



Araştırma Makalesi • Research Article

A Research to Determine the Impact of Talent Management on Corporate Image and Employer Brand*

Yetenek Yönetiminin Kurumsal İmaj ve İşveren Markası Üzerindeki Etkisini Belirlemeye Yönelik Bir Araştırma

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ABSTRACT

The main purpose of this study is to examine the relationship between talent management and corporate image and employer brand to reveal the impact of talent management upon the corporate image and employer brand. 413 bank employees in different levels and positions in the banking sector in the province of Kahramanmaraş are work group of the research. The data obtained from the survey were analysed by utilizing SPSS package program. Correlation and regression analyzes were applied to the data collected through the random sampling method. According to the findings; it is confirmed that the talent management practices of the enterprise do not have any impact on the employees' perception of corporate image; however, have a significant effect on employer's perception of brand.

ÖZ

Bu çalışmanın temel amacı yetenek yönetimi ile kurumsal imaj ve işveren markası arasındaki ilişkiyi inceleyerek yetenek yönetiminin kurumsal imaj ve işveren markası üzerine olan etkisini ortaya koymaktır. Araştırmanın çalışma grubunu Kahramanmaraş ilinde faaliyet gösteren bankacılık sektöründe farklı kademe ve pozisyonlardaki 413 banka çalışanı oluşturmaktadır. Anket sonucu elde edilen veriler SPSS paket programı kullanılarak analiz edilmiştir. Tesadüfi örnekleme yöntemiyle toplanan verilere korelasyon ve regresyon analizleri uygulanmıştır. Elde edilen bulgulara göre; kurumun yetenek yönetimi uygulamalarının çalışanların kurumsal imaj algıları üzerinde herhangi bir etkisinin olmadığı ancak çalışanların işveren marka algıları üzerinde anlamlı bir etkiye sahip olduğu belirlenmiştir.

1. Introduction

Today, sustainable success of enterprises depends on their ability to utilize from global competition strategies in an effective way and also always being innovate, creative and progressive. Sustainable growth of enterprises in a complex

and dynamic market structure has become directly proportional to their competitiveness.

Since the technological innovations are simply imitated in a world of competition, which refers to a race between fast and slow ones (Bakırtaş and Bakırtaş, 2008: 103), the human factor equipped with brainpower and creativity is

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now believed to be the most important factor that will make a difference between enterprises (Kavrakođlu, 2006: 106).

Despite the increasing rate of unemployment in today's business life, there is a remarkable decrease in the number of talented labour force. This situation raises some concerns about increasing need of enterprises for talented labour force in the near future. The lack of talented workers has urged some enterprises to get into talent competition with others to employ talented employees and retain them. Both the policies and implementations to recruit and select employees within the enterprise and efforts for positive image and brand creation outside the enterprise are considered as the steps to be taken to attract high quality candidates (Deloitte Report, 2010: 2). On the other hand, the most critical factor that distinguishes an employer from his rivals is the human resources. Since the employer brand will increase the quality of human resources of an enterprise, the competitive capacity will also increase in that vein. As employer brand strengthens, human quality will increase.

Reviewing the literature, no study is encountered in which the concepts of talent management, corporate image and employer brand are addressed together; on the contrary, the talent management is discussed together with the issues such as organizational commitment, intention to quit work, innovation performance, career management, nepotism, employee satisfaction, motivation, competition, employer brand, organizational silence and performance (Bartel, 2000; Devine, 2009; Brandt, 2011; Kehinde, 2012; Brooke and Matthews, 2012; Altınöz and Çöp, 2012; Terlemez, 2013; Bahadınlı, 2013; Demirel and Savaş, 2017). The concept of corporate image is observed to be addressed together with corporate reputation, corporate identity, commitment, corporate social responsibility, job satisfaction, customer engagement, performance, communication, customer commitment (Fatt et al., 2000; Ivy, 2001; Marangoz and Biber, 2007; MinJung and Sung-Un, 2008; Kesen and Sipahi, 2016; Güngör and Şahin, 2017) on the other hand; employer brand is discussed with the concepts such as talent management, job choice, social media, career, employee selection, employee performance (Slaughter et al., 2004; Xia and Yang, 2010; Mandhanya and Shah, 2010; Sokro, 2012; Franca, 2012; Kucherov and Zavyalova, 2012; Minchington, 2014; Verma and Ahmad, 2016; Mičık and Mičudová, 2018).

2. Conceptual Framework

2.1. Talent Management

Experts, who are aware of the value that talented employees will carry in the future, evaluate the talented workforce as "petroleum of the future". The concept of talent in business life is associated with competence, performance and potential. While competence is a set of behaviors that cover all of the distinctive knowledge, skills and attitudes in achieving excellent performance; performance is defined as an output or the degree of fulfillment of the business objective or personal task at the end of a certain period. The term of potential refers to secret power that has not been revealed yet (Aker, 2008: 18).

In the dictionary of Turkish Language Institution, the concept of talent is defined as "the ability or talent of a

person to understand and do something or the power or capacity of an organism believed to be innate to adapt to a situation (TDK, n.d.). According to this definition, the concept of talent has a structural feature, which is partly acquired by birth and partly developed by education.

Organizational talent consists of the sum of employee talent and the basic talent embedded in the structure and system of an organization. Enterprises acquire key products from key talents and these key products are concrete outputs of the key talents in a sense. These outputs display the values that contribute to branding (Pralhad and Hamel, 1990: 81).

The concept of talent management emerged in the United States at the end of the 1990s, and became popular in the academic literature through the researches of McKinsey advisors in 1997 (Collings and Mellahi, 2009: 2).

Sinclair (2004: 25) described the talent management as a concept that addresses the issues such as "how to attract, retain and improve talents which are needed to achieve business objectives", and also as a concept that covers the training and promotion of the talented employees within the organization to fill leadership and key positions.

2.2. Corporate Image

Every step taken by the enterprises in the business world, where globalization is experienced intensively, has a significant impact on the target groups. While people decide to purchase, the behaviours and attitudes of the producing enterprises towards their employees, customers, and the society in which they operate play a decisive role rather than the price determined for the products or services.

The concept of image, first put forward by marketing and behavioral scientist Professor Sidney Levy in 1955, gained its popularity in our country in 1980 (Çakır, 2007: 21). As for the concept of corporate image, it is expressed as the sum of the impressions the target audience have about the business (Duimering and Safayeni, 1998: 58; Gray and Balmer (1998: 697). In other words, it is possible that the image may come out involuntarily after the conscious efforts of the organization or after some behaviors it exhibits (Eryılmaz, 2008:159).

Examining the definitions about the corporate image, three generalizations that shape the concept stands out although the definitions are made by different authors: 1) the corporate image is composed of perceptions that occur in the minds of internal and external customers, 2) these perceptions can create images in different ways by different groups (such as positive or negative image) and 3) all variables that bear upon the enterprise should be taken into account as part of an analysis on the corporate image.

The corporate image is an abstract concept, consisting of concrete elements. An enterprise should have the capacity to adapt to the changing environment due to the dynamic nature of the ecosystem in which it operates (Türkmenođlu, 2018: 347). It is not possible to maintain their business lives for the enterprises that are not able to renew themselves and are insensitive to changing conditions. The corporate image consists of a combination of elements ranging from the decision of the top managers to the behavior of the lowest-level employee.

As a result of researches on large-scale profit-making enterprises, the criteria of corporate image were determined by different authors and it was argued that these components may differ by sectors. Said components are recognition, management quality, product and service quality, financial success, working environment, social responsibility, visual identity, emotional attractiveness and communication activities (Barich and Kotler, 1991; Regenthal, 1992; Smith, 1993; Dowling, 1994; Fombrum et al., 2000).

2.3. Employer Brand

The concept of employer brand first emerged in the 1990s during the shortage of talent, which was caused by the guidance of labor trends by the demographic, economic, socio-political and technological changes. The most important reason causing the shortage of talent is the decrease in the quantity and effectiveness of the labor-force qualification. Within this scope, the employer brand is pointed out as one of the long-term solution alternatives to the shortage of talent. Simon Barrow, the creator of the concept, defines the employer brand as; a package of functional, economic and psychological benefits that are offered by the employer (Barrow and Mosley, 2007: 150-151).

Nowadays, an effective employer brand is essential for a sustainable competitive advantage. The idea and practices of the employer brand in Turkey have gained importance for the last few years in medium and large-scale enterprises especially. Large-scale companies are categorized in three ways in terms of employer brand practices. These are (Dođru and Çakır, 2015: 679);

- Enterprises not yet aware of the existence of employer brand,
- Enterprises that consider employer branding works to be limited only with advertising/promotional dimension,
- Enterprises that make a systematic effort to create a strong employer brand.

According to Lievens and Chapman (2009: 138), it is an obligation to manage the employer brand well inside and outside the enterprise in order to make it different and attractive compared to other enterprises.

The very first step in employer brand management model is employer brand assessment. It ensures to identify the brand image of the employer in the minds of current and potential employees. In this step, the effect of the activities of the enterprise on the brand image of the employer is also studied. In the second step, the enterprise is searching for an answer to the questions "What do we represent? How do we want to be perceived?". In the third step, The Employee Value Proposition, which includes the emotional and functional benefits promised by an enterprise to its employees, is determined. The fourth step includes the characteristic(s) or benefit(s) that make the enterprise different from its competitors. The final step is associated with the realization of the promises as part of the employee value proposition. For properly achievement of such process, it must be carried out by a team of managers working in different departments of the enterprise under the

coordination of a professional top manager (İşverenmarkası, 2018).

Building an employer brand is a strategic weapon that makes enterprises different from each other and distinguishes them from their rivals. A strong employer brand provides benefits to attracting qualified labor force to enterprises, retaining existing employees in enterprises and creating employee loyalty, while contributing to individual productivity by increasing employee morale and motivation. Thanks to its positive contribution to individual productivity, it increases organizational efficiency and affects corporate success in a positive direction. By virtue of these benefits on both individual and organizational productivity, it urges enterprises to create a sound employer brand (Öksüz, 2012: 27; Sađır, 2016: 418-419).

3. Method

3.1. Objective and Importance of the Study

The service sector, in which the talent is prioritized due to reasons such as today's competitive environment and shortage of talent, has begun to adopt a talent-based approach in order to maximize labor force performance by attracting talented and valuable employees to their enterprises, developing and keeping them within their structures after responding to the needs of the employees in line with the experienced changes and developments. In particular, banks operate in a sector where talent and creativity are of critical importance. It is an inevitable necessity to have high qualifications of the personnel working in the banks like other enterprises operating in the service sector. Therefore, talent management approach, as the new vision of human resources management, is seen as the main subject of our research.

The main purpose of the research is to reveal the contribution of talent management, which is the new vision of the human resources management of the banks operating in the province of Kahramanmaraş, to the corporate image and employer brands.

3.2. Scope of the Study (Population and Sample)

The population of our study is composed of all employees in the enterprises operating in the banking sector of Kahramanmaraş province. According to the data query system available in the webpage of the Banks Association of Turkey, 921 personnel (<http://www.trbanka.com>, 13.03.2017) working in 18 different banks in the province of Kahramanmaraş have been determined as the universe of the study.

Considering the confidence level of the study and acceptable error rates, it was targeted to access 386 samplings at 99% confidence interval with 1% acceptable margin of error. In this direction, 500 questionnaire forms were distributed to the employees selected through the random sampling method. Among 424 personnel, return rate of 84.8% has been achieved. 413 questionnaires have been included in the analysis of the study as they are usable in scientific terms.

Of the sample, 54.5% was female, 57.9% was between 20-29 age range, 56.4% was single and 64.9% was undergraduate. Finally, when the answers to the question

"Is there any talent management practice in your enterprise?" were examined, 53.3% of the participants stated that there are talent management practices in their enterprises. While 26.4% of the participants stated that there is no talent management practices in their enterprises, 20.3% of the participants did not know about the subject.

3.3. Data Collection Tool Used in the Study

The questions in the form of questionnaire which is composed of three different scales has been prepared by 5-point Likert method. The scale is coded as follows; "1-I Strongly Disagree", "2- I Disagree", "3-I am Neutral", "4-I Agree" and "5-I Strongly Agree". "Talent Management Scale", "Institutional Image Scale" and "Employer Branding Scale" were utilized to collect the research data.

In the research, "Talent Management Scale" developed by Şahin (2015) was used to measure employees' perception toward talent management for their enterprises. The scale includes some phrases such as "My enterprise invests in the recruitment of talented employees" and "My enterprise has policies that support the career development and promotion efforts of the employees". In order to test the structural validity of the talent management scale, factor analysis was applied and Cronbach Alpha internal consistency coefficient was calculated for its reliability. The findings are presented in Table 1.

Table 1. Talent Management Scale Factor Analysis and Reliability Analysis

Factors	Number of items	Fac. Load Interval	Explained Variance (%)	Cronbach Alpha (α)
Talent Management	21	.545-.900	66,558	.791
• Talent Employment	7	.592 - .851	25,307	.856
• Talent Training-Development	8	.545 - .874	23,588	.860
• Retention of Talents	6	.545 - .900	17,663	.861

Kaiser-Meyer-Olkin sample adequacy value: .740
Barlett sphericity test: chi square=6101.468; df=210; p=.000

As a result of factor management scale factor analysis, KMO coefficient determined as .740 was found to be suitable for factor analysis and Barlett test result (chi-square = 6101.468; df=210; p=.000) was found to be significant. As result of the factor analysis conducted to determine the sub-dimensions of talent management; It was concluded that the three sub-dimensions of the scale explained 66.56% of the total variance. The first factor measures the "Talent Employment" dimension and explains 25.3% of total variance. The second factor measures the "Talent Training-Development" dimension and explains 23.59% of total variance. The third factor measures the "Retention of Talents" dimension and explains 17.66% of the total variance. Factor loads; .592 - .851 for the "Talent Employment" dimension; .545 - .874 for the "Talent Training-Development" dimension and finally .545 - .900 for the "Retention of Talents" dimension. Cronbach Alpha coefficient value was found to be .791 for the talent management scale as result of reliability analysis.

The "Corporate Image Scale" developed by Bolat (2016) was used to collect data on employees' perception of

corporate image. The scale includes the statements such as "I am proud of being a member of the workplace I am working for" and "Attitudes and behaviours of the managers make me feel myself as an important part of the workplace". Table 2 shows the findings of factor analysis and Cronbach Alpha internal consistency coefficient of corporate image scale.

Table 2. Corporate Image Scale Factor Analysis and Reliability Analysis

Factors	Number of items	Fac. Load Interval	Explained Variance (%)	Cronbach Alpha (α)
Corporate Image	10	.545 - .900	70.256	.777
• Working Environment	5	.588 - .911	34.983	.832
• Communication	3	.775 - .955	22.120	.889
• Management Quality	2	.820 - .837	13.153	.601

Kaiser-Meyer-Olkin sample adequacy value: .723
Barlett's sphericity test: chi-square = 2128.741; df=45; p=.000

As a result of corporate image scale factor analysis, KMO coefficient determined as .723 was found to be suitable for factor analysis and Barlett test result (chi-square = 2128.741; df=45; p=.000) was found to be significant. As result of factor analysis conducted to determine the sub-dimensions of corporate image; It was concluded that the three sub-dimensions of the scale explain 70.26% of the total variance. The first factor measures the "Working Environment" dimension and explains 34.98% of the total variance. The second factor measures the "communication" dimension and explains 22.12% of the total variance. The third factor measures the "Management Quality" dimension and explains 13.15% of the total variance. Factor loads; .588 - .911 for the "Working Environment" dimension; .775 - .955 for the "Communication" dimension and finally .820 - .837 for the "Management Quality" dimension. Cronbach Alpha coefficient value was found to be .777 for the corporate image scale as result of reliability analysis.

Finally, the "Employer Brand Scale" developed by Öksüz (2012) was used to collect data on employees' perception on employer brand. The scale includes the statements such as "A working environment with fair practices creates a strong employer brand for my workplace" and "Guidance for employees in line with their talents in the process of career development creates a strong employer brand for my workplace". Findings of factor analysis and Cronbach Alpha internal consistency coefficient of employer brand scale are demonstrated in Table 3.

Table 3. Employer Brand Scale Factor Analysis and Reliability Analysis

Factors	Number of items	Fac. Load Interval	Explained Variance (%)	Cronbach Alpha (α)
Employer Brand	25	.558 - .913	56.429	.839
• Working Environment	8	.563 - .913	23.657	.864
• Business Characteristics	5	.580 - .904	15.869	.860
• Career Opportunities	5	.558 - .766	10.663	.785
• Salary and Other Financial Benefits	7	.573 - .852	6.240	.856

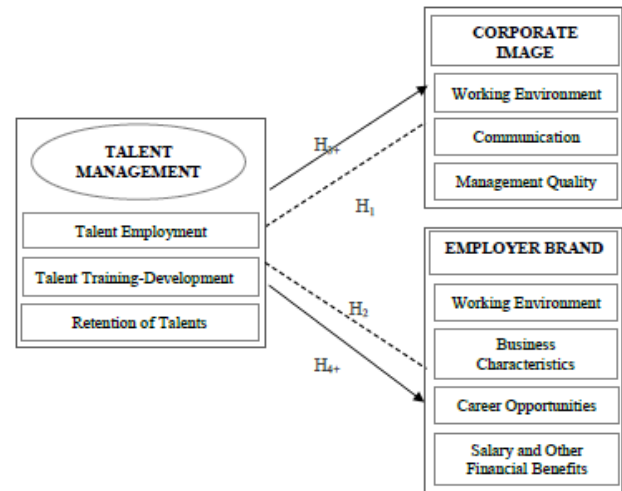
Kaiser-Meyer-Olkin sample adequacy value: .777
Barlett sphericity test: chi-square = 6563.023; df=300; p=.000

As a result of employer brand scale factor analysis, with KMO coefficient determined as .777, data was found to be suitable for factor analysis and Barlett test result ($\chi^2 = 6563.023$; $df=300$; $p=.000$) was found to be significant. As result of factor analysis conducted to determine the sub-dimensions of employer brand; it was concluded that the four sub-dimensions of the scale explain 56.43% of the total variance. The first factor measures the "Working Environment" dimension and explains 23.66% of the total variance. The second factor measures the "Business Characteristics" dimension and explains 15.87% of the total variance. The third factor measures the "Career Opportunities" dimension and explains 10.66% of the total variance. The fourth factor measures "Salary and Other Financial Benefits" dimension and explains 6.24% of the total variance. Factor loads; .563 - .913 for the "Working Environment" dimension; .580 - .904 for the "Business Characteristics" dimension; .558 - .766 for the "Career Opportunities" dimension, and finally .573 - .852 for the "Salary and Other Financial Benefits" dimension. As result of reliability analysis, Cronbach's alpha coefficient value for employer brand scale was found to be .839.

3.4. Hypothesis and Model of the Research

The study applies to the employees in the banking sector in Kahramanmaraş province. If the employees have positive and high talent management perceptions toward their enterprises, it is thought that this situation will reflect positively on corporate image and employer brand perceptions. Below is the hypotheses and research model formed in this direction.

Figure 1. Research Model



Hypothesis₁: There is a positive relation between talent management and sub-dimensions and employees' corporate image perceptions and sub-dimensions ($H_{1.1}$: Working Environment; $H_{1.2}$: Communication; $H_{1.3}$: Management Quality).

Hypothesis₂: There is a positive relation between talent management and sub-dimensions and employer brand perception and sub-dimensions ($H_{2.1}$: Working Environment; $H_{2.2}$: Business Characteristics; $H_{2.3}$: Career Opportunities; $H_{2.4}$: Salary and Other Financial Benefits).

Hypothesis₃: Talent management has a positive influence on corporate image and its sub-dimensions ($H_{3.1}$: Working Environment; $H_{3.2}$: Communication; $H_{3.3}$: Management Quality).

Hypothesis₄: Talent management has a positive influence on employer brand and its sub-dimensions ($H_{4.1}$: Working Environment; $H_{4.2}$: Business Characteristics; $H_{4.3}$: Career Opportunities; $H_{4.4}$: Salary and Other Financial Benefits).

4. Findings

4.1. Correlation Results of the Relationships Between the Variables

Correlation values between the variables were examined in order to test the hypothesis (H_1 and H_2) built to find out whether there is a meaningful relationship between talent management, corporate image and employer brand cases, which are the main subjects of our research.

Table 4. Correlation Analysis Findings

Variables / Sub-dimensions		Mean	Std. D.	1	2	3	4	5	6	7	8	9	10
Talent Management	Talent Employment (1)	3.392	.749	1									
	Talent Training & Development (2)	3.883	.814	.589**	1								
	Retention of Talents (3)	1.915	.648	.519**	.554**	1							
Corporate image	Working Environment (4)	4.218	.561	.606**	.629**	.673**	1						
	Communication (5)	4.209	.556	.583**	.561**	.549**	.489**	1					
	Management Quality (6)	4.262	.664	.655**	.674**	.691**	.545**	.336**	1				
Employer Brand	Working Environment (7)	3.883	.814	.258**	.264**	.103*	.618**	.428**	.411**	1			
	Business Characteristics (8)	3.129	.937	.287**	.273**	.311**	.403**	.466**	.115*	.251**	1		
	Career Opportunities (9)	3.735	.894	.360**	.329**	.288**	.665**	.157**	.329**	.606**	.194**	1	
	Salary and Other Financial Benefits (10)	3.393	.743	.277**	.296**	.108*	.592**	.301**	.284**	.343**	.359**	.242**	1

Correlation is significant at the 0.01 level (2-tailed). (p < 0,01; * p < 0,05)

Evaluation of the correlation analysis result:

- A moderate positive relation was found at the talent employment sub-dimension of the talent management and the working environment ($r = .606$; $p < 0.01$); communication ($r = .583$; $p < 0.01$) and finally management quality ($r = .655$; $p < 0.01$) among the corporate image sub-dimensions.

- There is a moderate positive relation at the talent training-development sub-dimension of talent management and working environment ($r = .629$; $p < 0.01$); communication ($r = .561$; $p < 0.01$) and finally management quality ($r = .674$; $p < 0.01$) sub-dimensions of corporate image. In other words, it is possible to say that the efforts made on the training and development of talents will have a positive influence on the image of the enterprise.

- A moderate positive relation was found at the retention of talents sub-dimension of the talent management and the working environment ($r = .673$; $p < 0.01$); communication ($r = .549$; $p < 0.01$) and finally management quality ($r = .691$; $p < 0.01$) among the corporate image sub-dimensions. In other words, it is possible to say that a positive change in talent management practices will have a positive reflection on the corporate image of the enterprise. As result of the findings, Hypotesis₁ “*There is a positive relationship between talent management and its sub-dimensions and employees' corporate image perceptions and its sub-dimensions*” was accepted.

- A weak relationship was determined at the talent employment sub-dimension of the talent management and working environment ($r = .258$; $p < 0.01$); business characteristics ($r = .287$; $p < 0.01$); career opportunities ($r = .360$; $p < 0.01$) and finally salary and other financial benefits ($r = .277$; $p < 0.01$) among employer brand sub-dimensions.

- There was observed a weak positive relationship at the talent training-development sub-dimension of the talent management and working environment ($r = .264$; $p < 0.01$);

- business characteristics ($r = .273$; $p < 0.01$); career opportunities ($r = .329$; $p < 0.01$) and finally salary and other financial benefits ($r = .296$; $p < 0.01$) which are among the employer brand sub-dimensions.

- A weak positive correlation was found in the retention of talents sub-dimension of talent management and working environment ($r = .103$; $p < 0.01$); business characteristics ($r = .311$; $p < 0.01$); career opportunities ($r = .288$; $p < 0.01$) and finally salary and other financial benefits ($r = .108$; $p < 0.01$) which are among the employer brand sub-dimensions. As result of the findings, Hypotesis₂ “*There is a positive relationship between talent management and its sub-dimensions and employees' perceptions toward employer brand and its sub-dimensions*” was accepted.

4.2. Regression Results of Variable

While a linear relationship between the variables is tested by correlation analysis, that how independent variables explain dependent variables is tried to be determined by regression analysis. In fact, the significance level of the model, which shows the validity of the model is taken into consideration in the regression analysis. In cases where the significance level is less than 0.05, the model is considered to be valid. In other words, this shows that the independent variable has the power to explain the dependent variable (Kalaycı, 2008: 19). Regression analysis and findings for determining the effect of talent management on corporate image and employer brand are presented in Table 5 and Table 6.

Table 5. Regression Analysis Findings on the Effect of Talent Management on Corporate Image

Corporate Image Sub-Dimensions	Coefficient		Sig.
	Beta (β)	t	
Working Environment	.111	.355	.320
Communication	-.023	-.462	.645
Management Quality	.037	.733	.464
Corporate Image R=.087 ^a R ² =.007 F=3.102, p=.079	.087	-1.761	.079
a. Predictors (Contant), Talent Management			

According to the findings, it was concluded that talent management did not have a general effect on perceived corporate image; in other words, perceptions on talent management did not reveal any change on perceptions toward corporate image sub-dimensions [R=.087; R²=.007; F=3.102; p=.079]. In summary, Hypothesis₃ “Talent management has a positive effect on corporate image and its sub-dimensions” was rejected.

Table 6. Regression Analysis Findings on the Effect of Talent Management on Employer Brand

Employer Brand Sub-Dimensions	Coefficient		Sig.
	Beta (β)	t	
Working Environment	.710	27.611	.000
Business Characteristics	.027	1.294	.196
Career Opportunities	.026	1.035	.301
Salary and Other Financial Benefits	.523	25.936	.000
Employer Brand R=.914 ^a R ² =.835 F= 515.891 p=.000	.914	17.415	.000
a. Predictors (Contant), Talent Management			

According to the findings, it is possible to say that perceptions about talent management in the work environment can affect perceptions on employer brand at the level of 84%; in other words, increases in works on talent management may lead to remarkably positive increase in employer brand perception [R=.914; R²=.835; F=515.891; p=.000]. In addition, it was concluded that talent management had an effect on the working environment sub-dimension of employer brand at the level of 71%, on the salary and other benefits at the level of 52% and had no effect on the business characteristics and career opportunities sub-dimensions (p>.005). In other words, with the increase in talent management practices, it is possible to say that there is an increase between 71% and 52% in the working environment and salary and other financial benefits sub-dimensions. In light of this result, Hypothesis₄ “Talent management has a positive impact on employer brand and its sub-dimensions” was accepted partially.

5. Conclusions

This study was conducted on 413 employees working in public and private banks in the province of Kahramanmaraş to measure the effect of employees' perception of talent management on corporate image and employer brand.

As result of descriptive statistics, employment of talents dimension in the scale of talent management perception, which consists of 21 statements, takes 3.39 point and training-development takes 3.88, while retention of talent dimension is below the mean with 1.92 point. In this case, it can be said that the employees perceive the practices regarding retention of talents in their organizations as low.

On the other hand, it is also possible to indicate that the corporate image perceptions, which consist of 10 statements (Working Environment: 4.22; Communication: 4.21; Management Quality: 4.62) and employer brand perceptions, which consist of 25 statements, (Working Environment: 3.88; Business Characteristics: 3.13; Career Opportunities: 3.74; Salary and Other Financial Benefits: 3.39) are beyond the mean.

The findings of the research set forth a moderate positive relationship between talent management practices and employees' corporate image perceptions. Therefore, a positive change that occurs in talent management practices of the enterprise may have a positive reflection on the employees' perception of corporate image. Beside, a low positive relationship was observed between talent management practices and employees' perception of employer brand. Therefore, such a case indicates us that the Hypothesis₁ and Hypothesis₂, which have been constituted for a positive relationship between the talent management practices and the employees' perceptions of corporate image and employer brand, are supported.

According to the findings of the study, it was found that talent management practices do not have a general effect on employees' perceptions of corporate image Therefore, hypothesis₃ “Talent management has a positive effect on corporate image and its sub-dimensions” was rejected. This does not show consistency with the results of the research conducted by Chun in 2005. As a result of his study, Chun (2005) emphasized that employees prefer institutions with high corporate image and are happier in such enterprises. On the other hand, perceptions of talent management practices have a high influence on employees' perceptions of employer brand. It was observed that talent management has an effect on the “Working Environment” and “Salary and Other Financial Benefits”, which are sub-dimensions of employer brand, while it has no effect on “Business Characteristics” and “Career Opportunities” sub-dimensions. For this reason, Hypothesis₄ “Talent management has a positive impact on employer brand and its sub-dimensions” was accepted partially. This finding bears similarity to the conclusions of the research conducted by Sokro (2012). In the study, the characteristic of the employer brand that attracts and obtain employees in the banking sector was mentioned and it was emphasized that the enterprises use employer brand processes to attract their employees and customers. Similarly, Edwards (2005) mentioned the importance of employer brand in recruiting qualified employees. Xia and Yang (2010) emphasized, in their study in China, that a well-managed employer brand will impact productivity and performance of employees. Franca (2012) emphasized the importance of employer brand in the recruitment process of enterprises and the creation of talent pools.

When the results were taken into consideration, it was observed that enterprises are not sufficiently equipped in talent management. Hence, first of all, the ability matrix of enterprises should be prepared and the image and employer brand status of the enterprises should be determined with the help of data obtained.

Today, in the service sector where customer relations are of vital importance, especially in banks, the profitability of banks is significantly affected by the knowledge, skill,

talent and human capital quality of the employees and professional teamwork. Customers pay attention not only to the service offered by the banks, but also to the quality, reliability, and whether the enterprises and employees are customer-oriented. In other words, employees' attitude towards customers affects the Bank's profitability positively or negatively. In the light of the results obtained, contributions should be made to not only enterprises but also to education organizations, which train qualified labor force, for their attempts to develop new methods.

It would be more appropriate for sustainable success of enterprises to evaluate their existing employees by training and developing them for less cost by focusing on talent management practices rather than providing talented employees at high cost from outsourcing.

As a result of both individual and work-related investments and psychological support to employees, an organizational structure that can adapt to changes faster and reflect this to its work would be achieved. However, contribution of employees to their enterprises will increase as they embrace their work thanks to their satisfaction with the working climate. Enterprises, aware of such fact, will be able to clarify their employees' career plans through talent pools and benches, providing financial and moral support to their employees in developing their talents.

Employees' openness to improvement should be identified and after the project, employees should be suggested development-oriented activity and provided with trainings, which are important tools to prepare them for their future career positions (Çayan, 2011: 72). Armstrong (2006: 666) suggests that training and development process activities consist of different types of training such as organizational learning, on and off-the-job training, self-learning, e-training, coaching, blended learning, management development.

An existing business may have recruited highly talented employees and had a significant advantage against its competitors. However, enterprises must take measures to retain their talented and valuable employees and increase their loyalty to the enterprise in order to maintain this superiority.

As a conclusion, talent management is important for all enterprises. Practicable and basic application principles are same for the enterprises at every scale. However, success of an enterprise depends on designing such application principles in a specific manner to enterprise. Thanks to properly practiced talent management, enterprises will have a positive corporate image and employer brand, which will return to businesses as maximum efficiency and competitive advantage.

This research is limited to opinions of bank employees who works in the province of Kahramanmaraş and it's districts during the period of study and the data which was obtained from the scales which had been utilized in questionnaire. As a suggestion for subsequent studies, it is recommended to investigate the relationships between talent management, corporate image and employer brand among public and private sector employees, and to work on a larger sample with the related variables. In practical terms, the findings of this study may guide managers and other researchers.

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