

The Role of Talent Management in Human Resources Management: A Qualitative Research in Aviation Industry

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ABSTRACT : *In order for businesses to achieve their goals, it is important that they staff and use talented and qualified employees in a way that will get maximum efficiency and use them effectively and efficiently. According to this;*

To reveal the relationship between talent management in human resources management. In the study, especially the interaction elements between the concepts were determined and evaluated. The study was conducted with human resources managers related to talent management practices in the aviation industry.

Collecting the data collected through semi-structured interviews took a total of 6 months, from January to June 2020, during which time 10 human resources managers were interviewed. Analyzes were made on qualitative data on Maxqda 20 software program.

As a result of the research, the role of talent management in Human Resources Management; relationships with concepts such as "performance", "potential", "efficiency and effectiveness", "qualification", "suitability" and "quality" have been revealed and it has been observed that these concepts are used together intensely.

In addition to showing the results in accordance with the literature, emphasis has been placed on businesses that comply with many technological, sociological and scientific adaptations. The innovations brought by technology have created awareness for the role characteristics of the talents gained with the discovery of qualitatively talented human resources.

KEYWORDS -*Human Resources Management, Talent Management, Potential, Performance*

I. INTRODUCTION

The globalization speed of the 21st century has pushed businesses into an intense competitive environment with the effect of technology. Businesses that want to be sustainable in this environment have to design their material and human resources to gain competitive advantage in order to protect their commercial values. At this point, businesses that are close to each other in terms of financial resources, especially in similar sectors, can easily lose their advantages by imitating them while competing in this way. At this point, businesses have to focus on competencies that are not easily imitated and activities that create value. The values revealed can only preserve these properties when they are inimitable.

In this respect, it can be said that resources will be considered valuable if they have some features. These are to be inimitable, rare, and non-substitutable [1]. Generally speaking; many business features such as technological infrastructure, operating infrastructure, organizational chart, working style and other financial resources can be imitated. Positioning them in a dynamic structure according to both the era and the competitors can provide originality. However, keeping all of these elements up to date in every aspect is very difficult for the business as it causes a serious cost. The only value that can fulfill this at the point of contributing to the originality of the business is the "Human" element. In the study based on this value, one of the most important functions of human resources management, which is the task of harmonizing the purpose with the employee; it brings together the organization on the right ground by discovering talented employees who are suitable for its culture. This point of view; it brings with it the responsibility of empowering the employee in the focus of technology, empowering in the management focus and directing the employee to the target with training centered on motivation. In this context, discovering talented employees and retaining current talents are among the important tasks for the enterprise.

Talent management, known as the function that fulfills this task within human resources management, aims to ensure that talented individuals, the most valuable asset of the organization, participate in business processes and keep them in the business for many years [2]. In the study handled with this perspective; in human resources management, the relationship elements of talent management are identified and evaluated. The study is covered in the aviation industry. There are a number of reasons for choosing this sector;

- a) Being under the direct influence of all kinds of technological, political, sociological and scientific changes,
- b) The sector needs high potential, skilled and qualified people, who are suitable in terms of field knowledge skills,
- c) The share rate of the transportation sector in the world economy and the commercial volume of aviation by owning one of the 3 shares in this share,

- d) Local reason as Turkey's foreign representation and brand awareness on behalf of the most important companies in this sector is not included.

The conceptual framework of the study is drawn on the functions of human resources management, and the role of talent management has been supported by previous research. Finally, findings regarding the qualitative application made in the methodology section of the study are given and the conclusion part is given.

II. MATERIALS AND METHODS

2.2 HUMAN RESOURCES MANAGEMENT

Human resource management is a concept that is mostly used when naming the philosophy, policies, methods and practices related to the management of employees in an organization [3]. It is seen that the concept of human resources management began to be widely used instead of personnel management in the late 1970s [4]. The concepts of the degree of response received by the workforce after the activities performed in organizations and the division of labor and labor turnover developed with the policies related to these responses have been formed. It is stated that with the implementation of these concepts, the foundations of the transition to human resources management were laid [5].

When the historical development of human resources management is examined, concepts such as personnel management or personnel management and industrial relations have been widely used until the eighties. Even before this date, it was seen that new concepts that could be used instead of these concepts were sought. The most important difference between the two concepts is that personnel management takes into account the interests of the business, whereas human resources consider employee satisfaction [6].

Modern human resources management has a wide range of tasks, from recruitment through the discovery process where the human resources needs of the enterprise are evaluated and met, to the stage of providing the necessary incentives and working environment to get good efficiency from the employee. Providing new technologies to the business, organizing jobs, planning and developing careers for employees, and training future managers are also considered among human resources management tasks until today's transforming new tasks [7].

Employees, which are seen as costs in traditional personel management, are considered as the most valuable assets of businesses in the modern period. In the final analysis; in the management of talent based human resources, discovering talented employees and attracting and retaining new talents come to the fore [5].

This transformation process; personel management, which takes an operational role just like recording; payroll, benefits and fringe benefits were more. Managerial roles have come to the fore in the process that has evolved towards human resources management. Thus; selection and placement, training and development, compensation and rewarding, performance evaluation, career planning, orientation and motivation functions have been added. The roles have evolved in a different direction and strategic human resources management has come to the fore in the process that assumes a strategic role. Thus, strategy oriented practices, learning and development, organizational design, compliance and integration with business strategies were included in the process. Later, talent management came to the fore in human resources management with new roles such as competence based human resources applications and diversity management. Here, with the talent pool, leadership and development, creating an appropriate organizational environment with adaptive processes, human resources management; talent hunting, inter unit harmonization and integration roles were added to the process [8]. At the last point, human resources management, in which the role of harmonizing employees and business objectives comes to the fore, has gained a dynamic structure. It has made a transformation in human resources management, which focuses on the development of employees that are more available due to internal efficiency and intrinsic motivation tasks. It has gained another visionary feature with talent management. Along with these features, the human resources management process, which progresses in a deeper perspective, including activities of discovering, attracting and retaining potential talents, has gained a new role. In order to better understand the role of talent management in human resources management, it is necessary to understand which tasks are performed by known functions of human resources management.

The functional aspect of Human Resources Management emphasizes the necessity of having employees with appropriate qualifications and equipped with the necessary knowledge and skills to achieve the goals of an organization. All of the activities regarding the determination of the number and qualifications of the people needed and how and to what extent this need can be met are included in the human resources planning function [9].

The recruitment selection and placement function undertakes the task of selecting and placing employees in a way that is suitable for achieving the business objectives, and evaluating the right methods on the effective and efficient use of the employee[10]. Recruitment selection and placement activities are divided into two as internal and external [11].

Looking at the task of the performance management function; the stage of making evaluations by measuring the performances of individuals and teams within the business is seen. Comprehensive studies are

conducted in this function, which focuses on increasing organizational performance by trying to harmonize these performances with business objectives [12].

The purpose of the human resources management in the training and development function is described as the employee's feeling more belonging to the organization while performing his / her duty, and the desire to be more beneficial to the organization and to perform his / her job more selflessly [13].

The purpose of training and development is a function that serves the ultimate purpose of the organization, as well as helping the employee to be in a better position in business life. However, since the modern human resources management takes the process of goal alignment of the organization and the employee, it attaches importance to the organizational career goals and includes a process that also serves the career goals of the employee. In this respect, the task of career management function:

The opportunity for the employees to be aware of their interests, values, qualifications, strengths and weaknesses, to have information about opportunities such as promotion to the next level in the organization, to set career goals, to create behavioral plans that can achieve career goals, and to develop the organization's future employee within a certain system. to provide [14].

Looking at wage rewarding, which is a function for motivation; it is the most basic resource that employees meet their individual needs. In addition to the economic benefits of a fair remuneration for employees, it is the most effective factor in determining their positions in business life [15]. The reward system, on the other hand, has a regulatory effect as it has the power to directly affect the behavior, attitudes and performances of the employees [16].

Finally, looking at the function of labor relations and occupational safety, it is seen that this is the interaction system between employee, employer and the state for all sectors [17]. The point where labor relations and occupational safety intersect with human resources management is the formality of the relationship between employee and employer, which should be based on trust. This relationship is important both in terms of protecting the employee and fulfilling the responsibility of the employer.

Looking at the traditional functions of human resources management; the process, in which the importance of having suitable employees to achieve the objectives of the organization is emphasized, and how and to what extent the identified needs can be met, draws attention. Here, it is seen that all stages from recruitment to training, career goals, performance appraisal, remuneration, and management and maintenance of relationships are focused on in house employees. In particular, the ability to meet the qualified power emphasized in the first function is managed in this traditional system mostly through advertisements and face-to-face application processes with web-based applications. In talent management, with the transition from passive role to active role, it means the activity of searching and finding the candidate who has the potential who is considered to be suitable for the job.

In this practice, recruiting only by looking at the candidate list does not mean discovering talent in this practice, where the recruitment and recruitment stages of the talented workforce that will achieve the goals of the organization differ from traditional methods. At this point, it is recommended that businesses adopt an innovative approach and turn to creative and active methods in order to reach the skills they want [11].

2.3 Talent Management in Human Resources

Human resources management has undergone an evolutionary process and acquired a dynamic structure by acquiring new functional features in paradigm transitions in the historical adventure. Considering today's modern human resources management practices; the dynamism of the process has gained momentum with strategic human resources management, competency-based human resources applications, employer branding practices and talent management practices. The new breath that talent management brings to human resources management can also be seen in conceptual and applied studies in the literature.

Basically, talent management; after competency-based applications, talent management has become a necessity [18]. It is the talent optimization that is at the junction points of talent management, recruitment, development and workforce management processes that cover all human resources processes, management and technologies [19]. Talent management is a strategic-based strategy to prepare a workforce plan that will support the competitive strategy of the enterprise, to determine the additional skills needed by analyzing existing talents, to create a suitable working environment to attract qualified potential candidates, to employ suitable candidates, to develop and retain skills. process [8].

Human resources management's talent management focus is a global effort to gain competitive advantage through strategic choices and people in operational functional activities. When it comes to talent management; With a more international and innovative perspective, it is understood that companies use human capital for competitive advantage and combine this with a series of sustainable organization strategies. Here, there is the integrity of integrated activities that ensure placing suitable people with the right competencies in the right job, in the right place and at the right cost [20]. Talent management is an interdisciplinary approach that includes both strategic and tactical elements, especially human resources management. Here, marketing, employer branding, employee value proposition and focus on employee classification are also covered [21]. This

approach is also within the scope of management science, which emphasizes that significant returns will be achieved with a correct positioning for businesses [22]. While talent management reduces uncertainties in project and operation-based jobs, it displays a role that focuses on matching talent supply and demand [23]. At this stage, talent management emphasizes a strategic differentiation in the workforce [24]. From a general point of view, talent management focusing on talent acquisition and performance becomes the essence of strategic human resources management [20]. With this view, it is seen that talent management has also brought about a series of changes in traditional human resources functions.

From this point of view, it can be said that talent management lays the groundwork for human resources management to enter a new role. Thus; the recruitment function has been an active process in which critical positions are determined in accordance with the job description and requirements specified in the job analysis, employee qualifications are defined, and employees suitable for the desired profile are determined. In the continuation of this process, a role was drawn in the light of correct evaluations by making use of methods such as assessment center applications, talent pool, career system typology while making elections [8].

Talent management, which emphasizes the importance of classifying according to talent after this stage, brings a systematic perspective to human resources management. Thus; employee positioning should be done for businesses to be successful. This is a beneficial practice to increase the performance of employees in important positions. This application will help to be able to act according to the business strategy to distinguish the strategic importance of any location. In this respect, the ranking of importance in in-house talent; it consists of strategic in the first position, support in the second position, and excess class in the third position [25].

The role of talent management on training and development function is built on the fact that businesses will not manage talent by only including talented individuals [26]. Here, providing training and development opportunities in line with the talents of employees is associated with their commitment to the business [27]. It is known that institutions that especially focus on talent management practices want to increase the efficiency of activities carried out with the help of mentors and coaches, and thus contribute to the motivation of talented employees.

In terms of talent management in reward and salary function, a roadmap has been determined for employee retention and motivation increase. Here, all factors such as wage, performance-based rewarding, fringe benefits, profit sharing, fringe benefits, non-monetary rewards, employee's psychological satisfaction, work-life balance, and employee's compliance with the organization are taken into account separately [28]. With the continuation of these practices, the realization of this long-term trust and ability-based relationship with the employee contributes to the knowledge economy by playing an important role on managers and high-potential individuals in global enterprises and increases the value of talent [29].

Talent management has completely changed some points in human resource management with a series of breaks [20]. Explains this situation with the half-empty / half-full glass analogy. Traditional human resources focus mainly on operational activities related to compliance and operational issues, this is the half empty glass. Such practices can still be observed in many smaller organizations around the world. Talent management has a full regulatory and transformative role. It designs and optimizes processes to serve the competitive human capital needs of the organization, which is half full glass.

When evaluated in this respect, the role of talent management in turning potential into performance becomes clear. If a general evaluation is made; talent management, which includes the process of discovering qualified potential candidates in line with the predetermined job description, in addition to the already talented employee, the increase in efficiency and productivity thanks to the appropriate employee profile is associated with the increase in performance and the improvement of quality to an optimal level. As a matter of fact, the results of some studies in the literature support this relationship. The results of these studies are given in detail in the discussion section provided for the research.

2.4 RESEARCH METHOD

This study attempted to explore what criteria the human resources talent to be attracted to a business takes into account in terms of talent management. The process of attracting human resources of talent management has been considered as a case study and qualitative analysis technique has been used.

2.4.2 SAMPLING

In this study, the universe of human resource professionals in the aviation sector in Turkey. Analogous sampling method, one of the qualitative sampling methods, was used for the research sample. In this method, it includes an analogous subgroup or a highly specialized situation in the universe related to the research problem. There are a number of reasons for choosing the focus group. The point is that focus groups often have group interviews on key issues affecting people with similar experiences. The focus group in this study is human resources managers working in the aviation industry. This interview technique especially; it is a data generation technique developed in the 1940s to be used mostly in mass communication analysis and dominated by semi-structured in-depth interview style [30]. Focus group interviews have a systematic structure, and the detailed data obtained here form a solid basis for one-to-one interviews [31]. This research was conducted through in-

depth interviews with 10 human resources managers from human resources consulting firms. Many different studies have been conducted to evaluate the grounds of enterprises in attracting potential candidates to the institution with talent management practices and the evaluations of these studies have been taken into consideration. After the evaluation, in order not to deviate from the main question of the research, during the interview, studies using national and international qualitative research methods such as [8], [32], [33], [34], [35] were used. In this direction, within the scope of the research;

QUESTIONS

- 1- How would you define talent management based on your experience?
- 2- What is the importance of talent management for businesses? Why do you apply talent management in your company?
- 3- Which competencies does your business need to continue its activities?
- 4- What are the advantages of talent management for businesses? (What are the advantages according to your point of view on business life?)
- 5- What are the duties and responsibilities of people working in talent management positions in your company?
- 6- How does talent management process work in your department?
- 7- How has talent management practices affected your company?
- 8- Turkey's average navigating on the earth is known to be a skill gap. what do you think is the main reason for this? What do businesses need to do to overcome their problems with access to talented workforce?
- 9-What are your predictions for the future of talent management?
- 10- Do your line managers have people from the talent pool?

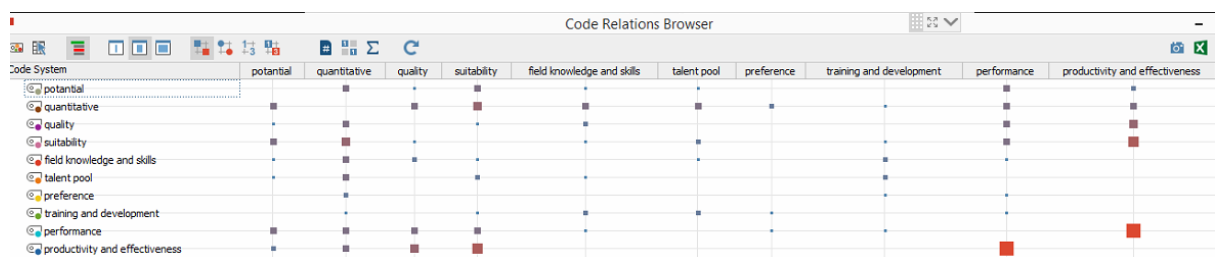
2.4.3 DATA COLLECTION TOOLS

Based on the previously prepared interview flow, semi-structured in-depth interview technique was used. The reason for using this technique; It is a more systematic progression of human resources managers in expressing their views on talent management. This technique has been beneficial in terms of providing a certain standard and flexibility level to the interview manager [36]. Interviews took place between January and June 2020. Interviews were made with the managers selected by purposeful sampling method. In order to prevent data loss, interview forms were created due to the covid-19 process and recorded on documents. The obtained data were analyzed with Maxqda 20, one of the computer aided qualitative data analysis programs. With the Maxqda program, the content analysis was made systematic and the ease of analyzing the texts together was provided. In addition, the program was chosen for its usefulness, detailed analysis of the texts, sound data management, detailed content analysis and comprehensive relationship between concepts. Analysis tables and figures were obtained by coding upon the interviews with human resources managers. Coding in the program is a tool used to systematically analyze and classify texts [37];[38].

III. RESULTS

It was loaded into Maxqda 20 program in order to encode the data obtained from the audio recordings collected as a result of interviews with human resources managers, to find themes, to organize themes, to define and interpret the findings. In line with expert opinions, coding was made using the code key and defined in the program. The results of the interviews were arranged in texts and were read one by one in order to be coded, and the meanings of each interview text such as word, sentence or paragraph were analyzed and coded. As a result of the readings, "quality", "productivity" and effectiveness", "suitability", "field knowledge and skill" "performance", "quality", "talent pool", "preference", "education and development " codes were created. The interviews with human resources managers were transferred to the Maxqda 20 package program. In each interview, the codes containing the factors were analyzed at the level of words, sentences and paragraphs in the interviews.

TABLE 1:Code Relationship Browser



First, the relationships between the codes were examined and the matrix in Table 1 was obtained. According to this analysis, the number of interactions between various codes was quantitatively evaluated; strong and weak relationship ties were shown. These ties revealed the elements that the managers who

participated in the study used in their evaluations. According to this matrix; Performance and Productivity-Effectiveness 9 times, suitability with Productivity-Effectiveness 6 times, Quality and Productivity and Effectiveness 5 times, Suitability and Quantitative relationship 5 times, Quantitative and Quality relationship 4 times, Quality and Productivity-Efficiency Relationship 4 times, Performance and Suitability relationship has been determined 4 times. Based on these findings, it is possible to mention that highly interactive codes create common models and patterns for human resources managers.

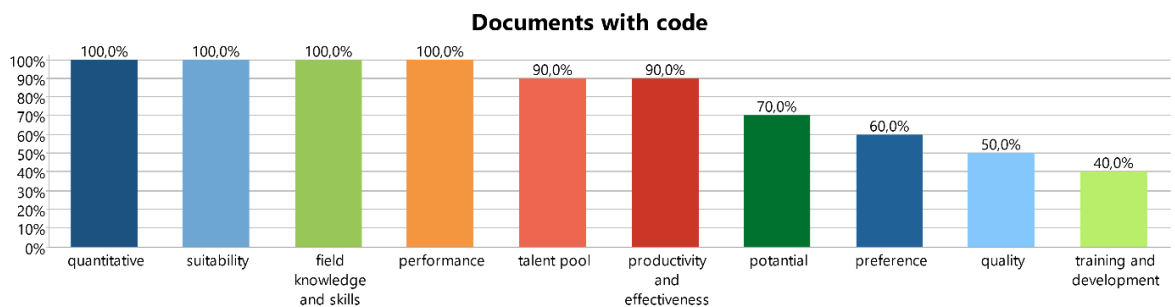
According to the same analysis; it is stated that the codes such as potential and field knowledge skill, qualification and training development, potential and training development and being preferred are rarely associated with each other. Some comments should be included in the assessment here. If it is paid attention, it will be seen that these terms may arise from the situation of not having the opportunity to make a valuation professionally in terms of side-by-side usage. Namely; it is considered normal to see the person with potential because his education or the school he graduated from is at a good level, but a weak relationship may be established because the same person's field knowledge and skills cannot be understood without hiring him. Likewise, it may not be possible to understand what kind of training and development programs will be needed in the working environment of a person who is deemed qualified without clearly determining her status. Again, it may not be possible to determine what kind of training and development program to apply without determining the weaknesses and strengths of a person with high potential in the working environment. In addition, some of the codes with low interaction may be made by the administrators to alienate the terms, while some of them avoid putting two terms side by side or use them interchangeably. For example, eligibility and preference, potential and talent pool, etc. The reason for this may be the distance of people working in the sector to academic terms, as well as the fact that words that are close to each other and associated with each other are not used in the same sentence. The word cloud, which is another evaluation obtained in the analysis with Maxqda; It is the creation of a map of common words among the most frequently used words among all words used in inter-interviews. The word cloud is shown in Figure 1.

FIGURE 2: Word Cloud



When the interviews in Table 2 were evaluated with code-based frequency analysis, remarkable situations were experienced in the general distribution over 6 codes. While 100% of the executives talked about qualification, suitability, field knowledge, performance, 90% productivity and effectiveness, and talent pool, they showed again with a high rate.

TABLE 2: Code Based Frequency Analysis



employees, so they can meet the work done by a few people with less time and employee cost. At this point, businesses in the changing world and developing with these aspects have to keep up with this situation organizationally and design their processes according to the new order. Human resources management, which is a business function, is the unit that has to adapt to this change first, so it is the unit with the highest responsibility to design the processes within the organization according to this order and to spread this culture. From this point of view, human resources management has also gone through a series of process transitions. These; strategic human resources management, competency-based human resources applications and, ultimately, talent management practices. Keeping up with this transition is of vital importance. Being aware of this importance; field of application; its scientific and technological infrastructure is deep,

a) easily affected by any change,

b) the multiplier effect in the economy is,

c) It has been identified as the aviation sector, where employees with high potential, qualified, field knowledge and skills are vital.

For this reason, a role-based talent management research to be done in the aviation industry can provide an accurate perspective for human resources management. As a matter of fact, research results revealed from the knowledge of field professionals:

In accordance with the nature of the research industry, the talent management role; It has been observed that there is an intense relationship between efficiency and productivity increase and revealing performance. One of the most intense relationships among the roles of talent management is the discovery of potential candidates. Within the scope of the research, an intense relationship was observed between talent management with the talent pool to be formed with qualified candidates, selecting candidates suitable for the job in terms of knowledge skills. These results; It offers a perspective for businesses operating in sectors where technological, scientific and sociological changes are intense.

As a matter of fact, businesses that are behind the era with low flexibility and cannot adapt will face the risk of terminating their activities by not being able to respond to these changes that directly affect sustainability. This situation, which can be based on the theory of organizational eco-logy[39], is actually conveyed as a result of natural selection. In the light of changing processes; the role of talent management in human resource management; it comes to the fore in terms of converting potential into performance, revealing efficiency and productivity, and suggesting the right person who is competent in quality. Especially when looking at the results of the studies in the literature; [40] in their work; it has determined a positive relationship between talent management and project performance in enterprises. In their study, [34] argue that an effective talent management application will reduce the risk of external talent, provide competitive advantage, and help mobilize management effectiveness. [20] Opened the talent bottleneck caused by the pace of change in the industry with the role of more dynamic talent management in human resources management. In the study conducted by [35], the role of talent management applied correctly in understanding interactions, improving social and human capital, increasing employee and business performance, facilitating organizational learning and gaining sustainable competitive advantage were mentioned. [41] Explained the role of talent management in providing superior organizational performance by improving innovation performance. According to the results of the study; the real sector organizations should include innovative human resources practices in their processes, and the academic community; in order to contribute to the literature, similar studies are suggested to present different perspectives supported by quantitative data in different sectors.

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