to the question 4 related to the talent management studies of the respondents:

Statement 4: Competence and expertise studies of the labor to meet the needs of the company are conducted by professional persons.

Table 9: Talent Management Studies: 4

TALENT MANAGEMENT STATEMENT 4	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Neither agree nor disagree	3	4,6	4,6
Agree	34	52,3	56,9
Completely agree	28	43,1	100
TOTAL	65	100,00	

28 of the respondents answered “completely agree”, 34 respondents answered “agree”, 3 respondents answered “neither agree nor disagree” about the statement “Competence and expertise studies of the labor to meet the needs of the company are conducted by professional persons.”

The frequency and percentages of the answers to question 5 related to the talent management studies of the respondents:

Statement 5: The requirements of the talents of the company, their strengths and characteristics requiring further improvement (skill/ number of people) are expected.

Table 10: Talent Management Studies: 5

TALENT MANAGEMENT STATEMENT 5	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Neither agree nor disagree	27	41,5	41,5
Agree	25	38,5	80
Completely agree	13	20	100

13 of the respondents answered “completely agree”, 25 respondents answered “agree”, 27 respondents answered “neither agree nor disagree” about the statement “The requirements of the talents of the company, their strengths and characteristics requiring further improvement (skill/ number of people) are expected.”

The frequency and percentages of the answers to question 6 related to the talent management studies of the respondents:

Statement 6: Current talent is assigned in the most suitable place (moving the talent between functions, sub businesses, and geographies).

Table 11: Talent Management Studies: 6

TALENT MANAGEMENT STATEMENT 6	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Neither agree nor disagree	21	32,3	32,3
Agree	35	53,8	86,2
Completely agree	9	13,8	100
TOTAL	65	100,00	

9 of the respondents answered “completely agree”, 35 respondents answered “agree”, 21 respondents answered “neither agree nor disagree” about the statement “Current talent is assigned in the most suitable place (moving the talent between functions, sub businesses, and geographies).”

The frequency and percentages of the answers to question 7 related to the talent management studies of the respondents:

Statement 7: Works are conducted for increasing the loyalty of the talents to the Company (employee focusing and performance development).

Table 12: Talent Management Studies: 7

TALENT MANAGEMENT STATEMENT 7	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Neither agree nor disagree	27	41,5	41,5
Agree	30	46,2	87,7
Completely agree	8	12,3	100
TOTAL	65	100,00	

8 of the respondents answered “completely agree”, 30 respondents answered “agree”, 27 respondents answered “neither agree nor disagree” about the statement “Works are conducted for increasing the loyalty of the talents to the Company (employee focusing and performance development).”

The frequency and percentages of the answers to question 1 related to the Leadership and Manager Redundancy Plan of the respondents:

Statement 1: It is obligatory to hire skilled talents for leadership roles.

Table 13: Leadership and Manager Redundancy Plan: 1

LEADERSHIP AND MAN. RED. STAT. 1	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Neither agree nor disagree	3	4,6	4,6
Agree	38	58,5	63,1
Completely agree	24	36,9	100
TOTAL	65	100,00	

24 of the respondents answered “completely agree”, 38 respondents answered “agree”, 3 respondents answered “neither agree nor disagree” about the statement “It is obligatory to hire skilled talents for leadership roles.”

The frequency and percentages of the answers to question 2 related to the Leadership and Manager Redundancy Plan of the respondents:

Statement 2: It is difficult to maintain the skilled talents after hiring.

Table 14: Leadership and Manager Redundancy Plan: 2

LEADERSHIP AND MAN. RED. STAT. 2	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Neither agree nor disagree	2	3,1	3,1
Agree	34	52,3	55,4
Completely agree	29	44,6	100
TOTAL	65	100,00	

29 of the respondents answered “completely agree”, 34 respondents answered “agree”, 2 respondents answered “neither agree nor disagree” about the statement “It is difficult to maintain the skilled talents after hiring.”

The frequency and percentages of the answers to question 3 related to the Leadership and Manager Redundancy Plan of the respondents:

Statement 3: Management redundancy plans are important for the improvement of the required management team.

Table 15: Leadership and Manager Redundancy Plan: 3

LEADERSHIP AND MAN. RED. STAT. 3	FREQUENCY	PERCENTAGE	CUMULATIVE PERCENTAGE
Neither agree nor disagree	2	3,1	3,1
Agree	37	56,9	60
Completely agree	26	40	100
TOTAL	65	100,00	

26 of the respondents answered “completely agree”, 37 respondents answered “agree”, 2 respondents answered “neither agree nor disagree” about the statement “Management redundancy plans are important for the improvement of the required management team.”

7.2. Findings about the Relationship between Talent Management Applications of the Employees in accordance with the Work Experience

The opinion of the employees related to talent management applications being different by work experience is determined only related to “Performance management system is effective related to keeping talents”. Duncan test table indicates the experience scales containing the difference.

Table 16: Relation “Performance management system is effective in terms of obtainment of the talents” by work experience Duncan test results

Experience	N	Sub groups	
		1	2
Over 12 years	4	2,2500	
5-8 years	17		3,0588
1-4 years	15		3,1333
9-12 years	20		3,2500
Less than 1 year	9		3,5556
Sig.		1,000	,183

According to the One-Way ANOVA results, the level of agreement to the opinion “Performance management is effective in terms of maintaining the talents” is statistically different (F: 2,420; p: 0,058). The persons with work experience over 12 years agree relatively less to the opinion “Performance management is effective in terms of maintaining the talents” (average: 2, 25 out of 5). As the number of working years increase the level of agreement decreases.

7.3. Findings Related to the Relationship between Talent Management Applications of the Employees

The only opinion of the employees showing difference in talent management applications by ages is “Management redundancy plan is important in terms of the development of required management team”. Duncan test table indicates the age scales containing the difference.

Table 17: “Management redundancy plan is important in terms of the development of required management team” relationship by age
Duncan test results

Age	N	Sub groups	
		1	2
25-29	28	4,2500	
30-34	20	4,2500	
35-39	17		4,7059
Sig.		1,000	1,000

According to the One-Way ANOVA results, the level of agreement to the opinion “Management redundancy plans is important in terms of the development of required management team” is statistically different (F: 4,893; p: 0,011). The persons with age interval 25-29 and 30-34 agree relatively less to the opinion “Management redundancy plans is important in terms of the development of required management team” (average: 4,25 out of 5). As ages become younger, the level of agreement decreases.

8. Conclusion and Recommendations

One of the most important problems faced by the businesses to survive and get successful results in intense competition environment experienced at national and international level is to have skilled employees and to maintain their long term employment. In today’s world where reaching information has become easy, the education levels of the individuals have increased, and perspectives concerning career have changed. At this point the businesses desiring to keep their skilled employees are forced to consider these expectations. Research is made in order to reveal innovative approaches provided by the talent management to businesses as a new perspective of human resources management.

With this study conducted to analyze hiring management processes in a firm applying talent management, following issues were reviewed through the data obtained from the respondents working in a bank operating in finance sector: how it is possible to keep potential leaders in the company, are the current systems effective, the relation to talent management studies, leadership and manager redundancy plans and talent development and future labor force by age, gender, education, title and work experience.

According to the findings, there is a statistical difference in terms of the demographical properties of the bank employees responding to our questionnaire, namely age and work experience. As for the influence of work experience, it is seen that the level agreement with the opinion “Performance management is effective in terms of maintaining the talents” decreases as the work experience increases. As for the influence of age, it is seen that the level agreement with the opinion “Management redundancy plan is important in terms of the development of required management team” decreases as the ages become younger.

The aim of our study was to determine hiring management processes in a firm applying talent management, concerning the questions how potential leader are kept in the company, and whether or not the current systems are effective. As a result of the research, it was found that the applications related to talent management studies of the firm are at satisfactory level; however if the current research would be applied to the respondents from another sector the results might be different than the current results.

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