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AN OVERVIEW OF THE TALENT MANAGEMENT IN TURKEY: AN APPLICATION ON THE PARTICIPATION BANKS

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SUPERVISOR:
DR. ÖĞR. ÜYESİ SÜHA OĞUZ ALBAYRAK

ANKARA
JUNE, 2019

Approval of the thesis

We have read the thesis entitled "**An Overview of the Talent Management in Turkey: An Application on the Participation Banks**" completed by Kenan GÜNEŞ under the supervision of Asst. Prof. Dr. Süha Oğuz ALBAYRAK and we certify that in our opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Science.

Title, Name Surname	Institution	Signature
Asst. Prof. Dr. Süha Oğuz ALBAYRAK (Supervisor)	AYBU / Faculty of Political Sciences	
Assoc. Prof. Dr. Hasan Engin ŞENER (Jury Member)	AYBU / Faculty of Business Administration	
Assoc. Prof. Dr. Sutay YAVUZ (Jury Member)	ASBU / Faculty of Social Sciences and Humanities	

Date of defense: 19.06.2019

I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Science.

Manager of Institute of Social Sciences
Assoc. Prof. Dr. Seyfullah YILDIRIM

STATEMENT OF PLAGIARISM

I hereby declare that all information in this thesis has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work; otherwise I accept all legal responsibility.

03.06.2019

Kenan GÜNEŞ



ABSTRACT

An Overview of the Talent Management in Turkey:
An Application on the Participation Banks

GÜNEŞ, Kenan
MSc., Department of Political Science and Public Administration
Supervisor: Dr. Öğr. Üyesi Süha Oğuz ALBAYRAK

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Today, the effects of global competition affect all processes of enterprises and make them compulsory to adopt new management approaches. The rapid developments in information and technology adversely affect the long-term competitive advantage of enterprises. In spite of all the investments and the measures taken, the products and services specific to the enterprises are copied and put on the counter market, leaving the companies in a difficult situation. Businesses have realized that the human element cannot be copied since the last quarter of the 20th century. The distinctive power of the human resource factor in the global competitive environment has revealed a new management philosophy in human resource management, which has the name of 'Talent Management'. This new management philosophy adopts the understanding of talent management instead of human resource management by imposing new roles and responsibilities on human resources.

In the financial sector, human resources are more important than other sectors. Participation banks operate in the financial sector and have an organizational structure that is dependent on skilled labor. It is also very important for the sector to have high potential, to have talented employees, and to retain the employees in this sector, in order to keep up with its growth target. However, no studies have been found on the adoption and implementation of talent management in participation banks in Turkey.

In this study, firstly, the literature related to human resources management, strategic human resources management and talent management process is examined and necessary concepts are explained. Then, after informing about the interest-free banking system, information about the human resources policies of participation banks was included. Finally, data were collected by the qualitative research method of in-depth interview techniques in 5 participation banks in Turkey, of which 2 are state-owned and 3 owned by private equity. Interviews were conducted with managers in human resources departments, which are

practitioners and supervisors of talent management approach. According to the findings obtained from the interviews; except for one bank with private capital, talent management practices were found to be below the desired level. Moreover, it is found that the level of utilization of talent management and its sub-dimensions in private participation banks is much higher than that in public participation banks.

Key Words: Talent, Talent Management, Human Resources Management, Participation Banking.

ÖZET

Türkiye'de Yetenek Yönetimine Genel Bir Bakış: Katılım Bankaları Örneği

GÜNEŞ, Kenan

Yüksek Lisans, Siyaset Bilimi ve Kamu Yönetimi

Danışman: Dr. Öğr. Üyesi Süha Oğuz ALBAYRAK

Haziran 2019, 154 Sayfa

Günümüzde küresel rekabetin etkileri, işletmelerin tüm süreçlerine etki etmekte ve yeni çıkan yönetim anlayışlarını benimsemelerini zorunlu hale getirmektedir. Bilgi ve teknoloji alanındaki hızlı gelişmeler işletmelerin uzun soluklu rekabet avantajını olumsuz etkilemektedir. Yapılan tüm yatırım ve alınan önlemlere rağmen işletmelere özgü ürün ve servisler kopyalanıp sahtesi piyasaya sürülerek işletmeleri zor durumda bırakmaktadır. Bunun farkına varan işletmeler 20. Yüzyılın son çeyreğinden itibaren kopyalanamaz nitelikteki insan unsuruna yönelmişlerdir. Küresel rekabet ortamında insan kaynağı faktörünün ayırt edici gücü, insan kaynakları yönetiminde yeni bir yönetim felsefesini ortaya çıkartmıştır. Bu yönetim felsefesinin adı *'Yetenek Yönetimi*'dir. Yetenek Yönetimi, insan kaynaklarına yeni rol ve sorumluluklar yükleyerek insan kaynağı yönetiminin yerine yeteneklerin yönetimi anlayışını benimsemektedir.

Finans sektöründe insan kaynağı diğer sektörlere göre daha fazla önem arz etmektedir. Katılım bankaları, finans sektöründe faaliyet göstermektedir ve sektör yetenekli işgücüne bağımlı olan bir örgüt yapısına sahiptir. Sektörün, potansiyeli yüksek ve yetenekli çalışanlara sahip olması ve büyüme hedefi olan bu sektörde çalışanları elde tutabilmesi de oldukça önemlidir. Bununla birlikte ülkemizdeki katılım bankalarında yetenek yönetiminin benimsenmesi ve uygulanması ile ilgili çalışmalara rastlanılmamıştır.

Hazırlanan tez çalışmasında; öncelikle insan kaynakları yönetimi, stratejik insan kaynakları yönetimi ve yetenek yönetimi süreci ile ilgili literatür incelenerek gerekli kavramlar açıklanmıştır. Daha sonra, faizsiz bankacılık sistemi hakkında bilgi verildikten sonra; katılım bankalarının insan kaynakları politikalarıyla ilgili bilgilere yer verilmiştir. Son olarak, Türkiye'de katılım bankacılığı sektöründe faaliyet gösteren 2 si devlet ve 3 ü özel sermayeli olan toplam 5 katılım bankasında, nitel araştırma yöntemlerinden derinlemesine mülakat tekniği kullanılarak veriler toplanmıştır. Mülakatlar yetenek yönetimi yaklaşımının

uygulayıcısı ve denetleyicisi olan insan kaynakları departmanlarında görevli yöneticilerle gerçekleştirilmiştir. Araştırmadan elde edilen bulgulara göre; özel sermayeli bir banka hariç diğer 4 bankada yetenek yönetimi uygulamamalarının istenilen seviyenin altında olduğu tespit edilmiştir. Özel sermayeli katılım bankalarının yetenek yönetimi ve alt boyutlarından faydalanma düzeyi kamu sermayeli katılım bankalarının bir hayli üzerinde olduğu tespit edilmiştir.

Anahtar Kelimeler: Yetenek, Yetenek Yönetimi, İnsan Kaynakları Yönetimi, Katılım Bankacılığı.

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DEDICATION

To my wife Rabia

and my daughters Zeynep & Zümra…

CONTENTS

APPROVAL OF THE THESIS i
STATEMENT OF PLAGIARISM ii
ABSTRACT iii
ÖZET v
ACKNOWLEDGEMENTS vii
DEDICATION viii
CONTENTS ix
LIST OF TABLES xii
LIST OF FIGURES xiii
ABBREVIATIONS xiv
INTRODUCTION 1
CHAPTER I 4
CONCEPTUAL FRAMEWORK RELATED TO HUMAN RESOURCES 4
1.1. Human Resources Management 4
1.1.1. The Concept of Human Resources Management 4
1.1.2. The Purpose of Human Resources Management 7
1.1.3. Basic Principles of Human Resources Management 8
1.1.4. Functions of Human Resource Management 10
1.2. Strategic Human Resource Management 16
1.2.1. Concept of Strategic Human Resource Management 16
1.2.2. Development of Strategic Human Resources Management 17
1.2.3. Strategic Human Resources Approaches 20
1.2.4. The Link between Business Strategies and Human Resources Management 23
1.2.5. Talent Management Approach Within the Context of Strategic Human Resources 26
CHAPTER II 28
TALENT MANAGEMENT 28
2.1. The Concept of Talent 28
2.2. The Concept of Talent Management 30
2.3. Importance of Talent Management for Businesses 32
2.4. Talent Management Process 34
2.4.1. Determination of Target and Strategy 36
2.4.2. Determination of Critical Positions 36
2.4.3. Determination of Talent Profile and Classification of Talented Employees 37

2.4.3.1. McKinsey Classification 38
2.4.3.2. Thomas Steward labor force Classification 40
2.4.4. Attracting the Best Talent 41
2.4.5. Talent Management in Selection and Placement Process 42
2.4.5.1. Evaluation Center Applications 42
2.4.5.2. Career System Typology 43
2.4.5.3. Backup Method and Talent Pool Applications 45
2.4.6. Training and Development for Talented Employees 46
2.4.6.1. Orientation 48
2.4.6.2. Coaching and Mentoring 48
2.4.7. Employee Retention 49
2.5. Future of Jobs 51
2.6. Talent Management in Turkey 53
2.7. Related Research 54
CHAPTER III 60
INTEREST-FREE BANKING SYSTEM 60
3.1. Interest-Free Bankıng 60
3.2. Interest-Free Bankıng in the World 61
3.3. Interest-Free Bankıng (Participation Banking) in Turkey 64
3.3.1. Participation Banks Association of Turkey 66
3.3.1.1. Education, Human Resources (HR) and Certification 68
3.3.2. Albaraka Turk Participation Bank Inc. 69
3.3.2.1. Albaraka Turk Human Resources Policy 70
3.3.3. Kuveyt Turk Participation Bank Inc. 71
3.3.3.1. Kuveyt Turk Human Resources Policy 72
3.3.4. Turkey Finance Participation Bank Inc. 74
3.3.4.1. Turkey Finance Human Resources Policy 75
3.3.5. Vakıf Participation Bank Inc. 76
3.3.5.1. Vakıf Human Resources Policy 77
3.3.6. Ziraat Participation Bank Inc. 78
3.3.6.1. Ziraat Human Resources Policy 78
CHAPTER IV 80
A RESEARCH OF TALENT MANAGEMENT IN PARTICIPATION BANKS 80
4.1. Purpose and Scope of the Research 80
4.2. Methodology of Research 81

4.3. Research Question and Sub-Problem 83
4.4. Limitations of Research 83
CHAPTER V 84
RESEARCH FINDINGS AND ANALYSIS 84
5.1. Information about Human Resources Specialist and Interviews 84
5.2. Structure of Human Resources and Title Structure 87
5.3. Human Resources Approaches and Policies 91
5.4. Talent Management Perspectives and Definition 93
5.5. Talent Management in Recruitment Process 94
5.6. Talent Management in Career Planning Process 96
5.7. Talent Management in Performance Assessment Process 97
5.8. Talent Management in Education and Development 99
5.9. Employee Engagement 102
5.10. Attracting the Talent Employee 104
5.11. Adaptation to Participation Banking Principles and Talent Management Dimension 105
5.12. Participation Banking Culture and Talent Management Dimension 105
5.13. Level of Talent Management Implementation in Participation Banks 106
CONCLUSIONS AND RECOMMENDATIONS 113
REFERENCES 117
APPENDIX 127
Annex-1: Semi-Structured Interview Form 127
Annex-2: Ethics Committee Research Approval Form 129
Annex-3: Curriculum Vitae 135

LIST OF TABLES

Table 1: Historical Development of Human Resources Management 19
Table 2: Development of Human Resources Management in Organization 20
Table 3: General Business Strategies and Human Resources Practices 24
Table 4: Comparing Skills Demand, 2018 vs. 2022, Top Ten 52
Table 5: Financial position of participation banks (TL million) 65
Table 6: Participation Banks Branch and Number of Staff Development (2009 - 2018) 69
Table 7: Albaraka Turk Key Financial Indicators (Thousand TL) 70
Table 8: Kuveyt Turk Key Financial Indicators (Thousand TL) 72
Table 9: Turkey Finance Key Financial Indicators (Thousand TL) 74
Table 10: Vakıf Key Financial Indicators (Thousand TL) 76
Table 11: Ziraat Key Financial Indicators (Thousand TL) 78
Table 12: Information about the Interviewer and the Interview 84
Table 13: Human Resources Policy of Participation Banking 92
Table 14: Talent Management Definition of Participation Banks 93
Table 15: Recruitment Processes Applied in Participation Banks 94
Table 16: Talent Pools and Evaluation Centers in Participation Banks 97
Table 17: Performance Appraisal Method in the Participation Banks 98
Table 18: Training Opportunities Provided By Participation Banks to Employees 101
Table 19: Activities of Participation Banks to Attract Candidates 104
Table 20: Slogans of Participation Banks 106
Table 21: Talent-Based Human Resources Management Perspective 107
Table 22: Level of Talent Management Implementation in Participation Banks 108

LIST OF FIGURES

Figure 1: The Overall Framework of the Talent Management Process 35
Figure 2: McKinsey 9 Box Talent Matrix 39
Figure 3: Thomas Steward Workforce Matrix 40
Figure 4: Sonnenfeld Typology of Career System 44
Figure 5: Collings and Mellahi's Talent Management Pool 46
Figure 6: Milestones of Global İnterest-Free Banks 63
Figure 7: A Bank Human Resources Organization Chart 87
Figure 8: B Bank Human Resources Organization Chart 88
Figure 9: C Bank Human Resources Organization Chart 88
Figure 10: D Bank Human Resources Organization Chart 89
Figure 11: E Bank Human Resources Organization Chart 90

ABBREVIATIONS

BAT : Banks Association of Turkey

PBAT : Participation Banks Association of Turkey

BİLSEM : Science High Schools and the Science and Art Centers

BRSA : Banking Regulation and Supervision Agency

CIPD : Chartered Institute of Personnel and Development

CMB : Capital Markets Board

CVs : Curriculum Vitae

HR : Human Resources

HRM : Human Resources Management

IT : Information Technology

ITC : Insurance Training Center

MT : Manager Trainee

PB : Participation Banks

PhD : Doctor of Philosophy

RAF : Royal Air Force

SDIF : Savings Deposit Insurance Fund

SFI : Private Finance Institutions

SHRM : Strategic Human Resources Management

TM : Talent Management

WEF : World Economic Forum

INTRODUCTION

We live in a time when the world is defined as a small village. Many of the resources of this world have been discovered and presently, the most efficient way of using these resources is sought. The emphasis on recycling and the development of zero waste strategies show that we try to benefit from all resources. In the light of these developments, the human resource is the only source whose value cannot be measured and whose limit cannot be drawn. This resource, which is described as human capital in economics literature, is the most valuable resource and a resource which cannot be stored.

With the Industrial Revolution, the traditional production style was transformed into modern production style. This transition is an important passage in terms of human history. Because in the new production style, man is considered as a part of mechanical production and it has gained a qualification unfit for human nature. Companies that needed more production after the Industrial Revolution exploited the labor of people by making them work under heavy conditions, with a labor force including children and women. The consequences were alienation to one's own labor, product, working environment, self and humanity. It should not be forgotten that a human being is a social entity. At this point, human resources were needed as a result of increasing expectations.

The concept of human resources was first used in 1817 by the famous economist Springer. However, the first professional/scientific writings on business organization and management appeared in the early 1880s in the United States, authored primarily by engineers. The engineers sought to use principles of science to increase the efficiency of business production systems. Inevitably, they were led to consider the 'human' side of production, which includes methods of employee selection, job assignment, supervision, work pace, and compensation. This new approach found its most infuential and strategic formulation in the writings of Frederick Taylor, particularly his book *Principles of Scientific Management* released in 1911 (Jacoby, 1985).

In the 1960s and 1970s, employers in the developed countries of the United States and Europe realized that it was necessary to give importance to people and needed to reconsider their perspective. Because it has now been revealed that there is not enough perspective in terms of work, labor psychology, education and industrial relations, that human events and phenomena should be handled as a whole, and also technological developments, increasing competition and other environmental factors have increased the demand for qualified personnel of organizations. In this context, the quality of human resources has become the main factor determining the success of organizations (Benligiray, 2007: 5-6).

Depending on these developments and changes, the shortage of talented human resources began to emerge in the 1980s. In 1998, Chambers et al. their research results were published in McKinsey Quarterly. Due to the shortage of talent, they used the “The War for Talent” statement in their research (Chambers et al. 1998). After this date, the concept of talented people has become more important and is a turning point for organizations.

In the light of these evaluations, a new management philosophy was needed to manage the ability to find, hold and use talented employees in line with business objectives in order for organizations to obtain competitive advantage and maintain their existence. At this point, the concept of "talent management" emerges.

Since almost all of the services provided by the financial sector are based on human resources, good management of human resources is becoming more important. The quality and success of these services is possible with the development of the human resources. Talent management process is a new management philosophy that ensures the best management of human capital. Chartered Institute of Personnel and Development defined talent management as; “Is the systematic attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organization” (CIPD, 2008: 7).

Participation banks are institutions that offer banking services according to interest-free basis in the finance sector where competition is very intensive. In order to respond to the needs of the employees, attract talented employees, develop them, keep them in hand and maximize their performance, the participation banks needs to have a skill-based perspective on its employees. Because interest-free banks operate especially in the banking-finance sector where talent and creativity are of strategic importance. Therefore, it is inevitable that the staff working in interest-free banks have high qualifications.

The aim of this study is to determine whether the participation bank in Turkey fulfills talent management functions of the human resources department, the role of talent management approach in the participation banking sector and demonstrates the importance and to offer suggestions.

In the first part of the study; the historical processes of human resources from the conceptual framework are mentioned. The processes of transition from personnel management to human resources management are explained with reference to the main sources. Then, the concepts of strategic human resources were explained and the development process and strategic human resources management were described. Strategic human resources management was completed with the emergence of talent management.

In the second part; the concept of talent has been mentioned and the importance of talent has been emphasized. McKinsey Company's talent management, along with the success of his contribution to the literature has been explained. With talent management, all the skills necessary to keep pace with the developments in the conditions of talent acquisition, development and competition were mentioned in this section.

In the third part, the working ethic and development processes of participation banks, which expressed in the world as interest-free banking, were mentioned. The reports issued by the Participation Banks Association of Turkey (PBAT) and the targets set were mentioned. The situation of 5 participation banks currently operating in our country has been expressed separately. The activities of these banks related to talent management and development along with human resources policies are explained.

In the fourth part, the aim and scope of the study, methodology, the question of the study and the limitations of the study are mentioned. Finally, in the fifth part; findings of the study were analyzed. The findings were interpreted and the level of talent management application in participation banks was compared with each other.

CHAPTER I

CONCEPTUAL FRAMEWORK RELATED TO HUMAN RESOURCES

The conceptual framework of human resources is discussed under two separate headings; human resource management and strategic human resource management.

1.1. Human Resources Management

In this title, the change of concept human resources within the historical process, the purpose, principles and functions of human resources are explained as follows.

1.1.1. The Concept of Human Resources Management

The most important of the raw materials needed for businesses to achieve their goals is human capital. Therefore, management of the people in the enterprise is vital. In addition to having adequate resources, it is important to use these resources effectively. The basis of ensuring this activity is based on the management of human capital, namely is human resources management (Güneş, 2016: 20).

The 5 M letters of the enterprises; machinery, money, man (human capital), management and material elements are usually the inputs contained within. The place of human resource among these inputs can never be filled with another source. Because the lack of effective and efficient human resources management will reduce the impact of other inputs, and even destroy them over time. The main purpose of human resources management is to reach the targets of the institution in the most efficient way and to have the belief that people will play the most important role in achieving these goals (Fındıkçı, 2006: 13). Human resources management provides a controlled way of doing business in communication with employees and enables a productive and efficient business structure to occur (Küçük and Güzeler, 2009: 143).

From the past to the present it is seen that various concepts are used for the management of human capital; in addition to statements such as personnel affairs, staff issues, personnel department, personnel management, human resources, human resources management and strategic human resources management, also it has been used in different concepts. However, the concept commonly used today is human resources management. The management of human; in English widely used in the singular form of “Human Resource Management”, in French “Gestion des Ressources Humaines”, and in Turkish “İnsan Kaynakları Yönetimi, İnsan Kaynağı Yönetimi, and sometimes İnsan Kaynağının Yönetimi” it is expressed through concepts such (Aykaç, 1999: 17).

The concept of human resources was first used in 1817 by the famous economist Springer. However, the first professional/scientific writings on business organization and

management appeared in the early 1880s in the United States, authored primarily by engineers. The engineers sought to use principles of science to increase the efficiency of business production systems. Inevitably they were led to consider the 'people' side of production, including methods of employee selection, job assignment, supervision, work pace, and compensation. This new approach found its most infuential and strategic formulation in the writings of Frederick Taylor, particularly his book *Principles of Scientific Management* in 1911. In America, employers' interest in applying sintific management to labor management was substantially heightened by two new and much publicized empirical findings reported in the early to mid-1910s. The first was the huge cost of employee turnover (often in excess of 100 percent annually); the second was the cost savings from the recently inaugurated industrial safety movement (Jacoby, 1985).

The First World War had a great impact on the development of the human resources function throughout the industrial world (Eilbirt 1959). The major combatants sought to harness their economies to maximum war production, greatly stimulating the pressures to rationalize management and achieve higher productivity. Governments in several countries sponsored research on industrial fatigue and instituted screening tests for new recruits into the armed forces (Baritz 1960; Niven 1967). Likewise, war production led to an economic boom and dramatically higher employee turnover rates, escalating wage pressures, and problems with discipline and work efort. Finally, labor unrest, strikes, and union organizing greatly mounted factors that, with the Bolshevik Revolution in Russia in 1917, caused widespread concern that the 'Labor Problem' was on the verge of boiling over into revolution in other countries. Out of this fear was born, in turn, a new movement for industrial democracy (Lichtenstein and Harris 1993). In response, companies expanded welfare activities, created new employment departments, and in hundreds of cases established shop committees and employee representation plans (Kaufman 2007).

In the 1950s, when new technologies gained momentum, due to increased competition and other environmental factors, employees started to come to the fore as a force that determines, directs and coordinates the production and service process (Dolgun, 2007: 7). The top managers have begun to realize that the development of effective human resources will be of great importance in terms of the success of the enterprise and the concept which is limited with the personnel management has come to the fore as human resources management (Tepebaşılı and Selçuk, 2004).

In the 1960s and 1970s, employers in the developed countries of the United States and Europe realized that it was necessary to give importance to people and needed to reconsider

their perspective. Because it has now been revealed that there is not enough perspective in terms of work, labor psychology, education and industrial relations, that human events and phenomena should be handled as a whole, and also technological developments, increasing competition and other environmental factors have increased the demand for qualified personnel of organizations. In this context, the quality of human resources has become the main factor determining the success of organizations (Benligiray, 2007: 5-6).

Since the last quarter of the 20th century, the concept of human resources management has been adopted as a strategic importance and since then, instead of the concept of personnel management, the concept of human resources management has been used based on the skills, knowledge, creativity and development of individuals (Bayat, 2008; Güler, 2006: 18). This new approach represents a contemporary approach to personnel management. This understanding puts the human element in the center of the organization and brings it to the forefront (Şimşek and Öge, 2009: 2). This new understanding represents a contemporary approach to personnel management. In other words, organizations put the human element in the center of the organization and the forefront (Şimşek and Öge, 2009: 2). It deals with human issues in a multidimensional and systematic way in parallel with the characteristics of human being as a social being (Mercin, 2005: 130). Human resources management approach, which was born as a result of adapting to new developments, is quite diverse and comprehensive compared to personnel management naturally (Tortop et al. 2006, 18-19).

Today, developments in the field of organizational culture, full competition environment, change, innovation, technological innovations, globalization, multinational companies, the development of international business, in the classical sense of personnel management with a new understanding of the content, the contents of a significant change and compliance with these innovations required it has made. That is why the new approach has made it necessary to look at all human elements working in the organization from a holistic perspective (Aykaç, 1999: 20-36). Human resource management and personnel management are not opposite concepts but there are significant differences between them, and human resource management is considered as a more comprehensive concept.

Staff management is an approach that refers to recruitment, layoff and retention of personnel records in enterprises, i.e., it does not have a strategic role in enterprises, it performs more personnel functions, it does not assume any responsibilities in organizational decisions. Human resources management is an approach that considers people as the focal point of the business and emphasizes them. This means; it includes tasks such as recruiting, selecting the most appropriate person for the open business area, evaluating, enabling the best

reception of their training in the business, keeping the employees in the business for a long time and raising the motivation of the employees.

1.1.2. The Purpose of Human Resources Management

Organizational efficiency is a prerequisite for organizational success. The aim of human resources management is to increase organizational efficiency by using manpower in the most effective and efficient way. The effectiveness and efficiency of all work carried out in the enterprise from production to marketing depends on the quality and quantity of the personnel employed (Öğütoğulları and Akpınar, 2016: 26).

Regardless of the task within the organizational structure, in which every individual in the unit working in the company, fall under the scope of human resources management. Human resources management takes important roles from recruitment to retirement, sometimes even during the post-retirement period, and develops and implements modern methods to enable them to work effectively and efficiently. The human resources management adopts two main objectives as a principle in fulfilling its mission. The first is to maximize the contributions of the people working in the organization by using the knowledge, talents and skills of the organization in a rational manner, and the second is to ensure that the people working in the organization are as satisfied with the work as possible (Özgen et al., 2002: 8-9).

In addition to these general objectives, human resource management is associated with accomplishing the objectives in the following areas (Palmer, 1993: 25);

- ✓ To use human resources in the most efficient way in line with organizational goals,
- ✓ To meet the needs of employees and to ensure their professional development,
- ✓ To ensure organizational change and make it permanent,
- ✓ Creating a learning and thinking organization,
- ✓ To create organizational engagement

Aktan considers human resources management as a discipline that deals with the 'human' dimension in organization and management summarizes the basic aims of human resources as follows;

- ✓ To contribute to the achievement of the objectives of the organization,
- ✓ To use human resources in the most effective way in line with the targets of the organization,
- ✓ To employ the right people in the right jobs,
- ✓ To conduct performance evaluation according to scientific criteria,

- ✓ Promotion of employees according to their performance,
- ✓ To appreciate and motivate employees,
- ✓ Create an objective and fair incentive mechanisms,
- ✓ To enable employees to integrate with the organization (Aktan, 2005: 228).

For all these purposes, human resources has a content that regulates all the relations of the employee or the staff from the recruitment to the retirement (Fındıkçı, 1999: 13). Human resources is a specialist institution and aims to make the most accurate assessment of the manpower resource through scientific methods. The ultimate goal of the human resources department is to create an effective human resources policy and to implement the necessary practices in this direction to support the senior management with the tools that can be used in this context (Sabuncuoğlu, 1997: 23).

The basic aim of human resources is to put the people working within the enterprise in the focus and to benefit from it in the most efficient way according to the objectives of the enterprise. These two objectives must be taken into account together, otherwise ignoring one's other purpose becomes meaningless. Only if the personnel is built on yielding, people who work will not be different from a means of production.

1.1.3. Basic Principles of Human Resources Management

Principle is the premise that is considered outside of any discussion (www.tdk.gov.tr). Principles have various benefits. Above all, it helps the manager make more precise decisions. Decisions based on principles are more consistent and useful. They prevent loss of time and help the information to pass from one generation to another (Genç, 2006: 20). In addition to these benefits, human resource management policies are a set of principles that guide managers to make decisions about human resource management (Aktuna, 2007: 13).

In an organization, there must be some principles in order for the processes related to human resources to be carried out in a certain stability and system. Although different names are expressed in different numbers in the literature, they can be summarized under the following five headings: competence, career, equality, assurance and impartiality principles. For a better understanding of the subject it is helpful to look briefly at these five principles.

The competence principle, which can be described as the ability to perform a task successfully, is also called proficiency principle (Yüksel, 1997). Competence can be defined as the power and ability to accomplish a task with success. In the narrow sense, the selection of the most skilled personnel for a task; In a broad sense, it includes all of the rules and practices that enable the establishment of an effective and efficient personnel system at the organizational level.

The career principle; career is a concept that includes employees' work during their work life, development and progress in business life (Bingöl, 2004: 245). More precisely, the career means "to move forward in a chosen business, to earn more, to assume more responsibility, to gain more respectability, power and prestige" (Can et al., 2011: 17). Hiring staff based on knowledge and skills is not enough to make choices, also for effective career management these skills must be kept in the organization. This principle is a set of rules and practices enable the establishment of an effective and efficient personnel system that it provides equal pay for equal work (Yüksel, 2003: 341).

The equality principle; employers should take a neutral attitude in accordance with the principle of equality, regardless of gender, language, race, creed and religion, from recruitment to retirement. Equal opportunities should be created in recruitment and progress. Organizations should not include any criteria other than skills, knowledge, personality and talents in human resources practices. Human resources policy should be followed according to the job rather than according to the man.

The principle of assurance; every employee expects assurance from the institution in which he / she works and this is his / her natural right. It is impossible to expect a productive work from a person who has the fear of losing his or her job at any time. Therefore, a working environment should be prepared in a safe and secure way away from all kinds of suspicions and employees should be guaranteed economically and socially (Sabuncuoğlu, 2000: 19). As long as the staff is successful and they do not violate the norms of the institution, they should not lose their job, their rights and maintain their position in the workplace. Assurance is that the employee cannot be dismissed without justified reasons and can retain his / her position in the office.

The impartiality principle; expresses the attitude of senior management in organizations against subordinates. Managers in the organization should not take sides according to the political thought of subordinates. In the literature, the principle of impartiality, also called the neutrality principle, is generally evaluated in connection with the political institution and in human resources management it is examined in relation to the public sector (Tortop, 2007). The principle of impartiality requires the employees to be at equal distance from the political organs, especially the political power.

Implementation of these principles in human resources management will provide a fair, objective and sustainable environment for both employees and organizations in achieving corporate and individual goals. The principles should not be a formality, it must adopt as a

priority of business strategy and be able to give the employee the feeling that he / she adheres to these principles.

1.1.4. Functions of Human Resource Management

Human resources management carries out a number of practices and functions to ensure the highest level of productivity from employees and to ensure that employees enjoy their work by increasing the quality of their business life. These functions, which are called the functions of human resources management, include the process of finding and selecting the right people, educating and evaluating the selected personnel, the people who are suitable for the organization and the job. The literature on the subject refers to the best practices, applications or functions of human resources management and covers all processes ranging from recruitment to retirement. Functions such as business analysis, human resources planning, employee selection, training, performance evaluation, and remuneration are among the functions of human resources management.

Akyüz states that it is possible to reduce and increase the human resources management functions under different names and in different numbers, but should include the following steps;

- ✓ To determine the human resources needs of the organization and implement them by developing plans related to it,
- ✓ Trying to find the most essential human resources for the organization,
- ✓ Make the right choices through tests and interviews and place the chosen ones in the appropriate places,
- ✓ Training and directing employees,
- ✓ To do business analysis for job descriptions and properties,
- ✓ Creating systems to improve employee performance,
- ✓ To make career planning of employees,
- ✓ To ensure that all the equal work opportunities of the organization are realized,
- ✓ Preparing and implementing organizational development programs,
- ✓ To protect the characteristics and qualifications of employees and to give them social services,
- ✓ Pay the wage corresponding to the employees' work (Akyüz, 2001: 53).

In Akın and Çolak's study, human resources functions were emphasized as; labor planning, training development, performance evaluation, rewarding, company-employee relationship and internal communication variables (Akın and Çolak, 2012: 87). In the study conducted by Kaya and Keser (2014: 98), human resources functions, recruitment and

selection of Personnel, team work, professional development and training, written policies and documentation, cross functional education, performance appraisal and rewarding, feedback, wage and career were evaluated in 9 dimensions.

Based on these studies, we can summarize the basic human resources functions under the following headings: job analysis, human resources planning, candidate selection and recruitment, training, performance appraisal, compensation, industrial relations and occupational health and safety. Each of the human resources functions is briefly mentioned below.

Job analysis; is a process that refers to the collection, evaluation and classification of information related to the job. Öztürk (2003: 64), defined the job analysis as researching, analyzing, and reporting on the subject with scientific methods the nature, quantity, requirements and working conditions of a business.

The purpose of the job analysis is to determine the task responsibilities and working conditions in the work to be done, as well as to determine the level of knowledge, skills and training required by the employee to do the job. Identifying the human behavior required to perform the work and/or work performed in detail with a certain method is called job analysis (Spector, 2003: 54).

Job analysis is a systematic process that determines what needs to be done in a job. This process requires effort and time, which is the most important resources for businesses. Some businesses make mistakes by not including all positions in this process. Because they see it at an extra cost, however the job analysis saves a lot of costs. With job analysis, the tasks, behaviors and personal characteristics required for a job are revealed. Job analysis tells an enterprise why special talents and abilities persons are required for a job (Woods et al., 2011: 346).

Job analysis plays an important role in human resources management. Selection, placement, job design, compensation and pack side-rights, performance evaluation, analysis of training and development needs, measurement of work value and organizational efficiency are the main topics.

Human resources planning; the human resources planning process is carried out through certain stages such as business management. This process is not different from the management practices in the operational activities carried out by the company to produce services or products. The human resources planning process, in general, consists of the planning phase in which the existing situation is revealed and the needs are determined in the future (Jauch and Glueck, 1998: 11). In short, the planning process is the process of

estimating the workforce needed by the enterprise and arranging the necessary work to meet this requirement.

Human resource planning, which can be seen as a planning study to increase the efficiency of human resources, is one of the basic factors that affect and determine the productivity and therefore the profitability for the enterprises. Because planning does not play an expense-reducing role in the sense of saving only the number of personnel in this sense, it also plays a key role in creating the appropriate employee according to the nature of the work. Thus, in practice, an increase in productivity and thus an increase in profit is achieved (McBeath, 1996: 12).

Another benefit of planning is to mobilize all units of the business and help them achieve the goals by accelerating decision-making processes. On the other hand, a good planning saves time, facilitates the transfer of authority and, finally, helps to make business activities more effective and efficient by making predictions (Daft, 1991: 134–141).

All activities such as determining the number and qualifications of the personnel to be commissioned according to the objectives of the enterprise and taking the most suitable personnel are included in the scope of human resources planning. Human resources planning eliminates the problem of excess or missing personnel, which will become a problem in the enterprise by ensuring that personnel is taken to the enterprise in its full decision. In addition to responding to environmental changes and adapting to them, it has the ability to plan and manage all kinds of activities related to the existing personnel (Barutçugil, 2004: 244).

The existence of human resources planning enables the company to have a healthy business structure by providing the right number of qualified personnel and at the right time. By means of human resources planning, the proper and on-site staff recruitment leads to the creation of jobs more easily and actively in favor of the business. Human resources planning is one of the most basic and important resources for businesses against the destructive effects of today's conditions. In addition, planning plays a role in establishing and coordinating a regular communication system within the enterprise.

Candidate selection and recruitment; candidate selection and recruitment is one of the important factors that lead to a manpower enterprise and lead to success or failure. This element is considered to be an important issue or problem in the management of human resources in that it has the level and ability to meet the actual needs of the business and the most useful among them is the management of human resources. For this reason, recruitment chiefs or department directors and managers are responsible for finding and selecting

employees as a sub-unit of human resources department in large-scale enterprises (Sabuncuoğlu, 2000: 72).

Although the first and priority stage of the staffing process in the workplace is the function of finding employees, a number of applications have to be carried out beforehand. Human resources experts should formulate strategic human resources planning before applicants are yet to be evaluated. Finding human resources; to be able to research and attract candidates who have the necessary knowledge, skills, skills and motivation to meet the personnel shortage resulting from manpower planning. Planning activities reveal what kind of qualifications and number of personnel the organization needs, but the real problem is where to find this quality and number of people (Yüksel, 2000: 101). Although many of the enterprises give priority to employees in finding employees, it requires that all personnel needs to be applied to external sources frequently because they cannot be provided from internal sources.

Today, many organizations have undergone organizational change reveal that there have been important changes in human resources management practices. Some of the changes that have occurred at this point are related to the selection and placement processes of employees, and in this process, it is observed that the use of modern methods such as script writing and psychometric internet has been started (Baran et al. 2002: 81).

The main stages adopted during the selection process include pre-clinical screening interview, application blank, employment interview, tests, references, background check, health and physical examination and the final interview with the relevant administrator (Selamoğlu, 2001: 112). The selection of the wrong personnel will affect the business negatively and the selection of the right personnel will affect the business positively and increase its efficiency (Sabuncuoğlu, 2000: 72).

Training Process; the concept of education refers to the effort planned by the business, which facilitates the learning of job-related competencies. Education is defined as a system of planned activities that provide certain developments in human behavior according to predetermined objectives (Sadullah, Uyargil et al. 2013: 165). In other words, it is the stage that involves the process of changing and developing the behavior, knowledge, skills and motivation of employees.

The importance of the training activities is to create a difference in the human resources owned, to increase the morale and motivation of the employees, to increase the productivity and to gain power in the competitive environment. An effective training program creates a sense of trust and belonging, reduces the adaptation problems of new employees,

and thus enables employees to learn better by learning faster (Bingöl, 2003: 201). Without training and development, it is not possible for employees to update their skills, knowledge, skills and experiences and improve their performance in a way that affects their organizational results (Uyargil, Sadullah et al. 2010: 162).

Performance appraisal: performance appraisal is the systematic evaluation of the success and ability of the personnel in the enterprise (Sabuncuoğlu, 2005: 184). According to Can and Akgün (2013: 160), performance appraisal is an evaluation work done at certain intervals to determine whether the employee at work shows the behavior that should be applied. This practice is realized in a way that managers and human resources establish a one-to-one relationship with employees, not a group, and this is becoming increasingly widespread.

Performance is related to the task and the person to meet the predefined criteria as required by the position, and defined as the rate of performing the task for achieving the purpose. The individual performance evaluated within the organization is that the person performs the work in accordance with the rules of his/her ability and the rules required by the work. Performance is evaluated to determine the success of the employee in the work. Of course, depending on this evaluation, if necessary, the same performance assessment is used to improve this success. In other words, performance appraisal, is a photograph of the job success of the employee (Erdoğan, 1998: 154).

Through an institution or organization performance assessment, it will determine the level of interest and talent of employees, the extent of the employment agreement with employees, the success of the employees, the standards defined in the job description, and the level of career planning. In addition, performance evaluation is an effective way of determining the need for job change and training, implementing a balanced wage policy, selecting and assigning employees or dismissing employees (Sabuncuoğlu, 2016: 320).

Performance appraisal provides guidance for businesses in the future, allowing them to identify their strengths and weaknesses. Performance appraisal enables employees to assess their talents and achievements in order to further improve their ability and success.

Remuneration: the purpose of remuneration is to determine the wage level to be paid within the company, to create a certain wage structure and to pay the wages paid to these employees in return for their labor. In the process of determining the wage policies, enterprises can implement a series of implementations according to their needs and approaches and implement a policy in accordance with universal rules. At this point, the balance of payment, the creation of employees' perception of wage justice, the principle of

promotion, the objective of all employees, being flexible in terms of providing flexibility and having understandable details constitute the basis of an enterprise's wage policies (Ergül, 2006: 96). In this way, employees know that they are involved in a particular system, that they are in a position to show compatibility with it, and accordingly they will receive their wages in a completely orderly manner, not arbitrary with regard to the wage.

The motivation of the individual in the working environment affects the satisfaction of the job and the employee is dependent on the institution he/she is working with. Motivation can be achieved through the successful implementation of organizational management within the working unit. The primary effect of motivation can be achieved if the needs of the employee are substantial and the wages are sufficient (Fındıkçı 1999: 122).

Industrial relations; have been necessary since the industrial revolution in order to be able to use the socio-economic rights correctly, defend their rights against the upper management, and stand more upright. This situation has also revealed today's trade union structures.

In the face of changing and developing situations as the return of industrialization, new regulations have been introduced to ensure that employees' needs and adaptability to change the personnel section has been formed and it is aimed to find solutions to the problems that may arise. Today, human resources management is concerned with trade union relations, collective bargaining activities in institutions and enterprises (Aldemir et al. 1998: 261).

The determination of employee working hours, overtime workings and reporting, the determination of wage increases to protect employee rights as a result of negotiations with the unions covers this process.

Occupational health and safety; can be expressed as being mentally and emotionally comfortable on the basis of social and human responsibility in a wider sense, rather than being good for physical conditions, rather than being safe for the employee (Sabuncuoğlu, 2000: 262).

Enterprises are required to pay special attention to all the main functions of human resources management. Because these functions play a connected role in organizational, social and economic domains. Although human resources management is especially important in terms of achieving organizational targets and maintaining successful operations in the market, these functions are vital for employees to be able to withstand competition in the market and to acquire the skills and capabilities required for their jobs.

1.2. Strategic Human Resource Management

In this title, the concept of strategic human resource management and its development process, strategic human resources approaches and their relationship between business strategies explained.

1.2.1. Concept of Strategic Human Resource Management

Today's social and economic transformation process requires qualified human resources such as science, research, technology production and the use of information at all levels. In this context, there is no doubt that the post-industrial era, which is described as the information and communication era, is also the human resources era (Öğüt, 2001: 73). In this context, human resources management and strategy concepts have been discussed together since the beginning of 1980s and strategic human resources concept has emerged. Strategic human resource management can be considered as a planned human resource activities model designed to make it possible for an organization to achieve its objectives (Şimşek and Öge, 2004: 31).

The key concept of strategic human resources management is strategic integration (Tikici and Akdemir, 2002: 861). Strategic integration is the compatibility between the elements of the internal human resources strategy and the external business strategy. The strategic human resources management policies and practices of the organization should be in line with the competition environment and business strategy (Bayraktaroglu, 2001: 450).

As one of the pioneers of this field who is a David Guest stated that strategic human resources management, human resources practices and business strategy should be integrated at the level of policies and at different hierarchical levels, making it easier for the enterprise to reach its goals (Guest, 1987: 511). According to Miller, defined strategic human resources management as the whole of the decisions taken and the practices that are related to the management of the employees at all levels of the enterprise in relation to the strategies applied to create and maintain a competitive advantage (Miller, 1987: 352).

Strategic human resources management, “the pattern of planned human resource implementation and activities intended to enable the firm to achieve its goals” (Wright & McMahan, 1992: 298). In response to each organizational strategy, there is a human resources strategy that is meaningfully mapped with it (Dessler, 2000: 23). In this context, the determinant of an effective strategic human resources management is the consistency between the human resources strategy and organizational strategy (Tyson and York, 2000: 329).

Hendry and Pettigrew, as a result of their extensive study they expressed four important conclusions about strategic human resource management;

- ✓ In the planning process, the relationship between human resources practices and labor forecasts and business plans is ensured.
- ✓ It aligns human resources policies and practices with the business strategy and ensures that employees are guided in such a way that their business objectives are achieved.
- ✓ It is provided to create a harmonious employment policy and human resources strategy that is designed with the support of the human resources philosophy of the enterprise, and at the same time integrates human resources philosophy with the organizational culture and enables human resource management practices to develop more successfully in line with the expectations of the business management.
- ✓ It enables employees to be evaluated as strategic partners and human resources management plays an important role in achieving competitive advantage (Hendry and Pettigrew, 1986: 6).

Strategic human resources management is a comprehensive approach that seeks to achieve effective coherence between human resource management practices and organizational strategies and sees organizational employees as strategic resources in achieving competitive advantage. While human resources management is a process involving the recruitment, training, development, and remuneration of the best employees to achieve the company's objectives, strategic human resources management takes it a step further by aligning these responsibilities with the objectives of the other departments and the general organizational objectives. Strategic human resources management ensures that employees comply with the mission, vision, values and objectives of the organization they are part of.

1.2.2. Development of Strategic Human Resources Management

The fact that the personnel management was not given a definite start date, but began to gain importance was at the end of the 18th century with the Industrial Revolution, which began in England and spread to Europe and North America in a short time. The problems and practices related to the effective use of human resources can be seen from the beginning of the people living together before the Industrial Revolution. However, in the process until the Industrial Revolution, other than the relatively organized religious institutions and armies, work was carried out in small groups in farms, houses or small shops, and the main production unit was family. Under these conditions, there was no need for personnel management in the sense of meaning (Temir, 2002: 15).

In this period, certain characteristics of the working environment, heavy and unhealthy work conditions, low wages, unemployment, lack of social security and the length of working hours attracted attention (Temir, 2002: 5). According to the prevailing opinion in the period,

the employee was seen as an economic asset and only in financial expectations, and the highest level of efficiency was expected when his/her financial expectations were met. No contribution from the workforce was expected in the solution of the social problems of the enterprises. The psychological problems, social situation and feelings of the employees were not taken into consideration by the enterprises (Sabuncuoğlu, 1994: 22).

In the early 1900's, health and social workers were employed in some enterprises to help workers with problems arising from industrialization (Mathis and Jackson, 1991: 299). These workers have tried to help workers improve their working conditions, such as housing, medical assistance, educational activities and rest times (Miner and Miner, 1985: 31).

After 1910, in addition to the production of goods during the production process, the productivity of the employees began to gain importance. Time and movement studies started to be conducted, job analysis and job descriptions were created and training for the job started to come to the fore (Miller, 1987: 348). In the period 1910-1930, human resources practices consisted mainly of transactions carried out by personnel departments. The main task of this department was to keep records of employees. These records included only work entries and exits, application documents, working hours and times, health, wage payments and performance reports (Barutçugil, 2004: 40).

In the 1940s, at the lowest level of the organization, starting with the records of personnel records; in the 1950s establishment of personnel units at the supervisor level, in the 1960s, efforts were made by the lower level managers to solve the daily problems of the organization staff. In the 1970s, personnel management increased gradually and the scope of the issue expanded and reached the level of working relationships, from the 1980s on, the concept of human resources was introduced and the management level responsible for human resources is the top management (Aykaç, 1999: 31-32). There are many reasons for human resource management development since the mid-1980s. The most important of these are the economic recession, the increase in international competition, the decrease in productivity in some countries, the decrease in the effects of unions on collective employment relations (Yılmaz, 2010: 80).

In the light of this information, the historical development of human resources management is summarized as; in table 1, the development of human resources function within the organization in the historical process is presented and in table 2 as follows;

Table 1: Historical Development of Human Resources Management

Periods	**Basic Criteria**	**Employers' Perspective**	**Techniques**
Before 1900	Production technologies	Employees' needs are not important.	Disciplinary systems
1900-10	The convenience of employees	Employees need security and opportunities.	Safety and creativity programs
1910-20	Task efficiency	Employees want high costs with high efficiency.	Time and job research
1920-30	Personal differences	Personal differences of employees should be considered.	Psychological tests, Counseling Programs
1930-40	Unionization	Employee needs should be satisfied within the organization.	Communication programs
1940-50	Economic security	Employees need economic security.	Additional benefits such as retirement and health
1950-60	Human relationship	Employees should be subject to less pressure.	Supervisor trainings
1960-70	Participation business laws	Employees want to participate in decisions about their tasks. All employees should be treated equally.	Participatory management techniques, company rules based on equal opportunities
1970-80	Difficulty of tasks and quality of working life	Employees want tasks that fit their skills and challenge them.	Task richness, integrated work teams
1980-90	Dismissals	Those who lose their jobs due to economic conditions need new jobs.	Tendering tendencies
1990-2000	Productivity, quality, adaptability	Work and non-work life of employees should be balanced and made contributions.	Integrating business needs, education, ethics, globalization
After 2000	High-performance, strategic policies and practices	Employees are partners. All kinds of media should be created.	Strategically focused competition and motivation methods, integrating employees with business

Sources: Carrell, M.R., Elbert, N. and Hatfield, R. (2000: 53), "The Foundations and Challenges of Human Resource Management'', The Dryden Press.

As shown in the table 1, even the needs of the employees at first seemed insignificant, while the employees today are seen as strategic partners of the enterprises.

Table 2: Development of Human Resources Management in Organization

Senior Executive						Strategic Human Resources
Mid-Level Manager				Labor Relations	Human Resources	
Low-Level Administrator			Staff / Employee Issues			
Overseer		Staff				
Office Staff	Records					
	1940s	1950s	1960s	1970s	1980s	1990s

Source: Palmer, M. and Winters, K. T. (1993: 23), "Human Resources 23, Translation: Doğan Şahiner, Rota Publications, Istanbul.

Table 2 shows, how human resources are positioned within the organization in history. Human resources, in the 1950s staff issues and low-level administrator, became a strategic partner and senior manager in the 1980s.

1.2.3. Strategic Human Resources Approaches

Boxall and Purcell (2000: 186), in the research and theoretical debates on strategic human resource management, consider two types of normative approaches "to best compliance and best practice".

The best compliance approach argues that human resources strategy should be integrated or tailored to organizational strategy and environmental structure. In this approach, the most important problem is; what are the most critical strategic elements in enterprises with complex structures rather than economic enterprises, and how to best combine them. This merging or ensuring effective compliance is the key role of strategic human resources management (Delivery and Doty, 1996: 803).

This approach generally regards human resources strategies as internal and external compliance. The internal compliance in the best compliance approach is considered to be the elimination of extra barriers to human resources policy and implementation processes or the coherence or consistency of human resources practices within itself. External compliance can generally be considered as compliance of human resources strategies with organizational strategies that will achieve the defined objectives. In this approach, the basic element for human resources is the formation of human resources strategies in line with the organizational strategy to realize strategic business and competitive needs (Schuler and Jakson, 1987: 217). Thus enterprises; organizational performance, strategic applications of human resources, leadership in reducing costs and the ability to provide competitive advantage compared to competitors can be increased.

The best practice approach is; basically advocates universality. It is emphasized that a better result will be obtained by defining best practice in human resources management for all enterprises and adapting it to strategy (Boxall and Purcell: 2000: 185). Determining the best human resources practices (effective job tasks) in the best practice approach is very important for strategic management. Batt, the elements required for the identification and implementation of such applications; employee selection, training, evaluation and remuneration, including four very adopted human resources functions (Batt, 2000: 1-11). In addition, the best practices of each sector may be different as the best practices of the enterprises will differ from sector to sector. However, although the sectors have different application principles, applications between sectors may have similar characteristics.

The best practice approach seems simpler than the best fit approach. However, how best practice is defined, what is best or what is best practice in both complex buildings and other economic enterprises is a limited framework. Delery and Doty (1996: 805-807) conducted a research on the best compliance and best practice in the banking sector. As a result of research; the best practice is based on the fact that companies that adopt the best practice are more profitable and the companies that adapt to the best practice are more strategically consistent with the emerging synergy.

When the literature is examined, it is seen that strategic human resources approaches are mentioned under different names and numbers. There are three main approaches to the agenda related to strategic human resources management. These are universality approach, contingency approach and the configuration approach (Delery and Doty, 1996: 803-804). However, high performance management, high loyalty management, high participation management and strategic reference points are also discussed. There are many models under

these approaches. For the content of the subject, it is worth mentioning briefly the following three models;

Fombrun, Tichy and Devanna Model in Human Resource Management; This model, developed in the early stages of human resources management, attaches importance to the relationship and consistency of human resources activities with each other. The human resource management cycle of this model, which is also called strategic matching theories (Aykaç 1999: 47), consists of four main components; selection, evaluation, development and awards.

The goal of these four factors, components and effectiveness is to increase organizational performance. This model developed by Fombrun and his friends has created its weakest point by limiting human resources management activities to these four factors. In other words, the interests of the shareholders, which are thought to be influential on organizational performance, have created a weak public in their theories by ignoring the situational factors and the strategic choices of the administration.

The strength side of this model is that it emphasizes the consistency of internal human resources management policies and enables the comparison between internal human resources policy and external relations strategy and practices. In addition, the uncomplicated (simple cycle) of this model should be considered as an advantage when it is considered to enable the academic studies required to make the nature of human resources clearer and more explanatory (Bratton and Gold 1999: 18).

Harvard Model of Human Resource Management; this model mainly accepted in England (Aykaç 1999: 48) and the human resources management consists of six basic elements, which is shaped by the analytical studies of Beer and colleagues (Bratton and Gold 1999: 18-20, Beardwell and Holden 2001: 19-21);

- ✓ Situational factors
- ✓ Interests of shareholders
- ✓ Human resources management policies preferences
- ✓ Human resources results / outcomes
- ✓ Long-term returns
- ✓ Feedback on the direct contribution of the output or results to the company / organization or shareholders

Situational factors refer to the management's choices within human resources strategies or the effects of their choices. This normative model brings together labor characteristics, management philosophy, arrangements in the labor market, social values and

patterns of unionization in the "product market" and "socio-cultural logic" axes. It is seen that the Harvard model aims to combine the theory and practice of human resources management into a systematic structure that will be more comfortable when considered analytically. Because all the variables that will be needed both in theory and practice are known / familiar in the model.

Guest's Human Resources Management Model: David Guest (1989, 1997), a model developed as a result of theoretical studies, reflects the view of human resource management practice as a searcher/integration in the integration of organizational and individual success. It will be necessary to decide how to discuss this model before the discussion. Because, human's management approach is different from the understanding of orthodox personnel management and from the understanding of human resources management that has been affected by this orthodox tradition of personnel management. Therefore, guest classifies the personnel management and human resources management by comparing stereotypes (Bratton and Gold 1999: 20-21).

Basis hypothesis underlying the Guest's human resources model is the following (Bratton and Gold 1999: 21); integrated (that is, performed organizational and individual goals) human resources management practice (implementation) of high quality, flexible working in order to connect at a high level (commitment) and at the top level, such as individual performance, the organization's normative (planned) to achieve their goals it will have consequences which will make it possible for / will create conditions. All of this will take place in a high organizational performance, without doubt.

1.2.4. The Link between Business Strategies and Human Resources Management

The relationship between organizational strategies and human resources strategies has been examined in various studies and it has been stated that human resources management system needs to adapt and / or integrate with the demands of business strategy (Truss and Gratton: 1994: 670). One of the practical and conceptual approaches to determine the relationship between human resources management practices and business strategies and which form the basis of theoretical assumptions that prevail in this respect is the contingency approach. There are two basic assumptions of the approach. According to the first assumption, the selection of human resources practices and their integration are determined by the selected organizational strategy and the strategy is influenced by environmental constraints. According to the second assumption; companies that achieve a stricter alignment between environmental constraints, strategy requirements and human resources management

implementations perform better than firms that do not achieve this alignment (Bird and Beechler, 1995: 25).

In this perspective, the premise based on strategic human resource management is that organizations adopt a different strategy will require different human resources practices. In other words, depending on the strategy adopted within the organization, human resource practices will differ (Bird and Beechler: 25). In fact, human resource management practices within an organization can be different and different human resources practices can be applied for employees at different levels. For example, hiring senior managers gives priority to external resources, while referencing internal resources for other levels (Schuler and Jackson, 1987: 125-126). When evaluated within the framework of these suggestions, differences in human resources practices of organizations can be explained by the organizational strategy. It is a great importance for businesses, following different strategies to use different human resources practices.

As we can see, the monitoring of different strategies requires that workers play different roles and exhibit different characteristics. In addition, depending on the overall strategy set by the business, the strategies applied in various human resources areas are changing. For example, a business that chooses innovation strategy as its basic competitive strategy needs employees who are willing to take risks, who have expertise and long-term perspective. At the point of revealing such employee characteristics, human resource management practices such as performance appraisal systems, incentive wage policies, employment security and intensive training, which emphasize long-term outcomes are demanded (Jackson et al., 1989: 731-732).

In their study, Schuler and Jackson (1987) examined the relationship between general strategies and human resources practices of an enterprise and explained the human resources practices required by the chosen strategy. The relationships between these strategies and human resource practices are shown in Table 3.

Table 3: General Business Strategies and Human Resources Practices

HR Applications	**Strategies**		
	Dynamic Growth	**Regular Profit**	**Saving**
Employee Involvement	HRM applications allow employees to participate in decisions that affect their jobs and conditions.	There is limited employee participation.	HRM practices emphasize formality and moderate employee involvement.

HR Applications	Strategies		
	Dynamic Growth	**Regular Profit**	**Saving**
Performance Appraisal	The main objective of performance evaluation is to improve. In addition to individual criteria, Group criteria are also taken into account.	Employees are aware of what to do, and both group criteria and individual criteria are used in performance appraisal.	The results of performance appraisal are formalized in order to realize fair and legal layoffs.
Career Management	Since activities are relatively new, there are a number of difficulties in determining career paths and jobs.	Promotion and career opportunities are high. Payments to keep employees at work are kept at a high level.	Career opportunities are limited - low.
Employment Security	Workers are provided with a certain degree of job and employment security.	A certain amount of job and employment security is provided to retain key employees.	Employment security is low.
Education	Since there is much to be done in the short term, education focuses on meeting current needs and does not emphasize future needs.	Training activities are aimed at meeting future needs.	Training focuses on meeting short-term requirements.
Required Employee Qualifications	Highly flexible, highly adaptable, highly creative, long-term perspective, highly mission-oriented workers.	Employees with a low risk of focusing on high output.	Those who focus on short-term activities in order to benefit in the long term, are willing to adapt and cooperate with others.

Sources: Randall S. Schuler Susan E. Jackson (1987: 129); "Organizational Strategy and Organization Level as Determinants of Human Resource Management Practice", Human Resource Planning, Vol. 10, N.3.

Table 3 shows which human resources practices will be more effective if dynamic growth, regular profit and saving strategies are followed. Accordingly, in an organization that follows the growth strategy, workers with flexible, adaptability and long-term perspective need to be employed, while workers who tend to take low risks and focus on producing high output are preferred in an organization that follows the regular profit strategy. In the case of saving strategy monitoring, those who focus on short-term activities and are willing to adapt and cooperate with others in order to achieve long-term benefits are requested.

A good team to reach the goals of the organization effectively and quickly; the establishment of a good team depends on a good human resources strategy. In order for human resources strategies to be productive, changes in and out of the organization, technological developments, market, changing laws, etc. they need to be aware of and follow up to date (Palmer and Winters, 1993: 32). Future-oriented workforce estimation of human resources strategies is made. It reveals the characteristics and qualifications of the current employees and the number of people who need them. As a result of these systematically emerging inventories, the first step is to get the right people if they are needed.

The operational plans of the organization are carried out to the hired employees. If the correct Employee is not received, the business plans will also fail. For these reasons, good human resources strategies are the most important activity leading to success. The organization needs must be analyzed in detail before the recruitment. Otherwise, excessive labor costs, excessive unemployment, or high levels of authority-responsibility can lead to excessive labor problems.

1.2.5. Talent Management Approach Within the Context of Strategic Human Resources

Human Resources Management, which focuses on the "human" dimension of the organization, is important for any organization, whether it is for profit or not, regardless of the sector in which the organization is located. Organizations fail over the long term if they do not effectively manage, mismanage or ignore human resources (Akıncı, 2009: 37). It is important for every institution to employ talented people within the organization, to be satisfied and to be managed effectively for long years. Recognizing the strategic importance of human within the enterprise, human resources management is an approach that recognizes the significant contribution of the enterprise to its effectively and efficiency, adding value to the business rather than seeing it as a cost factor. Human resources management is an organization that is responsible for organizing and managing activities that will enable the most effective and efficient human resources in the enterprise in order to achieve organizational objectives (Aldemir et al. 2004: 21).

In this context, the basic condition for achieving organizational goals and gaining a competitive advantage is to manage the competent labor force within the framework of the human resources unit's policy of mutual understanding. In this case, the way to achieve mutual understanding, corporate communications must be used actively and effectively. Institutions need to make changes in their views in order to benefit from more employees. Employees who become the most valuable assets of human resources management and

enterprises have started to be considered as the skills that need to be discovered with the importance of the concept of talent management and enterprises need to keep up with this approach. It is necessary to accept that employees who have the opportunity to make their own decisions, to use initiative and to develop new ideas can be effectively benefited from the skills they possess with talent management (Dogan and Demiral, 2008: 163).

Human resources managers can increase the productivity if they receive guidance from their employees on the subjects such as recruitment, job distribution and career development (Jacobson et al. 2012: 54). In other words, it is important for the human resource manager to get to know the talented employees better so that the character working with the given role can be adapted to the employee efficiency. A new approach or philosophy of management brought about by a new role and responsibility in human resource management, called "talent management", has emerged (Atlı, 2010: 55).

This new approach provides an environment in which the employee can easily express his / her wishes and expectations and exhibit his / her abilities by keeping the human value in the foreground. Human resources management, which adopts the concept of talent management, now focuses on the long-term abstract and concrete profit of both the company and its employees, defined as internal customers, rather than the one-way corporate gain. As a result, in this period of shortage of qualified labor, enterprises that internalize the philosophy of human resources management based on talent will always be able to compete.

CHAPTER II

TALENT MANAGEMENT

In this section, after explaining the concepts of talent and talent management, information about the talent management process will be given. The section will be completed with the relevant literature.

2.1. The Concept of Talent

When the literature is examined, it is seen that different definitions are made for the concept of talent. In order to better understand the word, it is useful to look at the dictionary meaning. In the Dictionary of Turkish Language Institution; "the nature of a person's understanding or ability to do something, ability, talent", "the force of birth, capacity", "the limit which is based on the person's inheritance and which frames his learning" and "the power of the external effect" are mentioned (www.tdk.gov.tr). In the Cambridge dictionary; "a special natural ability to do something well, or people who have this ability" or "a person or people with a natural skill or ability" it is seen as expressed (https://dictionary.cambridge.org). In terms of dictionary, the words highlighted; natural, that is, from birth, the limitation of the person's ability to understand or learn something, and the ability to say that a person's ingenuity, mastery of the emphasis is seen.

In the English literature, the concept of talent is emphasized especially in the following two words: "giftedness and talent". The researchers describe these words as: giftedness is expressed as a gift of innate talent and is regarded as a gift of the creator. Talent shows the ability to use this raw talent given as the gift of the creator. Atlı (2010), who benefited from Mc. Pherson's study, described the word giftedness as potential and talent as performance in his doctoral study. The word "giftedness" basically means the ability of an individual to perform above average in one or more areas that are endowed by nature as a gift of God without performing a systematic education or learning. In other words, "giftedness" is the potential tendencies and predispositions that are brought from raw, natural and innate individuals over their peers. Therefore, the term "giftedness" is more commonly used for general areas of talent. The word "talent" means the natural and innate talent, which is the gift bestowed by God, transformed into a product in a special skill field with the help of environmental and internal factors at the end of a systematic process of education, learning and practice. In other words, the word "talent" is the conversion of superior potential to superior performance in a specific field of competence (Atlı, 2010: 25-26).

The dictionary meaning of the word talent and some definitions made after these explanations are as follows;

Talent management is to ensure that the right employees, in the right time, in the right work and in the right manner, can perform the right applications in line with the needs of the enterprise (Mucha, 2004: 99). In Creelman, talent management is not a set of topics, but a perspective or understanding (Creelman, 2004: 3).

"A code for the most effective leaders and managers at all levels who can help a company fulfil its aspirations and drive its performance. Managerial talent is some combination of a sharp strategic mind, leadership ability, emotional maturity, communications skills, the ability to attract and inspire other talented people, entrepreneurial instincts, functional skills, and the ability to deliver results" (Michaels, et al, 2001, p. xiii).

Talent can be defined as a systematic and increased activity of the potential in a specific skill area, although it is a natural potential with the individual in a particular field (Gagne, 2013: 2). Berger and Berger (2004: 4); are few people who produce more successful business outcomes than others, who inspire other employees with their success, and have a high level of core competencies in the company.

Talent is the ability to make things easier and productive in a given period of time and to activate individuals around them in achieving success (Dogan and Demirel, 2008:150).

Talent has been described as consisting of "those individuals who can make a positive impact on organizational performance either through their immediate contribution or in the longer term by demonstrating the highest levels of potential" (CIPD, 2007: 3).

Considering these definitions, it is seen that the concept of talent is related to knowledge, skill, intelligence, attitude, experience, competence, ability and performance concepts. Since each of the concepts that need to be considered here is mentioned in detail in the literature, it is not necessary to explain it individually.

When we look at the development of the concept of talent in history, it is seen that it is based on ancient times. In the first civilizations, especially the concept used in military fields, it is observed that the young people who will lead the states in time have been discovered and educated and that even in the smallest enterprises today they have come to the point of creating added value. From the early ages, almost all states have conducted studies to discover "gifted" children, and according to some criteria, they have trained them in the palace schools. Gulamhâne in the Seljuks, Enderun in the Ottoman Empire, the Science High Schools and the Science and Art Centers (BİLSEM) are now available as examples of the state schools, which aim to discover gifted children at an early age and benefit from their potential in the future.

2.2. The Concept of Talent Management

The process of globalization and opening up to international competition is directing management and human factor and working norms towards new organizational goals and strategies, and requires the development of new working profiles of human resources in changing working conditions, affecting employee, work, working life and status until they work at the lowest level from the top executives in the organization. The terminology used to express employees in the historical process has been changed in parallel with technological and socio-economic changes. Since the stages of Human Resource Management are mentioned in the previous chapters, there will not be any mention of how muscle strength has come to our day. However, it is especially useful to look at the process from the 1980s until today.

Strategic human resources management, which removed the human resources department from a unit that provides expertise and support services in a limited area until the early 1980s, has approached the human resources management strategically, integrated with the organization, allowing its vision, mission and objectives to be shared and shared with all units and individuals turned into a strong position (Barutçugil, 2004: 57). In order to make human resources based on muscle power become the most strategic partner of modern enterprises, it is useful to look at some developments experienced during this period in terms of better understanding of the subject.

Dessler (2008: 9-13), gathered the justification and reasons underlying the background of this phenomenon under the following five headings and describes them as follows;

Globalization; this concept refers to the tendency of businesses to open their products or services to new foreign markets and to trade with any place. This situation greatly increases global competition.

Technological progress; technological advancements both force organizations to become more competitive and provide competitive advantage to organizations. Technology changes the nature of human resource practices. In order to maintain their competitiveness, organizations need to re-design their structures and processes, change their motivating factors and compensation plans, re-create job descriptions and create new training and evaluation programs.

Deregulation; it is very important to be more efficient, faster and more competitive. Due to state regulations in most industrial sectors, restrictions are lifted and legislation is loosened. The most important result of this is the opening of various markets to competition and thus increasing the requirements for qualified labor force.

Changes in the nature of work; globalization, technology and deregulation change the nature of the production process. As a result of these developments, it is observed that there is a transformation from product orientation to service-oriented overall. This transformation increases the need for information workers.

Workforce diversity; factors such as race, gender, age, values and cultural norms influence labor diversity. Women, minorities, the elderly and so on as it enters the active labor force, the workforce becomes more diversified. However increasing diversity, brings the necessity to utilize human resources in the most effective way.

Depending these developments and changes, the shortage of talented human resources began to emerge in the 1980s. In 1998, Chambers et al. their research results were published in McKinsey Quarterly. Due to the shortage of talent, they used the "The War for Talent" statement in their research (Chambers et al. 1998). After this date, the concept of talented people has become more important and is a turning point for organizations.

In the light of these evaluations, a new management philosophy was needed to manage the ability to find, hold and use talented employees in line with business objectives in order for organizations to obtain competitive advantage and maintain their existence. At this point, the concept of "talent management" emerges. When the literature is examined, it is seen that many definitions related to talent management have been made. Some definitions will be given below;

Talent management is a new approach that involves various phases, such as labor planning, recruitment, training, development, review of talents, backup planning, performance evaluation, retention of talent, which requires cooperation and communication between managers at all levels of an enterprise, and where many businesses face mandatory challenges in many countries. (McCauley and Wakefield, 2006: 4).

"Talent management is the systematic attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organization" (CIPD, 2008: 7).

Especially, in today's competitive business world, it is possible to provide different or unique products and services to the customers, and to be able to provide the customers with the right to evaluate the talents of the qualified employees in all stages of the business processes. For this reason, the management of talents instead of management of the people began to gain importance (Alayoğlu, 2010: 74-75).

"Talent consists of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer-term by demonstrating the highest levels of potential." (Tansley et al. 2007: 8).

"Essentially, talent means the total of all the experience, knowledge, skills, and behaviors that a person has and brings to work." (Cheese et al. 2008: 46).

In the light of these definitions, we can also define talent management as follows; *talent management is the process of transforming raw talent, which is a creative gift, into performance by developing in line with business goals and expectations.* It is understood that all applications related to the talent management process should be carried out in an integrated manner, taking into account the enterprise's strategies and contributing to the achievement of the defined goals.

2.3. Importance of Talent Management for Businesses

Businesses have discovered that the differentiating element in competitive environment with talent management practices is non-replicable human qualities. The transition to information economy and the realization of human capital increase the importance of qualified employees for enterprises day by day.

Competition and rapid change in the business world lead to insufficient knowledge and experience of the employer or a few self-sacrificing executives to maintain their existence. At this point, we are faced with qualified manpower as a remedy. Especially in key managerial and technical staff, the presence of employees with a sense of belonging and competent will be the most important remedy for this threat. In order to have employees who are well-equipped and affiliated with the institution, it is necessary to adopt institution-specific talent management practices. (Çırpan and Şen, 2009: 111).

When we look at some of the studies, it is seen that the importance of talent management practices is more obvious. Today, the stock market value of many companies is far above the book value. It is the intellectual capital which is the invisible being in the balance sheets that make this difference (Edvinsson & Malone, 1997: 32). In 1982, the average value of the company is 62% of which is tangible assets and 38% of intangible assets. In 2003, the average value of the company is 20% of which is tangible assets and 80% of intangible assets. This tendency is expected to continue to increase (Çırpan and Şen, 2009: 112). According to the results of the study, it is seen that human capital is four times more valuable than fixed assets.

Depend on Bradford Smart study; the productivity of the superior leaders is 94% higher than the average leaders, and the more talented investment banking managers are twice

as productive as the average managers, and that the top 3% of the programmers produce 1200% more code lines than the average programmers (Ulrich and Smallwood, 2009: 8).

According to Mc Kinsey & company's survey of 77 large-scale enterprises in the United States in 1997, the high-performance enterprises that distinguish them from mid-level businesses are not the well-organized human resources processes, but a management that believes that talented employees are important the existence of understanding (McKinsey Quarterly, 1998).

Benefiting from Chowdhury's 2001 Financial Times Press article "Talent Era, the: Achieving a High Return on Talent", Atlı(2010) listed the benefits of talent management to businesses as follows;

- ✓ Higher profitability
- ✓ Competitive advantage over competitors
- ✓ Working with the best of the market
- ✓ Increase in employee motivation and commitment
- ✓ More creative employees
- ✓ Increase in employee performance
- ✓ Transparency in people with high potential
- ✓ Transparency in the backup of key positions
- ✓ A higher rate of internal promotion and corresponding satisfaction
- ✓ Early recognition of future leaders
- ✓ Clearing the position of uncertainty in the event of a position vacancy by backing up the strategic positions
- ✓ Increase in the success rates of the top positions
- ✓ Decrease of work leave
- ✓ Improved performance due to the ability of employees who are not skilled enough to emulate talented employees
- ✓ Being an attractive company for talented employees
- ✓ Customer-oriented approach to employees with internal customer awareness (Atlı, 2010: 65-66).

All these above mentioned benefits reveal how important it is to approach employees with a talent-based perspective. This perspective will be the first step of the talent management system.

2.4. Talent Management Process

The first step for an effective talent management system is the adoption of a talent perspective. The adoption of a talent perspective refers to the strong belief that talented employees are a critical element and necessity in achieving company objectives and creating a competitive advantage and to see this as one of the company's top priorities (Ceylan, 2007: 50). In this process, from top management to senior managers, everyone should live up to the idea that talent contributes to the success of the company.

In this process, everyone is aware of their responsibilities will affect the success of the study. In this context, to adopt and implement the talent management approach within the enterprise; senior management, middle level managers and human resources departments have important roles and responsibilities.

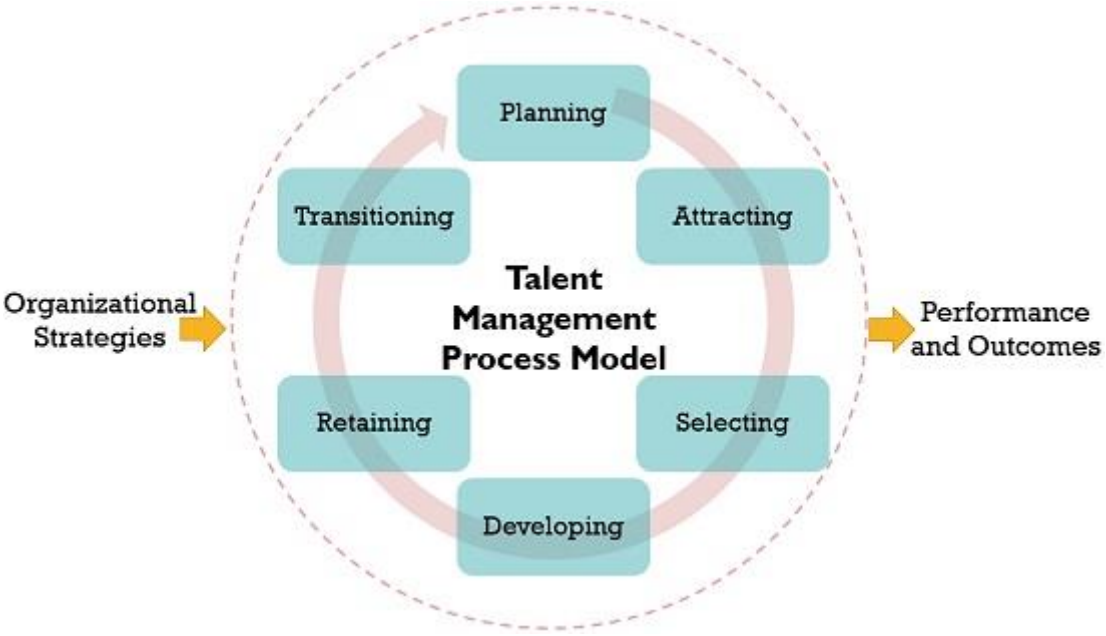
Senior management; the concept varies from company to company, and instead, the board of directors, the boss himself or the top-level professionals can be defined as top management. What is essential here is that the hill is really at the top of the institution and consists of people who are directly interested in the company and are fully authorized. Senior management's mission in this process is to show to managers and employees that they fully support the implementation steps together with their role in determining strategies and targets. Besides, supervising the system and questioning its success are among the tasks that senior administration cannot their authority transfer. A talent management system that does not see the support of senior management and does not spread from top to bottom cannot be expected to succeed (Çırpan and Şen, 2009: 115).

Middle level manager; department managers play a critical role in the successful implementation of talent management in the field. In other words, those who will raise the potential are neither the top management nor the human resources department, it is the direct responsibility of the managers. However, the managers resist for various reasons. The most important of these reasons is that the training of potential candidates requires a separate labor and time. There is a tendency to see this as an additional burden as well as daily work. Another reason for resistance is the fear of being brought up by someone who is more capable than themselves and brought to their own place. In order to cope with these resistances, steps must be taken to resolve the concerns of senior management and open communication and department managers. The task of managers in the scope of talent management is to spend time and effort to train potential candidates, in accordance with the defined system, by avoiding the behaviors that will prevent the success of the system (Çırpan and Şen, 2009: 115).

Human resources; the responsibilities of human resources within the scope of talent management are to support practitioners, to provide coordination between the parties, to supervise the discipline of implementation, to improve the system continuously, to put out the big picture and to become corporate memory in talent management. Another point that falls on human resources is to integrate human resources functions such as recruitment, performance evaluation, compensation and training with the talent management system (Çırpan and Şen, 2009: 115).

Talent management is a work that requires a holistic approach to the company and requires a disciplined application. In order to achieve the desired results from talent management application, it is necessary to apply the process carefully. The steps to be followed are as follows; in line with this strategy, human resources planning, determination of talent strategy in line with this plan, profile analysis of the current workforce, determination of which talents are needed in the field, determination of talented employees, participation in the organization, ability to develop, evaluate and retain their talents (Alayoğlu, 2010: 78).

Figure 1: The Overall Framework of the Talent Management Process



Source: https://businessjargons.com/talent-management.html, date of access; 08.06.2019.

The overall framework of talent management is as shown in figure 1. It is include various phases, such as identifying the vacant position, hiring the suitable person, developing the skills, labor planning, review of talents, backup planning, performance evaluation, retention of talent, which requires cooperation and communication between managers at all

levels of an enterprise. The steps of the talent management process will be explained step by step below.

2.4.1. Determination of Target and Strategy

Targets are necessary to identify strategies and are the main source of talent management practices. A system that is set up as a company without the answers to the questions of what we want to be and the way we will follow, will leave nothing behind wasted efforts. For this reason, targets and strategies should be reviewed and clarified while designing talent management practices.

One of the most important steps that enterprises should take in the beginning is to determine an integrated talent strategy in line with their corporate culture, basic objectives and targets. The talent strategy requires a strategic approach to the current and potential workforce of the enterprise. Because a successful talent management strategy will be able to move businesses faster and more successfully to the future, compared to a working environment in which employees do the same work continuously and achieve the same results. Therefore, after defining the talent strategy, what businesses should do is to determine the key positions in the managerial and technical fields that are important for the realization of this strategy, the job descriptions related to these positions and the skills they need. The crucial question in determining the potential whether it is within or outside the enterprise is "how to determine who the right person is". The point to focus on here is to accurately measure whether the person has the necessary and sufficient qualifications for the intended position (Alayoğlu, 2010: 79).

In the process of talent management, the integration of business strategy and talent management strategy is very important. This integration harmonizes the short and long-term objectives of the business with the culture and values of the enterprise.

2.4.2. Determination of Critical Positions

One of the most vital points of the talent management system is determining the key labor positions that will be needed by focusing on critical business and management processes. Critical positions in the business are those that can affect the business's strategic goals. Critical skills are skilled workers who fill the critical positions determined according to the business strategy (Çırpan and Şen, 2009: 113). Critical employees are also referred to as key labor in the literature. The determination of key positions brings together the classification of employees. In these classifications, businesses focus on people who are very necessary for themselves and who are difficult in the labor market, who can harm the company in the event of their dismissal, who are difficult to hire and train, who are in direct

contact with customers and who manage the flow of information within the company (Atlı, 2010: 84).

There are generally three ways to determine critical positions (Huselid et al. 2008: 31-38); the first path is an organizational chart or task-based approach. According to this; to determine key positions by focusing on the organizational chart or by focusing on the degree of skill, effort and responsibility required by a task. From this point of view, the most important positions are filled by the most skilled and hard-working employees, who take the most responsibility and work in the most demanding environments.

The second way is a pay-based view. The view of economists and the opposite of the first choice is that the skills and abilities of the employees in the labor market are relatively scarce and the value they create for the company is often thought to reflect the wage they receive. The most important tasks here are those that are performed by people who pay the highest wage.

The third way is a strategic-based approach. This approach suggests starting from the strategy and moving forward to identify critical capabilities. For this purpose, determining the strategic importance of a position is about determining the company strategy clearly and not overlooking the strategy. Therefore, key positions in talent management should be determined by company strategy, not by organizational chart or wage scale.

2.4.3. Determination of Talent Profile and Classification of Talented Employees

One of the most important steps in creating talent management system is the determination of talented employees. Considering that the main success and profitability factors of the enterprises are talented people, the importance of identifying these people will be understood (Warech, 2002: 71).

Each organization contains intellectual beings of different identities, but these beings are often covered and their potential is hidden. This implicit intellectual capital is the hidden treasure to determine the future of the organization. Look under the right stones should be discovered, strong, value-added forms should be taken and used (Çelme, 2019: 8). In order to achieve competitive advantage and sustainability of this advantage, enterprises should be aware of the values they have and should position these values correctly.

In this phase of the talent management model, the characteristics of the employees who will fulfill the requirements of the key positions determined at the previous stage are defined. At this stage, competence must be determined from the building blocks of talent management. In this paper, we will discuss the role of knowledge, talent, skills and motivation in the field of behavior (warech, 2002: 72). Today, businesses are organizing

human resources processes by adopting person-based systems (knowledge, skills, personality characteristics, competencies) instead of business-based systems. The competencies of the employees now reflect the capacity of transforming the company's strategies into reality (Biçer and Düztepe, 2003: 13-20).

First of all, competence, potential and performance models are created in the determination of qualified employees and measurement criteria are determined. When determining measuring instruments, the tools that are created with comparisons that take into account the employee needs are preferred. In the measurements, evaluations are made in the context of many fields such as employees' knowledge, skills, potentials, experience training areas, strengths and compatibility of these fields with corporate expectations and corporate culture. In the first phase of these evaluations, a standard form containing employee profile information is created. It is easy to include this form in the electronic environment (Krauss, 2007: 66-67).

We can evaluate this stage as a potential evaluation stage. The crucial question in determining potentials is how to determine "who is the right person". In general, when selecting contacts, the first variable is the performance of the person in his current job. While this is important, the main consideration is to measure the ability and potential of the person for the position we want to prepare (Çırpan and Şen, 2009: 114). When making the classification, the candidates who have the potential to reach the ideal profile for the key positions and to fulfill the task successfully are determined at this stage.

The classification of employees represents a different but equal treatment approach to employees in order to achieve success in company strategies. The main classification styles used in the working classifications are discussed below.

2.4.3.1. McKinsey Classification

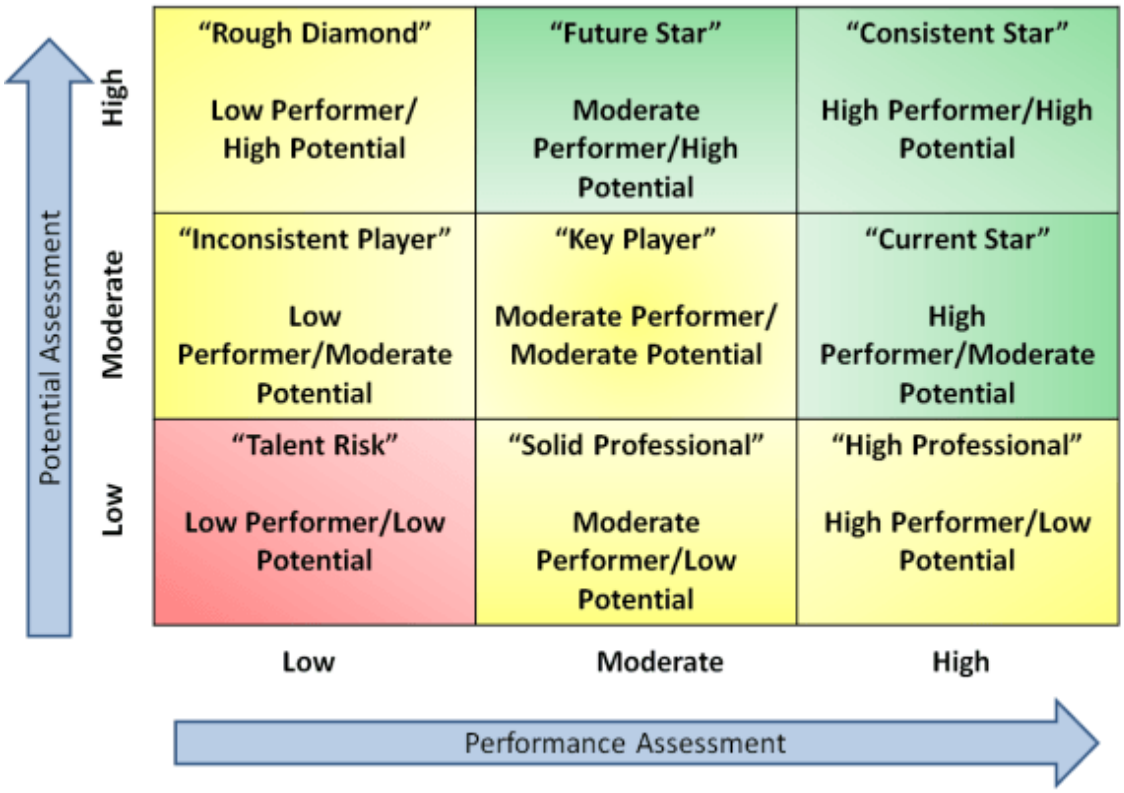
The McKinsey consulting company developed its labor classification in the "The War for Talent" report based on the British Air Force RAF (Royal Air Force) classification in World War II. Employees are divided into categories A, B and C. Then the model was developed and became a 9-box matrix.

In this matrix; group "A" employees symbolize the exceptional performance standard. These people are the ones who are constantly getting results, but who also inspire and motivate other employees. They constitute the best 10-20% of the company employees. A type of employees which constitute the most talented group is required to make significant investments. Group "A" employees are also called in practice with names such as high potentials, stars, and golden talents.

Group “B” employees are those who meet expectations but have limited potential. They form a medium 60 - 70% slice. The organization should develop employees of type “B” whose contribution cannot be ignored.

Group “C” employees have low potential as well as low performance. They obtain results that are considered rare. They form the lowest 10-20%. A stable attitude should be taken on “C” type employees, who perform poorly, by helping to improve their performance, or by removing them from critical positions.

Figure 2: McKinsey 9 Box Talent Matrix



Sources: McKinsey 9 box talent matrix, https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-ge-and-mckinsey-nine-box-matrix, date of access; 30.04.2019.

The nine-box matrix offers a systematic approach for the decentralized corporation to determine where best to invest its cash. Rather than rely on each business unit's projections of its future prospects, the company can judge a unit by two factors that will determine whether it's going to do well in the future: the attractiveness of the relevant industry and the unit’s competitive strength within that industry.

2.4.3.2. Thomas Steward labor force Classification

Figure 3: Thomas Steward Workforce Matrix

A The place is filled with hard, low value-added, needs to be equipped with information.	B The place is filled with hard, has high added value. Capital investment is recommended.
C Location is easy to fill, low value added. The transition to automation is recommended.	D The location is easy to fill, high added value. It is advisable to differentiate or discontinue work.

Source: Thomas A. Steward (1997: 98), Intellectual Capital, Mess Publications, Istanbul.

According to this matrix, enterprises are evaluated by dividing their employees into four categories according to their work and their qualifications (Steward, 1997: 99 101);

A) In the upper left frame there are employees who are qualified production workers, experienced executive assistants or those who have worked in office work such as quality assurance, internal audit, internal communication, and a part of a complex job, but who do well in their current position. Although it is in a position to produce low added value by its qualifications, it is difficult to fill in the positions of the employees who have the expertise and experience. Therefore, this group of employees, who is important for the functioning of the business, should be kept in operation, but should be supported and encouraged to improve their knowledge and skills.

B) In the upper right frame, there are stars, in other words the talents. These people are the employees who are almost irreplaceable due to their current capabilities. This group of employees creates human capital that is difficult to imitate, which will provide a competitive advantage to the enterprise. Therefore, thanks to these employees who play a critical role in the development of different products and services that are produced and offered to the market, enterprises have the opportunity to choose consumers instead of their competitors; thus they gain competitive advantage.

C) In the lower left frame of the matrix, there are low value-added and easy-to-fill workers. The entity may require such employees; but its success does not rely directly on them. For this type of business, organizations can be automated.

D) The employees in the right bottom frame do the high value-added work of the customers, but they are easily replaceable in terms of the quality and the work they do. Therefore, employees in this group are either differentiated by developing skills or outsourced and these services are provided from external sources.

According to this assessment, the group of employees in the upper right square and expressed as the stars can be regarded as the most valuable assets of the enterprises; therefore they should be invested in them. Others (the other three squares) constitute either a substitutable group of workers or more labor costs in terms of business. Models other than these classifications are also constructed through this logic.

2.4.4. Attracting the Best Talent

In order to attract talented employee candidates and to ensure their participation in the required areas, unique and extraordinary practices will be made that will make the enterprise different and attractive compared to its competitors. These include appropriate working environment, wage and reward systems, career opportunities, social rights, utility packages and so on (Alayoğlu, 2010: 81).

Employee value creation defines how an entity makes itself different from its competitors in order to attract, retain and target targeted talented employees. In doing so, corporate reputation, high performance corporate culture and internal brand creation are utilized. So the main objective is to leave a positive image related to the business in the minds of employees seen as talent. This image is created in the mind of talented employees trying to ensure that they prefer to operate.

If the brand of a business conveys specific messages to its suppliers, shareholders, customers and employees, the followers of the brand have an impact on the brand's perception. This is because talented people who have the opportunity to choose jobs are the followers of employers like consumers, who now go through a lot of products (Pogorzelski et al., 2010: 21).

According to Pepe (2007), the human resources departments that have adopted the talent management approach that will enable the recruitment of talented employees and make effective use of them will increase their success. Accordingly, the reputation and employee value will be increased in the eyes of other talented employees and it will also be easier to attract talented employees with the effect of these.

2.4.5. Talent Management in Selection and Placement Process

The selection and recruitment of the human being who has a share in the success or failure of the business and which directs the business today is undoubtedly one of the most important issues. Taking the most suitable, qualified and most profitable personnel to the business with appropriate business analysis is considered among the most important subjects of human resources. The most important job that human resources will do is to find and install the right personnel in the company. The selection and recruitment function is important. Because a mistake in this area will not be easy to correct and will cause material and moral losses. Choosing the right staff will affect the business positively and increase its efficiency if the wrong staff selection has a structure that will affect the business negatively (Sabuncuoğlu, 2000: 72). Therefore, human resources managers need to take care to ensure that the right people are in the right position.

The recruitment and selection process consists of three basic stages in terms of talent management. These stages; determining the need of talented employees, human resources planning and meeting the needs of qualified candidates can be researched after the selection of appropriate employees and candidates among the various methods are placed in the form of placement (Uyargil et al., 2009: 86).

The most important question in determining potentials, whether from inside or outside the enterprise, "is how to determine who the right person is". Enterprises that implement talent management benefit from different tools in the selection of talented employees. Considering the strategic dimensions of these tools, it is seen that practices such as valuation center applications, strategic dimension approach applications, career system typology, and backup management and talent pools are used. Three of these applications will be explained below to better understand the subject.

2.4.5.1. Evaluation Center Applications

In general, the first variable viewed when selecting talented candidates is the performance of the candidate in his current job. While this is important, the main consideration is to measure the ability and potential of the person for the position to be prepared. One of the approaches applied for this is the "evaluation center applications" (Çırpan and Şen, 2009: 114).

This application covers the use of multiple and different assessment techniques to obtain comprehensive and objective information about the current and potential competencies of the individual. In the Assessment Center application, the potential future performance of the candidates is measured. For this purpose, the behavior of the group in real life (business-

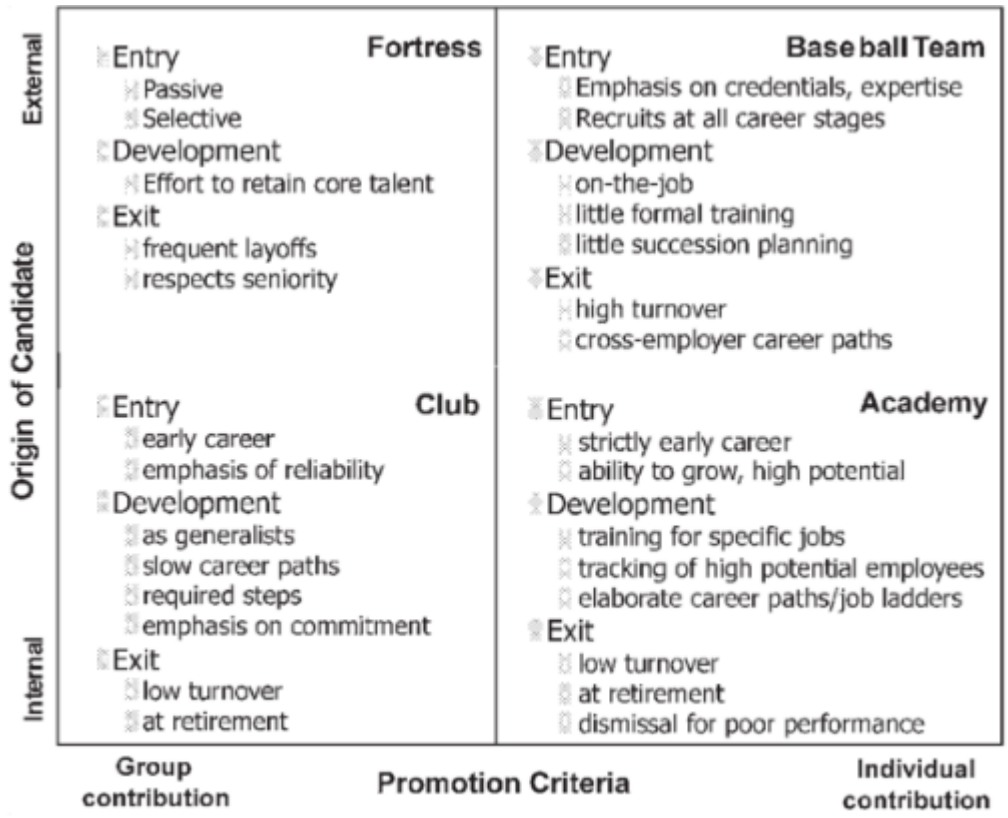
like environments), which will cover the real-life situation of the work, how to work with the other group members in order to reach the goal given to the group, how they handle different ideas and criticism and the roles that they assume within the group (Savaş, 2006: 43). These simulations mainly consist of group work, role play, case study, incoming paperwork, competency based interview and various psycho-metric tests. This method is preferred for multiple positions at the same time and more than one candidate to evaluate objectively according to the competency criteria previously described in a particular system.

When we look at talent management practices in the world, it is seen that appraisal center is one of the most frequently used tools due to objectivity, multi-data and resource-based and detailed feedback as a means of determining the selection and development needs. In a study conducted by Fiedler, it was stated that more than half of those working in the USA were included in the appraisal center practice at least once during their work life (Fiedler, 2001: 102-110).

2.4.5.2. Career System Typology

The most known strategic recruitment approach is 'Career System Topology' developed by Sonnenfeld and Peiperl (1998). Accordingly, businesses develop two-dimensional career systems on recruitment activities. The first dimension is the supply flux. Defines the openness of the enterprise to the internal and external labor market in terms of the application, which is the first stage of recruitment. Work safety is also associated with concepts such as long-term employment. The second dimension is the assignment and promotion flow, representing the tasks and rewards that will be given in return. In other words, the first dimension refers to the direction of the movement of the candidates towards the enterprise and the second dimension refers to the direction of the employees within the enterprise (Sonnenfeld and Peiperl, 1988: 588-600).

Figure 4: Sonnenfeld Typology of Career System



Sources: J. A. Sonnenfeld, M.A. Peiperl (1998: 588-600), "Staffing Policy as a Strategic Response: A Typology of Career Systems", Academy of Management Review**,** Vol.13, No: 4.

According to this approach, baseball teams are businesses that are active in sectors such as individual performance, recruitment, advertising, public relations, consulting, advocacy and software development. On the contrary, academies are more stationary, outward-closed, more employees trying to improve their abilities, to increase their loyalty, to care about individual contribution, to treat their employees fairly and to offer value, businesses operating in the automobile, pharmaceutical, electronic goods and office products sector. Club-type businesses are organizations such as banks, museums, public institutions, and military, airline companies, who prioritize internal resources in recruitment of personnel, consider group factors in recruitment, and leave the employees almost retired. The last operational type of fortresses are those that only care about standing, are not important, only work is important, costs are kept low in hotels, printing houses, retailing and textile business (Sonnenfeld and Peiperl, 1988).

Academy Model: In this closed model, the employees have the opportunity to get from the lowest level to the highest level depending on the performance they perform. Employee procurement for positions is carried out within the organization.

Club Model: It is a closed model. It is based on time and seniority in the company. It is preferred in organizations with low competition.

Baseball Team Model: This model is open to the outside of every successful employee in the field has the ability to receive the organization. In this model where organizational commitment is low, the turnover rate of personnel is high. In this model, there is no spending on education and development.

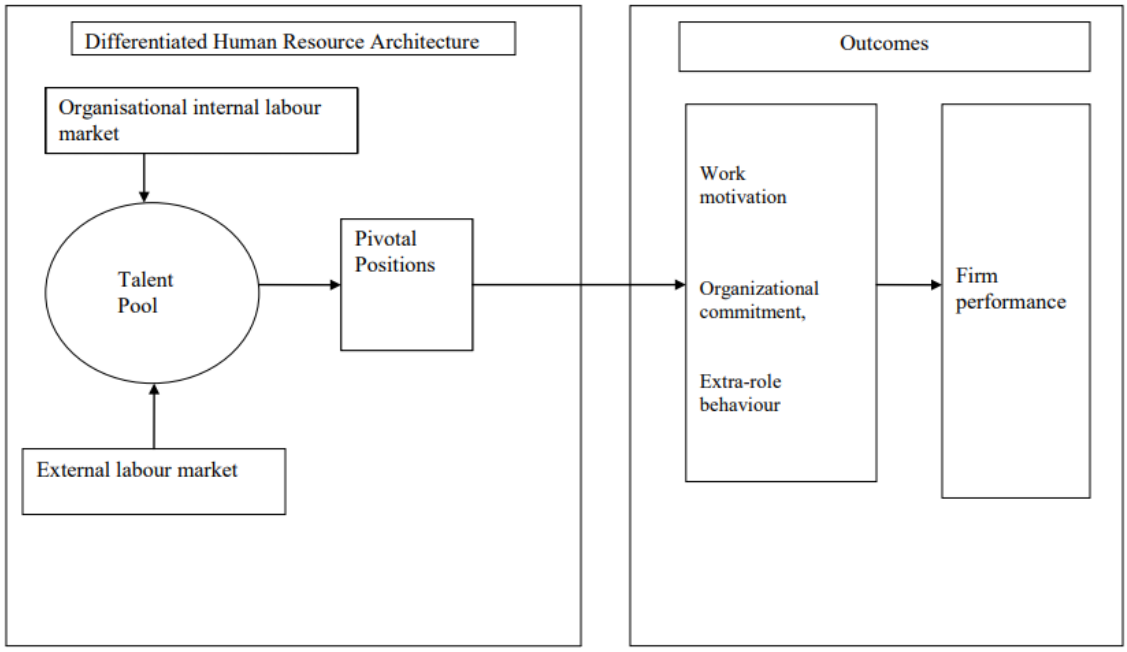
Fortress Model: It is a model open to both internal and external competition. For this reason, it is a model where employees maintain their positions as a fortress.

2.4.5.3. Backup Method and Talent Pool Applications

Backup management can be defined as the systematic process that includes the systematic identification, evaluation, development and placement of employees in order to provide the leadership positions that the skilled employees need in the future, the development of intellectual capital, and the promotion of individual development (Rothwell, 2010: 8). In order to systematically manage this process, development programs are used for backup purposes. The most common of these is the talent pool. The talent pool system is a process that enables us to identify current and future talent needs for different positions within the organization and to train them in a systematic process.

Through the Talent Pool, businesses identify employees with high potential in different subjects. They subject them to a variety of training programs where they can develop their behavioral competences within a certain timeframe, while at the same time assimilating the corporate culture. The first goal of creating talent pool is to increase the productivity and efficiency of the employees by improving the equipment, competencies and capabilities of the employees with high potential. Another objective of the talent pool is to create the infrastructure of the staff who are involved in talent pool and who provide the desired stability with their performances in the corporate structure and the infrastructure needed for the future. At the end of the long trainings required by this process, the enterprises train the top management staff. Collings and Mellahi (2009: 306) have developed a pool of skills as follows.

Figure 5: Collings and Mellahi's Talent Management Pool



Sources: Collings, D. G.; Mellahi, K. (2009: 306),"Strategic Talent Management: A Review and Research, Human Resource Management Review, 19.

According to the model, based on consideration of the existing potential of talented employees inside and outside the organization, to ensure that key positions is completed in accordance with the requirements of the business, increase the motivation of skilled employees, further created the ground of their loyalty to the organization and their role to the provision and take responsibility; as a result of this it will be possible to improve business performance (Collings and Mellahi, 2009: 305).

2.4.6. Training and Development for Talented Employees

At this stage, training and development plans are prepared and implemented for the potentially identified employee. In innovation and talent-oriented enterprises, employees are provided with job opportunities to improve themselves, and a number of activities are carried out for employees' training, individual and professional development. The development activity required for each aspect of the potential candidate should be developed. Therefore, flexibility is a must in education and development plans. The most important mistake observed in this process is to delay the development of the work by improving the ability of the daily work and occupations that is, forgetting the upbringing of the person (Çırpan and Şen, 2009: 114). In the process of training and development of talent management, the most important support for the training and development of talented employees will provide training and development processes from human resource management systems.

At this stage, which programs will be carried out to develop talents and how to create a supporting corporate culture will be discussed? The main reason why talented employees leave the business is that they often find better opportunities and opportunities elsewhere. Therefore at this stage; development activities are planned for the employees, who are identified as potential and who are brought into operation. Within the scope of this plan, all learning and development practices such as training, coaching, mentoring, rotation are taken into consideration in the future preparation plan of skilled employees. However, it should be acknowledged that the activities needed for each aspect of the skills need to be developed may be different. In addition, investments in the development of skills can be quite costly for the enterprises. Therefore, it should be aimed to ensure the return of the investment to the enterprise and to maintain it as long as possible. The way to achieve this is to establish the balance between employee and employer interests in the right way. At this stage, the correct evaluation of the talents in the right place is another consideration that should be emphasized (Çırpan and Şen, 2009: 114).

Alayoğlu (2010) states that the basic steps related to the evaluation of talents can be listed as follows;

- ✓ As a result of the investments made to employees within the scope of development plans, the degree of closure of the existing gap with the ideal profile should be measured and evaluated accordingly.
- ✓ The results of the evaluation should be decisive in the decision of the employees to be promoted, to continue to remain in the pool of potential candidates or to be removed from the pool.
- ✓ Employees in the potential talent pool should be evaluated in order to be assigned to the position in which they are raised.
- ✓ In this assessment, factors such as the possibility of the employees' existing shortcomings to influence their success in the position to be assigned and the time period to close the deficit shall be taken into consideration.
- ✓ Following the decision on promotion, the employee assigned should be followed in his new position and the systematic feedback should be given to him (Alayoğlu, 2010: 82).

In order to minimize the risk of failure of the new authorities and responsibilities of the employees who are expected to fill an important position in the future and to get the return of the investment, it is important to make this transition gradually and in a controlled manner.

While making an effective training and development plan, it is important to focus on modern approaches such as leading training programs, coaching, mentoring, orientation, rotation, electronic learning, and institution universities. Two of these modern approaches will be discussed more closely below.

2.4.6.1. Orientation

The orientation of the word comes from in French language and the meaning of the word is training or preparation for a new job or activity. It is aimed that the newly recruited employees acquire the attitudes and information required by the job, acquire intellectual and / or physical skills, thereby creating a sense of belonging to the corporation as soon as they feel important, and ensuring their adaptation to the work and institution. At the same time, it is aimed to ensure that the employee complies with the information transferred, by asking questions, correcting mistakes and learning and training the job. Orientation trainings are of great importance for the continuity of the current order in the enterprises, preservation of institutional memory and development (Soysal, https://www.kariyer.net/ik-blog).

It is a process in which job descriptions and job information, such as business policy and management philosophy, are communicated to the new employee. (Boylu, 2007: 260). Social cohesion is achieved by ensuring that employees adapt to the enterprise in return for these efforts, personnel turnover rate is reduced, complaints resulting from ignorance are prevented, and employees are prevented from learning by trial and error, and also increases the work efficiency of the employee (Soysal, https://www.kariyer.net/ik-blog). In orientation training, it is very important that the information transferred to the new employee does not conflict with the facts. Just as making empty promises to get good candidates to work leads to bad results, drawing a very pink picture during orientation to show that the new employee is valued also leads to worse results in the long run. Orientation is not just about explaining work and employees. Evaluations taken during the orientation process should be measured and necessary improvements made.

2.4.6.2. Coaching and Mentoring

Coaching and mentoring can be briefly referred to as techniques that convey guiding practices to employees for their individual development. When the studies are examined, it is seen that the employees receiving professional coaching and mentoring; It was found that productivity rates increased, their tendency to teamwork improved, management skills improved and time-saving skills were gained. Although the two concepts are used interchangeably, in fact these concepts are different from each other.

Coaching is often confused with mentoring, therapist, counselor or even psychologist. The coach does not give recommendations and advice, does not give direction, does not focus on the past, does not diagnose, treat, does not give therapy, and does not give answers. The coach does not need to be an expert in a particular field. Coach; keeps a mirror to the person, deals with the present and the future, asks the person the right questions to find answers in the person himself, guides the emergence of one's strengths. Mentoring is the discipline where coaching is often confused. Mentoring is a process by which a person who is an expert in a particular field can share information about this field or topic with people who are inexperienced or have less experience. The mentor transfers his knowledge and experience to the mentee as an expert (Köroğlu, http://www.medikalnews.com).

The main differences between coaching and mentoring; coach does not need to be an expert in the mentee's knowledge, but the mentor needs to have experience and expertise in the field. Knowledge transfer is not necessary in coaching, but knowledge and experience is required in mentoring. Coaching is a relationship that covers a certain period of time, mentoring is a relationship that can last a long time. It includes support for “being” in coaching service, while it includes support for “making” in mentoring service. Guidance should be used more in mentoring while avoiding advice and guidance in the coaching service. Coaching should be focused on finding the client himself, while coaching should be focused on career and target. Coaching approach is adopted “What do you want to do” style, mentoring approach is "follow me, listen and take the example of what I do" style (Köroğlu, http://www.medikalnews.com).

2.4.7. Employee Retention

Consideration should be taken in this stage and it should be emphasized that it is important for the employees to feel that they are important for the business, to be aware of their performance and contributions, to provide a suitable working environment, to be assigned to the right positions depending on their qualifications, to strengthen their belonging to the business with motivating wages and reward plans (Alayoğlu, 2010: 83).

Recruitment of talented employees is defined as all of the efforts of the enterprise in order not to lose its employees to achieve their goals and strategies (Frank et al. 2004: 13). In other words, employee retention is the efforts of organizations to keep their employees in the organization.

When long-lived companies were examined, it was observed that there was a strong identity and commitment between their employees and to the enterprise. For example, Ernst & Young, one of the world's leading consulting companies, has established a staff structure that

works directly to the general manager to retain its talented employees. In the recent years in different companies in the business world, increasing the importance of employee engagement, creating corporate culture, managing differences, internal communication activities, social activities, rewarding and appreciation, ensuring the active participation of employees in decisions, employee empowerment work-life balance programs, applications such as having a place come to the fore. “How can you keep your employee happy and productive?” new publications seeking the answer to the question are rapidly increasing (Atlı, 2010: 153-154).

Employee retention is the opposite of employee circulation. The circulation here includes both the dismissal of the employee and the employer's dismissal. The voluntary turnover of the employee, who expresses that the employees leave their jobs voluntarily, raises the problem of separation of key skills and threatens the enterprises. This labor force transfer is an undesirable situation and it is one of the cost-creating subjects for businesses (Hedberg and Helenius, 2007: 6). Workforce turnover based on planned layoffs is particularly desirable in terms of removing workers who do not comply with business policies and whose performance is low.

According to Capelli, businesses should start by accepting a new reality in the retention of talent. Nowadays, the ability of talented employees to stay in their business affects the market conditions rather than the enterprises’ ability to hold talents. For this reason, a market-oriented approach should be followed by enterprises especially for the retention of talented employees. The reason for the market-oriented approach is that it is very difficult to resist today’s labor and market conditions. It is impossible to try to keep talented employees away from the managers who are trying to add critical capabilities to their businesses by following the aggressive policies offered by the labor market. The fact that lifelong employment is not valid today is proof that talents cannot remain in the same pool. Already the adoption of the market-oriented capabilities retention approach will first of all be seen as a river flowing capabilities, instead of thinking that the capabilities will remain constant in a pool, and it will be useful to determine the retention policies by taking into account the capabilities of the enterprise in which the capabilities are kept consistent. What is important is to determine the flow direction and speed of the talent river in accordance with the operational objectives and strategies. In this case, the new objective of human resources should focus on being able to influence when the ability to leave work, rather than keeping the employee turnover rate to a minimum (Capelli, 2000: 103-111).

Although there are different views on employee circulation, there is a common consensus on the importance of holding key employees that are generally valuable for the business. For this purpose, businesses are preparing differentiated development solutions to keep their key capabilities in their hands (Atlı, 2010: 154).

2.5. Future of Jobs

The changes intensified in the last quarter of the 20th century necessitates changes in economic, social, political and cultural as well as in human resources fields. Today, we see that the point reached in the field of human resources is transformed into the management of talents rather than the management of people. Developments and advances in the field of information technology show that many things will undergo rapid change and transformation in the near future. It is seen that much research has been done about how business life will be in the future. In terms of the importance of the issue, it is useful to look at the 2018 report of the "World Economic Forum (WEF)" from extensive research.

In the report, it is mentioned that the innovations brought to us by digitalization and technology in the recent years will bring many innovations about the working life of the future. By 2020, the Fourth Industrial Revolution; robotics, autonomous transport, artificial intelligence, machine learning, advanced materials, biotechnology and genomics (Future of Jobs Report 2018).

While the Fourth Industrial Revolution provides digital transformation in production and services, it is stated that many works done today will change the way they are done. New occupations are added to the list of future professions, hand labor is being replaced by mind labor. While the traditional concept of workplace is changing, working methods are being reshaped. It is foreseen that there will be a faster, dynamic, lively and productive working life. Also, as of 2022, a total of 133 million new business opportunities will arise in the world, while 75 million positions will disappear. Even five years from now, 35% of the skills that are considered important in today's workforce will have changed (Future of Jobs Report 2018).

According to the study, the demand for roles such as data analyst and data scientists, software and application developers, e-commerce and social media experts will increase gradually in 2018-2022 period. In addition, demand for roles in areas such as customer service, sales and marketing, where human competencies are at the forefront, is expected to increase. Depending on the development of technology, experts in the fields of artificial intelligence, big data, automation process, information security, user experience and human-machine communication will be needed. On the other hand, it is predicted that the need for people in routine jobs such as data entry staff, accounting staff, cashiers will gradually

decrease. The following table provides information on the current situation and how future professions will be affected (Future of Jobs Report 2018).

Table 4: Comparing Skills Demand, 2018 vs. 2022, Top Ten

Today, 2018	**Trending, 2022**	**Declining, 2022**
Analytical thinking and innovation	Analytical thinking and innovation	Manual dexterity, endurance and precision
Complex problem-solving	Active learning and learning strategies	Memory, verbal, auditory and spatial abilities
Critical thinking and analysis	Creativity, originality and initiative	Management of financial, material resources
Active learning and learning strategies	Technology design and programming	Technology installation and maintenance
Creativity, originality and initiative	Critical thinking and analysis	Reading, writing, math and active listening
Attention to detail, trustworthiness	Complex problem-solving	Management of personnel
Emotional intelligence	Leadership and social influence	Quality control and safety awareness
Reasoning, problem-solving and ideation	Emotional intelligence	Coordination and time management
Leadership and social influence	Reasoning, problem-solving and ideation	Visual, auditory and speech abilities
Coordination and time management	Systems analysis and evaluation	Technology use, monitoring and control

Source: Future of Jobs Report 2018, World Economic Forum p:12.

One of the important issues mentioned in the report is the distribution of tasks between machinery and people. Today, machines and algorithms support people in the workplace in terms of information and data processing. In addition, complex and technical issues as well as physical support from the machines are also received. Communication, coordination, decision-making tasks are still in the hands of people. However, the responses of the participants show that this distribution of tasks will also change. In the research, managers were asked how much of the specific tasks and how much of the machines people did. According to the results, managers stated that the share of machines for reasoning and

decision-making tasks was 19% in 2018. This ratio is expected to rise to 28% by 2022. The share of the machines in communication and interaction tasks is expected to increase from 23% in 2018 to 29% in 2022 (Future of Jobs Report 2018).

Today, there is no area where machines take more responsibility than people do. According to the report, however, by 2022, machines will have more workloads than people in two areas. One of these areas is the research and collection of information about the sector. According to the estimates, the share of the machines in this field will increase from 36% to 55%. The other is information and data processing. The share of machines in this area will increase from 47% to 62%. In addition, in the study which examined 12 sectors, it was found that 71% of all tasks were performed by people as of 2018. This ratio will be reduced to 58% by 2022, in the other words 42% of all tasks are assumed by machines (Future of Jobs Report 2018).

2.6. Talent Management in Turkey

Although the development of human resources in Turkey cannot be determined in precise lines, it is evident that it follows the changes and developments in the world with a little delay. After the beginning of social regulations in businesses with the Social Insurance Institution law adopted on July 9, 1945, human resources in Turkey has developed continuously and started to spread since the 1980s, especially in large-scale enterprises.

Even though the concept of human resources management has been tried to be applied in Turkey as of the 1980s, it was not effective due to the fact that the enterprises in Turkey are generally family enterprises and they do not prefer to employ managers. However, especially since the beginning of the twenty-first century, the impact of international companies and the success of enterprises operating in accordance with the understanding of human resources management have increased the interest in the understanding of human resources management. In the 1990s, ‘staff management’ signs were replaced by ‘human resources’, but in the early days it was just a sign change (http://www.hurriyet.com.tr/ik).

Since the first quarter of the twenty-first century, firms in the private sector have become aware of the strategic importance of human resources and have turned to the human element that cannot be copied. Among the duties of the human resources of large companies in our country, the most efficient, most effective use of human resources, performance management, motivation, leadership, increasing the commitment, the company's workforce planning, as well as talent management, Y generation and employee commitment has been added (http://www.hurriyet.com.tr/ik).

Working with all of the relevant corporate talent management company in Turkey, especially in the private sector is seen as working in the banking and finance sector. During the 10-year period between 2007 and 2017, it was seen that 7 doctorate, 29 master, 36 doctorate, 15 doctorate, 34 master and 49 master theses in Strategic Human Resources Management and 85 master theses in general. Özdemir (2019), who analyzed these data with content analysis method, stated that the thesis mainly focused on talent management practices in the financial and tourism sectors, and that the majority of these studies were not conducted with small and medium-sized firms where large scale firms were employed. Talent management and business strategies and human resources practices in line with these strategies are not discussed (Özdemir, 2019).

As a result of the research, only 3 of the 85 theses (3.52%) were found to find a business strategy. According to the results of the theses subject to the research; the institutional structure of talent management practices in Turkey (eg the banking sector) has been shown to be applied more in the business. In addition, in the majority of the theses prepared in the field of talent management, it was found that business strategies and talent management practices that are compatible with these strategies were not investigated. Most of the theses are talent management processes; ability to attract, select, educate, develop, performance appraisal and retention of employees in terms of the functions of the subject was seen. In this context, it is determined that most of the enterprises examined do not have full talent management practices in terms of these processes (Özdemir, 2019).

A number of hierarchical and statutory structures stemming from the self-structure of the public sector resist the necessity of developing the human element and transforming it into a trained workforce that adopts organizational culture and supports the employment of only those who give orders and obey the command chain. However, globalization, changing world order, changing expectations and non-stop technology force this field to change. There is no talent management practice in the public sector in our country yet.

2.7. Related Research

The concepts of talent and talent management came up with McKinsey research in 1997. McKinsey, a United States.-based management consulting firm, has conducted research on talent over 6900 executives in 56 major American companies. As a result of the survey, although companies have not had problems with growth in the last five years, they have experienced problems with competent workforce. The most important problems of the managers were the attracting of talented people to the enterprise (89%) and the retention of

talented employees (90%). The study, which was updated in 2000, was found to be more difficult than in 1997 (Axelrod, Handfield-Jones and Welsh, 2001).

Kaya, Koç and Topçu (2010), *"An exploratory analysis of the influence of human resource management activities and organizational climate on job satisfaction in Turkish banks".* In this study, Job satisfaction in Turkish banks within the framework of human resources management has been investigated under two main topics. First, the relative impact of eight human resources management activities has been examined under the following headings; training, written policies, training in multiple functions; incentives, performance assessment, behavior and attitudes (in recruitment and selection), teamwork, comprehensive and feedback on performance in job satisfaction. Secondly, the effects of factors related to organizational climate on job satisfaction were grouped into six groups; supporting innovation, managerial competence and consistency, weight of workload, compliance, organizational boundaries, and organizational ethics. The researchers interviewed 346 employees in 19 banks under these headings and collected and analyzed the data. As a result of the research, it was concluded that human resource functions and organizational climate have positive effects on job satisfaction and the impact of the second group, which is organizational climate, also positive and it is more effective than the first.

Schuler, Jackson and Tarique (2011), *"Global talent management and global talent challenges: Strategic opportunities for international human resources management"*. Researchers argue that there are opportunities that emerged with the born of global talent management in the late 1990s. They argue that there is a shortage of talents and it is difficult to keep skills, but because international companies operate in different geographies, they bring many opportunities with them. Researchers say that by offering 8 propositions in the study, multinational companies can easily reach the skilled workers if they consider these eight propositions. In short, the research asserts that it is necessary to focus on the positive aspects of the new management philosophy and to evaluate opportunities.

Demircioğlu (2010), *"Talent Management in Organizations and an Application from the Financial Sector"*. Study was conducted in one of the private banks in Turkey. The aim of the study is to evaluate how the bank benefited from talent management program and the effects of these applications in the light of the theoretical information given in the thesis. As a result of the research, the related bank talent management program is based on continuous development and feedback understanding. In the talent management program; it has been concluded that employees' development needs are determined individually through the evaluation center applications.

Çelik (2011), *"Talent Management Approach"* in his study; talent management approach template was introduced and tried to explain it in outline. As a result of the thesis, researcher emphasized that in order to successfully implement the talent management approach, the organization should be supported by all employees from the highest level to the lowest level. It is focused on the philosophy of being able to take full advantage of its performance by offering suitable environments to talented employees and to train the most talented ones as strategic leaders of the future. As a result, the best talent management approach has come to the conclusion that the organization is unique, cannot be copied and imitated.

Tansley (2011), *"What do we mean by the term 'talent' in talent management?"* In this study, before presenting an analysis on the concept of talent, the author emphasized his concern about the terminological uncertainty about the definition of talent management. He argues that this has serious implications for organizations trying to design and implement talent management programs. The author examined the talent management models and the deficiencies in the applications in detailed and made an analysis. For example, organizational talent management programs tend to consider those with low-skilled roles and are excluded by some demographic differences, such as older workers. He argued that what is expressed as an important skill in a company is very important and that, when ignored, it creates obstacles to the development of skills in a terrible way. He suggested that the employees in each level should be given the necessary time to master and be appreciated. Those who have gained mastery in the field are estimated to take about ten years to develop. The author believes that it is possible to position talent management in the right place within human resources management, to express the concept of talent correctly and to understand it correctly then the concept can reach the real value.

Güngör (2011), *"The Relationship between Reward Management System and Employee Performance with the Mediating Role of Motivation: A Quantitative Study on Global Banks"*. The main purpose of this study is to investigate the relationship between award management system applications. In addition, the performance of employees in the global banks in Istanbul and the role of employees in motivation were emphasized. The researcher argues that it will be more efficient to develop and use the reward system as a motivation tool for the personnel. He supported this hypothesis by applying to 12 global and 116 local branch employees. As a result of the analysis conducted in the study, it was argued that the individual determination of the reward system as a motivation tool would be more effective and efficient.

Güngör (2013), *"An Outlook on Human Resources Management in the Information Age: A Study on Talent Management in Enterprises and Its Effect on Employee Performance"*. In the thesis research, it aims to emphasize the importance of talent management in increasing the performance of enterprises and employees. Data was collected by questionnaire method with a total of 184 people consisting of 108 male and 76 female in 18 branches of 8 banks in Istanbul. As a result of the research, a statistically significant difference was found between talent management dimensions and performance. It has been determined that the existing performance levels of the enterprise can be increased by talent management applications of this difference.

Sparrowa, Farndale and Sculliond (2013), *"An empirical study of the role of the corporate HR function in global talent management in professional and financial service firms in the global financial crisis"*. The study focuses on four roles of corporate human resources; corporate human resource function, country-level human resource function, business division human resource function and international assignees. The study was built on these roles and carried out, an empirical exploration of a theory-based framework of corporate human resources roles in global talent management. Data were collected using face to face interviews with two senior managers, one of them from financial sector and the other one from professional services. According to the results of the research, there is a close relationship between the four functions mentioned and global talent management.

Ruwaili, Bright, and Alhameed (2013), *"To What Extent Talent Management in Saudi Arabian Banks"*. In this study, the researcher focused on talent management in Saudi banks. Emphasizing that human capital is the most effective factor in productivity in banks, it has been argued that human capital can be increased through talent management. Qualitative data collection technique was used in the research through interviews. According to the data obtained from the interviews, the fact that most of the personnel are not from the local people has caused communication problems in the institution. It has been determined that the policies determined in the top management of the banks are very incomplete in practice. The use of local labor force in the recruitment of banks is recommended.

The Finance Accreditation Agency (FAA, 2014), in the study of talent management research with the cooperation with Islamic finance, conducted a study to find out what the sector is doing for the current and future human capital, considering that the sector has grown and will continue to grow in the next 10 years. The research was carried out with 297 people under the leadership of the Islamic finance cooperation and conducted in-depth interviews with managers, experts, educators, and academicians covering Asia, Middle East, North

Africa, Europe and South Asia. As a result of the research, the institution emphasized that in order for the sector to maintain its current level of growth and develop further, professionals should have the talent and ability to integrate not only Islamic principles or financial understanding but also integrate this ideology and knowledge. Another important finding is that there is a lack of education. For this purpose, many institutions organize trainings for existing personnel and develop programs in cooperation with universities for new recruits. FAA in this study suggests that the shortage of talented employees needed by the interest-free sector should be addressed urgently.

Karabıyık (2015), *"Talent management within the framework of human resources approach in Turkish banking sector"*. In the thesis study, human resources talent management unit experts of 5 banks were interviewed and gathered information on many subjects such as recruitment of talented employees, career planning, wage policies, social facilities, training opportunities, performance measurements. As a result of the research; personnel inventory, mathematical and logical tests, managerial skills, sales skills, social communication, foreign language levels are measured, performance evaluations are performed twice a year, 360 degree performance assessments are used and additional payments are made to talented employees in the form of premium, all of these were evaluated within the scope of talent management.

Altunoğlu and Terlemez (2015), *"Context of Strategic Human Resources Talent Management in the Organizations and Application Example at Banking Sector"*. In this study, the relationship between talent management and banking sector has been tried to be revealed in the context of strategic human resources. The study, one of the banks operating in Turkey were examined and case study method is selected from the qualitative research methods. According to the findings, it was concluded that the bank's human resources and talent management practices had a positive impact on the bank. Also, it was seen that talent management existed as a separate department in the bank.

Aminudin, Ramlee, Shahimi, and Rus, (2017). *''The value-based talent recruitment model in Islamic Finance industry: The counting and positioning issues in Malaysia''*. The author emphasized that the rapid growth of Islamic banking implies development as well as some difficulties. One of these challenges is the shortage of qualified personnel who can reach the target of this growth sector. In addition, it is emphasized that the individual who will work in the field of Islamic Finance should have a sense of responsibility and that in the case of accountability, first of all Islamic faith should be a way of life according to the commandments and orders. The adoption of traditional banks' working order in the form of

copy and paste to the Islamic finance shows that, the biggest problem underlying the unachieved of growth targets is the lack of staff qualifications. By identifying these reasons, it has been foreseen that talent management can eliminate the problems that, arise in free-interest banking and fulfill the growth targets with the right policies.

Kartal and Demir (2017), *"An Analysis on Industry Share Target of Participation Banking in Turkey''*. The, study was prepared to make an evaluation about participation banking's market share target, which is at 15% in Turkey. The subject dealt with from aspects of market share, banks, branch and employee number, total asset size, credits, securities, participation fund, shareholder's equity, capital adequacy, profitability, product and service range, alternative distribution channel and payment instruments. As a result of the study, it was stated that new player entry to the sector should be provided and branch openings should be continued with an increasing speed in order to increase the growth rate of the sector.

Örnek (2018), *"The Impact of Talent Management Practice in the Recruitment Process: A Qualitative Research in Banking Sector"*. This study, in the eight commercial banks operating in Turkey was conducted using qualitative research method. The study concluded that Talent Management practices play a key role in employee performance, attracting other talents to the organization and training future managers.

To summarize these studies; it is seen that talent management is emphasized its place and importance in financial sector. It has been found that, it contributes positively to human resources functions, improves the performance of employees in companies that adopt this management approach and provides competitive advantage to enterprises. In addition, it is underlined that it is vital for businesses to find high potential candidates and retain their talented employees.

CHAPTER III

INTEREST-FREE BANKING SYSTEM

This section discusses the interest-free banking system, its development in the world and in Turkey. In addition to these, the situation of five participation banks currently operating in our country has been expressed separately.

3.1. Interest-Free Bankıng

According to the Islamic religion, there are no prohibited interest practices and the institutions that carry out banking transactions according to the interest-free principle are called interest-free banking. The most significant feature of the system is that it is interest-free and the biggest contribution of the economy is that the funds outside the economic system due to interest sensitivity are included in the production process and contribute to employment and production.

Interest-free banks, as institutions working on the basis of profit and loss participation, try to achieve both a social function and economic gain based on the principle that Islamic religion strictly prohibits interest. However, according to the classical (transactions include interest) banking system, the differences arising from the working principles they give rise to various problems in terms of definition. While the concepts of 'Islamic banking' and 'interest free Banking' are widely used for these institutions, 'participation banking' is used in our country, which means participation in profit and loss (Eskici, 2007: 4-5).

Islamic finance has been accepted as an alternative to modern finance because of the Prohibition of interest in Islamic religion (Capital Markets Research and Application Center, 2013: 3). Although these institutions are named as "participation bank", "Islamic bank", "profit- loss partnership bank" or "interest-free bank", these banks functionally not much different from classical banks. But they perform the function of collecting savings and transferring these savings to investment with different models (Yanpar, 2014: 125).

Interest-free banking is a financial sub-system that is arranged in parallel with the Islamic legal system and bases its working principles on Islamic sources, especially the Qur'an and Sunnah. Islamic banks are separated from traditional banks because of their interest-free operation and risk sharing (Parlakkaya ve Çürük, 2011: 398).

The reason of existence and the golden rule of participation banks is "principle of free-interest". The essence of this principle, too;

- ✓ When collecting funds, accepting on the basis of profit and loss participation basis and not undertaking a fixed return to the customer,

✓ Instead of giving cash loans when provide funding, it is to buy the goods customer needs from the seller in advance, sell the terms or to establish partnership with the business owner on project basis (Albaraka, 2015: 9).

In the model implemented by these banks operating in the form of an incorporated company in Turkey, banking, commercial partnership (profit and loss partnership), insurance, barter, leasing, factoring and some financing methods are gathered together and under the same roof. This model, which is realized by participation banks, is considered to be a unique model (Deran and Özulucan, 2009: 87).

In summary, interest-free banks are commercial institutions that provide alternative financing services, finance the real economy, operate in the financial sector and provide banking services. In addition to basic banking services, they collect funds from savings owners through current account and profit-loss partnership accounts, transfer the funds they collect to the real sector in accordance with the principles of interest-free financing and share the profit or loss generated with the savings owners (Tunç, 2000: 13).

3.2. Interest-Free Bankıng in the World

The history of interest-free banking, which operates on the basis of participation in profit and loss, is based on many years ago. According to various sources, the history of interest-free banking dates back to the reign of Babylon Ruler Hammurabi, who ruled between 2123-2081 before the BC. These regulations, which are referred to as Hammurabi Laws in the history, show how to carry out the lending works from section 100 to section 107. These arrangements are known as the first examples in history that allow interest-free investment (Ergan ve Mert, 2000:4).

In the modern sense, interest-free banking needs emerged in the 20th century in the Islamic countries with industrialization movements and the sudden increase in oil prices in the 1970s (Kuveyt Turk, 2010; Güneş, 2015: 11, and et al). In the individual sense, savings of persons were evaluated on the basis of profit and loss partnership, but with industrialization, there was a need for an interest-free bank to bring these personal savings together to finance large investment projects (www.kuveytturk.com.tr).

The First Bank opened in the field of interest-free banking was established by Ahmet en - Neccar in a town of Egypt and was considered the first attempt to operate between 1963 and 1966 (PBAT, 2012: 83). However, the Nasr social Bank, which was established in 1971 in Egypt with commercial support from the state, is considered the first example. The establishment was carried out by a method close to the concept of village chest (Güneş, 2014: 11). The number of these banks, which were established in 1974 in Jeddah, Saudi Arabia and

started to be established after the Islamic Development Bank, which was established in 1975 and is still in operation, has spread all over the world and has increased steadily.

In Iran, Pakistan and Sudan, the financial system is organized in full or largely in accordance with Islamic rules. It is claimed that about 40% of the total Islamic financial assets are in Iran. Seven of the ten largest Islamic banks in the world are in Iran (Capital Markets Research and Application Center, 2013: 9). Malaysia is one of the leading countries in Islamic finance. Interest-free banking, which has grown along with classical banking, reached 20% of the sector in 2015.

Western countries have established a system that is suitable for this type of banking very quickly in response to the increasing demand for interest-free banking. Since the interest-free banks established in Islamic countries did not offer any profit to their depositors in the early periods or they provided very little returns, western institutions had obtained a cheap source of funding in this area (Khalaf, 1995: 2). At first, the customers of western banks, the institutions of the Arab world and the oil millionaires of the Arab world, while recently living in European countries are collected a considerable amount of funds from the middle-income Muslims (Güneş, 2014: 13).

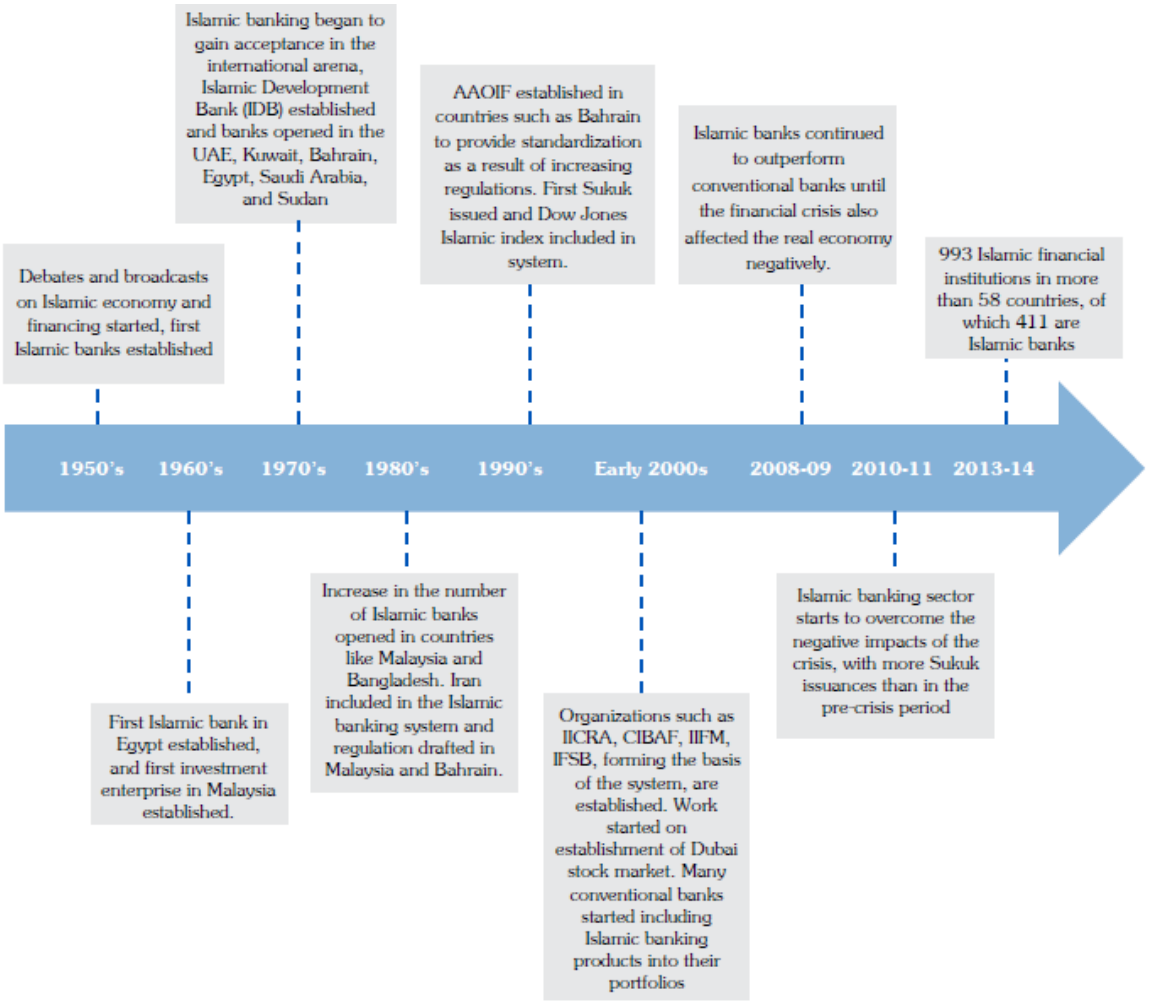
Today practitioners include; interest-free banks, including classical banks such as Barclays Bank, Commerzbank, Citicorp, Goldman Sachs, HSBC, Morgan Stanley, Standard Chartered, Banque National de Paris, ABN Ambro, Bank of America, Key Global, Sociate Generale, BNP Paribas; they operate in more than 60 countries in a geography ranging from South Africa to Kazakhstan and from USA to Pakistan (Parlakkaya and Çürük, 2011: 10; PABT, 2012: 85-86).

The services provided by interest-free banking institutions began to receive international recognition and demand. However, the most important factor in reaching the current figures of the sector was the economic crisis in 2008. While the conventional banks experienced profitability problems during the economic crisis in 2008, interest-free banks continued to grow and profit until the crisis started to affect the real sector negatively. In the face of the crisis that deeply affects the economies of developed countries and the international financial system, it is observed that interest-free banking is more durable because the system operates in tandem with the real economy. In the post-crisis period, global interest-free banking assets recorded a 17% annual compound growth over the last five years (PBAT, 2015: 11).

According to the Thomson Reuters report, today, the active assets of the world banking system exceeded $ 120 trillion, and the estimated potential for interest-free banking

applications reached $ 4 trillion. (PBAT, 2013; 37). When we look at the active size of interest-free banking, Iran ranks first and Iran is followed by Saudi Arabia and Malaysia, while Turkey ranks eighth ranked. The current population and economic indicators of our country bear great potential for interest-free banking (PBAT, 2015: 13).

Figure 6: Milestones of Global İnterest-Free Banks



Sources: PBAT, 2015: 12.

As seen, interest-free banking began in the 1950s and the development of the Islamic Development Bank has spread throughout the world.

The Finance Accreditation Agency (FAA, 2014), in the study of talent management research with the cooperation with Islamic finance, conducted a study to find out what the sector is doing for the current and future human capital, considering that the sector has grown and will continue to grow in the next 10 years. The research was carried out with 297 people under the leadership of the Islamic finance cooperation and conducted in-depth interviews with managers, experts, educators, and academicians covering Asia, Middle East, North

Africa, Europe and South Asia. As a result of the research, the institution emphasized that in order for the sector to maintain its current level of growth and develop further, professionals should have the talent and ability to integrate not only Islamic principles or financial understanding but also integrate this ideology and knowledge. Another important finding is that there is a lack of education. For this purpose, many institutions organize trainings for existing personnel and develop programs in cooperation with universities for new recruits. FAA in this study suggests that the shortage of talented employees needed by the interest-free sector should be addressed urgently.

3.3. Interest-Free Bankıng (Participation Banking) in Turkey

The first steps were taken in 1975 in Turkey's interest-free system. A bank called the State Industrial and Labor Investment Bank was established in 1975 to provide resources for domestic industrial enterprises, in particular, to assess the accumulation of workers working abroad and the basic principles of development plans (Official Gazette, 1975). The bank worked for three years without interest and then was included in the interest rate system in 1978 with the decision of the Board of Directors. Another attempt at Islamic development bank established in 1975 and is one of the founders of the bank are located in Turkey. Turkey to increase the share capital of the Islamic development bank in 1984 and has become one of the most important partners of the bank and the bank's board of directors has obtained the right to have a permanent representative (Free, 2007: 52). Thus, it has been able to increase its effectiveness within the Islamic Development Bank, which plays a major role in the preparation and support of economic cooperation programs among Islamic countries and in the development of various interest-free financing models (Karagülle, 1993: 30).

The Decree Law no. 83/7506 of 16.12.1983 on the establishment of Special Finance Institutions with the Decree of the Council of Ministers was published in the Official Gazette dated 19.12.1983 and numbered 18256 and entered into force. According to this decree, the Private Finance Institutions (SFI) have been involved in the banking sector for the first time as a type of banking that operates on the basis of participation in profit and loss.

With the Banking Law No. 5411 published in the Official Gazette dated 01.11.2005 and numbered 25983, “private financial institutions” were changed as “participation banks”. Participation Banks Association of Turkey (PBAT) as justification for these changes; in particular, the expression of private finance institutions in foreign operations and markets is not fully understood, in order to eliminate the doubts and doubts about whether the institution in the face of the counterparties is a bank, the participation banks in which profit / loss and bank statement is mentioned is preferred (PBAT, 2005: 2).

Participation banks do not invest their savings in banks because they do not want to receive interest or interest in return, but operate with the profit-loss partnership approach in order to include savings holders who evaluate their savings in exchange, gold or real estate in the production process (Takan, 2001: 16). In line with the principle of no-interest, the funds collected from the public are available to those who need commercial activities or individual goods and services. The most important characteristic of these institutions from deposit banks is that they are buying and selling goods or services in the middle of the fund (Albaraka, 2015; 8-9).

In Turkey, two main features stand out in the establishment and development of participation banking. The first of these is to enable the savings owners who do not want to work with conventional banks due to their interest concerns to gain the idle funds in the economy, and secondly, more importantly, to attract oil-rich Islamic funds to the country and to improve their relations with these countries (Aras and Öztürk, 2011; 170).

Participation banks in Turkey, together with other banks in the same market operations they perform in different ways and methods (Özulucan and Deran, 2009: 90). The main factor that distinguishes participation banks from other banks and the gold rule is the interest-free feature. It offers all kinds of banking services in accordance with these principles. However, it is not possible for the participation banks to serve the people or institutions that violate the general code of ethics, or who commit the loss of society. To give an example; it is not possible for participation banks to serve businesses that sell cigarettes and drinks, or work places that play games of chance (Doğan, 2013).

Table 5: Financial position of participation banks (TL million)

	Participation Banks		**Banking Sector**	
	2018/Q4	2018-Q4/2017 (%)	2018-Q4/2017 (%)	2018-Q4/2017 (%)
Funds Collected	137.220	30,3	2.051.166	19,3
Funds Allocated	124.562	16,7	2.465.582	14,9
Total Assets	206.806	29,1	3.867.135	18,7
Shareholders' Equity	16.780	23,0	421.185	17,3
Net profit	2.123	34,1	53.522	9,0
Number of Staff	15.654	4,2	207.716	-0,3
Number of Branch	1.122	8,7	11.565	-0,2

Sources: Participation Banks Association of Turkey (PBAT), 2019 Statistics.

When the table is analyzed, it is seen that participation banks are 300% more profitable than the banking sector in the net profit compared to the previous year. When we

look at the personnel employed, it is observed that the participation banks increased by 4.2% compared to the previous year but the banking sector decreased slightly. In all other indicators, it is seen that participation banks are in better condition than the previous year. Participation banks as of 31.12.2018; the share of the sector is around 5%, the number of branches is 1,122 and the number of employees is 15,654.

As of 2018, there are five participation banks in Turkey, two of which are the state. These are Albaraka Turk, Kuveyt Turk, Turkey Finance, Vakıf participation and Ziraat participation banks. In addition, there is a professional organization established with the union status in 2001, which is now called the Participation Banks Association of Turkey (PBAT) in accordance with Banking Law No. 5411. The following are detailed information about the dates of establishment of participation banks, capital structure and human resources policies. Participation banks' web addresses and published annual reports have been compiled using the human resources policies of these institutions.

3.3.1. Participation Banks Association of Turkey

The Participation Banks Association of Turkey (PBAT) is a professional organization established under the relevant provisions of the banking law and is a public institution. As of today, six participation banks operating in Turkey are members of PBAT. The purpose of PBAT is to defend the rights and interests of participation banks in accordance with banking regulations and principles and rules within the framework of the principles of free market economy and full competition. The aim of the union is to increase the participation banking system, to work in a healthy way and to increase the competitiveness of the banking profession, to organize training for the employees in the sector to have the necessary knowledge and equipment (PBAT, 2019).

The management center is a professional organization of the Union located in Istanbul, which was established under the relevant provisions of the banking law and is a public institution. As of today, six participation banks operating in Turkey are members of PBAT. The purpose of Union is to defend the rights and interests of participation banks in accordance with banking regulations and principles and rules within the framework of the principles of free market economy and full competition. Also the union aim is to increase the participation banks market share, to work interest-free system in a healthy way and to increase the competitiveness of the banking profession, to organize training for the employees in the sector to have the necessary knowledge and skills (www.tkbb.org.tr, 30.04.2019).

According to the Banking Law No. 5411;

"The duties and powers of associations of institutions shall be as follows:

a. *To ensure the development of the banking profession,*
b. *To ensure that members function in a dignified and well-disciplined manner as required by the banking profession and in line with the needs of the economy, by setting professional principles,*
c. *To set the ethical professional principles and standards that the personnel of member banks will have to abide by, upon receiving the approval of the Agency,*
d. *To monitor the enforcement of the decisions taken pursuant to the applicable legislation as well as the measures required to be taken by the Agency,*
e. *To take and implement any measure required for preventing unfair competition among members,*
f. *To set the principles and conditions for announcements and advertisements in terms of type, format, qualitative and quantitative elements to be complied by the members, upon receiving the approval of the Agency,*
g. *To ensure cooperation among banks for joint projects, in collaboration with the Agency,*
h. *To file lawsuits on the basis of board of directors' decision on matters that relate to the common interests of their members,*
i. *To set the principles and procedures applicable to contract format and contents envisaged by the provisions regarding customer rights,*
j. *To set up a board of arbitrators within the framework of the principles and procedures to be prepared thereby and approved by the Board, in order to evaluate and settle the disputes between the members and their individual clients, with the reservation of their rights to legal application pursuant to the Law No. 4077 regarding the Protection of Consumer Rights and other laws"* (Banking Law, Article: 80).

The Union acts as a coordinator for the participation banks to act in accordance with the Banking Law No. 5411. Among the duties and responsibilities of the Association, in addition to carrying out financial transactions in accordance with the legislation, responsibility was given to carrying out interest-free operations and transactions (www.tkbb.org.tr, 30.04.2019).

The vision of the union is determined as "the market share of the participation banking sector to reach 15% by 2025 and the sector becomes world class financial products and services". The mission to achieve this goal is; "İmproving service quality, developing

corporate communication, perception and reputation management, increasing the necessary training, human resources and certification studies, developing legislation, standards and regulations in accordance with the principles of participation banking, contributing to become a leading financial center of Istanbul" (www.tkbb.org.tr, 30.04.2019).

All participation banks operating in Turkey, a member of the association and has 6 members as of today. Unity; It prepares reports, researches and publications in accordance with the statistics collected by the member banks. In addition to creating opinions on the issues requested by official authorities, it represents banking sector in national and international commissions and follows the regulations. In order to improve the sector, the Association is working on the participation banking legislation with the Banking Regulation and Supervision Agency (BRSA) and Capital Markets Board (CMB) (PBAT Strategy Document, 2015).

3.3.1.1. Education, Human Resources (HR) and Certification

PBAT which was published in 2015 "Participation Banks Association of Turkey Strategy Document 2015-2025" for the following five headings has concluded its task; sectoral strategy and coordination, product range and development, advisory boards, training, human resources and certification, corporate communication, perception and reputation (PBAT, 2015: 7).

It is seen that there is not enough number of employees who have the competence and knowledge level to meet the needs of participation banking sector and if the sector continues to grow, there are no programs suitable for the training of talented candidates in the field of interest-free banking. Studies on education, human resources and certification are currently being carried out by the PBAT and the participation banks. In the studies conducted in the field, it is seen that the trainings given in the universities are insufficient and the academic staff providing education are insufficient (PBAT Strategy Document, 2015: 55).

Cooperation with developed countries in interest-free banking is required primarily for the closure of the skilled personnel shortage required by the sector. Applications in education field in countries such as Malaysia and Bahrain, which are developed in the field of interest-free banking, should be examined the education programs and be developed in accordance with Turkey. It is observed that the quality of interest-free banking programs in Turkey is inadequate and in parallel with this that academic research and textbooks in Turkish are insufficient and that there is no access to these resources. Therefore, it is necessary to establish a central database of people and works related to participation banking and to eliminate the lack of textbooks (PBAT Strategy Document, 2015: 55-56).

According to a timetable of PBAT; each year organizes various training programs for personnel, who working in participation banks in Turkey. Trainings usually take place with the participation of 5 people from each bank and there are training programs suitable for each position. In the published reports and seminar, it is observed that the human resources needed by the sector are insufficient.

The size of interest-free banking in Turkey as of 31.12.2018; 5 participation banks which two of them are state-owned, operate in the sector with a total of 1,122 branches which two of them overseas, 5% are banking sector shares and 15,654 employees. Sector's target for 2025; 15% of the sector share and 50,000 employees.

Table 6: Participation Banks Branch and Number of Staff Development (2009 - 2018)

Years	Number of Employees	% Change	Number of Branches	% Change
2009	11.802	7,0	569	7,0
2010	12.677	7,0	607	7,0
2011	13.851	9,3	685	13,0
2012	15.356	10,9	829	21,0
2013	16.763	9,2	965	16,4
2014	16.249	-3,1	990	2,6
2015	16.554	1,9	1.080	9,1
2016	14.465	-12,6	959	-11,2
2017	15.029	3,9	1.032	7,6
2018	15.654	4,2	1.122	8,7

Sources: PBAT and BAT Statistics, 2019.

When the table is examined; between the years of 2009-2013, there is an average growth rate of around 10%. The reason for the decrease in the number of personnel and branches in 2016 is that the Asya Participation Bank was liquidated and transferred to the Savings Deposit Insurance Fund (SDIF). Another remarkable point is that while the number of branches increased by 16.3% compared to 2013, the number of personnel decreased by 6.6% in the same period.

3.3.2. Albaraka Turk Participation Bank Inc.

Albaraka Turk Participation Bank, founded in 1984, is the first participation bank in interest-free banking in Turkey and started its operations on January 21, 1985 after getting authorization for activities. The Albaraka Banking Group (ABG), one of the strongest capital groups in the Middle East, was established under the leadership of the Islamic Development Bank (IDB) and a local industrial group. As of 31.12.2018; the share of foreign partners is 65,

99%, the share of domestic partners is 8, 77% and the share of public is 25, 23% (www.albarakaturk.com.tr, 01.04.2019).

The Bank has set its vision as “the world's best participation bank”. It expresses in its mission that it will achieve this goal without compromising the principles of interest-free banking. The corporate values of the bank have been determined as cooperation, focus, sincerity, reliability and social responsibility (www.albarakaturk.com.tr, 01.04.2019).

Table 7: Albaraka Turk Key Financial Indicators (Thousand TL)

	Albaraka Turk		**Participation Bank**	**Banking Sector**
	2018/Q4	2018-Q4/2017 (%)	2018-Q4/2017 (%)	2018-Q4/2017 (%)
Funds Collected	28.623.473	13,1	30,3	19,3
Funds Allocated	25.553.233	3,5	16,7	14,9
Total Assets	42.223.652	16,5	29,1	18,7
Shareholders’ Equity	3.261.451	31,4	23,0	17,3
Net profit	133.968	-43,5	34,1	9,0
Number of Staff	3.988	2,3	4,2	-0,3
Number of Branch	230	4,5	8,7	-0,2

Sources: PBAT Statistics, 2019

When the table is analyzed, it is seen that there is a 43.5% decrease in net profit. When the annual report is examined, we see that this is due to the provision of a real estate. It is observed that there is no problem in the asset quality and the bank contributes to employment in parallel with the opening of new branch. As of 31.12.2018, the bank serves 230 branches and 3.988 employees.

3.3.2.1. Albaraka Turk Human Resources Policy

The career management policy of bank; the development of employees with the potential to become managers is supported. The Bank is backing up critical positions to ensure the continuity of the workflow. By applying modern promotion methods, it helps employees to plan their careers in the right way. It is important that employees work in a position according to their abilities and rotation is applied to increase the productivity of the employees. They have career counseling for career planning and mentoring practices to increase their knowledge and experience. The content of the training program in the institution is determined by considering the position and career planning of the personnel (www.albarakaturk.com.tr, 01.04.2019).

It has been determined that the bank has received multiple awards due to its application in the field of human resources. Albaraka Turk's in-house entrepreneurship program "Albaraka discover program" was awarded the "Financial Innovation Awards" in 2017. The institution received this award in the category of "Best Customer Focused cultural transformation and employee participation innovation". The "Albaraka discover program" is a program designed from the perspective of developing and implementing creative and innovative ideas with an entrepreneurial approach by employees in the bank. To spread the spirit of innovation and entrepreneurship within the organization, to accelerate the processes of innovation by increasing the interaction of employees with top management and to gain the ability to produce innovation to the employees are the main targets of the program (www.albarakaturk.com.tr, 02.04.2019).

In 2017, the bank was deemed worthy for the 10th annual Human Respect Award in the Human Resources Summit held by Kariyer.net, its main sponsor. This award is given in order to highlight and share the careful work in human resources. The bank general manager Melikşah Utku expressed the Company's perspective on human resources in this award ceremony; "only happy employees can provide quality service to their customers, they can communicate with them warm and friendly. Albaraka Turk Human Resources works within the framework of our cultural and human values in terms of wage policies, career goals, providing personal and professional development of our employees, keeping job satisfaction and motivation high. The appreciation of the projects of the experts in the field of human resources is an additional motivation for our employees and our company becomes an attraction center for young talents" (www.albarakaturk.com.tr, 02.04.2019).

The bank's website and other written documents in context, it is observed that the bank has conducted studies related to talent management. In the organization chart of the bank, under the assistant general manager of human resources department, it was positioned as "human values".

3.3.3. Kuveyt Turk Participation Bank Inc.

Kuveyt Turk was established in 1989 as 'Special Finance Institution' in order to operate in accordance with the principles determined by the Council of Ministers Decision dated 16.12.1983 and numbered 831/7506, and the name was changes to Kuveyt Turk Participation Bank Inc. in May 2006. Kuveyt Turk's capital; 62% is owned by Kuwait Finance House, 9% by Kuwait State Social Security Institution, 9% by Islamic Development Bank, 18% by General Directorate of Foundations and 2% by other partners (www.kuveytturk.com.tr , 03.04.2019).

"To be among the top five in service quality in Turkey and among the top ten in terms of asset size" as a vision of Kuveyt Turk participation bank. In the bank's mission, it emphasized value and innovation by increasing product quality, increasing service quality, providing better quality service to its customers and expressing customer-oriented approach and without getting away from the interest-free financial system. The bank's corporate values are defined as; robust banking, justice, professionalism, team spirit, innovation and trust.

Table 8: Kuveyt Turk Key Financial Indicators (Thousand TL)

	Kuveyt Turk P. Bank		**Participation Bank**	**Banking Sector**
	2018/Q4	2018-Q4/2017 (%)	2018-Q4/2017 (%)	2018/Q4
Funds Collected	53.986.278	21,9	30,3	19,3
Funds Allocated	46.619.267	13,7	16,7	14,9
Total Assets	74.232.325	20,4	29,1	18,7
Shareholders' Equity	5.438.553	6,5	23,0	17,3
Net profit	869.812	18,5	34,1	9,0
Number of Staff	5.871	2,1	4,2	-0,3
Number of Branch	415	4,0	8,7	-0,2

Sources: PBAT Statistics, 2019

When the table is analyzed, Kuveyt Turk increased its net profit by 29% to TL 870 million. In 2018, it is observed that it has made its capital structure stronger by raising its total equity resources to TL 5,4 billion with 18% growth. As of 31.12.2018, the Bank serves with 415 branches and 5,871 employees. The average age of the Bank's employees is around 32 and it ranks first among participation banks in terms of sector share.

3.3.3.1. Kuveyt Turk Human Resources Policy

Kuveyt Turk believes that customer satisfaction is a natural result of employee satisfaction, and therefore it is shaping its human resources policy in line with this basis. A happy and peaceful working environment where employees feel valued is one of the priorities of the bank (www.kuveytturk.com.tr , 03.04.2019).

Kuveyt Turk participation bank conducts recruitment processes through its "career and recruitment team" employees, each of which is expert in its field, and evaluates candidates with the following characteristics:

- ✓ Willing to work in participation banking,

- ✓ Success in team work,
- ✓ Strong communication and persuasion skills,
- ✓ Success oriented.

In the bank, where participatory management and transparency are a priority, an evaluation is made in the 'Recruitment Committee' after interviews with employee candidates. Through this committee, recruitment processes are completed in a more transparent and versatile manner. The Bank notifies the candidates who are found positive for recruitment. In addition to the notification of the decision, the candidates who are negative in recruitment evaluation are also informed about the institution's opinion, which includes information that may support their career development (www.kuveytturk.com.tr , 03.04.2019).

In order for the newly recruited personnel to adapt quickly to the institution, the Bank undertakes a training program that includes all the technical knowledge and skills required. The main purpose of the training is; to adapt the employee to the bank and its duties in a shorter time, to represent the institution in the best way, to adopt ethical banking principles and corporate service culture.

Employees are part of a planned organization since the first day they start work. The bank positions each employee in line with their abilities and objectives. In this direction, personal development of employees is essential as well as the strategic goals of the organization. The Bank has adopted the principle of raising its manager within its own structure. Priority is given to the employees who have high performance scores. Accordingly, more than 90 bank employees are assigned to management positions every year.

The bank has developed several programs in new recruitment to attract talented employees to the bank; Management Trainee Program (MT), Tech Talent Program and Bank Campus Programs are the most important ones. The aim of the management trainee program is to train managers of the future. Both the bank employees and those who have not yet started work can apply for the bank MT programs. The internal and external candidates are evaluated separately. Candidates who are admitted to the programs through an intensive assessment center process are subject to a long-term training process. Executive candidates, supported by a competitive wage and side benefits package, are offered training programs for graduate opportunities and personal development.

Tech Talent Program, it is aimed to attract candidates who want to start their career process as data analyst, software engineer and business analyst. These candidates are provided with the opportunity to cover the costs of graduate and doctorate education as well as

education programs specially designed by the institution for their personal development. The wages determined for those starting at this position are above the sector average. In addition, those who are hired within this scope are provided with a side rights package and flexible work opportunity.

Bank Campus Program, the institution aims to provide young people with the ability of part-time work for 3rd and 4th year students. During the year, students spend two days per week on a part-time basis at a branch or head office. The program continues until the student graduates, and the graduates are given priority in the recruitment process depending on the performance of the students during the program.

"Turkey's Best Employers 2018" competition (Organized by the Great Place to Work Institute) "2000+ Employees" category in Turkey's best employers of finance and was awarded the best employer award. The award is evaluated by considering the employees' ideas about the corporate culture and human resources practices of the institutions. Corporate culture, reliability, respect, equity, pride and team spirit under the head of a holistic assessment is made. The Bank recognizes that it is proud of providing an ideal working environment and that it will continuously improve its human resources policies (www.kuveytturk.com.tr , 03.04.2019).

3.3.4. Turkey Finance Participation Bank Inc.

Turkey finance; with 100% domestic capital and the first private financial institution founded in 1991, Faisal Finance with Anadolu finance institution offering a banking service between the years 1985-2001, in the name of family finance was founded in 2005 with joining forces. Turkey's finance capital; 67,03% owned by The National Commercial Bank, 10,57% owned by Gözde Girişim Sermayesi Yatırım Ortaklığı Inc. and owned by other shareholders 22.40% (www.turkiyefinans.com.tr , 07.04.2019).

The bank's vision is to be a pioneer in financing and investing in principle for all individual customers and corporate owners in Turkey. In mission; it commits itself to share its value with fund owners, employees and shareholders in a fair and transparent manner, through activities that support creating value instead of consumption without compromising participation banking principles.

Table 9: Turkey Finance Key Financial Indicators (Thousand TL)

	Turkey Finance		**Participation Bank**	**Banking Sector**
	2018/Q4	2018-Q4/2017 (%)	2018-Q4/2017 (%)	2018/Q4
Funds Collected	26.862.479	21,9	30,3	19,3

	Turkey Finance		Participation Bank	Banking Sector
Funds Allocated	29.653.165	13,7	16,7	14,9
Total Assets	47.052.484	20,4	29,1	18,7
Shareholders' Equity	4.323.181	6,5	23,0	17,3
Net profit	444.750	18,5	34,1	9,0
Number of Staff	3.661	-2,8	4,2	-0,3
Number of Branch	306	5,9	8,7	-0,2

Sources: PBAT Statistics, 2019

When the table is examined, it is noted that there is an increase in the number of branches of Turkey finance, but the personnel employed are reduced. Since the separation of Boydak group from the bank, the presence of its shareholders is considerably lower than the participation banking sector. As of 31.12.2018, the Bank serves 306 branches and 3,661 employees.

3.3.4.1. Turkey Finance Human Resources Policy

Training and development activities in the bank; in line with the principles of continuous learning and development, it is carried out in accordance with the bank's targets and strategies in order to contribute to the performance of its employees throughout their careers and to support their personal development. Orientation and basic training programs are organized for newcomers to work, to get to know the bank and to adapt rapidly to their work. Employees are supported by appropriate technical and competency-based training programs throughout their careers. Bank managers are prepared for the future by being supported with leadership development programs and mentoring processes (www.turkiyefinans.com.tr , 07.04.2019).

Career opportunities are managed within the scope of applications based on the performance and potential of the employees. The existing employees are given priority in the career opportunities in the bank and there is a platform in which all employees will be aware of the career opportunities and submit their application. The principle of raising future managers from their own structure provides employees with important opportunities in career planning. Employees who have the requirements and competencies of a top title can rise to a top title with their successful performance. In order to determine the high potential and

improve the potential, there are competency based assessment center applications (www.turkiyefinans.com.tr , 07.04.2019).

In 2016, the bank received a golden award in the "branch manager training process" in the category of "Best Advance in High Potential Development" organized by Brandon Hall Group. The bank's human resources manager used the following words for this award: "objectivity in the competency-based selection process of talent, human resources business partnership, accurate analysis of development needs, and that we are listening carefully to the voice of our talent, support of new branch managers with mentoring and management trainings" thanks to them we deserve the prize (Human Resources and Management Journal, 2017).

3.3.5. Vakıf Participation Bank Inc.

Vakıf participation bank; was established on 25.06.2015 by the permission of the BRSA dated 27.02.2015 and numbered 6205, published in the Official Gazette dated 03.03.2015 and numbered 29284. On 17.02.2016, the Company obtained an operating license from the Banking Regulation and Supervision Agency. All of its capital belongs to the General Directorate of Foundations and Paid-in capital is TL 1.020.000.000 (www.vakifkatilim.com.tr , 09.04.2019). All the capital of the bank belongs to the state.

Vakıf participation bank, set a vision "to be a reference institution in participation banking", and the mission "ensure the development and growth of participation banking through the power we receive from the foundation tradition" as it is determined.

Table 10: Vakıf Key Financial Indicators (Thousand TL)

	Vakıf P. Bank		**Participation Bank**	**Banking Sector**
	2018/Q4	2018-Q4/2017 (%)	2018-Q4/2017 (%)	2018/Q4
Funds Collected	15.182.406	50,5	30,3	19,3
Funds Allocated	13.443.573	39,0	16,7	14,9
Total Assets	20.955.512	58,6	29,1	18,7
Shareholders' Equity	1.527.226	37,9	23,0	17,3
Net profit	325.397	135,6	34,1	9,0
Number of Staff	1.092	50,8	4,2	-0,3
Number of Branch	91	44,4	8,7	-0,2

Sources: PBAT Statistics, 2019

When the table is analyzed, it can be seen that Vakıf Participation Bank grew by about fifty percent in all indicators and reached 325 million with an increase of 135,6% in net profit. Public bank guarantees can be said to be effective in this performance. As of 31.12.2018, the Bank serves with 91 branches and 1,092 employees.

3.3.5.1. Vakıf Human Resources Policy

The basis of Vakıf participation bank human resources policy; to ensure that the employees work in a high performance manner in accordance with their corporate goals, and to develop and implement related systems and approaches. The recruitment process of the candidates starts from the application of the application at the "kariyer.vakifkatilim.com.tr" address. Candidates who are suitable for the needs are called for a pre-interview and as a result of the interview conducted by the relevant unit manager and Human Resources Department, job offers are made if the position is appropriate with the qualifications of the candidate (www.vakifkatilim.com.tr , 09.04.2019).

The bank attaches importance to the professional and personal development of its employees. Employees in this context; In accordance with their competencies, interests and positions, they are supported by e-learning, v-education, in-class training, conferences and seminars. The wages of the employees are determined according to their experience and position title. The wage management system is aimed at motivating employees and enabling them to compete and to show performance above their targets. Salary payments are deposited to employees ' accounts on the last business day of each month. Employees are provided with bonuses, road fee, daily meal fee, private health insurance, foreign language compensation, birth aid, marriage aid, financial consultancy certificate assistance, safe deposit insurance, dental aid, and educational fee (www.vakifkatilim.com.tr , 09.04.2019).

Career opportunities, managers to be trained within their own structure and for this reason, staff in terms of training and career development supports. Title structure as well;

- ✓ Central Operations Officer and Bank Office Officer (For Branches and Some Head Office Units)
- ✓ Authorized Assistant
- ✓ Authorized
- ✓ Authorized Assistant
- ✓ Director
- ✓ Manager

İn a way it is advancing. Employees can reach the highest level if they reach the required competence personally (www.vakifkatilim.com.tr , 10.04.2019).

3.3.6. Ziraat Participation Bank Inc.

Ziraat Participation Bank was established with the permission of the Banking Regulation and Supervision Agency, dated 10.01.2014 and numbered 6046, published in the Official Gazette dated 15.10.2014 and numbered 29146, with the capital paid by the Treasury. The Bank has obtained an operational license with the decision no. 6302 dated 14.05.2015 of the Banking Regulation and Supervision Agency and has a paid-in capital of 1.750.000.000,00 TL (www.ziraatkatilim.com.tr , 12.04.2019).

The bank vision as; to be a universal, respected and leading participation bank that gives power to participation banking not only in Turkey but also in the region as well as continuously generating value. Its mission is to understand the customer needs and expectations in the best way, offer them the most appropriate solution and value suggestions from the right channel, promote the principles of participation banking, ethical values and social responsibility, and being an easily accessible interest-free bank.

Table 11: Ziraat Key Financial Indicators (Thousand TL)

	Ziraat P. Bank		**Participation Bank**	**Banking Sector**
	2018/Q4	2018-Q4/2017 (%)	2018-Q4/2017 (%)	2018/Q4
Funds Collected	15.151.098	51,1	30,3	19,3
Funds Allocated	17.707.664	50,9	16,7	14,9
Total Assets	22.188.803	54,6	29,1	18,7
Shareholders' Equity	2.218.584	58,1	23,0	17,3
Net profit	322.665	103,1	34,1	9,0
Number of Staff	1.042	16,8	4,2	-0,3
Number of Branch	80	27,0	8,7	-0,2

Sources: PBAT Statistics, 2019

When the table is examined, it is observed that the Ziraat participation bank has grown by 50% in collected funds, funds allocated, total assets, equity and the net profit has increased by 100%. It is seen that the number of branches and personnel has grown considerably above the sector. As of 31.12.2018, the Bank serves with 80 branches and 1,042 employees.

3.3.6.1. Ziraat Human Resources Policy

Ziraat participation bank is established in line with its corporate values, mission, vision and strategic targets in human resources policy. Within the scope of this policy, a

model has been established based on the principles of sustainable productivity, profitability and customer focus by increasing staff loyalty to the institution.

Considering its human resources as its most valuable asset, the bank analyzes the development and training needs of its personnel in line with its mission, vision, strategy and corporate governance principles. It creates and carries out training plans to equip its personnel with changing and developing banking conditions with the knowledge and skills required by its position. Title fee, duty position fee and additional payments are made. Bonuses consist of foreign language compensation, performance premium and place of employment compensation (www.ziraatkatilim.com.tr , 12.04.2019).

Career management the bank; it enables its personnel to progress in the position as well as in the career title. Bank prefers to train the bank managers from his own structure and gives them the necessary support to prepare their staff for the top positions. Planning a career to be a backup in positions where business continuity is required (www.ziraatkatilim.com.tr , 12.04.2019).

CHAPTER IV

A RESEARCH OF TALENT MANAGEMENT IN PARTICIPATION BANKS

In this chapter; the scope and purpose of the study, methodology, research question and limitations will be included.

4.1. Purpose and Scope of the Research

Today's businesses are beginning to realize the importance of human element that cannot be copied in order to make themselves different in global competition. In the world, especially in the early 2000s, more attention has been given to employees who are capable of creating the most value added or having the potential to create in the success of the enterprises. In our country, the orientation to this area corresponds to 10-15 years after the orientation in the world, and it is observed that the applications and researches of talent management are inadequate. It is also important that the interest-free banking sector is capable of holding talented employees and keeping these employees in the sector that is the target of growth.

In parallel with the cyclical changes in the banking finance sector, in which the talent is at the forefront, the ability to respond to the needs of employees, attract talented and valuable employees, develop, and maximize employee performance, has started to have a skill-based perspective on employees. Because interest-free banks operate especially in the banking-finance sector where talent and creativity are of strategic importance. Therefore, it is inevitable that the staff working in interest-free banks have high qualifications. Talent management approach is seen as a new approach that is being implemented in the global banking-finance sector, as an approach that offers significant benefits to both employees and investors of interest-free banks. However, developments related to the adoption and implementation of talent management in interest-free banks in our country are not sufficient.

The aim of this study is to determine whether the participation bank in Turkey fulfills talent management functions of the human resources department, the role of talent management approach in the Islamic banking sector and demonstrates the importance and to offer suggestions.

For this purpose, our research includes the following topics;

- ✓ What are the general human resources policies of interest-free banking sector,
- ✓ Whether interest-free banks see talent management as a priority issue,
- ✓ Whether there are studies conducted under the name of talent management in interest-free banks in our country,
- ✓ General dimensions affecting talent management,

- ✓ What kind of applications are available for selection and placement,
- ✓ Studies to attract talented employees,
- ✓ Efforts to keep talented employees in their hand,
- ✓ The work carried out to develop talented employees.

4.2. Methodology of Research

Since the most frequently used data collection methods in qualitative research are Interview and observation techniques, it is not possible to work with a large sample group in terms of both time and cost. Furthermore, the large sample size may cause difficulties in the analysis of large-scale data obtained through observation and interview. For this reason, in the qualitative researches, it is tried to obtain a general framework related to the subject of research, which is a holistic picture that will represent all the diversity, richness, difference and contradiction possible as much as possible in the universe (Karataş, 2013).

In qualitative research usually involves a small number of people without probability sampling, and no concern of reaching definitive conclusions or generalization of results to the community is motivated. In probability sampling, it is important to make generalizations due to the selection of validity and size sample to represent the universe, while purposive sampling enables the study of the situations which are thought to have rich knowledge (Yıldırım and Şimşek, 2008). However, qualitative researchers tend to prefer non-probabilistic sampling method. In other words, in the selection of individuals to be interviewed, rather than their representative powers, they look at whether the participants are directly related to the research subject (Yıldırım and Şimşek, 2008).

In scientific research, the entire universe is considered to be full-count research (Kurtuluş, 1989: 47). In this study, full count method is used because it includes all participation banks in www.tkbb.org.t the official website address. This study was carried out within the context of the “phenomenology” pattern, one of the qualitative research patterns. Case studies generally aim to reveal and interpret individual perceptions or perspectives of a particular phenomenon (Yıldırım and Şimşek, 2005).

In this study, a semi-structured interview technique was used as a research method. The universe of this research is composed of all state and private participation banks operating in Turkey. The sample consists of human resources departments in all participation banks.

Before the field study, a pilot study was carried out with two branch managers of participation banks in order to determine the interview form to a healthy structure. In this pilot

study, questions that were not understood in the form were changed and a more meaningful semi-structured interview form was formed with my advisor.

In the interview form there are a total of 15 questions. The distribution of these questions to the sub-headings is as follows; 1 demographic question to identify the demographic characteristics of the institutions that make up our universe, 4 identification questions for the general human resources practices of participation banks, 2 questions related to priority and existence of talent management, 5 questions related to sub-dimensions of talent management criteria and 3 questions about the principles of participation banks were asked.

The data of this study were obtained by means of an in-depth interview with a semi-structured interview form consisting of open and closed-ended questions (see Annex 1). The questions in the interview form were prepared to collect information on the sub-problem of the research. The interview form also included some closed-ended questions to collect information on the demographic characteristics of the participants. Additional questions related to the subject were asked during the interview. The interview form for in-depth interview was sent to the e-mail addresses of the banks and an appointment was requested for the interview. In this way, all participation banks were reached by reference without any return. The interviews were carried out between 02.05.2019 and 31.05.2019 with the managers working in the human resources department of the banks.

One human resources manager from each bank was interviewed and a total of 5 interviews were conducted. Four of the interviews were conducted face to face in the headquarters of the participation banks in Istanbul and one by telephone. A total of 15 open-ended questions related to talent management were asked to the participants and additional questions were asked when needed. In addition, the document review, the activity reports published by banks, the websites of banks, the announcements and interviews published by banks through human resources portals were used as “knowledge and documents” for the data of this research. In addition, there were references from participant opinions in order to increase the internal reliability and validity of the research findings.

The longest interview lasted 1 hour 25 minutes and the shortest interview lasted 55 minutes. The interviews were conducted between the researcher and the interviewers and the answers of the human resources managers were taken simultaneous notes by the researcher. Bank names and human resources managers who were interviewed due to ethical rules were kept secret. A-B-C (privately-owned banks) D and E (state-owned banks) names were given to the banks.

According to the information obtained against the questions, the practices of talent management implemented by the banks have been compared based on the relevant literature. Raw data obtained from interviews and industry related reports were analyzed and interpreted using “content analysis technique” (Yıldırım and Şimşek, 2005).

4.3. Research Question and Sub-Problem

The question of our research is about whether the functions related to the rapidly increasing ability management approach in recent years have been fulfilled by the Human Resources Department of interest-free banks in Turkey. In this context, the main problem of the research;

To critically investigate and determine how the concept of talent applies in the participation banking sector? Depending on this problem, the answer to the following questions will be sought and discussed.

- ✓ How is talent defined among the participation banking?
- ✓ What are the criteria used to identify talented workers?
- ✓ What are the factors that influence how talented workers are identified?
- ✓ What challenges are faced by participation banking when managing talent?
- ✓ How to keep talented employees are in hand?
- ✓ How do talented people connect with corporate culture?

4.4. Limitations of Research

The general limitations of the studies in the social sciences are also valid for this study. As this study is an instant study covering the period between 02.05.2009 - 31.05.2019, it explains the phenomenon in this period. Interest-free banks opened or opened in 2019 were excluded from the scope of this research.

Our research is limited to the information given by the managers in the human resources department representing semi-structured interviews. The possibility of some deficiencies that may exist in the interview method may have an effect on the result should not be ignored.

Our study does not examine the existence of talent management, its level, the impact of senior management or the impact of talent management on employees. Our study reveals the relationship between the talent management dimension of the human resources department, who is the implementer and supervisor of the talent management process. In this respect, our field of study is limited with a specific subject.

CHAPTER V

RESEARCH FINDINGS AND ANALYSIS

In this section, analysis the demographic features of our research universe and the relationship of the responses to the research questions with the sub-topics of talent management and whether the participation banking human resources departments perform the functions of talent management will be discussed. The raw data obtained from in-depth interviews technique and sector reports were analyzed and interpreted by using content analysis technique.

5.1. Information about Human Resources Specialist and Interviews

This topic contains information about the participants and interviews. Detailed information about the participants and interviews is as follows in table 12.

Table 12: Information about the Interviewer and the Interview

<table>
<tr><th></th><th>HR specialist</th><th>Interview</th></tr>
<tr><td>A</td><td>
<table>
<tr><td>Your gender?</td><td>Man</td></tr>
<tr><td>Your level of education?</td><td>Master’s Degree</td></tr>
<tr><td>Your title? and how many years have you been in this position?</td><td>Deputy director/ 6 years</td></tr>
<tr><td>How many years have you been working for this institution?</td><td>15 years</td></tr>
<tr><td>How many years have you been working in the banking sector?</td><td>20 years</td></tr>
</table>
</td><td>The interview was held in Istanbul with face-to-face between 11: 00-12: 25 hours on 11.05.2019 at the head office of the Bank. The appointment was taken from the head of the human resources group but was carried out by a deputy director at the human resources department due to a meeting. The field of expertise of the person interviewed is recruitment.</td></tr>
</table>

<table>
<tr><td></td><td>HR specialist</td><td>Interview</td></tr>
<tr><td>B</td><td><table>
<tr><td>Your gender?</td><td>Man</td></tr>
<tr><td>Your level of education?</td><td>Graduate</td></tr>
<tr><td>Your title? and how many years have you been in this position?</td><td>Manager/ 1 year</td></tr>
<tr><td>How many years have you been working for this institution?</td><td>9 years</td></tr>
<tr><td>How many years have you been working in the banking sector?</td><td>9 years</td></tr>
</table></td><td>The interview was held in Istanbul with face-to-face between 14: 05-15: 10 hours on 14.05.2019 at the head office of the Bank. The appointment was taken from the human resources training and development manager. The expertise of the person interviewed is training and development.</td></tr>
<tr><td>C</td><td><table>
<tr><td>Your gender?</td><td>Female</td></tr>
<tr><td>Your level of education?</td><td>Graduate</td></tr>
<tr><td>Your title? and how many years have you been in this position?</td><td>Director/ 1,5 years</td></tr>
<tr><td>How many years have you been working for this institution?</td><td>1,5 years</td></tr>
<tr><td>How many years have you been working in the banking sector?</td><td>7 years</td></tr>
</table></td><td>The interview was carried out by the phone between 09: 45-10: 55 hours on 17.05.2019. The appointment was taken from the talent management director. The expertise of the person interviewed is performance appraisal and talent development.</td></tr>
</table>

<table>
<tr><th></th><th>HR specialist</th><th>Interview</th></tr>
<tr><td>D</td><td><table>
<tr><td>Your gender?</td><td>Female</td></tr>
<tr><td>Your level of education?</td><td>PhD</td></tr>
<tr><td>Your title? and how many years have you been in this position?</td><td>Director/ 2 months</td></tr>
<tr><td>How many years have you been working for this institution?</td><td>2 months</td></tr>
<tr><td>How many years have you been working in the banking sector?</td><td>12 years</td></tr>
</table></td><td>The interview was held in Istanbul with face-to-face between 15: 10-16: 05 hours on 11.05.2019 at the head office of the Bank. The appointment was taken from the career assessment center director. The expertise of the person interviewed is career development.</td></tr>
<tr><td>E</td><td><table>
<tr><td>Your gender?</td><td>Man</td></tr>
<tr><td>Your level of education?</td><td>Master’s Degree</td></tr>
<tr><td>Your title? and how many years have you been in this position?</td><td>Manager/ 4,5 years</td></tr>
<tr><td>How many years have you been working for this institution?</td><td>4,5 years</td></tr>
<tr><td>How many years have you been working in the banking sector?</td><td>12 years</td></tr>
</table></td><td>The interview was held in Istanbul with face-to-face between 16: 10-17: 25 hours on 14.05.2019 at the head office of the Bank. The appointment was taken from the human resources organization and training manager. The expertise of the person interviewed is training and development.</td></tr>
</table>

Three men and two women are interviewed. Two of the participants have a bachelor’s degree, 2 of them have a master's degree and 1 of them have a PhD degree. The sector experience of the interviewees are at least 7 years and above. One of the participants is deputy director, 2 of them director and the other two are in manager position.

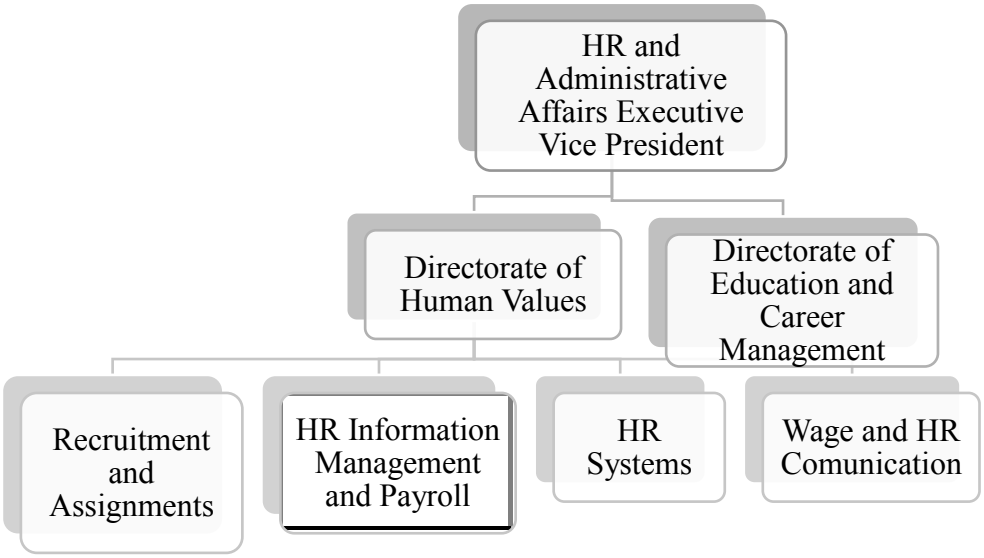
All interviews were conducted between 02.05.2019-31.05.2019. 4 of the interviews were conducted face-to-face in Istanbul at the general directorate of banks and the other one

in telephone. The longest interview lasted 1 hour 25 minutes and the shortest interview lasted 55 minutes. The expertise of the people interviewed; 1 recruitment, 1 career development, 1 performance appraisal and 2 training and development.

5.2. Structure of Human Resources and Title Structure

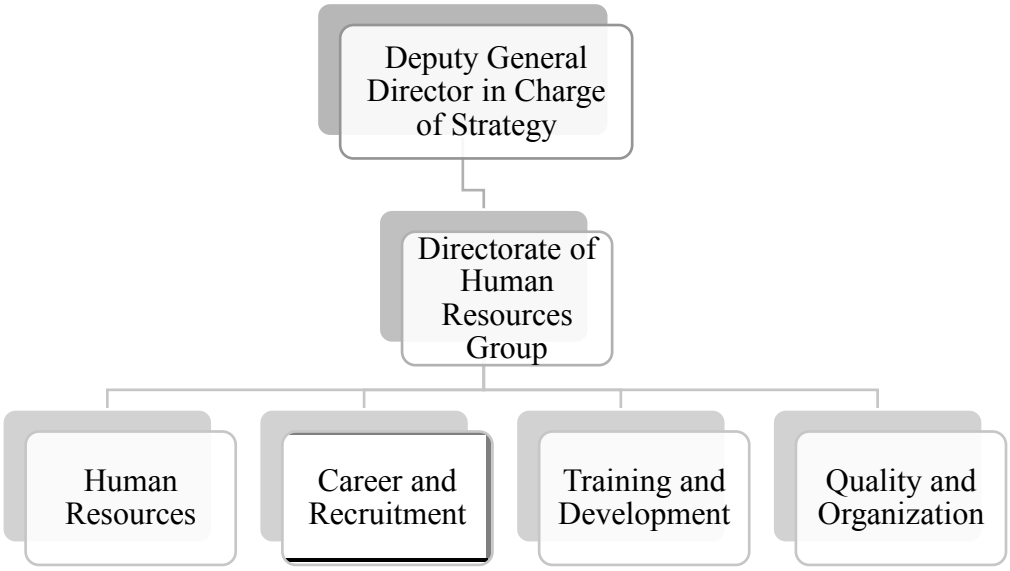
In this title, information related to the structure of human resources departments in the organizational chart and job positions of the banks will be included.

Figure 7: A Bank Human Resources Organization Chart



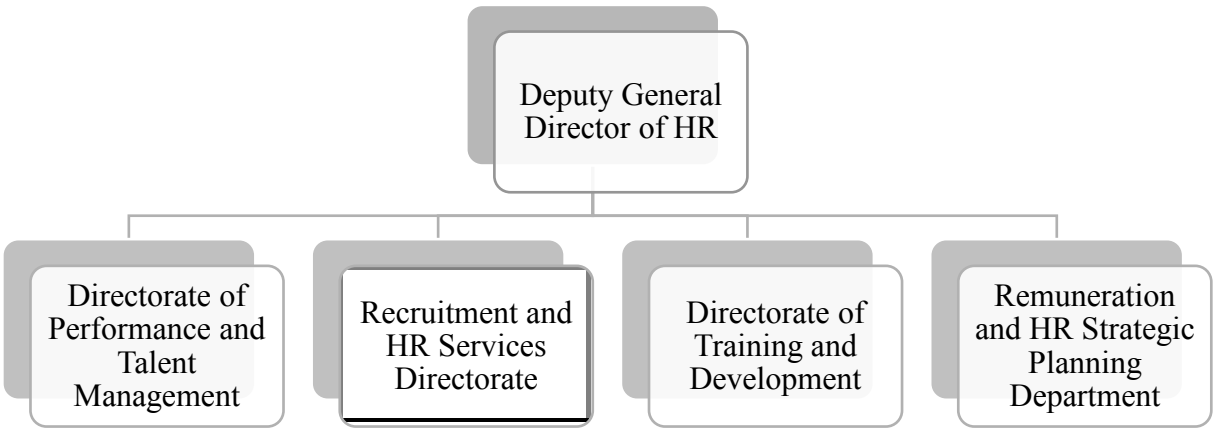
The human resources of A bank are positioned within the organization chart as shown in the figure 7. As a name, the Directorate of Human Values Management is preferred and is affiliated to the Assistant General Manager responsible for HR and Administrative Affairs Business Family. The Directorate of Education and Career Management is affiliated to the same assistant general manager. A structure called talent management or a structure with a statement of talent is not reflected in the organizational chart. The title structure of the bank; continues as service officer, authorized assistant authorized, director's assistant, director, assistant manager and manager respectively. The Bank make use of from external sources (security, service and cleaning) for the areas outside the main business.

Figure 8: B Bank Human Resources Organization Chart



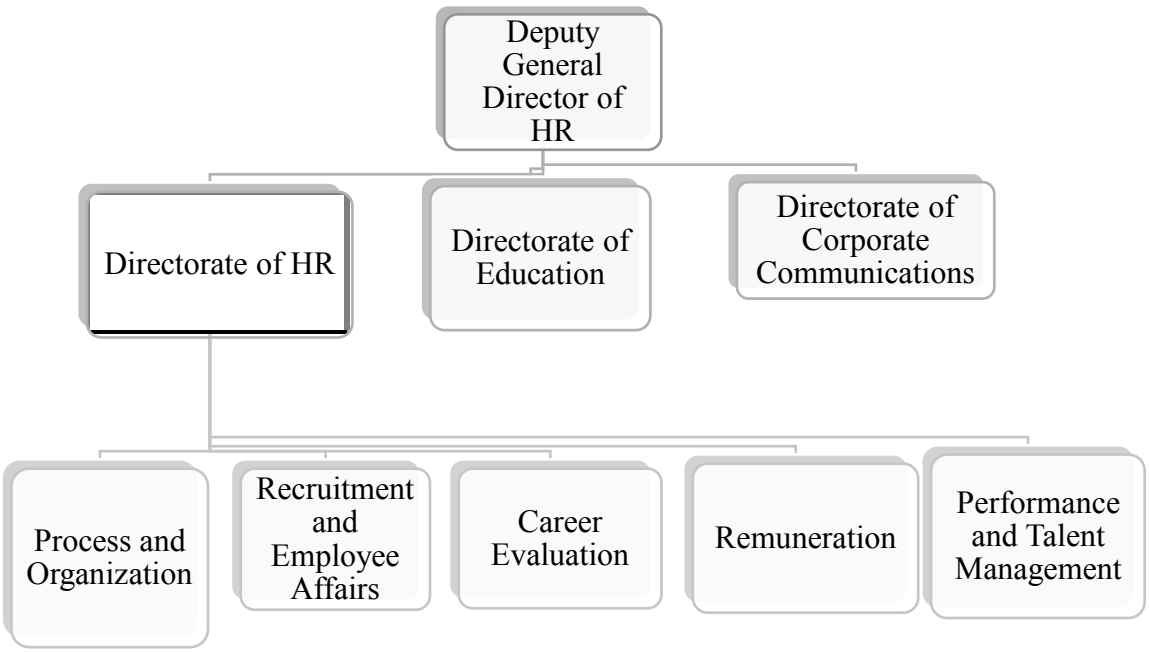
The human resources department of bank B is positioned as in figure 8. The "Human Resources Group Directorate" is affiliated to the *Assistant General Manager responsible for the strategy*. Under the group human resources management, there are 4 departments: human resources, career and recruitment, training development and quality and organization. The place and structure of the human resources department within the organizational chart is included in the organizational strategy. The title structure of the bank; continues as authorized assistant, authorized, assistant specialist, specialist (assistant inspector, inspector), director's assistant, director, assistant manager and manager. The Bank make use of from external sources for the areas outside the main business.

Figure 9: C Bank Human Resources Organization Chart



The human resources of the C Bank are positioned as shown in Figure 9. Human resources are subject to the deputy general manager responsible for human resources under four equal departments. These units; the directorate of performance and talent management, recruitment and Human Resources Services Directorate, training and development, compensation management, strategic planning and human resources directorates. The organization structure of the bank includes talent management and considers human resources strategically. This understanding has just been developed and is still in the planning phase. The title structure of the bank continues as call center personnel, operations personnel, authorized, expert assistant, expert (assistant inspector, inspector), director, senior director and manager. The Bank make use of from external sources for the areas outside the main business.

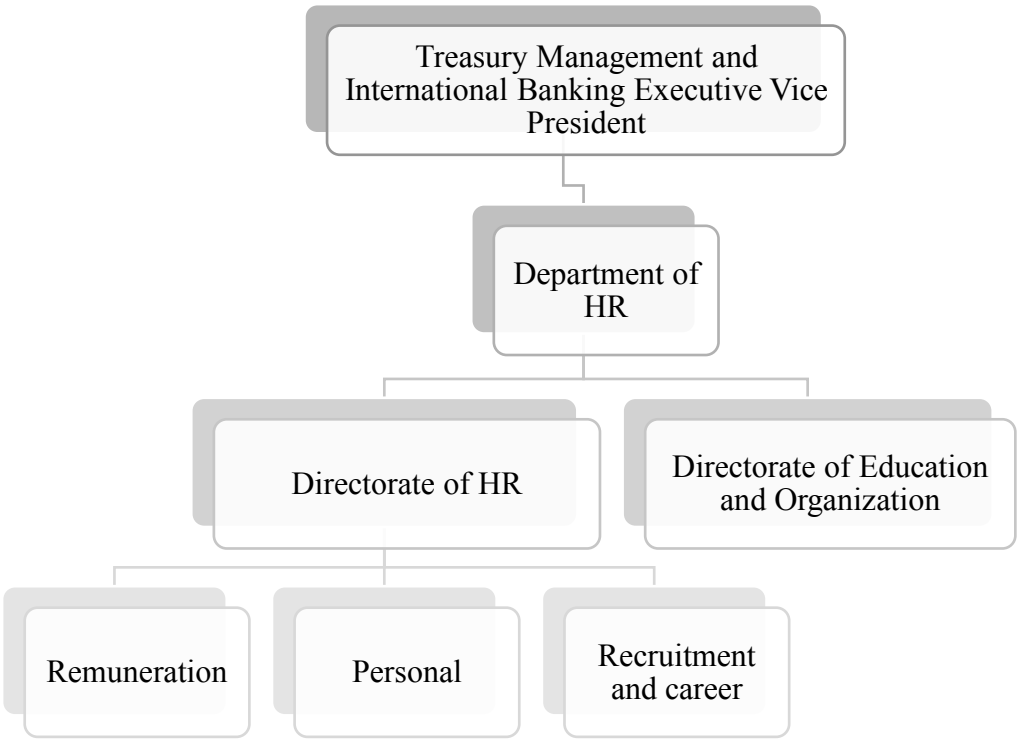
Figure 10: D Bank Human Resources Organization Chart



The human resources of the C Bank are positioned as shown in Figure 10. There are 3 directorates affiliated to the assistant general manager responsible for human resources; human resources, education and corporate communication directorates. The Human

Resources Department serves as 5 departments; process and organization, recruitment and employee affairs, remuneration, performance and career assessment directorates. The title structure of the bank continues in the form of; central operations officer and box office officer (for branches and some head office units), authorized assistant, authorized, director assistant, director and manager respectively. The Bank make use of from external sources for the areas outside the main business.

Figure 11: E Bank Human Resources Organization Chart



The human resources of the bank E are positioned as in Figure 11. Human resources department is depend on vice president of treasury management and international banking. Human resources department consists of 2 departments; directorate of human resources and directorate of education and organization. The directorate of human resources is structured under 3 branches; remuneration, personal and recruitment and career branches. There is no concept of talent in the organizational chart of the bank. Title structure within the bank; is progressing as call center staff, service officer, authorized, assistant director, director and manager. The Bank make use of from external sources for the areas outside the main business.

All banks benefit from external resources for jobs other than their main activities. When the organizational charts of banks are examined; A bank chooses human value management instead of human resources management, B Bank's human resources department is affiliated with the assistant general manager responsible for strategy, C and D banks have

an organization chart that includes talent management and human resources departments are connected directly to the vice general manager responsible for human resource management (but both banks have no existing talent management process), and E bank's human resources department is connected to an unrelated vice general manager, which is depend on vice president of treasury management and international banking.

5.3. Human Resources Approaches and Policies

A bank; it considers all the employees as a worth and preferred the name of human value instead of human resources. A bank used the following statements for human resources policies in the interview; “Since we see every employee as the most valuable worth of the enterprise, we have identified the human resources department as human values. This name reminds us that the employee is a worth”. Transparency, justice, equity and customer focus are the basic human resources principles. The personnel are expected to be efficient in return for the facilities provided and the value given. The bank considers the employees as a strategic partner, which forms the basis of its human resources policy.

The B bank believes that customer satisfaction is a natural result of employee satisfaction. The Bank shapes its human resources policy in line with this understanding. A working environment where happy, peaceful people feel valued is among the priorities of the bank. The interviewee expressed the human resources policy as follows; “we have a human resources policy prioritizing employee. Our strategic human resources policy has an understanding of running the motto first employees and this is a strategy determined by the top management. In this respect, the human resources within the organization is depend on the assistant general manager responsible for the strategy”.

“Turkey’s Best Employers 2018” competition (Organized by the Great Place to Work Institute) “2000+ Employees” category in Turkey's best employers of finance and was awarded the best employer award. The award is evaluated by considering the employees' ideas about the corporate culture and human resources practices of the institutions. The bank is proud to be awarded this award and is proud to provide an “ideal working environment” for its customers. It will continuously improve its human resources policies in order to carry it up to a higher level.

The C bank the most important sources of human resources are; who believes in the power of being a team, whose passion is success, being fed from diversity and excited to be the pioneer of innovation. It is stated that it aims to be a strong employer brand with its applications based on these values in all approaches and to make this brand permanent. The interviewee made the following statements for human resources understanding and policy;

“We are constantly working to have an employee profile that sees diversity as richness, working around a common purpose, knows the value of working and producing, believing in continuous improvement and fully complying with the principles of participation banking. All human resources practices are designed as fair and transparent processes”. The Bank's human resources understanding and policy are determined in line with the vision and mission of the organization. Full compliance of personnel to participation banking is one of the basic human resources principles of the bank.

The D bank is to ensure that employees work in a high-performance manner in accordance with corporate targets, to develop and implement related systems and approaches. Human resources strategy has been expressed as follows: “being a reference institution in participation banks is our priority. Human resources is one of our basic principles to be fair and honest with its employees.”

The E bank has been established its human resources policy in accordance with the corporate values, mission, vision and strategic targets. Within the scope of this policy, a model has been established based on the principles of sustainable productivity, profitability and customer focus by increasing staff loyalty to the institution. The interviewee expressed his understanding of human resources as follows; “equal pay for equal work is our basic principle. So we have a balanced wage policy. People in similar positions receive the same fee. Our basic principle of remuneration is justice”.

The interviewees expressed their human resources understanding and policies in a sentence as follows;

Table 13: Human Resources Policy of Participation Banking

Banks	Human Resources Policy
A	Employees are regarded as a strategic partner and value.
B	Human resources motto; first employee.
C	It aims to be the leader in the sector in all human resources applications.
D	To become a reference institution in participation banks. Being fair and honest with employees is among the bank’s priorities.
E	The philosophy of equal pay for equal work is dominant in the institution, i.e. the wage policy is balanced. Justice is the basic principle in pricing.

Banks A, B and C; employees have a strategic partner and a prioritizing policy. D and E banks emphasized the basic principles of human resources, justice and honesty. In other words, while private banks consider the employee as a strategic partner, the human resources policies of state-owned participation banks emphasized basic human resources principles.

5.4. Talent Management Perspectives and Definition

Participation banks do not have a separate structure called talent management. The process is carried out by human resources. While all participation banks look warmly at talent management, they are in the process of structuring, except for one of the application levels (B bank). Interviewee's perspective on talent management and definition of talent management are as follows table 14;

Table 14: Talent Management Definition of Participation Banks

A	The perspective of talent management is warm, no definition was made, but there is a process of talent management application.
B	The perspective of talent management is warm. Talent management has many pillars, creating personalized or individualized learning ability management. The basic paradigm in talent management is to find the talent first, then manage the talent correctly, to give good training and to employ it in the right field.
C	Talent management, is among the issues that the bank's warm look. In parallel with the Bank's future strategies and in order to provide a competitive advantage in the sector, it is defined as a high success and potential-oriented process applied to attract qualified and talented candidates to the bank, to identify the talent in the bank, to determine future plans, to set up the correct backup scheme and to determine long-term promotion strategies.
D	The bank has been carry out studies on talent management. The career evaluation department has been carry out the process. No definition was made.
E	It was stated that the directorate of human resources has been carry out studies on the subject. No definition was made.

Participation banks' perspectives on talent management are positive. A, D and E banks did not define talent management, but bank A has an existing talent management process. Definitions of talent management of B and C participation banks is consistent with the definitions in the literature.

B bank conducts the talent management process in a very systematic way. It has been stated that talent management should be carried out as an integrated process. The following

statements about the process have been mentioned; “Talent management has many pillars, creating personalized or individualized learning ability management. Each person's ability and learning levels are different from each other and everyone's needs are different. Basic paradigm in talent management; is to find the talent first, then manage the talent correctly, to give good training and to employ it in the right field. First of all, you need to choose the right skill. This step constitutes the most important step in talent management”. The bank does not take a warm look at a department called talent management because the institution considers the talent process as systematic and multidimensional.

C bank has no application for talent management, but the planning phase has been completed. The process has reached the stage of implementation. D and E banks do not currently have a talent management process but the D bank at the stage of creation.

5.5. Talent Management in Recruitment Process

In participation banks, there are two types of recruitment methods: experienced recruitment and inexperienced recruitment. Private capital banks do not look hot to experienced recruitment, whereas public capital banks have so far preferred to have experienced recruitment. Public-owned banks have applied to this method to form the core staff. Since the core staff has been formed, they have stated that they will give priority to inexperienced recruitment from now on. The recruitment process applied in participation banks are detailed in table 15.

Table 15: Recruitment Processes Applied in Participation Banks

	Application	**General Ability Exam**	**Foreign language**	**Profession exam**	**Group interview**	**Personality test**	**Interview**	**intelligence about candidate**
A	Electronic	+	+	Only MT	Only MT	+	+	+
B	Electronic	+	Only MT	Only MT	Only MT	+	+	+
C	Electronic	+	Only MT	Only MT	Only MT	+	+	+
D	Electronic	+	Only MT	Only MT	-	+	Only MT	+
E	Electronic	+	Only MT	Only MT	-	+	Only MT	+

All participation banks are announced via Career net and HR portals for the personnel they need and applications are received electronically. There is a field-based test application for executive candidates (MT), while the A bank applies this to information technology (IT) personnel. Private participation banks perform a competency-based interview for all positions, while state-owned participation banks conduct competency-based interviews only for MT positions. State-owned banks are only making written exams for their first entry positions outside the MT positions.

Applied in the recruitment process of all participation banks; the written exam, foreign language exam and personality inventory tests are met from external sources. The B bank makes the group interview by its own recruitment team, while other banks benefit from external sources. Bank B carries out competency-based interviews with its own recruitment team. For some positions that require expertise (IT, foreign trade and treasury positions), 30% use external resources. Bank B performs technical interviews in some areas, particularly for positions that require expertise, and if necessary, with a contact from the department for expert advice. Other banks do not have such applications. State owned participation banks apply foreign resources in recruitment process for manager and above positions.

Business simulations for administrative cadres, Inspectorate cadres, sales cadres, process improvement and digital conversion cadres are introduced. Participation banks are generally using business simulation techniques; role play, case study, presentation skills and group work. A bank performs 70% of this process with its own recruitment team. The other 4 participation banks carry out 80% of these services through the consultancy services they have contracted.

Participation banks have been benefited from many techniques in recruitment processes. According to the requirements of the position, written exam, foreign language exam, competency based interview are the main applications. Many of the simulation techniques mentioned in the literature are seen to be used for upper positions. It has been determined that the most modern recruitment methods are used by outsourcing especially for critical positions. As these modern recruitment methods show the value given to the candidate by the banks, the employer strengthens the brand perception. In this respect, bank B also gives feedback to candidates who have a negative job application. During the interview, the assessment is made with the following words; “in addition to the decision notification, we transfer information that can support our own development to the candidates whose recruitment process is closed as negative. Thus, our process is a serious development platform for the candidate who ends the recruitment process as negative”.

In the recruitment process, although banks do not have talent management practices, it is observed that they use multidimensional recruitment techniques. Public participation banks are recruiting new employees based on the results of the written examination, while private banks are preferring according to the competency-based interview result.

5.6. Talent Management in Career Planning Process

The career planning process of all participation banks is written in the promotion policy. A certain waiting time, employees who have obtained the required certificate and competence can reach the highest position. However, there are also points in which the banks analyzed differ from each other in career planning. Especially when we compare public participation banks and private-owned banks, these differences are more pronounced. While public banks raise the title with only written examination, private equity banks manage the process through competency-based interviews and personality inventory tests rather than writing.

Bank A has career opportunities for each position. Career opportunity is the prerequisite for having some qualifications, provided that they fill a certain period of time, and these are written in the promotion policy of the institution. Everyone can reach these terms and conditions in the quality documentation system. The possibility of ascent without the time requirement is only connected to the successive high performance and is written in this promotion procedure. Certificate (SEGEM, SPK and SPL) requirement are being sought for some positions. When the bank needs a new position, it is announcement in intranet and only those who meet the requirements can apply for open positions.

There are two talent pools for employees with the potential to become managers; the ore (cevher) pool and the branch manager candidate pools. The ore pool includes all employees who say "I am a talent", the requirement to enter the pool depends on the performance and written exam requirement. Written exam is held in 3 monthly periods. Branch manager candidate pool only those who are candidates are taken. In order to enter this pool, a certain waiting period and minimum working time must be filled in the positions. Both pools are managed by a consulting firm with modern human resources practices. Human resources is constantly getting relevant information from this company.

Bank B considers all its employees to be a value and the 7-year career planning is planned by the institution. There are no other pools in the bank except the branch manager candidate pool. While a certain waiting period and past performance are the basic criteria for entering the pool, the weight of the manager's opinion and competence-based interview about the candidate is higher. The people who are taken to the pool are given 6 months of training

and after 6 months they are again subject to a competency-based interview. Successful candidate is entitled to be appointed as branch manager or for the bank headquarter position appointed as director. The Bank does not have any other pools, but there is an evaluation center where both employees are evaluated and job CVs are collected. Here, both new applications and existing employees' information are analyzed in multidimensional form. The evaluation center is managed through the internal resources of the organization, including the application software. The Authority has not designed a separate talent pool since it considers every employee a talent. There is no backup system for critical positions.

C bank has the opportunity to be promoted to a higher position based on performance and competence. The human resources policy of the institution is in a new restructuring process. The organization leg of the process has been completed and the implementation will be started as soon as possible. Since D and E banks are new in the sector, the core cadre was formed by experienced personnel. When recruiting this staff, there were no promotion policies that had been sharply drawn up. While these personnel were recruited, there were no any limitation promotion policies, but the public banks in 2018 published the promotion policy and took an important step in providing equal opportunities for all employees. These banks do not have a branch manager candidate pool, but they manage the process by directing the providers to a consultancy firm where they receive service.

Table 16: Talent Pools and Evaluation Centers in Participation Banks

A	The bank has; ore pool, branch manager candidate pool, and have an assessment center.
B	There is no pool other than the branch manager candidate pool. The institution has its own assessment center.
C	Since it is in the planning stage, there is no pool of talent, priority is the main target of determining potential talent. The bank has an evaluation center.
D	There is no talent pool. External sources is used for branch manager evaluations.
E	There is no talent pool. External sources is used for branch manager evaluations.

As it can be seen in the table, all banks have evaluation centers, but those other than the B bank meet this need through outsourcing. A bank has an ore pool that covers all employees. In the two bank (A and B) there are branch manager candidate pool.

5.7. Talent Management in Performance Assessment Process

Performance measurement is performed in all participation banks. The performance output is the main indicator of the rise in duty and personal rights. Performance rating is

measured in different periods from bank to bank; monthly, quarterly, 6 months and yearly. Banks, which have interim performance application, are applied with the purpose of development. The end-of-year performance results provide input to many human resources processes such as rewarding, remuneration and career.

The performance measurement of the participation banks other than bank B is made by human resources department. B bank performance appraisal is performed by performance evaluation department other than human resources department. The results are sent to the human resources and the human resources practices are based on these results and affect the employees' remuneration and career. The details of the measured performance in the banks are given in the table 17 below.

Table 17: Performance Appraisal Method in the Participation Banks

	Period	**Numerical target-based**	**Competency based**
A	6 months and yearly	+	+
B	Monthly, quarterly, and yearly.	+	+
C	6 months and yearly	+	+
D	Yearly	+	-
E	Yearly	+	-

While public-owned banks only measure numerical target-based performance, private-owned banks measure numerical target-based and competency-based performance. While the human resources department evaluates the performance measurement of banks other than bank B, it makes the evaluation of bank B as a separate department.

Performance score in participation banks is the criterion that provides the most input to human resources processes. In the classical performance evaluation, the highest score of 5% was promoted and the employee at the lowest 5% was dismissed, while the participation banks were looking at the highest level with the same view but has a different perspective for the lowest 5%. Low performance may be due to market conditions, family issues or other reasons at the time, so it is not right to dismiss low performance personnel. Dismissal occurs only with an ethical rule violation.

The employee's reason for dismissal is not due to performance, but if the employee acts against the corporate principles, if there is a verb situation other than the general moral rules, then it is referred to the disciplinary board and the decision of the board is notified to

the employee. Public banks performance measurement is insufficient because it is only target based. By putting the competencies into the performance appraisal, measurements should be made in shorter periods. Performance evaluation methods of private banks are compatible with modern methods.

5.8. Talent Management in Education and Development

Participation banks provide continuous training to existing employees, such as those who are newly employed, subject to intensive training. All participation banks provide training to their newly started employees for periods ranging from 2 weeks to 3.5 months. While only orientation training is provided to personnel other than the newly started MT, additional and longer-term training is provided for the MT positions and IT staff. The trainings given by each bank are given in detail below.

Bank A; offers training opportunities for employees to develop competencies. There are internal and external trainings. Since the legislation is constantly updated, employees are given online compulsory education and an examination is made at the end of the training. The screens of those who do not participate in the training are locked and re-training is assigned to those who fail. These trainings are usually designed through a consultancy firm they serve, but the relevant departments of the institution are involved in the process.

Each new recruiter is given an orientation training lasting 3 weeks. The content of the training consists of basic banking, interest-free banking education and A bank culture. If the candidate is successful at the end of 6 months and adapts to institution culture, the nomination is approved. During this period, intensive in-class and online trainings are provided. Only 8% of the trainings are online and the rest of the class consists of online trainings, which saves a lot of money. Trainers are generally provided by the institution (in-class trainings). Online training is taken from the consulting firm. For the certificates which are obligatory for promotion (SEGEM, SPK and SPL), the institution provides support. The institution itself pays the exam fees for these trainings. Employees are given the opportunity of Master's and doctoral degrees in private universities and the fee is paid by the institution. The institution permits its employees for daytime programs. Employees who study for foreign languages are supported.

Bank B; the job of the Directorate of education is to organize the trainings that people will receive. The trainings of the newly started person until he becomes a senior director are obvious. For example, a box office official will receive the following trainings for the first six months and these trainings in the next six months, all of which have been determined as a learning journey. It is planned in the form of learning journey in the branch foot and in the

department in the form of need analysis. For each department, a needs analysis is carried out during the year and the next year which department will receive what kind of training is determined one year in advance. This training plan not only consists of in-class trainings, but also includes online training, outdoor activities, simulations, various development workshops, various coaching and mentoring activities. Everyone has a training plan and everyone receives their education within the framework of this training plan.

Coaching and mentoring covers all employees according to certain skill groups. For example, beginners benefit from mentoring for 6 months to 1 year. Some of the trainings are covered by external sources while others are covered by internal sources. The ratio of the trainings received from internal sources is 70% and there is a trainer staff of 53 people in various fields.

Bank C; training and development activities; In line with the principles of continuous learning and development, it is carried out in accordance with the Bank's targets and strategies in order to contribute to the performance of its employees throughout their careers and to support their personal development. The aim of orientation and basic education programs is to enable the employees to get to know the bank closely and to adapt rapidly to their jobs. Employees are supported by appropriate technical and competency-based training programs throughout their careers. Leadership development programs and mentoring processes are supported for managers.

The institution has created a task-based competency model and has determined the competencies expected from each task as a priority. With the performance outputs and the performance-specific competencies that are expected, training integrations have prepared a set of training for each employee for the development of competence of individuals.

Bank D; gives importance to education for the development of its employees. Trainings are provided in class and online. Newly recruited employees receive one month orientation training. Education content is based on basic banking principles, participation banking regulations and D bank participation culture. The promotion of foreign language learning to its employees is not yet an incentive for Masters' and doctorate students, but it is stated that studies have been carried out. It states that other relevant banks have studied their practices and have been conducting interviews with universities.

Since E bank considers human resources as the most valuable asset within its organization, it attaches importance to the training of its employees. In accordance with the mission, vision, strategy and corporate governance principles, the bank is designing training programs by analyzing the development and training needs of its personnel. It gives the

beginners an orientation training that lasts for two weeks. Apart from two weeks orientation training, the executive candidates are given a training that lasts for 3.5 months, and in particular includes the principles of compliance with participation banking. The bank meets this training through a private university.

Table 18: Training Opportunities Provided By Participation Banks to Employees

	Training offered	**Coaching and Mentoring**	**Master / PhD**	**Special education**
A	Orientation 3 weeks 8% in class Online% 92	-	+	SEGEM, SPK and SPL certificate fees are covered by the institution.
B	Orientation 1 month in-class training online training Outdoor activities, Simulations Various workshop development studies.	Mentoring trainings are provided for; campus in the bank program, beginners and branch managers.	+	SEGEM, SPK and SPL certificate fees are covered by the institution, and also pays the course fee. Foreign Language Support 6 months training abroad for IT staff.
C	Orientation 3 weeks in-class training Online training	Mentoring in executive training programs	-	-
D	Orientation 1 month in-class training online training	-	-	Related studies are carried out.
E	Orientation 2 weeks in-class training online training	-	-	For Mt personnel, 3.5-month training is provided including banking, law and interest-free banking policies.

When we look at the relationship between the training in participation banks and talent management, it is observed that bank B has clearly differentiated from others in a positive way. The content of the trainings includes legislation and interest-free banking in all banks. In

addition, sales staff and branch managers, sales and management content trainings are included.

Bank A provides 8% of all trainings in class and the rest of the trainings are in electronic form. The Bank has determined its training plan based on the title and gives standard training to everyone. There is no separate training program designed for talented employees. The employee with a high performance score is defined as a critical talent and if the employee is promoted, then a different training is offered. The employees are provided with the opportunity to graduate and doctorate in private universities and the fee is paid by the institution. The institution permits its employees for daytime programs. Employees who study for foreign languages, are supported. The training policy of the bank is at an average level that will transform potential capability into performance.

B bank's training content is very rich; online training, outdoor activities, simulations, various workshops development studies, coaching and mentoring practices are all available. Moreover, it supports employees to plan their careers; foreign language support, masters/doctoral support and abroad educational support for some positions are the most important ones. The training policy of the bank is capable of transforming potential talent into performance.

The educational content of the C Bank is in the phase of restructuring. The current training content is designed for the bank's targets and strategies. The new structure is designed considering the career planning of the employee. The bank's education policy is below the level that will transform potential capability into performance.

Although the education content of D and E banks is very poor, the E bank has an internal education program that lasts 3.5 months for Mt staff. Education has a content about banking, law and especially interest-free banking. The education policy of D and E banks is far below the level that will transform potential capability into performance.

Public-owned banks are far behind the methods used by private-owned banks. The education policy of bank B is at a level that will transform potential capability into performance, bank A has an average value, C bank below the average, but the other two which are state participation banks are considerably below that level.

5.9. Employee Engagement

Each bank has stated that it has done a number of studies to increase employee loyalty. Work on employee engagement is designed to cover not only critical talents but all staff. Employees with high performance scores are offered facilities such as remuneration and early promotion. However, the perspectives of banks differ from each other.

A bank's efforts to increase employee loyalty; trips, dinner invitations and sports tournaments are organized to contribute to the strengthening of friendships and the development of team spirit. Wage policy is based on the sector average and makes surveys that measure employee satisfaction. The employees are provided with the opportunity to graduate and doctorate in private universities and the fee is paid by the institution. Employees who study for foreign languages are supported. As a result of the efforts for employee satisfaction, in 2019, he was awarded as the best employer. It was stated that these practices increased employee loyalty and kept the employee turnover rate at 6% (sector average 10%). It has been stated that there are no flexible rights packages, home work or flexible work.

Bank B, employee engagement is a very important issue for the institution and has many studies on it. Great place to work is the biggest indication of this. Field studies are carried out regarding the satisfaction of the continuous employees, employee engagement is continuously measured and various actions are taken accordingly. It has flexible working model. It is especially directed to women returning from maternity leave. After the expiration of the legal permission, the institution gives the right to flexible working.

Mothers working in the institution are allowed the first day of school. An extra day is allowed for the employee on the anniversary of the marriage. A congratulatory letter is sent to the family of the promoted staff. The letter is sent with the signature of human resources manager. It is mentioned that his/her spouse was promoted and that his family was honored. Mother's day, birthday and birth of new children, employees are being congratulated. These applications are all staff members and are applied to all employees in the same way. In addition, training support is provided to help employees plan their careers, so its increase employee loyalty. The organization also has an application called as my side rights basket.

In order to increase employee loyalty, C Bank determined its wage policy based on the sector average. Institution make small surprises and share their joy and celebrations, during the special days of the employees.

The D and e bank stated that “being public participation banks would be sufficient for employee engagement, because there is a government guarantee here”. It has been observed that their websites emphasize the fee and other side-rights they pay on the subject. In addition to the basic salary, employees are provided with bonuses, travel fee, daily meal price, private health insurance, foreign language indemnity, birth aid, marriage aid, certificate of financial consultancy, cash indemnity, dental aid, educational fee, etc.

When we look at the relationship between employee engagement (retention) and talent management in participation banks, it is seen that banks other than bank B applications are far

from the applications mentioned in the literature. It is clear that the bank B practices are compatible with the literature.

5.10. Attracting the Talent Employee

Participation banks have stated that they are working to attract new candidates to their institutions. It has been determined that there are efforts to create brand value and that they receive services from outside for brand positioning. They opening a stand in universities' career days for employer branding so in this way new candidates have the opportunity to introduce themselves.

Table 19: Activities of Participation Banks to Attract Candidates

A	Bank Campus Program; University 3rd and 4th year students (part time) Manager Trainee; manager candidate selection program Participation in universities' career days
B	Bank Campus Program; University 3rd and 4th year students (part time) Manager Trainee; manager candidate selection program Participation in universities' career days Tech Talent; information technology staff, especially code software Faster access to Z generation with mobile applications
C	Manager Trainee; manager candidate selection program
D	The name of public participation bank is enough to attract employee Assistant specialist; career group
E	The name of public participation bank is enough to attract employee Assistant specialist; career group

Private banks to attract new talent to their institutions; it has been determined that there are activities such as executive candidate programs, bank campus programs, and opening a stand in the career days of universities. Access to new capabilities through human resources portals is also provided by mentioning the career opportunities provided by the institution. Public participation banks have stated that the public power is sufficient to attract the candidate.

5.11. Adaptation to Participation Banking Principles and Talent Management Dimension

The vision and missions of all participation banks is particularly emphasized on the principles of participation banking. We asked them what these principles are and what the criteria they are looking for in their employees, whether they have an impact on the employee's rights and effect on rise in duty.

The principles of participation banking directly affect the main product and application ranges of banks. For all the works and transactions, there are participation banking adaptation and development units that have special opinions about how to make products and services without interest. These units are monitored by a directorate or an advisory board within each bank. The decisions taken by the advisory board of participation banking or the advisory board are accepted as the principle of free-interest and the employees carry out the main products and services of the banks according to these principles. In order to adopt these principles by each employee and to implement them correctly, employees are trained by experts, especially beginners. These principles do not have a compelling (legally binding) side for all participation banks. Institutions carry out these transactions on their own initiative.

The criteria sought for these principles in employees; honesty, ethical values and moral values, which are the values that constitute the main body of Islamic banking. These values are not written anywhere, but they are taken into consideration in face-to-face interviews. The values do not correspond to the rise in the duties and the rights of the employees, but it is not possible for the person who does not have these values to work in the participation bank. All participation banks have expressed that each employee has these values and each of them has stated that they are a reference institution for compliance with these values individually or that they want to be.

5.12. Participation Banking Culture and Talent Management Dimension

It has been determined that the most fundamental principles of participation banks in creating corporate culture are compliance with participation banking principles. The banks are working to build the corporate culture on this leg. Two of the privately-owned banks; A and B banks were awarded the great place to work award in 2019. The award has a value that symbolizes the best employer.

Table 20: Slogans of Participation Banks

	Corporate Slogan	**Human Resources Slogan**
A	Abundance	Values that make us who we are
B	Robust banking	Good thing we're working together
C	Participation in life	Participation in life
D	By sharing more	-
E	WE (BİZ), (together with faithful summit)	WE

It is seen that religious rituals are dominant in the logos and slogans of the participation banks. Corporate cultures are built on these rituals.

5.13. Level of Talent Management Implementation in Participation Banks

Under this heading, a summary of the results we have reached regarding the talent management and sub-dimensions we have investigated in the participation banks above. Table 21 summarizes the perspective of talent-based human resources management in the literature, and Table 22 shows the extent to which participation banks benefit from talent management compiled in the literature.

The level of utilization of talent management and sub-dimensions of participation banks is evaluated at five levels based on the literature compiled in Table 21. The best practice level was evaluated as S1, above average utilization level S2, average utilization level S3, below average utilization level S4 and no utilization level as S5.

Table 21: Talent-Based Human Resources Management Perspective

Point of view	Basic thought	Selection and placement	Retention	Reward	Success planning	Development
Process	All processes are human oriented	Ability-based selection	Motivational tools specific to the employee	Performance based reward system	Plan based on performance success	Improvement in performance management
Cultural	Ability is needed for success	Choosing the closest to corporate culture	Employees should demonstrate their talent, success and failures freely	Flexible rewards system for individual needs	Personal evolution	Coach and mentor-led development
Competition	Ability based	Choosing the best one	Good people want to work with good people. The goal is to be the preferred employer	To offer more than competition. To offer a better reward program if employees leave work because they cannot win	To allow employees to improve themselves in their work	Opportunity-driven development
Development oriented	Accelerate the development of those with high potential	First select and develop the appropriate individual	Providing opportunities for improvement after clearly specifying the career path	Ensuring increases due to performance-based development	Making career development plans at organizational level	Both opportunistic and planned development
HR planning	Right job, right time, right person	Recruitment of sufficient number of employees	Monitoring employee turnover	Clearly specifying salary and other benefits	Making individual personal development plans	Development of development plan framework according to the needs of the transmission
Change management	Use of skills for organizational change	Selection of those who will contribute to organizational change	To keep the project and the responsible ones	Setting award standards based on some results or achievements	Plan and realize opportunity-based changes	Developing strong cooperation for the realization of changes

Sources: Blass, E., Brockhoff, S. N. and Oliveira, F.G. (2009). "A Map of the Territory between HRM and Talent Management", *Talent Management Cases and Commentary*, Palgrave Macmillan, England. pp. 19-20.

Table 21 provides a perspective on talent-based human resource management. Talent management is a work that requires a holistic view of the company and requires a disciplined application. In order to achieve the desired results from the talent management application, it is necessary to implement the process carefully. The steps to be followed are as follows; human resources planning in line with the business strategy, determination of talent strategy in line with this plan, profile analysis of the existing workforce, determining which skills are needed in which field, identifying talented employees, attracting them to participate in the organization, developing their talents, evaluating and retaining them.

Table 22: Level of Talent Management Implementation in Participation Banks

	A	**B**	**C**	**D**	**E**
Recruitment methods	S3	S1	S3	S4	S4
Career planning	S3	S2	S3	S4	S4
HR chart	S3	S2	S2	S2	S4
HR Strategy	S3	S1	S4	S4	S4
Organization-specific talent management process	S3	S3	S5	S5	S5
Talent management perspective	S2	S1	S2	S2	S2
Definition of talent management	S5	S1	S1	S5	S5
Talent pool	S2	S2	S5	S5	S5
Assessment center	S2	S1	S2	S5	S5
Employee retention	S3	S5	S3	S1	S1
Employee development	S3	S2	S3	S4	S4
Performance appraisal	S3	S1	S3	S4	S4
Compliance with participation banking	S1	S1	S1	S1	S1
Corporate culture	S2	S1	S4	S2	S4

In our in-depth interview with the human resources departments of the participation banks, our findings regarding talent management and its sub-dimensions are as shown in Table 22. The findings are briefly summarized below using tables 21 and 22.

Recruitment methods; the most important question in determining potentials, whether from inside or outside the enterprise, "how to determine who the right person is". Enterprises that implement talent management benefit from different tools in the selection of talented

employees. Considering the strategic dimensions of these tools, it is seen that practices such as valuation center applications, strategic dimension approach applications, career system typology, and backup management and talent pools are used.

Participation banks have been benefited from many techniques in recruitment processes. According to the requirements of the position, written exam, foreign language exam, competency based interview are the main applications. Many of the simulation techniques mentioned in the literature are seen to be used for upper positions. It has been determined that the most modern recruitment methods are used by outsourcing especially for critical positions. As these modern recruitment methods show the value given to the candidate by the banks, the employer strengthens the brand perception. In this respect, bank B also gives feedback to candidates who have a negative job application. During the interview, the assessment is made with the following words; "in addition to the decision notification, we transfer information that can support our own development to the candidates whose recruitment process is closed as negative. Thus, our process is a serious development platform for the candidate who ends the recruitment process as negative".

In the recruitment process, although banks do not have talent management practices, it is observed that they use multidimensional recruitment techniques. Public participation banks are recruiting new employees based on the results of the written examination, while private banks are preferring according to the competency-based interview result. Bank B is the best beneficiary of recruitment methods, while D and E are public banks.

Career planning; the aim of this course is to determine the human resource requirements that will carry the company to the future in line with the strategic plans, first of all to identify potential employees with the qualifications that will meet these requirements and to provide the necessary professional knowledge, skills and development opportunities.

The career planning process of all participation banks is written in the promotion policy. A certain waiting time, employees who have obtained the required certificate and competence can reach the highest position. However, there are also points in which the banks analyzed differ from each other in career planning. Especially when we compare public participation banks and private-owned banks, these differences are more pronounced. While public banks raise the title with only written examination, private equity banks manage the process through competency-based interviews and personality inventory tests rather than writing. Table 22 shows the utilization level of each bank separately.

Human resources organization chart; organizational chart is a table showing how the company is structured according to the work flow, showing the relations and functions of

departments and those responsible. While creating schemes, efficiency and competence must be taken into consideration and a fair and effective scheme should be established. Not position according to the employee; the correct working principle should be adopted according to the position.

All banks benefit from external resources for jobs other than their main activities. When the organizational charts of banks are examined; A bank chooses human value management instead of human resources management, B Bank's human resources department is affiliated with the assistant general manager responsible for strategy, C and D banks have an organization chart that includes talent management and human resources departments are connected directly to the vice general manager responsible for human resource management (but both banks have no existing talent management process), and E bank's human resources department is connected to an unrelated vice general manager, which is depend on vice president of treasury management and international banking. As seen in Table 22, the bank with the best organizational chart is B.

Human resources strategy; top management should consider talent management as an application for the whole business and allocate the necessary time. A strong link must be established between talents and business strategy. All functions of human resources should be organized in a way to contribute to the application of talent management and should be conducted in a consistent manner.

In the light of the information obtained from the interviews; Bank A considers employees to be strategic partners, but has not shared any information on how the business strategy and human resources strategy are aligned. The human resources motto of bank B is the employee first. It is strongly supported and monitored by senior management. The Bank believes that customer satisfaction cannot be achieved without employee satisfaction. Bank C has restructured its processes to establish a strong link between human resources strategy and business strategy. The human resources strategy is designed to include the Bank's vision and mission. The human resources strategies of D and E banks are mostly aimed at creating a common corporate culture.

Organization-specific talent management process and talent management perspective; talent management applications should be specific and unique for each organizations. All businesses should establish a unique system to distinguish itself from their competitors. For a successful talent management process, each company's perspective on talent management should be positive. The process should be adopted from the top management to the bottom employee.

None of the participation banks has a unique talent management model. All participating banks have positive outlook on talent management. While banks other than B and C have positive views on talent management, they did not define talent management during the interview.

Employee commitment; retention of talented employees is expressed as all of the efforts of the company in order not to lose its employees who will realize their goals and strategies in order to achieve their goals. In other words, retention of employees is the efforts of the organizations to keep the employees they want to achieve their goals in the institution.

When we look at the relationship between employee engagement (retention) and talent management in participation banks, it is seen that banks other than bank B applications are far from the applications mentioned in the literature. It is clear that the bank B practices are compatible with the literature. The flexible work opportunity, the benefits package, the possibility of studying abroad, the support of doing a master's / doctorate in Turkey and the promotion of foreign languages are the indicators of this.

Employee development; an organization should develop a list of its core competencies and assessment tools for their measurement; produce training and development solutions to support these core competencies; they should evaluate each individual against them and estimate their potential. Prepare action plans to ensure that core competencies are covered.

Participation banks are responsible for the development of employees by the training and development directorates. The content of the trainings generally includes legislation and interest-free banking in all banks. Sales and management trainings are provided for sales staff and branch managers. While all banks benefited from orientation training, only two banks actively benefited from coaching and mentoring practices. The level of utilization of each bank is listed separately under the heading of "Talent Management in Education and Development".

Performance measurement; the performance management process enables the organization to establish relationships with people, identify talents and potentials, plan learning and develop activities.

Performance measurement is performed at all participation banks. Performance output is the main indicator of promotion and personal rights. Performance appraisal is measured at different periods from bank to bank; monthly, 3 monthly, 6 monthly and yearly. The status of each bank is detailed in tables 17 and 22.

Compliance with participation banking; participation banking, in other words interest-free banking, are the institutions that operate according to the non-interest principles

in the financial sector and perform all kinds of banking activities in accordance with these principles. We can consider it as a concept that expresses that all processes of participation banks are in compliance with the interest-free system.

In the participation banks employees; they emphasize that honesty, ethical values and moral values are very important. These values are also the main body of Islamic banking. These values are not written down in one place, but they are taken into consideration especially in face-to-face interviews. Values do not have an equivalent in terms of promotion and personal rights, but are taken into account when assigning a staff member to higher positions. More specifically, a person's high performance or have a specific talent is not enough to promote him to a higher position. This promotion takes place if the person fully complies with the principles of participation banking. These issues are not written down in one place, but are always taken into consideration during the interview.

Corporate culture; leaders and directors create culture in an organization by the actions they take and by their focus in an organization. Leaders also create culture by what or who they reward and by how they allocate the resources in an organization. Leaders are typically the first to deliver their values and the organizational vision and mission to employees within a company. Talent managers then have a duty to share this message with new recruits, and to continue to share this message with employees as part of the culture-building process within an organization.

It has been determined that the most basic principles of participation banks in creating corporate culture are compliance with participation banking principles. Banks are working to build the corporate culture on this pillar.

CONCLUSIONS AND RECOMMENDATIONS

Today's developments and changes force businesses to maintain their existence in a more intensely competitive environment. It is important for companies to adapt to global development and changes for their survival. The effects of global competition are felt in human resources applications more than in any other field. In an intensely competitive environment, it has become inevitable to turn to talents which are the distinguishing strengths of human resource factor. It is inevitable for enterprises that cannot benefit from the distinguishing power of talents to lose their competitiveness under increasingly dynamic competitive conditions. Parallel to this change of mentality, human resource management has started to turn into talent management.

Human resources applications, which include selection and placement, training and development, career planning, and remuneration functions are required to be evaluated within the scope of the talent management process. The overall definition of talent management covers the process of attracting, developing and retaining talents to the enterprise. In this sense, the proper management of employees from the selection stage to the remuneration stage is also one of the most important elements to be considered in the talent management process. Changing business conditions provide unlimited career opportunities for employees, which may mean loss of talents from the business. Employees should feel that, the enterprise benefits from them, in addition, the participation of employees in the decision-making process, the provision of training and development opportunities to the employees by the employer are among the issues that must be emphasized in order to keep the talents in the enterprise.

Like all other enterprises, participation banks continue their activities under intense competition and qualified human resources are vital for these institutions to survive. Parallel to changing management approaches, these institutions, in order to attract talented and valuable employees, to develop and retain existing employees and to maximize employee performance, should have a talent-based perspective to employees.

The study was conducted in 5 participation banks, of which 2 are state-owned and 3 are private equity, operating in the participation banking sector in Turkey, and data were collected thorough the qualitative research method of in-depth interview techniques. Interviews were conducted with managers in human resources departments, which are practitioners and supervisors of talent management approach. The data obtained from interviews were analyzed and interpreted using the “content analysis technique”.

In the light of the findings; although the human resources managers in the participation banks do not have comprehensive information about the subject, it has been determined that the talent management needs are tried to be met through the consultancy services obtained from outside. The meaning attributed to the concept is different among the practitioners, but all banks have a positive attitude towards talent management. During the interview, two interviewers were able to define talent management and the other three interviewers were unable to define talent management. A strong link between talent management and business strategies could not be established, but they stated that the issue was on the agenda.

Private equity participation banks carry out the talent management process more systematically than public equity participation banks. In particular, during the selection and placement stage, they frequently benefit from the evaluation center applications. Based on the principle of giving equal opportunities to everyone, it has been determined that public participation banks have managed the selection and placement processes according to the results of examinations.

According to the data obtained from interviews; in the utilization of the talent management and sub-dimensions of the participation banks examined, it is seen that bank B differentiates positively from the others. The bank does not favor a separate talent management department, but has shaped its human resources policies in line with this new management philosophy. The steps taken by the bank in the field of human resources have been reflected in its financial performance and it has received approximately 50% of the net profit in the sector by itself. A bank makes use of talent management through a consulting firm. Human resources continuously receive reports from this consulting firm and takes action according to the report results. C Bank has determined its strategy for talent management and has reached the stage of implementation. Bank D is in the process of forming a process. E bank has a positive outlook, but it does not yet have an activity for the process.

The data obtained from the interviews showed that participation banks did not carry out talent management as an integrated process. However, it has been determined that they benefit from some advanced techniques that are compatible with the talent management process mentioned in the literature on topics such as selection and placement, employee development and retention, and performance measurement of employees. Employees are not classified as talented or untalented, and each employee is considered as potential talent. Roles and tasks are more important for participation banks, in other words, what kind of abilities

and skills are required for which position, and what are the responsibilities for tasks, than indivduals. While in the banks with private capital, selection and placement, ability development and retention practices are mostly based on competency-based interviews, the public equity banks carry out the process with examinations and numerical targets. None of the participation banks has a systematic backup method. Performance score is the main criterion in determining talent, promotion and remuneration. Private equity banks measure performance multidimensionally by both competency-based and numeric target-based evaluation. Public-owned banks consider only numerical targets for performance measurement. For competency-based assessment, they began to examine the applications of private capital participation banks. All participation banks have written human resources processes and practices.

The vision and mission of all participation banks particularly emphasizes the principles of participation banking. From the views of the participants, it is understood that the principles of participation banking are interest-free banking principles, in other words Islamic religious rules. The principles of participation banking are vital for all participation banks. This is because the principles of participation banking directly affect the main product and application ranges of these banks. In order to make each employee adopt these principles and implement them correctly, employees have been subjected to intensive training by experts, especially in orientation stage. These principles do not correspond to a rise in the duties and the rights of the employees, but it is not possible for a person who does not have these values to work in a participation bank. Religion, one of the most important elements of culture, has an important place in the cultural construction of participation banks. Logos and slogans used by participation banks include religious rituals.

Interviewees see the entry of the Public into the participation banking sector as a positive step. The public strategy regarding the sector is expected to set targets on increasing the share of the sector rather than getting a share from the current pie. It was stated that, public participation banks should give priority to the recruitment of inexperienced personnel in employment.

Information and findings obtained as a result of this study, suggestions related to the part which will guide the players in the sector can be expressed as follows:

Basic human resources functions such as selection and placement, training and development, performance evaluation, career management, compensation etc. activities should be set up to support business strategies and also be aligned with the talent management

strategy. In other words, a strong connection between skills and strategies should be established and the process should be carried out in an integrated manner.

Potential talent should be determined by adding competency-based assessments to the performance score used to determine potential talent and applying to the opinion of the employees in the organization. Talent pools should be established in order to fill vacant positions in participation banks without any problems at the time of need. Managers and critical positions must be backed up.

In order to reach the desired targets in the sector, public participation banks should develop a strategy on giving new talents to the sector by abandoning the recruitment of experienced personnel in the sector. Human resources should give the necessary importance to talent management, which is the new management philosophy, and it is recommended to benefit from the practices brought by this new management philosophy instead of the retention of employees connected to public power.

This study demonstrates the degree of efforts of human resources departments, who are the practitioners and supervisors of the talent management approach, in the talent management and the relationships between the talent management dimensions. The study does not examine the effects of talent management on employees. Future researchers are advised to investigate the impact of talent management on employees in the participation banks. If the proposed study is evaluated together with this study, the sector will be able to go to a generalization related to talent management practices.

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APPENDIX

Annex-1: Semi-Structured Interview Form

İyi Çalışmalar.

Ben Kenan GÜNEŞ Çevre ve Şehircilik Bakanlığı'nda çalışmaktayım. Aynı zamanda Ankara Yıldırım Beyazıt Üniversitesi Siyaset Bilimi ve Kamu Yönetimi Bölümünde Yüksek Lisans öğrencisiyim. Bitirme tezim olan "***Türkiye'de Yetenek Yönetimine Genel Bir Bakış: Katılım Bankaları Örneği"*** isimli çalışma hakkında araştırma yapmaktayım. Yapacağım çalışma aşağıda bulunan sorulara vereceğiniz cevaplar doğrultusunda şekillenecektir. Vereceğiniz cevaplar sadece bilimsel amaçlı kullanılacak olup ne katılım bankasının adı ne de görüşmeci adı kesinlikle kullanılmayacaktır.

Yardımlarınız için teşekkür eder, iyi çalışmalar dilerim.
Yüksek Lisans Öğrencisi Kenan GÜNEŞ

1. Çalışan Bilgileri

Cinsiyetiniz?	Erkek ☐ Kadın ☐
Öğrenim düzeyiniz?	
Görev unvanınız? ve kaç yıldır bu pozisyondasınız?	
Bu kurumda toplam hizmet süreniz?	
Sektörde toplam hizmet süreniz?	

2. Bankanızda çalışanın işe alım yöntemleri nelerdir? İşe alım süreçleriniz hangi aşamaları kapsamaktadır?
3. Kurumunuzda kariyer imkanı var mıdır?
4. İnsan kaynakları biriminizin organizasyon şeması nasıldır?
5. İnsan Kaynakları anlayış ve politikalarınızı nasıl tanımlarsınız? İnsan kaynakları stratejinizi bir cümleyle nasıl ifade edersiniz?
6. Bankanızda yetenek yönetimi uygulamanız var mı? (Evet ise, süreç ile ilgili bizi bilgilendirebilir misiniz?
7. Yetenek yönetimini nasıl tanımlarsınız? Bankanız yetenek yönetimi uygulamalarına sıcak bakıyor mu?
8. İşe alım ve görevde yükselme süreçlerinizde yetenek yönetiminden ne ölçüde yararlanılmaktadır?

9. Mevcut yeteneklileri elde tutmak ve geliştirmek, yeni yeteneklileri bünyenize katmak için izlediğiniz stratejiler nelerdir?
10. Çalışanlarınıza yetkinliklerini geliştirmeleri için sağladığınız olanaklar nelerdir?
11. Kurumunuzda performans ölçümü yapılmakta mıdır? (Evet ise, çalışanın performansı nasıl ölçülmektedir?)
12. Mevcut çalışanlar veya yeni adaylar sektörün ihtiyaç duyduğu teknik bilgiyle donanımlı mıdır? Faizsiz finansal işlem ve operasyonlarınız açısından, mevcut çalışanlar ve yeni adaylar ihtiyacınız olan niteliklere sahip midir?
13. Katılım bankacılığı alanında hayata geçen yenilikler kurumunuzun insan kaynakları politikasını etkilemekte midir?
14. Katılım bankalarının vizyon ve misyonunda katılım bankacılığı prensiplerine özellikle vurgu yapıldığı görülmektedir. Çalışanlarınızda aradığınız bu prensipler nelerdir? Bunların; performans değerlendirmede, görevde yükselmede veya çalışanın özlük haklarında bir karşılığı var mıdır?
15. Kurum kültürü oluşturmaya yönelik çalışmalarınız var mı? (Evet ise, bu çalışmalar nelerdir? Bu çalışmalar, size ne gibi katkılar sunmaktadır?)

Katkıda bulunmak istediğiniz veya söylemek istediğiniz başka bir şey var mı?

Bize ayırdığınız kıymetli zamanınız ve sağladığınız katkılardan dolayı çok teşekkür ederim.

İyi çalışmalar.

Annex-2: Ethics Committee Research Approval Form

ANKARA YILDIRIM BEYAZIT ÜNİVERSİTESİ (AYBÜ)
ETİK KURULU
PROJE ONAY FORMU

ARAŞTIRMANIN BAŞLIĞI
Türkiye'de Yetenek Yönetimine Genel Bir Bakış; Katılım Bankaları Örneği

ARAŞTIRMACI/ARAŞTIRMACILAR

	Unvan	Adı Soyadı	Görev yeri	Telefon	e-posta
1	Yüksek Lisans Öğrencisi	Kenan GÜNEŞ	Sosyal Bilimler Enstitüsü/Yüksek Lisans Öğrencisi	0555 238 27 44	kenan.gunes@hotmail.com

Araştırmacının AYBÜ ile ilişkisi***:** AYBU Sosyal Bilimler Enstitüsü/Yüksek Lisans Öğrencisi

ARAŞTIRMA DÖNEMİ

Başlangıç* 24 /05/2019 **Bitiş** 31 /05/2019

ARAŞTIRMANIN NİTELİĞİ

☐	Öğretim elemanı araştırması
☐	Doktora tezi
☒	Yüksek lisans tezi
☐	Diğer _____ (belirtiniz)

ARAŞTIRMA DESTEĞİ

☒	Yok		
☐	Var		

Desteğin niteliği: _____

BAŞVURU DURUMU

☒	Yeni başvuru		
☐	Tekrar başvuru	**Araştırma no:**	
☐	Protokol değişikliği	**Araştırma no:**	
☐	Daha önce onaylanmış bir araştırmanın devamı	**Araştırma no:**	

Veri Toplanması Planlanan Yerler/Mekânlar/Kurum Ve Kuruluşlar

1	Albaraka Türk Katılım Bankası/Genel Müdürlük İnsan Kaynakları Birimi

1

2	Kuveyt Türk Katılım Bankası/Genel Müdürlük İnsan Kaynakları Birimi
3	Türkiye Finans Katılım Bankası/Genel Müdürlük İnsan Kaynakları Birimi
4	Vakıf Katılım Bankası/Genel Müdürlük İnsan Kaynakları Birimi
5	Ziraat Katılım Bankası/Genel Müdürlük İnsan Kaynakları Birimi

Araştırma Geniş Özeti

Konusu: Türkiye'de faaliyette bulunan faizsiz bankaların, (katılım bankaları, kar-zarar ortaklığı) insan kaynakları politikalarında yetenek yönetimden ne ölçüde faydalandıkları ortaya çıkarılmaya çalışılacaktır.

Tanımlar: "Yetenek, kişinin belirli ilişkileri kavrayabilme, analiz edebilme, çözümleyebilme, sonuca varabilme gibi zihinsel özellikleri ve bazı olguları gerçekleştirebilmesi şeklindeki bedensel özelliklerinin tamamıdır. Bu durumda yetenek, bireylerin davranışlarını düzenlemede yararlandıkları zihinsel ve bedensel kapasiteleri olarak düşünülebilir" (Erdoğan, 1999: 87).

"Yetenek yönetimi, bir işletmenin tüm kademelerinde yer alan yöneticiler arasında işbirliği ve iletişimi gerektiren; işgücü planlaması, personel alımı, eğitilmesi, geliştirilmesi, yeteneklerin gözden geçirilmesi, yedekleme planlaması, performans değerlendirme, yeteneklerin elde tutulması gibi çeşitli aşamaları içeren ve günümüzde birçok işletmenin zorunlu olarak karşı karşıya kaldığı yeni bir yaklaşım olarak ele alınmaktadır" (McCauley ve Wakefield, 2006: 4).

"Katılım" sözcüğü kar ve zarara katılmayı ifade etmektedir. Dünyada katılım bankacılığı yerine faizsiz bankacılık kavramı kullanılmaktadır. Ülkemizde, 1983 yılında özel finans kurumları olarak kurulan bu yapılar, 2005 yılından itibaren katılım bankaları ismini almışlardır. Katılım Bankaları, tasarruf sahiplerinden topladıkları fonları, faizsiz finansman prensipleri dahilinde ticaret ve sanayide değerlendirerek, oluşan kâr veya zararı tasarruf sahipleriyle paylaşırlar. Fon toplarken, geleceğe yönelik sabit kazanç taahhüdünde bulunmazlar. Fon kullandırırken ise; parayı parayla satmak yerine, mal ve hizmeti peşin alıp, ileri vadeli karlı satış yaparlar. Bu döngü Katılım Bankacılığı olarak ifade edilmektedir (Battal A, 2009).

Amaç: Günümüz işletmeleri küresel rekabet ortamında kendilerini farklı kılmak üzere kopyalanamaz nitelikteki insan unsurunun önemini fark etmeye başlamıştır. İşletmelerin başarısında en fazla katma değeri yaratan ya da yaratma potansiyeli olan yetenekli çalışanlara dünyada özellikle 2000'li yılların başı itibarıyla daha fazla önem verilmeye başlanmıştır. Ülkemizde bu alana yöneliş, dünyadaki yönelişten 10-15 yıl sonrasına denk gelmektedir ve yetenek yönetimi uygulamalarının ve araştırmalarının da yetersiz olduğu görülmektedir. Faizsiz bankacılık sektörünün, yüksek potansiyelli ve yetenekli çalışanlara sahip olması ve büyüme hedefi olan sektörde bu çalışanları elde tutabilmesi de oldukça önemlidir.

Faizsiz bankalar, özellikle yetenek ve yaratıcılığın stratejik öneme sahip olduğu bankacılık-finans

sektöründe faaliyet göstermektedir. Dolayısıyla faizsiz bankalarda çalışan personelin yüksek niteliklere sahip olması kaçınılmaz bir gerekliliktir. Yetenek yönetimi yaklaşımı faizsiz bankaların hem çalışanları, hem sermaye sahiplerini hem de müşterileri açısından önemli yararlar sunan bir yaklaşım olarak küresel bankacılık-finans sektöründe uygulanmaya başlayan yeni bir yaklaşım olarak görülmektedir.

Buradan hareketle bu araştırmamızın amacı Türkiye'deki faizsiz bankaların insan kaynakları departmanının yetenek yönetimi fonksiyonlarını yerine getirip getirmediğini tespit etmek, faizsiz bankacılık sektöründe yetenek yönetimi yaklaşımın yeri ve önemini ortaya koymak ve öneriler sunmaktır.

Bu amaç doğrultusunda araştırma aşağıdaki konuları içermektedir;

- ✓ Faizsiz bankacılık sektörünün genel insan politikalarının ne olduğu,
- ✓ Faizsiz bankaların yetenek yönetimini öncelikli bir konu olarak görüp görmedikleri,
- ✓ Ülkemizdeki faizsiz bankalarda yetenek yönetimi adı altında yürütülen çalışmaların bulunup bulunmadığı,
- ✓ Yetenek yönetimini etkileyen genel boyutlar,
- ✓ Seçme ve yerleştirmede ne tür uygulamaların bulunduğu,
- ✓ Yetenekli çalışanları cezbetmek için yürütülen çalışmalar,
- ✓ Yetenekli çalışanları elde tutmak için yürütülen çalışmalar,
- ✓ Yetenekli çalışanları geliştirmek yürütülen çalışmalar.

Kapsam: Tez çalışması Türkiye'de 31.12.2018'de faaliyette bulunan tüm devlet ve özel katılım bankalarını kapsayacaktır. Bu çalışmanın kapsamı söz konusu katılım bankalarının Yetenek Yönetimi Program'larıdır. Çalışma katılım bankları insan kaynakları departmanları ile yürütülecektir. 2019 yılında yeni açılmış/açılacak olan katılım bankaları kapsam dışında tutulacaktır.

Yöntem: Bu araştırmanın evreni, Türkiye'de katılım bankacılığı sektöründe faaliyet gösteren tüm devlet ve özel katılım bankaları olacaktır. Örneklem olarak ise tüm katılım bankalarındaki insan kaynakları departmanından en az bir uzman kişiyle mülakat gerçekleştirilecektir. Bu araştırmada olasılıklı olmayan amaçlı örneklem yöntemi seçilmiştir. 31.12.2018 tarihi itibariyle Türkiye'de 5 adet faizsiz banka faaliyet göstermektedir ve tüm bankalardan en az bir kişiyle görüşüleceği için araştırma tam sayım yöntemine dayanmaktadır.

Tez çalışmasında, veri toplamada derinlemesine mülakat yolu tercih edilmiştir. Mülakatlar her bankanın insan kaynakları departmanından en az bir uzman kişiyle yarı-yapılandırılmış görüşme formu derinlemesine mülakat yoluyla gerçekleştirilecektir. Mülakatlar tarafımca yapılacaktır ve mümkünse yüz yüze gerçekleştirilecektir, yüz yüze mümkün olmayan durumlarda telefon yöntemiyle gerçekleştirilecektir. Mülakatlarda hiçbir şekilde ses veya görüntü kaydı alınmayacak, görüşmelerde

not tutulacaktır.

Mülakatlar için bankaların ilgili birimlerinden önceden randevu alınacaktır. Randevu talep edilirken görüşmenin içeriği hakkında bilgilendirme yapılacak ve konunun ana hatlarını içeren soru formu eklenerek görüşme talebinde bulunulacaktır. Görüşmeler 24.05.2019-31.05.2019 tarihleri arasında gerçekleştirilecektir.

Bu araştırmanın verileri, açık ve kapalı uçlu sorulardan oluşan yarı yapılandırılmış bir görüşme formu (bakınız Ek 1) vasıtasıyla derinlemesine mülakat vasıtasıyla elde edilecektir. Görüşme formundaki sorular, araştırmanın alt problemine ilişkin bilgileri toplamaya yönelik olarak hazırlanmıştır. Görüşme formunda ayrıca, katılımcıların demografik özellikleriyle ilgili bilgileri toplamaya yönelik bazı kapalı uçlu sorulara da yer verilmiştir. Mülakat esnasında ihtiyaç duyulduğunda ilave sorular konuyla alakalı ilave sorular sorulacaktır. Derinlemesine mülakat için hazırlanan görüşme formu bankaların elektronik posta adreslerine gönderilecek ve görüşme için randevu talep edilecektir. Katılımcılara yetenek yönetimin alt boyutlarıyla alakalı toplam 14 adet açık uçlu soru sorulacak ve ihtiyaç halinde ilave sorular da sorulacaktır. Buna ek olarak, doküman incelemesi, bankaların yayımlamış oldukları faaliyet raporları, bankaların web siteleri, bankaların insan kaynakları (İK) portalları üzerinden çıktıkları ilanlar ve verdikleri mülakatlar da bu araştırmanın verileri için birer "belge ve doküman" olarak kullanılacaktır. Ayrıca, araştırma bulgularının iç-güvenirliğini ve geçerliğini artırmak amacıyla katılımcı görüşlerinden sıkça alıntılar yapılacaktır. Mülakatlardan ve belgelerden elde edilen ham veriler "içerik analizi tekniği" (Yıldırım & Şimşek, 2005) kullanılarak analiz edilip yorumlanacaktır. Sorulan sorulara karşı elde edilen bilgiler doğrultusunda bankalar tarafından uygulanan yetenek yönetimi uygulamaları, ilgili literatür baz alınarak bankalar birbirleri ile karşılaştırılacak, ortak ve farklı yönler ortaya konulacaktır.

Yarı yapılandırılmış görüşme formu ek-1 de yer almaktadır.

Araştırma katılımcılara herhangi bir şekilde yanlı/yanlış bilgi vermeyi, ya da çalışmanın amacını tamamen gizli tutmayı gerektiriyor mu?

☐ Evet	☒ Hayır
Evet ise açıklayınız:	

Araştırma, katılımcıların fiziksel sağlıklarını tehdit edici veya zorlayıcı uygulamalar içeriyormu?

☐ Evet	☒ Hayır
Evet ise açıklayınız:	

Araştırma, katılımcıların psikolojik sağlıklarını tehdit edici, zorlayıcı veya özel hayatıyla ilgili sorular içeriyor mu?

4

☐	Evet	☒	Hayır
Evet ise açıklayınız:			

Gönüllülere araştırmaya katılma ve çıkma koşulları açık ve net olarak belirtilmiş midir?

☐	Evet (Evet ise açıklayınız)	☒	Hayır
Evet ise açıklayınız:			

Katılımcıları en iyi tanımlayan seçenekleri işaretleyiniz.

☐	Okulöncesi çocuklar	☐	Kadınlar
☐	İlköğretim çocukları	☐	İşsiz yetişkinler
☐	Lise öğrencileri	☐	Yaşlılar
☐	Üniversite öğrencileri	☐	Zihinsel engelli bireyler
☐	Çocuk işçiler	☐	Tutuklular
☐	Yetişkinler	☒	Diğer (Belirtiniz)
☐	Erkekler		Bankanın İnsan Kaynakları Birim Çalışanları
Araştırmanın katılımcılarının çocuklar, zihinsel engelli bireyler vb. özel durumu olan bireyler olması halinde, bunların özel etik davranış gerektirmesi nedeniyle, araştırmacı uzman kişilerden aldığı bilgiler çerçevesinde bu konuda nasıl bir dikkat göstereceğini açıklamalıdır.			

Aşağıda yer alan uygulamalardan, çalışma kapsamında yer alacak olanları işaretleyiniz.

☐	Anket	☐	Görüntü kaydı
☒	Mülâkat	☐	Ses kaydı
☐	Gözlem	☐	Diğer (belirtiniz)
☐	Bilgisayar ortamında test/anket		

Yukarıdaki bilgilerin tamamen doğru olduğunu ve eksik bilgi vermediğimi taahhüt ederim.

Başvuruyu Yapan Araştırmacının

Adı ve Soyadı: Kenan GÜNEŞ **İmza:**

Başvuru Tarihi: 15.05.2019



ANKARA YILDIRIM BEYAZIT ÜNİVERSİTESİ (AYBÜ)
ETİK KURULU
PROJE ONAY BELGESİ

Ankara Yıldırım Beyazıt Üniversitesi Sosyal Bilimler Fakültesi/~~Enstitüsü~~ Siyaset Bilimi ve Kamu Yönetimi bölümü ~~akademisyenlerinden~~ / öğrencilerinden Kenan GÜNEŞ'in, Türkiye'de Yerel Yönetimlere Genel Bir Bakış: İstanbul Büyükşehir Belediyesi Örneği adlı araştırması değerlendirilmiştir. *(Bu kısım başvuru sahibi tarafından doldurulmalıdır)*

Proje etik açısından uygun bulunmuştur.	☑
Proje etik açısından geliştirilmesi gerekmektedir.	☐
Proje etik açısından uygun bulunmamıştır.	☐

AYBÜ ETİK KURULU KARARI (Etik Kurul tarafından doldurulacaktır)	
Araştırma kodu (Yıl – Araştırma sıra no)	2019 – 251
Başvuru formunun Etik Kurula ulaştığı tarih	16.05.2019
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Yer	Yıldırım Beyazıt Üniversitesi, Esenboğa Külliyesi
Katılımcılar	Formda imzası bulunan üyelerimiz toplantıya katılmıştır.

KURUL BAŞKANI, BAŞKAN YARDIMCISI VE ÜYELER:

		İMZA
Prof. Dr. Cem Şafak ÇUKUR	**Başkan**	
Prof. Dr. Tekin AKDEMİR	**Bşk. Yrd.**	
Prof. Dr. Muharrem KILIÇ	**Üye**	
Doç. Dr. Özge GÖKBULUT ÖZDEMİR	**Üye**	
Dr. Ögr. Üyesi Ertuğrul DEMİRDEL	**Üye**	
Dr. Ögr. Üyesi Behlül TOKUR	**Üye**	
Dr. Ögr. Üyesi Şule KAYA	**Üye**	
Dr. Ögr. Üyesi Birgül ÖZKAN	**Üye**	
Dr. Ögr. Üyesi Nimet YILDIRIM TİRGİL	**Üye**	

7

Annex-3: Curriculum Vitae

Personal İnformation:



Kenan GÜNEŞ
Address: Oğuzlar Mah. Barışmanço Cad. No: 30 A715 P.K. 06796. Balgat/Çankaya/ANKARA
E-mail: kenan.gunes@hotmail.com

Educational Background:

Ankara Yıldırım Beyazıt University, Ankara, Turkey: September 2014-June 2019
Master's Degree, Political Science and Public Administration.
Near East University, Nicosia, Turkish Republic of Northern Cyprus: September 2004 - February 2009
Bachelor of Arts, Business Administration.

Professional Experience:

Receptionist: Körfez Tatil Beldesi (Gulf Holiday Resort), 2000-2009 (only summer season), Balıkesir, Turkey.
Specialist: October 2009 – September 2013 Kuveyt Türk Participation Bank, İzmir-Afyonkarahisar-Balıkesir-Ankara, Turkey.
Specialist: September 2013- March 2015 Ministry of Environment and Urbanization, Ankara, Turkey.
Research Assistant: March 2015-December 2016 İstanbul Medeniyet University, Faculty of Tourism, İstanbul, Turkey.
Specialist: October 2017- I still keep going Ministry of Environment and Urbanization, Ankara, Turkey.