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DEVELOPMENT AND VALIDATION OF A TALENT MANAGEMENT MEASUREMENT INSTRUMENT

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ABSTRACT

Purpose- One of the most important internal resources of the organizations are talented employees. It is very important to invest in talented employees which is a value-created resource for the organizations because in the long run it provides sustainable competitive advantage and high performance. This study aims to fill the gap through conceptualizing and developing a talent management measurement instrument.

Methodology- We established a scale incorporating six dimensions of talent management. Data were then collected from 313 owners=executives of the textile apparel companies and analyzed through confirmatory factor analysis to assess validity and reliability.

Findings- We have attempted to contribute to business executives and academics by providing a valid and reliable talent management scale.

Conclusion- In general, studies have lacked a commonly accepted measurement instrument that comprises all components of talent management. Our study in its originality provided a talent management scale which the validity and reliability analyses are tested through both SPSS and AMOS programs.

Keywords: Talent management, confirmatory factor analysis, strategic HR, measurement instrument.

JEL Codes: M10, M12, M54.

1. INTRODUCTION

Nowadays, the perception of talent management activities varies from company to company. The reason is, organizations have some technical conflicts and misunderstandings in talent management practices. In other words, Human Resources (HR) activities and talent practices are mixed and are not separated easily by some organizations. Furthermore, some organizations apply talent management formally and the others apply it informally. This confusion is a problem area that must be solved for today's value-added and innovative enterprises. Nonetheless, talent management is part of human resource management activities which is examined in two parts; the first part is related with the coordination and interaction between sub-components of human resource function and the second part is evaluated in terms of being a supportive strategic partner and contributing to organization's strategic objectives. Subsequently, the HR function which is critically important to attract, develop and retain talent employees for organizational goals. This has come from classical personnel management to today's strategic human resource point of view. When the sub-factors of human resource management, which are selection, recruitment, development and retention support, the strategic goals of organization rather than strategic HR perspective can be explained in that case. Obviously, different talent management perspectives lead to various and complex definitions about talent management concepts in fact, talent is a relative concept and varies according to time and circumstances. Organizations have questioned the validity of tools and tests for several years. These tools and tests are kind of evaluation criteria which is generally fail to discover talented employees. Despite many studies have been made on talent management, we discovered that no measurement instrument covers all components of talent management we describe here. Existing studies were lack of any valid and reliable talent management scale. Therefore, the purpose of this study is to fill this gap through the conceptualizing and development of a talent management construct and

the assessment of its validity and reliability. Component factors and key variables for the construct are identified through an extensive literature review. Confirmatory factor analysis (CFA) is performed using AMOS 20.0 to assess the construct and identify the model fitness.

2. LITERATURE REVIEW

2.1 Talent Management

Talent management is a rapidly growing area, although there is a serious debate on conceptual framework, the definition, context and the criteria about the practice of talent management. In addition, the effectiveness and value to the organization have not been extensively evaluated in both national and international context. Talent management emerged at the end of 1990. McKinsey consultants introduce talent management concept and then the interest on the concept was increased. Global competition forces companies to make important decisions in international context and globalization leads challenges in talent management practices. As noted earlier, talent management is on the focus of debates in both academic and business world. There are different views on talent management as internal and external approaches introduced by the most important researchers (Festinga, Schafera and Scullion, 2013:1876). Talent management is described with different sub-disciplines such as selection, recruitment, leadership development and performance management. First of all, talent management is a systematic effort to ensure the continuity of employees in key positions and to encourage personal development. Secondly, TM is a process which ensures the flow of resources. This kind of approach focus into the company rather than outside. Another researcher stated that TM has to be managed according to supply, demand and flow of human capital as the engine. Thirdly, some views focus only on talented employees rather than organizational limits and specific positions. According to this approach, talented people are seen as successful resources both inside and outside the company. Therefore, it is necessary to create special structure and HR policies to talent employee. In other words, high potential people should be managed individually in terms of the needs of organizations. Thus, the solution can be found in the long-term goal and requirements of HR policies (Guerci and Solari, 2012:26).

2.2 Dimensions of Talent Management

In academic literature, researchers emphasized that talent management is in its infancy or adolescence. The conceptual frameworks related to the field are still in development stage. However, mostly researchers have a common idea on the definition of talent. Namely, in the 21st century, TM is seen as a source of competitive advantage for organizations (Oltra and Vivas-Lopez, 2013:1853). According to the literature review between 1999-2016, the dimensions of talent management have been prepared and gathered in the table below;

Table 1: Dimensions of Talent Management

Garger 1999						Performance management	
Olsen 2000	Recruitment	Selection					
Sistonen 2005	Attraction			Retention	Development	Transition	
Hill 2005				Retaining high potentials	Developing high potentials		
Forman 2005	Talent acquisition		Talent deployment	Talent retention	Talent development	Talent evaluation	Workforce planning
Chon, Khuranaand Reeves 2005					Leadership development		
T. Listwan 2005	Recruiting talents	Departure				Phase of "transition" (transformation)	
SHRM 2006	Workplace culture	Recruitment and retention	Professional advancement		Development opportunities	Reward management	Planning
Cappelli 2009					Accelerated development paths		Succession planning
Cappelli, 2009						Strategic direction	Effective organisational processes
NHS Employers 2009			Diversity objectives	Ch. executive engagement	Development programmes	Mentoring; and coaching	Performance measurement
Santhoshkumar and Rajasekar, 2012	Attraction		Motivation and engagement	Retention	Development		Succession planning
Petkovic and Dordevic, 2013	Recruitment	Selection	Hiring		Developing	Rewarding	

According to Forman (2005), talent management cycle occurs between the stages and levels as shown below; workforce planning, talent attraction, talent development, talent deployment, talent retainment, talent assessment. Talent management is a modern and efficient way in the implementation of personnel policies. Thus, it is possible to reach the organization's strategic objectives by the potential of people. Organizations establish talent management upon potential employees to create and develop of intellectual capital. TM reveals a deep utilitarian approach and can not refuses epistemological and theory-genetic nature. As previously mentioned that, talent management consists of a set of activities and these activities cover talent acquisition, transformation stage and talent exploitation as presented below; The recruitment stage is an interactive process includes tests and interviews to determine the requirements for the position. Transformation stage covers the development of the capabilities. In exploitation stage, organization creates strategies and culture to keep talents. Researchers do not reject internal resources during the attraction process but they emphasize the importance of external resources. Namely, internship and part-time work periods create opportunities to discover and attract talented employees. On the other hand, the researcher suggests that talent management concept can be used interchangeably with talent development. The reason is, it is much more easy to create talent in organizations which are open to development. Learning and development culture need to be provided both inside and outside the organization. Thus, need for talent meet with expectations as development programs. Considering the selfactualization needs of talented people, the organization has to create an environment according to the demands and expectations. So this effected positively both individual and organizational performance (Moczydłowska, 2012:432-434). On the other hand, Capelli (2009) emphasized that effective organizational processes, culture and strategic orientation lead to manage talent more succesfully. TM is a process that supports succession planning and development path in an executive level. Companies give importance to TM in many reasons. To determine the companys' future leaders, increase its efficiency and reveal the culture of excellence, organizations need talent management practices which cover employee loyalty and commitment, retainment and integrating strategic targets. Briefly, TM is an important priority for succesful companies. For organizational growth, to determine strategies attracting the right people and use competencies as leverage can make a big change (cited in Jauhari, Sehgal and Sehgal, 2013:162). According to Chartered Institute of Personnel Development (CIPD) 2006, the most common talent management programs are; in-house development programs, coaching, succession planning, mentoring (guidance), buddying, graduate development programs, courses at external institutions, internal secondments, assigning centers, 360-degree review, job rotation and shadowing, development centers, MBAs, action learning sets and external secondments (CIPD, 2006). According to the study of NHS employees (2009), talent management consists of the following key factors; loyalty and commitment to CEO, diversity objectives, performance measurement, succession planning, development programs and mentoring coaching.

2.3 The Philosophy of Talent Management

According to the literature, there are different perspectives and theories which have explained talent management in organizations. Iles, Chuai and Preece (2010) explained that there are two perspectives on talent management applications. One of them is inclusive (egalitarian) or strengths based approach and the other one is exclusive approach (elitist). Egalitarian perspective stated that talent management is related with managing the talent of all employees. According to the view, all employees in the organization have the potential to become talent. Elitist approach on the other hand, deals with only the talents of high-potential or high performing employees who are separated by their added value to the organization (cited in Ariss, Cascio and Paauwe, 2014:173). Moczydłowska (2012:435) stated that elitist approach is opposed to the opinion that all employees regarded as talent. According to the elitist approach employees can be regarded as talent if they have high level of key qualifications for the organization and are able to contribute substantially to its development. Some of the researchers changed the name of the elitist approach as differentiated approach. They emphasized that talent management practices are limited to high potential employees On the other hand, in the literature there are some theories which clarify talent management through individual-based or organizational-based perspective. For instance, Hoglund (2012) emphasized psychological-contract theory which observe employee perceptions of the rewarding practices about talent qualities and the effect of such perceptions on employee-felt responsibilities to develop skills. Moreover, person-organization fit theory and attraction-selection-attribution framework supported Kim et al.'s (2012) findings which are workcentric, money oriented, and collectivistic job-seekers were more attracted to Japanese. Farndale, Pai, Sparrow and Scullion claimed that global talent management can be explained by mutual-benefits perspective which point out the balancing act between organization-assigned expatriate assignments and self-initiated assignments by employees. As a matter of fact, social exchange theory emphasized that when organizations invest in their employees, they are eventually respond these corporate investments in positive ways (Cropanzano and Mitchell, 2005 as cited in Bjorkman, Ehrnrooth, Makela, Smale and Sumelius, 2013:196). Organizational Support Theory has investigated employee reactionsconcerning how the organization values talent employees' contributions and take care of their wellbeing (Eisenberger, Fasolo and Davis-LaMastro, 1990 as cited in Bjorkman, Ehrnrooth, Makela, Smale and Sumelius, 2013:197). Festinger (1957) has emphasized cognitive dissonance theory which explained that employees can downplay the importance of being the part of talent pool to handle with this situation. Carrell and Dittrich (1978) offered equity theory to

explain talent management perspectives. Researchers investigated that knowledge about the talent status of fellow colleagues could also be included as a variable in order to help shed further light on employees' attitudinal reactions. Talent management has been explained also by economic theories such as human capital theory. The theory has emerged during 1776 when Adam Smith brought out "The Wealth of Nations". Human capital theory as cited in Sparrow and Makram (2015:253) suggested that the costs related with the development and retention of talent employees should be considered as investments for the benefits of the firm. Moreover, Wilson (2015:21) also emphasized the human capital theory to explicate talent management in organizations. The theory suggested that investment is the main driver for the process of the organization which includes the correlation between inputs and outputs. According to the researchers the correlation between input and output leads to organizational performance. Accordingly, human capital theory (HCT) in terms of financial view, emphasized talent management as an investment that gained high returns for shareholders (Axelrod, 2001). In other words, the researchers explained that, HCT focused on the organization's investment in a talent employees' development and training. Becker (1964) considers that this kind of investment is as equally considerable as investing in equipment and technology. This perspective reveals that organizations may improve productivity if they invest in talent through education, training and reward management system. The strategic goal of talent management is supported by expert knowledge which is the most important measure of capital that effects competitive positioning (Wilson, 2015:35). On the other hand, resource-based view also explains talent management as Barney (1986) suggested that if organizations need to achieve sustainable competitive advantage, they have to engage valuable resources. If valuable resources are considered in terms of talents who have strategic value with their contribution in their area of expertise is substantially higher than the other employees. Folger (1986) offered referent cognitions theory which is considered in individual context. The theory emphasized that when talent management procedures are seemed as fair, employees will not search and imagine situations that are better than their current situations. Alternatively, self-interest theory defends the same idea with referent cognition theory. Namely, employees want to increase their outcomes. If talent management procedures are unfair and seemed inequitable and unpredictable so employees will feel unsure about future outcomes. This ambiguity forces them to rely more on their current outcomes (Thibault and Walker, 1975). However, social capital theory investigates the importance of the work context such as teams and leadership to identify high potentials even if there is a great focus on talents as individuals (Gelens, Hofmans, Dries and Pepermans, 2013). Researchers also explained that this theory sees talent management as the combination of teams, shared values, culture, leadership and social networking (Preece and Iles 2009; Iles et al. 2010; Preece et al. 2011 as cited in Oltra and Vivas-Lopez, 2013:1858). Furthermore, Lawler and Worley (2006) has brought about built-to-change theory considered that talent management initiatives must be a part of the integrated strategy. However, many companies do not view talent in their strategy. The talent employees and skill sets that are precious in a company may change and an organization should be able to make ready and change for the future. Gelens, Hofmans, Dries and Pepermans (2013:160) offered position-focused perspective which suggested that employees are differentiated in terms of strategic importance of their positions in organizations. On the other hand as cited in Sparrow and Makram (2015:253) developed a different perspective on talent management. Researchers explained that expectancy theory offered that employees have choices about the investments in themselves and if they realize a signal that they are valuable to the organization then they self-invest in the company. According to agency theory, talent management can be explained in terms of ethical problems. When excluded employees perceive exclusion as a barrier to their opportunities, then they may suffer by the action and the ethical problem arises at this time. Thus, agency theory reveals the question of if talent management practices are ethical in itself or not (Haslam 2006 as cited in Downs and Swailes, 2013:270). Moreover, Devine and Powell (2008) offered strategic perspectives of talent management as; competitive perspective – give what talented people want otherwise they will be poached; process perspective – managing talent is part of the everyday organizational life; HR perspective – match right people with right job, strong ownership of HR team; developmental perspective – accelerated development paths for talented people; cultural perspective – talent management as a mindset; and change management perspective – talent management is a driver of change.

3. DATA AND METHODOLOGY

3.1 Development of the Scale

In management and organization literature, there is an absence of a valid and reliable Talent Management scale that covers all dimensions as described in the literature accordance with our research model. Therefore, a new scale developed by adapted variables in studies. The studies include the factors relevant to our topic. To develop scale, scale development methodology has been applied which consists of the following steps in social sciences (from concept to scale) (Churchill, 1979; Llusar and Zornoza, 2002). The scale development procedure was conducted in seven stages presented as; (1) literary definition of the concept; (2) identifications of dimensions;(3) generation of items;(4) reduction of the scale;(5) pretest of the scale;(6) collection of data; and (7) measurement evaluation. According to the results of an extensive research in literature review of management and organization area, despite there are some studies on talent management, there is an absence of a valid and reliable scale which covers entire talent management practices within the scope of our research. Therefore, a unique and original scale has been created. After an extensive literature review, a questionnaire was composed

by examining the international studies related to our issue. The items in the questionnaire has been translated from English to Turkish and back translated from Turkish to English by experts in the management area who have fluent English. Thus, an appropriate research scale was formed which contribute to Turkish companies. In addition, after the interviews with the academics and managers, the content validity of the questionnaire was provided. After defining the talent management concept, we conceptualized six dimensions of talent management through interviews. In the item generation stage, the items related to talent management used in recent studies. These were combined in the draft questionnaire through a comprehensive literature review. All questions were subjected to the translate, back translate procedure by the experts of both languages. In addition, we discussed possible semantic shifts and awkwardness of expression with the executives participating in the pilot test stage.

3.2 Pilot Study of Scale Development

The pilot study is composed of two parts which the first part composed of interviews with 13 global/international company Ceo/HR Director, 3 medium-sized textile exporter company, 4 experts in the field and 5 academics in economics and business administration field. In the first part, content/face validity of the scale has been tested. The questionnaire form has been revised after the interviews.

3.3 Qualitative Interviews

Qualitative interviews are divided into to two major types as semi- and unstructured interviews. In a classical semi-structured interview the researcher has specific questions or topics they desire to include in the interview however an interview directory there is flexibility in how and when the questions are set. In the unstructured interview the researcher openly has aims for the research and a subject of study, yet the matter of the method is to allow the interviewee to speak from their own view using their own setting of reference and ideas and meanings that are known to them. Flexibility is clue to the unstructured interview and phenomenological approaches underlie the method – constructivism, symbolic interactionism and ethnomethodology. Both semi- and unstructured interviews are qualitative methods benefit in social sciences (Edwards and Holland, 29-30).

3.3.1 Interviews with the Global/International Company CEO/HR Directors

The unstructured qualitative interview technique was used in this study to understand the content validity of the scale and the interviews include the keywords as; talent, talent management and HR. Leading non-food retail groups in Turkey (Vice President): "HR should be the defender and practitioner of human rights and should protect employee health and safety, accelerate communication, create the culture, lead the change, be the talent hunter, ensure the good work of top management team, adopt ethical leadership, be catalyst and make succession planning." Financial Services Group (Executive Vice President): "Employees, especially talented ones are supposed to have a personal vision. Cultural differences are emerging in new talented generation. It is difficult for companies to make this new talented generation happy. Work-family balance is very important for talent employees. They have a great impact on company performance. Even a snail leaves a trail. Enjoy your soul..." French Cosmetics Company (HR Director): "In talent management practices, we focus on reverse mentoring programs and flexibility which the new talented generation transfers the technology knowledge and experience to X generation." International Tobacco Group (HR Development Group Director): "In our company, talent management covers rewarding the success. Passionate employees have priority in recruitment process. In addition, life is changing and different ideas emerge in companies. In talent management activities, we focus on mentoring. Talents should be directed the right way. We consider and protect the issues which the talented employees care about. Working experiences and open communication of talented employees are very important. We also create living space office environment for talented employees. Finally, you are the owner of the business." Global Management Consulting Company (Global Marketing Director): "We prefer virtual communication with our talented employees. For example: Slack Application. In talent management process, outdoor activities make talent employees more happy such as football etc. In addition, we experienced that energetic and talented people affect the culture." Multinational Professional Services Company (Head of Investigation and Dispute Services): "Services industry is established on human especially the ones who are stars. It is difficult to select and retain talents or stars. For example this year 70.000 people applied to the company. 15.000 of them are newly graduates and interns. However, we select 412 people. We expect energy, willingness and passion from the applicants. Even if they have a perfect academic background, we prefer the ones who have a desire and ambition to do the job. Talented employees will carry their competence for a life time even if they stay in the company or not. In talent management practices, we implement fast training. Mobility is another way to have a successful talent management. We want to be a global player and focus on motivation and flexibility. The new structure of the company is project-oriented which has projects will be held between 3-18 months. Flexibility is the new trend which means flexible working life. Namely, the new talented generation can work inside or outside the company. Whether they are in or out of the office. We don't care. The results are important for us. On the other hand, one of the most popular talent management practices of our company is on-the-job training. It is difficult to keep talented employees so winning culture is needed. There is a

relationship between culture and high performance. To retain the talented employees, we have to bring out and focus on the more successful talented ones. So, we adopt elitist approach. Our company has various talent practices such as; leadership programs, social responsibility projects, entrepreneur willing programs, mentoring. Generation Y needs flexibility, feedback and coaching. They have ambition do not like hierarchy. Our company try to impose these kind of traits to the Generation X leader. Employees have priorities such as; working with the most talented people, learning and selfimprovement, connections and dialogue with the leader, fair salary and inclusive and flexible environment (money is not the pre-condition).” A Company in Building products, Consumer products and Healthcare Industry (Executive Vice President Building Products Division): “We are not looking at the profiles of job-seekers. Our company tries to attract the current experienced talented employees woking in another company (it can be costly). We are searching for strong leadership to manage strong profiles. We support team play. Cultural differences, social intelligence, emotional intelligence, individualism rather than collectivism are the main traits of talented new generation. They expect the wages which they deserve.” Global Management Consulting Company (Group Senior Director): “In talent management practices, leader is directive, visionary, friendly, participant, perfectionist and coaching. In addition, HR in our company has many roles as; support role, services role, consulting role and leadership role.” Multinational Beverage Company (General Manager of Turkey): “Risk-taking and team-work is critical for the company. Human is a value who can not be custody by someone. Not only HR department but all departments have to service to human and be strategic partners. Give the right job to the right person. If you can not, it means, expecting the fish to climb the tree. Build the right team. Namely, to build the right team you should be the expert of the job. HR department is the most valuable department of the company however HR professionals should leave routine works. For example, payroll will be transferred to finance department. In terms of talent management practices, we adopt egalitarian approach. So everyone is talent in our company.” Airline Company (Chairman of the Board of Directors): “All the employees in our company are our family members. We give share of profit to the employees rather than premium. Our company imposes the culture on employees very well. We value the ideas of our employees and adopt participant approach. Rewards are not enough for employee engagement and performance. The most important is, talented employee must feel him/herself as part of the family and aware of the contribution.” Fast-fashion Apparel Company (Member of the Board of Director): “Talent doesn’t occur with education. We breed our talents. In fast fashion, the most important area is textile engineering. Talent is divided in two as Analytics and Aesthetic. So there are two prior capabilities for fast fashion. Analytics means techniques covers cost, fabric, mold, budget, management. On the other hand, aesthetic means fashion and customer covers creativity, designer, design origin brand manager. Talents can be recognized in their 2nd and 3rd year of university education. So they can directed to take additional courses according to their abilities. Finally, we have management trainee education for talents.”

Health Technology Company (HR Director): “The environment is more competitive. It is critical to attract and retain talent employees who have different profiles. HR should become the stratejic partner. Attracting the talent is a strategic decision for the company. The most important talent management practices are; talent acquisition, succession planning, education planning, development, identifying gaps, on-the-job learning, employer branding, marketing recruitment, value proposition, individual development planning and aligns employees with the mission. In talent acquisitions program, we have talent acquisiton specialist. On the other hand, for senior managers, we are working with consulting firms. Our target talents are the ones who are not seeking for a job and Hi-Po in their current jobs. Our company try to introduce our brand to talents. We can describe talent as flexible, learning oriented, project-oriented, entrepreneur mindset, open-minded, resilience of changing conditions, agility, ambition and solution mindset. In addition, new talented generation Z is described as individual, impatient, focusless, informal communication. However, new talent generation can be succesfull if they have given the personal opportunity. Companies are not ready for this generation Z. Thus, the structure of our company is ready because we have horizontal structure with diverse teams. In the past we had high potential pools but we have changed our talent management approach. We adopt egalitarian approach. Everybody is talented in our company. I don’t believe that we are successful at talent management activities. We have cost pressure however more investment should be done to talent management by the company. We have to find effective creative ways with fewer resources.” E-Commerce Company (Vice President): “All the employees in our company are regarded as talent. Because we adopt egalitarian approach.”

3.3.2 Interviews with the Medium-Sized Textile Exporter Companies

Questions regarding the survey were read one by one. Misunderstood questions were revised. The items in the questionnaire were seen very clearly understand by the interviewees. A company without talent management practices could also easily understand the questions. The concept ‘Organization’ is regarded as more political by the interviewees. It was explained that the concept is used interchangeably with the word ‘Company’. On the other hand, interviewers had conflicts on the concept of ‘Culture’. In regard of these suggestions, the items in the questionnaire are revised. Lingerie Textile Company (Owner): “We are struggling with lots of problems in textile industry. The contract manufacturing, preferences for low-cost labor and mechanization are some of the factors that triggered the problems in textile industry. Textile companies in Turkey need to upgrade their brand values. In textile and apparel companies with fast-fashion applications, talents should be in the process of export, design and marketing.” Textile Overcoat Company in Bağcılar

(Owner): "The textile companies should hire more woman employees. Moreover, the companies are getting design patterns from abroad or different companies. The reason is, textile companies are lack of creative talented designers. Designs can easily be made in Turkey thus companies prefer the easiest and cheapest way." Textile Tricot Company in Bağcılar (HR Director): There are export incentives offered by government however, textile companies are trying to earn a small profit instead of benefit from these kind of government incentives. The reason is the lack of talented managers who can dominate legislation process and issues.

3.3.3 Interviews with the Experts in the Field

Employee Engagement Expert: "All changes begin with an end. Never do anything about talents without talents. Talents should not trust they just test it. Talents are not resist change." Journalist, Author: "To manage Stars, do not act like a Star, just contribute their career." Top 10 Leadership Guru: "Your mood affects people around you and you affect your environment. Innovation, feedback, communication, engagement and proactiveness are the key words for talent management. Small problem means you are a small hero, medium problem means you are a medium hero and big problem means you are a big hero. So talented people have big problems. They expect fair rewarding however fairness completely subjective." Author: "New talented generation are crystal children who have spritual mind. We learn these new talented generation from Gezi Park Resistance. New business models are emerged for this generation. Artificial intelligence and flexibility are the main focus of companies. Managers should think about how they can establish a relationship with talents. Every human is a star. We need to know the color of the employee. Human is a value not a source. The office hours from 9:00 to 18:00 is not suitable for the new talented generation. Also for these talented employees, the private life engage to business life in companies. They just want to be happy and want to feel that they are precious. It is not possible to be the boss of stars or talents."

3.3.4. Interviews with the Academics in Economics and Business Administration Field

Faculty of Economics and Administrative Sciences (Dean): "The most popular talent management activity in our university is talent hunting. We are the best in student quality because we try to attract talented students. For better talent management practices, you need a great cook who make delicious foods, you need a nice menu and the place of the restaurant must be nice. Our resource is valuable academicians, administrative employees and staff. We are working with brand academicians. To attract talents we focus on students in other words student orientation because talented students attract talented academicians." Faculty of Economics and Administrative Sciences (Department of Economics): "You need a simple and elegant explanation in talent management scale. The reverse questions are supposed to be in the questions of the survey. You need to include the concept of workplace environment instead of organizational culture. You may show the questionnaire forms to the people except academics and managers. Instead of organization you need to use the words company or firm. In the items, you need to use present tense. Is there a company recovery? Are talented people would run away from the company? Is there a transfer from top level? Is there an in-service training?". According to the common opinion as a result of the interviews, attracting the talent is strategically critical for companies. In other words, talent management mostly covers the attraction of the stars to the company. Furthermore, to assess the validity of the scale we evaluated the content validity evidences. Content validity is the assessment of the correspondence of the variables to be included in a summated scale and its conceptual definition. This form of validity, also known as face validity, subjectively assesses correspondence between the individual items and the concept through ratings by expert judges, pretests with multiple subpopulations, or other means. The objective is to ensure that the selection of the scale items extends past just empirical issues to also include theoretical and practical considerations (Hair et. al. 2010:125). The second part composed of mailing of the questionnaire by mail and social media. Between April to June 37 clearly filled questionnaire received. The first form of the research scale was subjected to pilot test on 37 managers. As a result of the pilot test, the structure, validity and reliability of the scale was examined. At this stage, firstly, internal consistency of the research scale was examined by Cronbach's alpha. It was observed that there is not any item which distort the structure of the factor or construct. In pilot test, only overall reliability analysis is shown in this research to prove the internal consistency however factor analysis of 37 sample is not given in this research. As, Hair et. al. (2010), explained that considering the sample size question, the researcher generally wouldn't factor analyze a sample fewer than 50 observations, and preferably the sample size should be 100 or larger. As a general rule, the minimum is to have at least five times as many observations as the number of variables to be analyzed, and the more acceptable sample size would have a 10:1 ratio. Some researchers even propose a minimum of 20 cases for each variable. One must remember, however, that 30 variables, for example, requires 435 correlations in the factor analysis. At a .05 significance level, perhaps even 20 of those correlations would be deemed significant and appear in the factor analysis by chance (Hair et.al., 2010: 102). Accordingly, the results of the internal consistency of the scale the Cronbach's Alpha is founded as 0,968. To calculate and assess internal consistency, first of all considering relate to each separate item, including the item-to-total correlation and the inter-item correlation. Rules of thumb suggest that the item-to-total correlations exceed .50 and that the inter item correlations exceed .30 (Hair et.al., 2010:125). According to the results of the pilot test, inter item correlations exceed .30 for 25 items but only TM24 is 0,203

which is less than .30. However, in the overall, TM24 is not disrupt the meaning of the questionnaire and it wasn't removed from the construct. Accordingly, item-to-total correlations exceed .50 for all 26 items. The other type of diagnostic measure is the reliability coefficient, which assesses the consistency of the entire scale, with Cronbach's alpha being the most widely used measure. The generally agreed upon lower limit for Cronbach's alpha is .70. One issue in assessing Cronbach's alpha is its positive relationship to the number of items in the scale. Because increasing the number of items, even with the same degree of intercorrelation, will increase the reliability value (Hair et.al., 2010:125). According to the results of the questionnaire, with sample size of 37, Cronbach's alpha is founded as 0,968. In item-total statistic stable, the values of "Cronbach's alpha if item deleted" column is consistent with Cronbach's alpha value of 0,968. Thus, internal consistency of the scale was supported.

3.4 Sample and Data Collection Procedures

The universe of this research is composed of 1.300 apparel/textile companies registered to Turkish Exporters Assembly who export about over 1 million TL. These companies are located in Istanbul. The apparel/textile exporters are also registered to Istanbul Apparel Exporters' Association (IHKIB) which is one of the most important associations of the apparel sectors, which leads Turkey's export. Random sampling method was used in this study. Companies are selected randomly from the list of 1.300 companies registered in Turkish Exporters Assembly. 824 managers were called for an appointment, 313 managers clearly filled the questionnaire. As a data collection method questionnaire survey was selected.

Table 2: Talent Management Scale

<p>Talent Planning (TP)</p> <p>My organization has policies that encourage career growth and developmental opportunities of talent employees.</p> <p>My organization identifies vacancies that will be created as the company advances and expands.</p> <p>My organization builds a deep reservoir of successors at every level.</p> <p>My organisation implements different strategies for recruiting talented individuals.</p>	<p>SHRM,2007/ Detuncq and Schmidt, 2013/ Padmaja and Rao, 2015/ Valverde, Scullionb and Ryan, 2013/ Poocharoen and Lee, 2013</p>
<p>Workplace Culture (CW)</p> <p>My organization creates a culture that makes talent employees want to stay with the organization.</p> <p>creates a culture that makes talent employees want to join the organization.</p> <p>creates a culture that values talent employees' work.</p> <p>creates culture where talent employees passionately believe in what they are doing.</p> <p>creates an environment where talent employees are excited to come to work each day.</p> <p>creates an environment where talent employees' ideas are listened and valued.</p> <p>aligns talent employees with the mission and vision of the organization.</p>	<p>SHRM,2007/ Slavković, Babić and Stojanović-Aleksić, 2015/ Urbancová and Vnoučková, 2015/ Padmaja and Rao, 2015/ Cravens, Oliver, Oishi and Stewart, 2015</p>
<p>Talent Recruitment and Retention (TR)</p> <p>My organization places the right people in the right jobs.</p> <p>My organisation has developed programs for retaining high-potential employees.</p> <p>Process of selection in my organisation is focused on candidates with high development potential.</p> <p>My organisation makes efforts to engage individuals capable of creative thinking.</p>	<p>SHRM,2007/ Detuncq and Schmidt, 2013/ Slavković, Babić and/ Stojanović-Aleksić, 2015/ Padmaja and Rao, 2015</p>
<p>Talent Development (TD)</p> <p>My organization identifies gaps in current employee and candidate competency level.</p> <p>My organization provides current employees with adequate training that allows them to do their jobs well.</p> <p>My organisation has career development programs for talented individuals.</p> <p>In my organization, trainings activities are focused on developing specific competences and skills that the organisation needs.</p>	<p>SHRM,2007/ Detuncq and Schmidt, 2013/ Slavković, Babić and Stojanović-Aleksić, 2015</p>
<p>Professional Advancement (PA)</p> <p>My organization lets talent employees feel empowered to make decisions that impact their work.</p> <p>My organisation has leadership development programs for high potentials for performing operations.</p> <p>High-performance employees have access to training aimed at developing potential.</p> <p>My organisation focuses employee training on mentoring and coaching.</p>	<p>SHRM,2007/ Urbancová and Vnoučková, 2015/ Slavković, Babić and Stojanović-Aleksić, 2015/ Detuncq and Schmidt, 2013/ Padmaja and Rao, 2015/ Lewis and Heckman, 2006</p>
<p>Rewarding (RW)</p> <p>My organization provides talent employees with salary adjustments as they master significant skills required for the jobs well.</p> <p>My organization rewards top-performing employees.</p> <p>My organization recognise good work and celebrate success using periodic employee evaluation.</p>	<p>Urbancová and Vnoučková, 2015/ Poocharoen and Lee, 2013/ SHRM,2007</p>

4. FINDINGS AND DISCUSSIONS

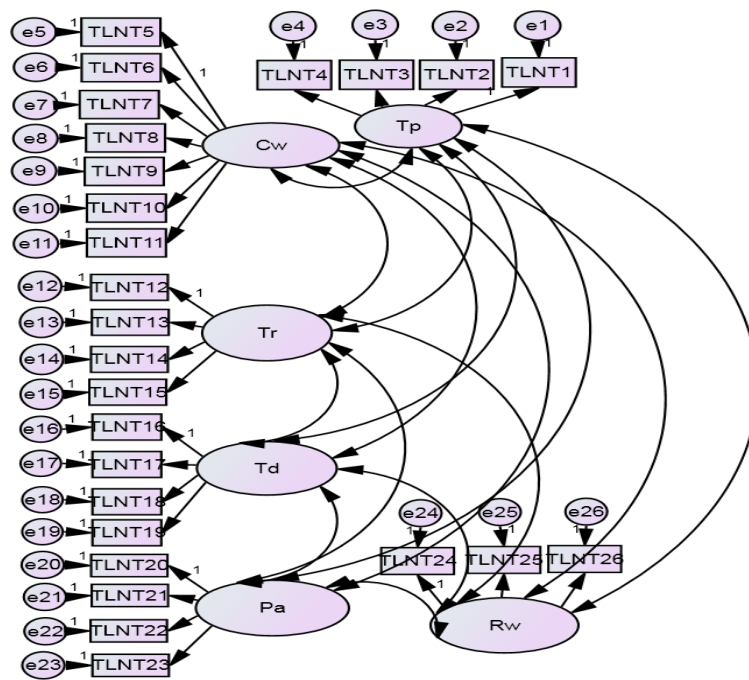
4.1 Analysis for Measurement Validity and Reliability

Structural Equation Modelling (SEM) which is used by many scholars, in particular social sciences, behavioral sciences, educational sciences, economics, marketing and health sciences (Raykov and Marcoulides, 2006). SEM is a multivariate statistical method based on the determination of observable and non-observable variables in a casual and relational model based on a certain theory (Bryne, 2010 as cited in Meydan and Şeşen, 2011:5).

4.1.1. Confirmatory Factor Analysis (Primary level)

The relationship between the factors (latent variables) which are composed in this analysis also included to the model. When the latent variables drawn in the unrelated model are mutually linked, they come to the position to perform the primary level analysis (Meydan and Şeşen, 2011:76).

Figure 1: Measured Factor Structure



In order to be able to decide whether or not the model has been verified, the analysis results should be examined and it should be seen whether the model harmonization values are at the desired level.

Table 3: Confirmatory Factor Analysis (Primary level) Indices

X ²	Df	p	X ² /df	GFI	CFI	RMSEA
545,913	284	0,000	1,922	0,879	0,936	0,054

The values in the text output were examined to see the results of the correlations between variables in the analysis. When the text output is examined, it is seen that all of the model relations are statistically significant. Both the model-fit indices and AMOS modification indices were examined if the the model should be improved or not. It is decided to exclude from the analysis those items for which the factor loadings (predictive powers) are not significant. The DFA is repeated by removing the non-significant factor loadings. TLNT 3 is eliminated according to the value in standardized regression weights table. 0,472 which is lower than 0,5. In addition, in regression weights table, the M.I. (Modification Index) of TLNT 3 is founded as 16,190. So the item is discarded from the construct.

Figure 2: Confirmatory Factor Analysis (Secondary level)

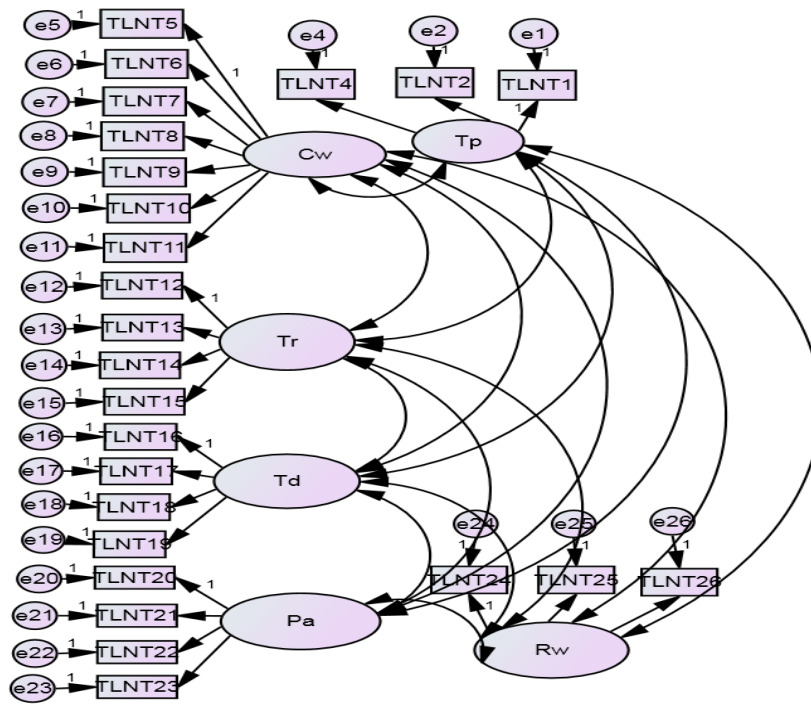


Table 4: Confirmatory Factor Analysis (Secondary level) Indices

χ^2	Df	p	χ^2/df	GFI	CFI	RMSEA
488,683	260	0,000	1,879	0,888	0,943	0,053

The values in the text output were examined to see the results of the correlations between variables in the analysis. When the text output is examined, it is seen that all of the model relations are statistically significant.

Table 5: Factor Loadings of Talent Management Scale

		Estimate
TLNT1	TP	,578
TLNT2	TP	,774
TLNT4	TP	,746
TLNT5	CW	,750
TLNT6	CW	,665
TLNT7	CW	,682
TLNT8	CW	,697
TLNT9	CW	,709
TLNT10	CW	,674
TLNT11	CW	,648
TLNT12	TR	,524
TLNT13	TR	,719

TLNT14	TR	,529
TLNT15	TR	,681
TLNT16	TD	,610
TLNT17	TD	,715
TLNT18	TD	,679
TLNT19	TD	,727
TLNT20	PA	,642
TLNT21	PA	,665
TLNT22	PA	,771
TLNT23	PA	,603
TLNT24	RW	,717
TLNT25	RW	,875
TLNT26	RW	,845

4.1.2. Confirmatory Factor Analysis (Secondary Level)

Confirmatory factor analysis can also be done at the second level. In the second level factor analysis, the analyzed structure should be explained by factors at the primary level, none of the item loadings in the primary level analysis are zero and the second level factor procedures of covariances of primary level factors should be tested (Byrne, 2010). In this analysis, a higher level factor (latent variable) predicted by factors (latent variables) is included in the model. For this, the factor covariances (bi-directional arrows) modeled at the primary level are deleted and the regression paths linking these factors to the new factor at the top level are added.

Figure 3: Final Model in Secondary Level Factor Analysis

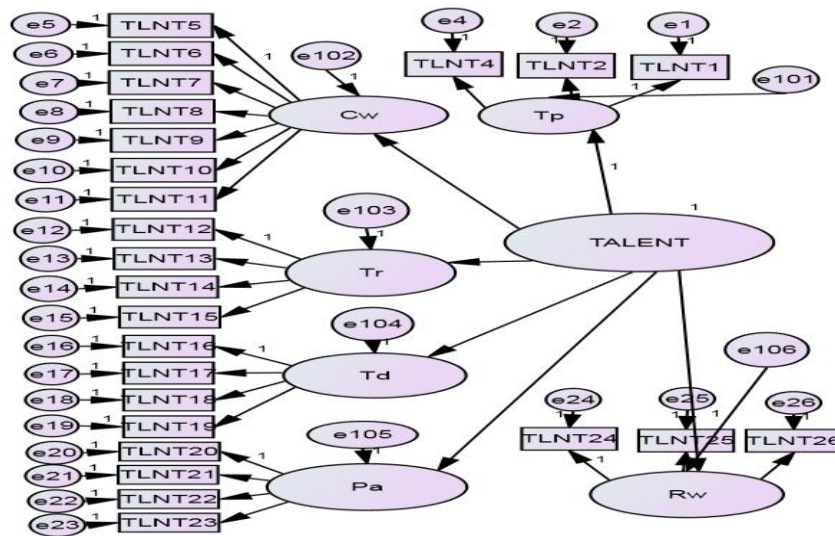


Table 6: Confirmatory Factor Analysis (Final Model) Indices

X ²	Df	p	X ² /df	GFI	CFI	RMSEA
649,981	270	0,000	2,407	0,858	0,905	0,067

5. CONCLUSION

As already mentioned in the study, talent management concept has some limitations in literature. Accordingly, a talent management scale was developed which is expected to contribute to the area. Confirmatory factor analysis (CFA) is performed using AMOS 20.0 to assess the construct and identify the model fitness. According to the common view of the interviews, talent management practices in companies of Turkey context are maintain as follows; creating the culture, leading the change, being the talent hunter, ensuring the good work of top management team, adopting ethical leadership, being catalyst and making succession planning, having a personal vision, sensing the cultural differences of talented generation, making happy this new talented generation, reverse mentoring programs and flexibility, rewarding the success, attracting and retaining passionate employees, recruitment process, focusing on mentoring, caring talented employees, being the owner of the business, selecting and retaining talents or stars, energy, willingness and passion of talented employees, desire and ambition for doing the job, implementing fast training, focusing on motivation and flexibility, on-the-job training, winning culture, culture and high performance, retaining the talented employees, leadership programs, social responsibility projects, entrepreneur willing programs. In addition, it is critical for talent management practices in local context such as working with the most talented people, learning and self-improvement, connections and dialogue with the leader, fair salary and inclusive and flexible environment, cultural differences, supporting team play, visionary, friendly, participant, perfectionist leadership and coaching, risk taking, giving the right job to the right person, making talented employees feel him/herself as part of the family and aware of the contribution, management trainee, talent acquisition, education planning, development, identifying gaps, on-the-job learning, employer branding, marketing recruitment, value proposition, individual development planning and aligning employees with the mission. Furthermore, the talent activities are also including talent acquisitions programs, high potential pools, fair rewarding, talent hunting, engagement and proactiveness which are the key words for talent management. Managers in global companies regarding talents as flexible, learning oriented, project-oriented, having entrepreneur mindset, open-minded, resilience of changing conditions, having agility, having ambition and solution mindset. The talent management scale is composed and supported in accordance with the components emerged from the qualitative interviews. The results of the qualitative interviews showed that the energetic and talented people are affecting the culture of the companies. Managers emphasized that relationship with talents is very important and talented employees just want to be happy and want to feel that they are precious. According to the results, it is founded that talent management activities varies in terms of global companies and middle-sized export companies. In global companies talent management practices are more comprehensive than middle-sized textile companies in Turkey.

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