

## THE EFFECT OF TALENT MANAGEMENT STRATEGIES ON WORK ENGAGEMENT IN THE FINANCE SECTOR: A STUDY ON BANK EMPLOYEES<sup>1</sup>

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### ABSTRACT

As the significance of human resources increases, effectively utilizing the human potential within organizations has become a crucial factor in gaining competitive advantage. Advanced human resource management strategies that prioritise employee talent have been increasingly significant in recent years for corporate organisations. This study examines the applications of talent management in the banking sector, encompassing fundamental elements such as the appropriate employment, training, development, and retention of organization employees based on their talents. The aim of the research is to elucidate the impact of talent management practices in banks on work engagement. Towards this aim, hypotheses have been formulated, and surveys have been conducted among bank employees to test these hypotheses. The data obtained have been analyzed using Frequency Distribution, t-Test, ANOVA, Correlation and Regression statistical methods and testing techniques. Consequently, it has been determined that there is a positive and significant relationship between talent management and work engagement, and furthermore, it has been observed that talent management practices enhance work engagement behavior.

**Keywords:** Talent Management, Work Engagement, Bank Employees, Finance Sector

## FİNANS SEKTÖRÜNDE YETENEK YÖNETİMİ STRATEJİLERİNİN İŞE ADANMA ÜZERİNDEKİ ETKİSİ: BANKA ÇALIŞANLARI ÜZERİNDE BİR ARAŞTIRMA

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### ÖZET

İnsan kaynağının önemi arttıkça örgütlerdeki insan potansiyelinin etkin bir şekilde kullanılması, rekabet avantajı elde etmede önemli bir faktör haline gelmiştir. Çalışanların yeteneklerine öncelik veren gelişmiş insan kaynakları yönetimi stratejileri, kurumsal organizasyonlar için son yıllarda giderek daha fazla önem kazanmaktadır. Bu çalışma, organizasyon çalışanlarının yeteneklerine göre uygun istihdamı, eğitimi, gelişimi ve işte tutulması gibi temel unsurları kapsayan, bankacılık sektöründeki yetenek yönetimi uygulamalarını incelemektedir. Araştırmanın amacı bankalardaki yetenek yönetimi uygulamalarının işe adanma üzerindeki etkisini aydınlatmaktır. Bu amaç doğrultusunda hipotezler oluşturulmuş ve bu hipotezleri test etmek amacıyla banka çalışanları arasında anketler yapılmıştır. Elde edilen veriler Frekans Dağılımı, t-Testi, ANOVA, Korelasyon ve Regresyon istatistik yöntemleri ve test teknikleri kullanılarak analiz edilmiştir. Sonuç olarak yetenek yönetimi ile işe adanmışlık arasında pozitif ve anlamlı bir ilişkinin olduğu belirlenmiş, ayrıca yetenek yönetimi uygulamalarının işe adanmışlık davranışını arttırdığı gözlemlenmiştir.

**Anahtar Kelimeler:** Yetenek Yönetimi, İşe Adanma, Banka Çalışanları, Finans Sektörü

<sup>1</sup> The article, derived from Aslantaş's (2016) doctoral thesis and translated into English, was presented in a simplified form at a symposium (Aslantaş, 2024) and is now included here in its expanded version.

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## 1. INTRODUCTION

In today's business world, it has become evident that human capital is the most critical competitive advantage for organizations, given the broad spectrum of competition. Qualified, skilled, and loyal employees constitute the desired workforce profile for all organizations. Organizations aim to gain a difficult-to-imitate competitive advantage by harboring employees with these qualities. The 'core competency' strategy, which constitutes a significant difference in strategic management, is based on the principle of organizations possessing unique qualities and competencies to sustain themselves in the business world. Talented and competent employees, being among the most critical elements of these qualities, bring greater value to organizations than other resources. The concept of talent management has evolved in recent years as a specialized practice within strategic human resource management, envisioning organizations to adopt a strategic approach in recruiting, training, developing, and retaining talented individuals. Talent management is of paramount importance for organizations, not only in terms of achieving their core objectives but also in recognizing the presence of talented employees who are more selective about the work environment and conditions.

The focus of this study is to delineate the impact of talent management on employees' work engagements behaviors in the banking sector and to identify the necessary steps in this context. Below is a literature review encompassing the conceptual framework of talent management and work engagement.

### 1.1. Talent Management

In today's business world, the competitive advantage of organizational entities is closely linked to the abilities, competencies, and adaptability to change of their employees (Whitley, 2007). In an environment where the organizational workforce is perceived as a key element, the selection, training, and retention of qualified employees come to the forefront for organizational objectives. Organizations strive to invest in their employees, aiming to find individuals with suitable potential and talent to ensure that this investment is not in vain and yields returns. The efforts made by organizations underscore the significance of talent management practices.

When definitions related to talents are examined in the academic literature, it is observed that the concept of talent is expressed by highlighting its various characteristics. The concept of talent is defined as, the quality, ability, or aptitude of an individual to understand or accomplish something(www.tdk.gov.tr). Talent is the capability of an individual to perform tasks more easily, enhance productivity, and mobilize those around them to achieve success within a specific period (Doğan & Demiral, 2008:150). According to Çırpan and Şen (2009:110), talent can be described as individuals with superior qualities at a level that could play a role in the destiny of an organization, possessing the potential to fill managerial and technical positions with a promising future. In another definition, talent encompasses the entirety of a person's mental features, such as the ability to grasp specific relationships, analyze, solve problems, and reach conclusions, as well as certain physical characteristics (Erdoğan, 1999). While talent is an innate potential that accompanies an individual, particularly in a specific field, it can be defined as the systematic development and enhanced activity of this potential in a specific skill area (Gagne, 2013:2).

Individuals with exceptional abilities (giftedness) have greater talents. However, the concept of exceptional talent includes productivity and motivation (Renzulli, 1978). Talented employees must have skills, wills, and purposes; they must be capable, committed, and contributing (Ulrich and Smallwood, 2011:60). With these considerations, talent can be expressed as the innate, individual capacities that individuals utilize in organizing their perception, evaluation, actions, and behaviors, which develop through innate learning and application.

With the rise in the well-being of employees and the increasing importance of knowledge workers in contemporary business organizations, the expectations of employees are undergoing a transformation (Kelloway and Barling, 2000). Working in a meaningful, motivating, self-improvement-oriented, continuously learning, talent-compatible, work-life balanced, and justly distributed job is among the most crucial expectations of individuals today. Furthermore, the desire to manage career development within a certain systematic framework is another significant expectation (Aksoy, et al., 2016; Çırpan and Şen, 2009:112). Retention of talent does not only mean of ensuring that a well-qualified workforce is retained but it is also linked to how these talents can be nurtured and motivated to consistently strive for success and growth. The more employees' talents are managed and developed the more they are likely to focus their energies on improving their performance and focus their individual energy to the success of the organization (Mpofu, 2012). In modern businesses, talented employees perceive themselves not merely as assets but as investors, expecting a return on investment from their organizations. In situations where their expectations are not met, these employees may easily leave the organization or, in cases of dissatisfaction, work with low productivity, resulting in poor performance that may lead to their own dismissal by managers, not voluntary departure (Doğan and Demiral, 2008:156). From this perspective, according to Ulrich & Smallwood, talent means investing in the next generation (Ulrich and Smallwood, 2011:57).

The expectations of new talented employees are generally higher compared to other employees. While these expectations vary, it can be stated that they are looking for a work environment that is suitable for their talents and allows them to develop those talents. Simultaneously, they expect to be rewarded in proportion to the contributions they make to the organization (Gallardo-Gallardo, 2018; Ng et al., 2010). According to Freiberg and Freiberg, individuals aware of their talents do not base their job and workplace preferences solely on material conditions; rather, they blend their financial and emotional expectations when making decisions. These expectations are outlined below (Freiberg and Freiberg, 2005; cited in Altuntuğ, 2009):

- A work environment that considers the concepts of career and family together
- Assignment that is meaningful and can reveal talent
- Flexible working environment and hours
- Sincere and warm business friendship
- Management approach that enables and supports the sharing of information
- A work environment that includes hobbies and social relationships

The concepts of talent and talent management were brought to the forefront through McKinsey research in 1997. McKinsey, a U.S.-based management consulting firm, conducted research on talent with approximately 6,900 executives in 56 major American companies. The research revealed that despite these companies not experiencing growth-related issues in the past five years, they faced challenges in terms of a competent workforce. The most significant issues reported by managers were identified as attracting talented individuals to the organization (at a rate of 89%) and retaining talented employees (at a rate of 90%). In the updated study in 2000, it was found that attracting talent had become more challenging compared to the findings in 1997 (Axelrod, et al., 2001). Furthermore, according to the Talent Shortage research conducted by Manpower Inc. in 2006, which involved 33,000 employees in 23 countries, problems related to talented employees were identified (Atlı, 2013:59).

The concept of talent management involves a planned and structured approach by the organization, encompassing the recruitment, placement, and development stages of talented individuals, with the desire to employ individuals who consistently demonstrate high performance (Akar, 2015:25). Stockey (2003) defines talent management as a conscious and planned approach to the execution of attracting, hiring, developing, and retaining actions in alignment with the organization's current and future needs, along with the skills and abilities of the workforce. Viewing talent management as a process, Çırpan and Şen (2009) assert that it is a management process centered around the 'Human Resources,' systematically working to bridge the gap between the talents needed for coping with the challenges the company may face and achieving its goals by implementing strategies. According to Rustawian, talent management is the management of people through the continuous and effective analysis, development and use of competencies for business needs (Rustiawan, 2023).

Taking these definitions into consideration, talent management can be expressed as a specialized advanced human resources practice that focuses on the employee, according to the understanding of talent. It involves identifying key positions, tasks, and activities required in the organization, attracting suitable talent for these positions, selecting, placing, orienting, training, and developing them, as well as motivating and retaining them. The execution of necessary planning and implementation efforts is integral to this talent-oriented approach.

So, for an effective implementation of talent management, organizations need to determine in advance the strategy they will adopt, along with the roadmap and methodology. Expectations related to talent management practices may vary within the framework of the organization's field of activity and needs.

All of these statements emphasize the significance of the talent management process for organizations. Different researchers have proposed various models related to the talent management process. According to Ashton and Morton, the talent management process consists of ten stages. These stages are (Ashton and Morton, 2005:29):

- Revision of talent structures (review of principles, job scope, and talent market trends),
- Positioning strategies (strategic or tactical decisions, planning actions and talent processes),

- Job-integrated talents (strategic management process, three-month/annual business plans, leadership, alignment of defined talent roles, and job quality),
- Talent-focused leadership approach,
- Talent and cultural alignment (common language, consistent messages, addressing cultural characteristics, and mitigating negative impacts),
- Establishment of an accountability culture (quality, understanding of accountability),
- Process design and implementation (human/technology issues, evaluation of talent processes and deficiencies, success rates, examination of talent development potential, achievement of talent performance),
- Evaluation of talent performance,
- Keeping talent management on the agenda,
- Review of talent management (deficiencies, comparison with other organizations).

According to another researcher, Cheese, to reveal the impact of talent management, there must be dynamic integration stages between talented employees and the organization. These stages can be expressed as discovering talent, developing talent, distributing talent, and aligning talents with business strategies (Cheese, 2008:30)

According to another study (Tabancalı and Korumaz, 2014), the talent management process is expressed as follows:

- Defining goals and strategies,
- Identifying key positions,
- Defining requirements suitable for the position,
- Creating a talent pool,
- Recruitment,
- Training and development,
- Performance evaluation, and
- Retention - building commitment.

In order to achieve their organizational objectives through employees, organizations need to meet the needs of employees, implement practices that motivate them, and establish organizational commitment. Organizations that fail to motivate and establish commitment among their employees may find it challenging to succeed. While individuals have various needs, it is observed that the individual need for a career perspective where they can showcase their talents, believe they need to personally accomplish something, and make efforts towards it is crucial. Creating an appropriate and accessible career plan within the organization will enhance employee commitment and reduce the intention to leave the job.

## **1.2. Work Engagement**

The concept of work engagement is one of the topics that has garnered attention in the business world in recent years, with research in this area showing an increasing trend (Shuck and Reio, 2014:43).

While initially stemming from some studies related to occupational burnout, the emergence of the concept of work engagement is also influenced by positive psychology, which directs attention to individuals' strengths and productive aspects rather than their weaknesses (Seligman and Csikszentmihalyi, 2000). Positive psychology largely developed following World War II. The general scope of positive psychology encompasses positive thoughts regarding well-being, satisfaction, happiness, optimism, hope, and belief. Within the realm of positive psychology related to groups, areas include responsibility, spiritual interest, sacrifice, moderation, tolerance, work ethic, virtues, and enhanced citizenship. Individually, positive psychology encompasses love, courage, high talent, wisdom, and interpersonal skills (Seligman, 2002:3). It can be argued that the positive psychology movement gained popularity through Seligman's research. Alongside the positive psychology movement, studies have been conducted on positive behavior within organizations, with work engagement being one of them.

In studies focusing on job-related negative attitudes such as burnout, a behavior initially identified as the direct opposite of burnout and termed "work engagement" has been observed. Within the scope of research on employee burnout, the behavior exhibited by employees who do not display signs of burnout and demonstrate more energetic and effective performance in job-related activities has been defined as "work engagement." While burnout is perceived as a combination of exhaustion and depletion related to work, work engagement signifies vitality and dedicated effort towards work-related tasks. Engaged employees maintain an energetic connection with their job tasks and are able to cope with the demands inherent in their roles. Despite burnout and work engagement being perceived as contrasting behavioral patterns (exhaustion and cynicism versus vigor and dedication), there exist distinct underlying reasons for these behaviors (Schaufeli et al., 2002:72-74).

Conceptually, "engagement" is defined as behavior that exceeds formal expectations and is limited to an individual's actions (Demirhan and Karaman, 2014), expressed as positive thoughts and satisfaction regarding the work performed. Upon reviewing the definitions of work engagement in the literature, Kahn describes work engagement as employees projecting their own identities onto their work in physical, emotional, and cognitive dimensions (Kahn, 1990:700), while Schaufeli and colleagues define work engagement as a positive mental state related to work, encompassing vigor, dedication, and absorption (Schaufeli et al., 2002:74; Schaufeli and Bakker, 2004:295). Some authors suggest that work engagement is characterized by positive feelings, well-being, and effective motivation, serving as the opposite of burnout (Leiter and Bakker, 2010:2; Schaufeli and Bakker, 2004:294). According to Saks, work engagement is defined as a distinct and unique structure consisting of cognitive, emotional, and behavioral components associated with individual role performance (Saks, 2006:602). Work engagement is a concept related to employee well-being and work behavior that arises from various reasons. Accordingly, work engagement involves a positive experience within the individual, associated with good health and positive work effects, aiding productivity in a stressful work environment, having effects on positive organizational commitment, and influencing employee performance (Sonnentag, 2003:518; Barkhuizen and Rothmann, 2006:38).

The concept of work engagement entails employees dedicating themselves to their work beyond mere commitment and job satisfaction, integrating themselves with their work (Maslach et al., 2001:416). Evaluating these statements, work engagement behavior can be defined as demonstrating a positive attitude toward one's job, engaging with it emotionally, physically, and mentally, expressing positive energies related to work, acting with high sensitivity to work-related matters, and integrating with one's job. An engaged employee, when the job aligns with their abilities, can unleash their latent power derived from their talents, utilize their talents to their fullest potential, and reach peak performance levels.

Upon reviewing the literature, it is evident that there are some differences in the concept of work engagement. These concepts have been expressed with similar meanings. In foreign sources, they are articulated as job engagement, employee engagement, and work engagement, each with distinct differences as summarized below (Erim, 2009:141):

**Job engagement:** This concept denotes an individual's emotional and physical attachment to their job roles.

**Employee engagement:** It encompasses the enthusiasm individuals have for their jobs, their attitudes towards work, and their job satisfaction.

**Work engagement:** It refers to the state of vigor, dedication, and absorption related to work.

Four main approaches have been identified in the literature concerning work engagement (Schaufeli, 2014:18):

- The Needs-Satisfying Approach
- The Burnout-Antithesis Approach
- The Satisfaction-Engagement Approach
- The Multidimensional Approach

### **1.2.1. The Needs-Satisfying Approach**

This approach was proposed by Kahn (1990), who examined the extent to which individuals' physical, cognitive, and emotional characteristics influence their performance in job roles. Kahn's research significantly contributed to the emergence of the concept of work engagement. According to Kahn, individuals exhibit or conceal their individual characteristics related to work in conjunction with the characteristics of the work environment. Work engagement, according to Kahn, is expressed as the individual's manifestation or withdrawal of their identity based on their psychological experiences related to work and the characteristics of the work environment. In his study, Kahn stated that employees demonstrating their identity in their work in physical, emotional, and cognitive dimensions represent personal engagement behavior. Conversely, employees' failure to project their identity onto their work and their passive withdrawal from their job roles for various physical, emotional, and cognitive reasons are described as behaviors opposite to work engagement (personal disengagement) (Kahn, 1990:700-701). According to Schaufeli and colleagues, although Kahn presents a comprehensive psychological model with his study, he does not propose a functional structure (Schaufeli et al., 2002:74).

Kurtpınar (2011:9) suggests that Kahn laid the foundations of work engagement behavior with his study, and until studies related to burnout were associated with work engagement, no other theory than Kahn's had been encountered.

### **1.2.2. The Burnout-Antithesis Approach**

This approach is rooted in the concept of occupational health psychology. There are two main theses in this approach. The first thesis proposes that the burnout-antithesis approach acknowledges both positive and negative endpoints of work engagement and burnout. It suggests that the three dimensions of burnout (exhaustion, cynicism and lack of accomplishment) are countered by the concepts of energy, involvement, and efficacy, respectively. When employees are highly engaged in their work, their levels of burnout are low, and vice versa. Work engagement behavior was defined by Maslach and Leiter in 1997 within this perspective (Schaufeli et al., 2002:73; Schaufeli, 2014:18).

The second thesis presents the concept of "work engagement" as a separate concept from "negative burnout." Burnout behavior is expressed as "wear and tear" occurring in work engagement. While burnout behavior is characterized by low activation and low identification with work, work engagement is characterized by vigor and dedication. This perspective was introduced by Schaufeli and Bakker in 2001 (Schaufeli et al., 2002:74; Schaufeli, 2014:18). According to this more widely accepted approach compared to other existing ones, work engagement is examined in three dimensions: vigor, dedication, and absorption. These are expressed as follows (Schaufeli and Bakker, 2003; Schaufeli et al., 2002:74; Schaufeli and Bakker, 2004:295; Schaufeli, 2014:19):

**Vigor:** It refers to the employee working with high energy, being voluntarily engaged in their work, persevering in overcoming challenges, and being willing to make efforts for their job.

**Dedication:** It signifies the individual performing their work with enthusiasm and excitement, understanding the importance and meaning of their job. It also implies the individual taking pride in their work and feeling inspired by it.

**Absorption:** It denotes the individual fully immersing themselves in their work and deriving enjoyment from it. It indicates the work becoming enjoyable for the employee and problems encountered not posing a significant issue.

### **1.2.3. The Satisfaction-Engagement Approach**

Developed by Harter and colleagues, this approach defines work engagement as satisfaction and enthusiasm experienced by individuals through their desire and participation. Evaluating work engagement based on individuals' willingness and involvement, it is suggested that it is synonymous with traditional concepts of job satisfaction and job involvement, as indicated by the evaluation of research findings conducted by the Gallup Organization. Studies have found a correlation between work engagement and customer satisfaction, profitability, productivity, and employee turnover rate. This research not only provides significant data for managers regarding employee satisfaction but also contributes valuable insights to the literature (Harter et al., 2002; Schaufeli, 2014:19).

#### **1.2.4. The Multidimensional Approach**

This approach, developed by A. M. Saks in 2006, is based on the social exchange theory. According to Saks, "work engagement" is defined as a distinct and unique structure consisting of cognitive, emotional, and behavioral components associated with individual role performance (Saks, 2006:602). Saks suggests that work engagement behavior should be examined in two parts: "job engagement" and "organization engagement." He identifies job engagement as relating to organizational support, procedural justice, job satisfaction, turnover intention, and organizational commitment (Saks, 2006:613), similar to the multidimensional approach proposed by Kahn (1990) in the "needs-satisfying approach." An innovative aspect of Saks's model is the use of "work engagement" instead of job involvement and "organizational engagement" instead of performance in organizational roles (Schaufeli, 2014:19).

#### **1.3. The Effects of Work Engagement Behavior**

Work engagement, an organizational attitude, represents a positive work experience and contributes to the emergence of beneficial outcomes for organizations in organizational life (Keleş, 2014:97). The behavior of being engaged in one's job also influences the way individuals communicate with coworkers, their relationship with the people they serve in their profession, the quality of the product resulting from their work, and the attitudes and behaviors they exhibit regarding their colleagues' professions (Sağsan and Fırtına, 2015:7). Some research indicates a positive relationship between the increase in organizations' overall revenue rates and employees' work engagement, suggesting that work engagement brings positive benefits to organizations. Low levels of work engagement harm organizations as they diminish employees' well-being and productivity (Shuck & Reio, 2014:43).

Committed employees immerse themselves in their work and find their jobs enjoyable (Öngöre, 2013:52). Work engagement reflects employees' positive attitudes towards their work. Committed employees perceive themselves as competent and sufficient for their jobs, thus having high self-confidence regarding their work. When employees are fully engaged in their work, they find their work personally meaningful, believe they can cope with workloads, think they can overcome work-related challenges, and are optimistic about the outcomes of their work. However, experiencing all these processes is quite challenging. According to over 600 CEOs from various countries, one of the top five problems the business world faces is the issue of employees' commitment to their work (Sarkisian et al., 2011:26).

Work engagement is not a short-term or momentary behavior. Rather than a temporary attitude, work engagement signifies a more systematic and general, emotional, cognitive, and physical state. Work engagement is a condition related to feeling good about one's work, maximizing performance, directing individual energy towards work, and perceiving work as significant (Bakker & Leiter, 2010:182). According to Şeşen (2010), work engagement is a state related to "how employees feel about their work." "A person dedicated to their profession develops citizenship behavior towards it. These individuals' identities can be considered as part of their true identities, and a person who is satisfied in the workplace shows more commitment to their profession".

Work engagement behavior is not only related to employees' emotional and mental well-being but also to their physical health. According to some studies on work engagement behavior and employee health, there is a negative relationship between psychosomatic complaints and other health complaints (depression, headaches, chest pain, cardiovascular complaints, stomach pain, back pain, neck pain) and the level of work engagement. This situation can be considered as evidence of the positive effects of work engagement behavior indicators such as vitality, energy, excitement, and positive thinking on health (Bakker & Leiter, 2010:191).

The demonstration of work engagement behavior is possible only when a comfortable environment is created for employees, and employees desire to exhibit this behavior. Forcing employees to engage in work engagement behavior by the organization does not lead to any results. In fact, there is a possibility of the opposite occurring due to coercion. The importance of the working environment provided by the organization in work engagement is significant. In a work environment where employees can feel physically, psychologically, and mentally comfortable, and their needs are met, it is possible for them to unleash positive work energies. In organizations aiming for work engagement behavior, it is necessary to create work environments and environmental arrangements where employees can develop positive attitudes (Bakker & Leiter, 2010). According to Öngöre (2013:52), to develop this work attitude related to the individual's mental state and positive motivation, it is important that the obstacles encountered within the organization do not waste the employee's energy. If the barriers are excessive, it will be difficult for individuals to transfer their physical, emotional, and cognitive energy to their work while fulfilling their job roles.

According to Development Dimensions International (DDI), work engagement attitude significantly influences the successful implementation of job strategies. Work engagement is not a short-term endeavor and should start from the top management level. Proper measurement, evaluation, and demonstration of the impact of work engagement on work are essential (Bostancı and Ekiyor, 2015:39). According to Bal, recent research shows that work engagement helps reduce job demands, facilitates employees' achievement of work-related goals, positively influences individual development and learning with positive relationships with job resources (Bal, 2009).

In a study conducted by Sonnentag (2003), it was found that committed employees have better physical, mental, and emotional health compared to other employees. They are active in work-related matters, exhibit high performance, demonstrate extra-role behaviors related to organizational tasks, have a positive attitude towards time pressure, can make critical decisions regarding their tasks, and have increased learning motivation (Sonnentag, 2003:524:527). Various studies on work engagement have shown results such as positive attitudes towards work, personal work health, exhibiting positive behaviors beyond expectations in tasks and responsibilities, and increased performance levels. It has been observed that employees genuinely engaged in their work show high job satisfaction, demonstrate higher organizational commitment, have lower intentions to leave their jobs, have better job health, experience lower burnout rates, have higher organizational identity, lower depression levels, exhibit more extra-role performance, and have higher job motivation (Hu et al., 2013; Bakker and Bal, 2010:200; González-Romá et al.,

2006:172; Hakanen et al., 2006:507; Aslantaş, 2024:496; Bakker et al., 2008:196; Ozer et al., 2023). These findings indicate that employees' commitment to their work is a significant factor in their attitudes towards their jobs and their performance levels. Employees with these qualities focus on their jobs with higher effort and energy levels and achieve higher levels of success.

#### **1.4. The Relationship Between Work Engagement and Talent Management**

To elucidate the effects of work engagement behavior, the roles of individual and organizational factors must be examined. Employing individuals in positions that match their talents can encourage work engagement behavior. This is because a conducive work environment can facilitate employees' dedication to their work and serve as a natural source of motivation. Therefore, testing the relationship between talent-based employment and work engagement is an important research area that could yield significant results for businesses.

## **2. METHODOLOGY OF THE RESEARCH**

This section of the study comprises subsections outlining the research's objectives and significance, the research model and hypotheses, the population and sample of the study, the limitations of the research, data collection and instruments, as well as the methodology of the research.

### **2.1. The Aim and Significance of the Study**

In today's business world, having a low rate of replicability for the goods and services produced constitutes a significant competitive advantage. Businesses operating in this realm adopt the concept of talent management to create the necessary conditions for hiring, training, developing, and sustaining the performance of talented employees, particularly those aiming for success by employing core competency strategies. This research aims to investigate the impact of talent management strategies employed by banks, operating in sectors critical for the quality of services produced by employees, on employees' work engagement and to determine the effectiveness of these strategies across the industry.

Work engagement behavior, which denotes the intense interaction and integration of employees with their work roles on emotional, physical, and mental levels, is a concept that has emerged as increasingly significant in recent times (Kingir et al. 2016). This study examines the influence of talent management in the banking sector on employees' work engagement behaviors and aims to raise awareness, particularly in this sector, regarding planning and implementation practices. In this context, the goal is to employ, train, develop, and plan careers for employees based on their talents, thereby increasing their levels of work engagement to enhance service quality and foster a healthy work environment.

### **2.2. Research Model and Hypotheses**

In the research, a descriptive research model was employed based on the comparative research method. The research question, "Does talent management practices affect work engagement behavior?" stands out. The hypothesis to be tested regarding this issue is presented below:

H1: There is a significant relationship between talent management and work engagement behavior.

H1a: There is a significant relationship between the self-talent assessment sub-dimension of talent management and work engagement behavior.

H1b: There is a significant relationship between the career talent assessment sub-dimension of talent management and work engagement behavior.

H1c: There is a significant relationship between the organizational talent assessment sub-dimension of talent management and work engagement behavior.

### 2.3. Research Population and Sample

The total number of employees in public banks operating in Turkey is 62,696 (<http://www.tuik.gov.tr/>). The population of the study consists of employees working in public banks in Diyarbakır, Şanlıurfa, Mardin, Gaziantep and Batman provinces in Turkey. A total of 550 questionnaires were randomly distributed to bank employees in these provinces. Out of these questionnaires, 442 were returned. Among them, 21 questionnaires were marked in a way that rendered them unprocessable and thus excluded from the analysis. Consequently, 421 questionnaires were considered for evaluation.

A table indicating the statistical adequacy of the sample size representing the population in a research for a confidence level of 0.95 and a sampling error of 0.05 is presented below.

**Table 1: Necessary Minimum Sample Sizes for Population Sizes**

Population size	20	100	500	1000	2000	5000	10000	50000	100000	1000000
Sample size	19	80	217	278	322	357	370	381	383	384

**Source:** Sekaran, 2003:294. Research Methods for Business: A Skill Building Approach. Fourth Edition. New York: John Wiley and Sons Inc

According to the data shown in Table 1, it can be observed that a sample size of 384 individuals can represent one million people with a confidence level of 0.95 and a sampling error of 0.05. Based on this data, it can be said that the 421 samples obtained in the research represent employees in the banking sector.

### 2.4. Data Collection and Measurement Instrument

The data collection phase of the research employed a questionnaire consisting of two sections. The demographic variables section of the questionnaire included items such as gender, age, marital status, educational background, title, and years of service. The second section of the questionnaire comprised the talent management scale and work engagement scale.

In the classification of the scales, a 5-point Likert scale was used, with  $n=5$ , and the value of  $n-1/n = 0.8$  was determined. Additionally, the following value range was utilized for making general interpretations about the scale-related data:

$1.00 < n \leq 1.80$  Range: Very Low

$1.80 < n \leq 2.60$  Range: Low

$2.60 < n \leq 3.40$  Range: Moderate

$3.40 < n \leq 4.20$  Range: High

$4.20 < n \leq 5.00$  Range: Very High

Factor and item averages have been interpreted and discussed in accordance with the classifications mentioned above.

**Table 2: Value Ranges for 5-Point Likert Type Preferences**

Weight	Options	Bounds	Classification
1	Strongly Disagree	1.00 – 1.80	Very Low
2	Disagree	1.81 – 2.60	Low
3	Partially Agree	2.61 – 3.40	Moderate
4	Agree	3.41 – 4.20	High
5	Strongly Agree	4.21 – 5.00	Very High

The correspondences of the marked items based on preference weights are provided in the table.

#### **2.4.1. Talent Management Scale**

The Talent Management Scale was formed by incorporating certain items taken from a scale developed by Tutar et al. (2011), along with additional items added through literature review and expert opinions.

Factor Analysis and Reliability Coefficient of Talent Management Scale Items were analyzed. It is seen that the scale consists of 3 dimensions. These dimensions are Self Talent Assessment, Career Talent Assessment and Organizational Talent Assessment. The reliability coefficient (Cronbach Alpha) of all items of the talent management scale, which consists of 18 items in total, was found to be 0.942. While naming the dimensions of talent management, the following evaluations were taken as basis.

**Self-Talent Assessment Dimension:** This dimension represents an individual process where employees evaluate their tasks based on their own skills and competencies.

**Career Talent Assessment Dimension:** This dimension refers to organizational processes that support employees in determining their individual development and future career goals based on their existing talents.

**Organizational Talent Assessment Dimension:** This dimension evaluates, from the employees' perspective, the organization's attitude towards talented employees and its practices in talent assessment.

#### **2.4.2. Work Engagement Scale**

The (UWES) scale developed by Schaufeli et al. (2002) and used in a study by Eryılmaz and Doğan (2012) was taken as a reference. Some items of this scale and some items added through literature review and expert opinion were used to form the work engagement scale. Subsequently, the scale underwent factor analysis and reliability coefficient analysis. It is seen that the scale is divided into two dimensions: work dedication and work fanaticism.

The reliability coefficient (Cronbach Alpha) of all items of the work engagement scale, which consists of 9 items in total, was found to be 0.91.

Work dedication, entails an individual's enthusiastic and excited approach to their work, driven by a deep understanding of its significance and meaning, alongside feelings of pride and inspiration derived from their job (Schaufeli et al., 2002:74).

Work fanaticism is can described as a behavior in which employees excessively admire themselves in relation to their work, exhibit a high level of attachment and integration with their work, based on an element of affection. Koçel (2014:534,537) states that the highest levels of organizational dedication are characterized by organizational fanaticism. Accordingly, it can be argued that one dimension of the highest degree of work engagement is fanaticism.

## 2.5. Research Method

In this study, the survey research method was employed. Evaluations from a total of 421 employees were gathered using a constructed questionnaire and analyzed using frequency distribution, mean, t-test, ANOVA, correlation and regression statistical methods and test techniques through the SPSS program. A statistical significance level of  $p < 0.05$  was accepted in the analysis. To determine whether parametric or nonparametric tests would be applied on the survey data, a normality test was conducted. The Shapiro-Wilk test is utilized when the sample size is below 30, while the Kolmogorov-Smirnov test is used when the sample size is 30 or above (Can, 2014:89).

**Table 3: Normality Test**

One-Sample Kolmogorov-Smirnov Test		Work Engagement	Talent Management
N		421	421
Normal Parameters <sup>a,b</sup>	Mean	3,7195	3,4221
	Std. Deviation	0,85244	0,79834
Kolmogorov-Smirnov Z		1,669	1,553
Asymp. Sig. (2-tailed)		<b>0,008</b>	<b>0,016</b>

As seen in Table 3, based on the results of the normality test, since all scales have  $p < 0.05$ , it appears appropriate to apply nonparametric tests. In SPSS, if the p-value in the significance tests of hypotheses exceeds 0.05 ( $p > 0.05$ ), it indicates no significant difference, whereas if the p-value is equal to or less than 0.05 ( $p < 0.05$ ), it suggests a significant difference (Can, 2014:79).

Parametric tests necessitate that the data exhibit normal distribution. If the data to be analyzed do not meet the parametric requirements, nonparametric tests should be applied (Altunışık et al., 2007:154,158). However, due to the abundance of the dataset, a decision has been made to assess the Skewness and Kurtosis values (Field, 2013:188).

**Table 3: Skewness and Kurtosis Table**

	Work Engagement	Talent Management
N	421	421
Skewness	<b>-0,734</b>	<b>-0,432</b>
Std. Error of Skewness	0,119	0,119
Kurtosis	<b>0,470</b>	<b>-0,227</b>
Std. Error of Kurtosis	0,237	0,237

It has been determined that the work engagement, turnover intention, and talent scales exhibit normal distribution when the Skewness-Kurtosis values from Table 3 fall within the range of (-1.96; +1.96), hence the decision to apply parametric tests.

Data must demonstrate normal distribution for the application of parametric tests (Altunışık et al., 2007:154). As a commonly accepted rule, if the values obtained by dividing the skewness coefficient and kurtosis coefficient by their respective standard errors are between -1.96 and +1.96, the distribution can be considered normal (Can, 2014:84).

### 3. RESULTS

This section presents the findings obtained through the analyses conducted in the study.

#### 3.1. Demographic Characteristics of the Study Participants

The section on participants' demographic characteristics includes tables and evaluations specifying the gender, age, marital status, educational background, position in the organization, and years of service of the employees participating in the study.

##### 3.1.1. Distribution According to Participants' Genders

The distribution of participants by gender is shown in Table 4.

**Table 4: Table of Participant Distribution According to Gender**

Gender	Number	Percentage (%)	Total Percentage (%)
Male	204	48,5	48,5
Female	217	51,5	100
Total	421	100	

When examining the distribution of bank employees participating in the study according to gender, as presented in Table 4, it was determined that 48.5% of the employees (204 individuals) were male, while 51.5% (217 individuals) were female.

##### 3.1.2. Distribution According to Age Groups of Participants

The distribution of participants according to age groups is illustrated in Table 5

**Table 5: The Table of Distributions According to Age Groups of Participants**

Age	Number	Percentage (%)	Total Percentage (%)
21-30	218	51,8	51,8
31-40	150	35,6	87,4
41-50	52	12,4	99,8
51-60	1	0,2	100
Total	421	100	

When Table 5 is examined, it is determined that the distribution of bank employees participating in the research according to age groups is as follows: 51.8% (218 individuals) in the 21-30 age range, 35.6% (150 individuals) in the 31-40 age range, 12.4% (52 individuals) in the 41-50 age range, and 0.2% (1 individual) in the 51-60 age range. There are 218 employees in the 21-30 age group and 150 employees in the 31-40 age group.

### 3.1.3. Distribution According to Marital Status of Participants

The distribution according to the marital status of the participants is shown in Table 6.

**Table 6: The Table of Distributions According to Marital Status of Participants**

Marital Status	Number	Percentage (%)	Total Percentage (%)
Married	280	66,5	66,5
Single	141	33,5	100
Toplam	421	100	

Upon examining the distribution according to marital status of bank employees participating in the research, as indicated in Table 6, it was found that 66.5% of the employees (280 individuals) are married, while 33.5% (141 individuals) are single.

### 3.1.4. Distribution According to Educational Levels of Participants

The distribution according to the educational levels of the participants is presented in Table 5.

**Table 7: The Table of Distributions According to Educational Levels of Participants**

Educational Status	Number	Percentage (%)	Total Percentage (%)
High School	38	9	9
Associate Degree	18	4,3	13,3
Bachelor's Degree	311	73,9	87,2
Postgraduate	54	12,8	100
Total	421	100	

Upon examining the distribution according to educational levels of bank employees participating in the research, as indicated in Table 7, it was found that 9% of the employees (38 individuals) have completed high school, 4.3% (18 individuals) have completed an associate degree, 73.9% (311 individuals) have completed a bachelor's degree, and 12.8% (54 individuals) have completed postgraduate education. It is observed that the total percentage of those with high school and associate degree education is 13.3%.

### 3.1.5. Distribution According to Titles of Participants

The distribution according to the titles of the participants is presented in Table 8.

**Table 8: The Table of Distributions According to Titles of Participants**

Title	Number	Percentage (%)	Total Percentage (%)
Bank Assistant	54	12,8	12,8
Service Representative	17	27,8	40,6
Service Supervisor	97	23	63,7
Specialist Assistant	5	1,2	64,8
Specialist	8	1,9	66,7
Assistant Director	70	16,6	83,4
Director	49	11,6	95
Branch Manager	21	5	100
Total	421	100	

Upon examining the distribution according to the titles of bank employees participating in the research, as indicated in Table 8, it was found that 12.8% of the employees (54 individuals) hold the title of bank assistant, 27.8% (17 individuals) are service representatives, 23% (97 individuals) are service supervisors, 1.2% (5 individuals) are specialist assistants, 1.9% (8 individuals) are specialists, 16.6% (70 individuals) are assistant directors, 11.6% (49 individuals) are directors, and 5% (21 individuals) are branch managers. The titles mentioned here are based on the positions in Ziraat Bank, while titles in Halk Bank and Vakıflar Bank may differ, they have been categorized accordingly for the purpose of this classification.

### 3.1.6. Distribution According to Years of Service of Participants

The distribution according to the years of service of the participants is illustrated in Table 9.

**Table 9: The Distributions According to Years of Service of Participants**

Years of Service	Number	Percentage (%)	Total Percentage (%)
0-5 year	202	48	48
6-10 year	135	32,1	80
11-15 year	10	2,4	82,4
16-20 year	63	15	97,4
21-25 year	11	2,6	100
Total	421	100	

When examined according to the years of service, as shown in Table 9, it is determined that 48% of the bank employees participating in the research (202 individuals) have 0-5 years of service, 32.1% (135 individuals) have 6-10 years, 2.4% (10 individuals) have 11-15 years, 15% (63 individuals) have 16-20 years, and 2.6% (11 individuals) have 21-25 years of service.

### 3.2. Relationship (Correlation) Analyses

The correlation table of talent management and its sub-dimensions, namely self-talent sub-dimension, career talent sub-dimension, and organizational talent subdimension talent sub-dimension with work engagement is presented in Table 10.

**Table 10: Correlation Table**

	Talent Management	Work Engagement
Talent Management	1	
Work Engagement	<b>0,621**</b>	1
Self-Talent Subdimension	0,790**	<b>0,564**</b>
Career Talent Subdimension	0,916**	<b>0,536**</b>
Organizational Talent Subdimension	0,925**	<b>0,550**</b>

\*\* . Correlation is significant at the 0.01 level (2-tailed).

When examining the relationship (correlation) analyses presented in Table 10, the following findings have been reached:

There is a positive, linear, and moderate correlation ( $r=0.62$ ) between 'talent management' and 'work engagement' behavior, which is statistically significant ( $p<0.01$ ). Hypothesis H1 is confirmed.

There is a positive, linear, and moderate correlation ( $r=0.56$ ) between the sub-dimension of talent management, 'self-talent,' and 'work engagement' behavior, which is statistically significant ( $p<0.01$ ). Hypothesis H1a is confirmed.

There is a positive, linear, and moderate correlation ( $r=0.53$ ) between the sub-dimension of talent management, 'career talent,' and 'work engagement' behavior, which is statistically significant ( $p<0.01$ ). Hypothesis H1b is confirmed.

There is a positive, linear, and moderate correlation ( $r=0.55$ ) between the sub-dimension of talent management, 'organizational talent,' and 'work engagement' behavior, which is statistically significant ( $p<0.01$ ). Hypothesis H1c is confirmed.

### 3.3. Effect (Regression) Analyses on the Work Engagement and Talent Management

The impact analysis on the intention to leave and behavioral aspects of talent management sub-dimensions, namely intrinsic talent, career talent, and organizational talent, is presented in Table 11.

**Table 11: Table of Impact Analysis on Work Engagement and Talent Management**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Estimated Standard Error
1	0,633 <sup>a</sup>	0,401	0,396	0,66232

a. Influencers: Self Talent, Organizational Talent, Career Talent

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Square of the Mean	F	Sig.
1	Regression	122,273	3	40,758	92,912	0,000 <sup>a</sup>
	Residual	182,925	417	0,439		
	Total	305,197	420			

a. Influencers: Organizational Talent, Self Talent, Career Talent

b. Dependent Variable: Work Engagement

A multiple regression analysis (Table 11) was conducted to examine the influence of 'talent management' on 'work engagement' behavior at a significance level of 0.01, indicating 99% confidence. The regression analysis revealed that at the significance level of  $p<0.01$ , 'work engagement' behavior was found to be influenced by 'talent management' in a linear and positive manner, accounting for 39.6% (0.396) of the variance ( $R= 0.633$ ,  $R^2= 0.401$ , Adjusted  $R^2= 0.396$ ;  $F=92.912$ ,  $p<0.01$ ).

**Table 12: The Impact Analysis (Regression) Table of Work Engagement and Talent Management Sub-Dimensions**

Coefficients <sup>a</sup>					
Independent Variables	B	Std. Error	Adjusted Beta	t	Sig.
(Sabit)	1,188	0,165		7,178	0,000
Self-Talent	0,396	0,056	0,345	7,092	0,000
Career Talent	0,093	0,057	0,109	1,621	0,106
Organisational Talent	0,235	0,056	0,269	4,212	0,000

a. Dependent Variable: Work Engagement

In the multiple regression analysis conducted to examine the effects of dimensions of talent management on work engagement behavior (Table12), the impact between intrinsic talent, career talent, organisational talent dimensions, and work engagement behavior is explored. According to the regression analysis conducted, at the significance level of  $p < 0.01$ , it has been determined that the "self-talent" dimension of talent management positively affects work engagement behavior by 0.396 (39.6%), and the "organisational talent" dimension affects it by 0.235 (23.6%) linearly and positively. It can be stated that the "career talent" dimension of talent management either has no significant effect or has a very low level of effect ( $p > 0.05$ ).

The R2 values identified in the regression analysis demonstrate the extent to which the talent management dimensions in the research model influence work engagement behavior. The R2 value is determined as 40.1%. This value indicates that the talent management dimensions affect work engagement behavior by 40.1% and that this effect is positive.

When the impact values are substituted into the regression formulation  $Y = a + bX$  as follows:

Work Engagement = 1.188 + 0.396  $X_{self\ talent}$  + 0.093  $X_{career\ talent}$  + 0.235  $X_{organisational\ talent}$  +  $\epsilon$   
can be expressed.

The regression analysis results reveal that talent management positively influences work engagement behavior

### 3.4. ANOVA Analyses

Talent management and its sub-dimensions, namely self talent, career talent, and organizational talent, were analyzed to determine whether there are differences in work engagement based on demographic characteristics using t-tests and ANOVA analyses. Only significant differences are reported in the findings.

#### 3.4.1. Findings Based on Age Variable

The significant values obtained from the ANOVA analyses conducted based on the participants' age variables are shown in Table 13.

**Table 13: Age Variable ANOVA Table**

Age-Related Variable	Age	Sum of Squares	Mean Difference	F	P	
Talent Management	21-30	267,7	31-40	-0,22714*	4,56	0,004
	41-50		-0,33994*			
Self Talent Sub-dimension	21-30	232,1	31-40	-0,38381*	12,95	0,000
	41-50		-0,50731*			
Work Engagement	41-50	305,2	21-30	0,63631*	8,723	0,000
	31-40		0,45693*			

As seen in Table 13, whether there is a significant difference in talent management according to participants' age variable at a 95% confidence level has been tested. The analysis resulted in a significant difference in talent management based on age variable at a significance level of 0.05 or 95% confidence ( $F=4.56$ ;  $p<0.05$ ). This difference was subjected to Post Hoc Scheffe analysis to determine its direction, revealing a favor towards those aged between 31-40 and 41-50, while employees aged between 21-30 showed a disadvantageous trend.

A similar analysis was conducted to examine whether there is a significant difference in the sub-dimension of talent management, namely 'intrinsic talent sub-dimension,' based on participants' age variable at a 95% confidence level. The analysis revealed a significant difference in the 'intrinsic talent sub-dimension' based on the age variable at a significance level of 0.01 or 99% confidence ( $F=12.95$ ;  $p<0.01$ ). Post Hoc Scheffe analysis indicated a favor towards those aged between 31-40 and 41-50, while employees aged between 21-30 exhibited a disadvantageous trend.

Furthermore, participants' age variable was tested for a significant difference in 'work engagement behavior' at a 95% confidence level. The analysis revealed a significant difference in 'work engagement behavior' based on the age variable at a significance level of 0.01 or 99% confidence ( $F=8.723$ ;  $p<0.01$ ). Post Hoc Scheffe analysis indicated a favor towards employees aged between 41-50, while those aged between 21-30 and 31-40 showed a disadvantageous trend.

### 3.4.2. Findings Based on Educational Status Variable

The significant values found for the ANOVA analyses conducted based on participants' educational levels are shown in Table 14.

**Table 14: ANOVA Table for Educational Level Variable**

Educational Level Variable	Education Level	Sum of Squares	Mean Difference	F	P
Work Engagement Postgraduate	High School	305,2	-0,2741	2,74	0,043
	Associate's Degree		-0,4547		
	Bachelor's Degree		-0,34311*		

The analysis tested whether there is a significant difference in 'work engagement' at a 95% confidence level based on participants' level of education. The analysis revealed a significant difference in 'work engagement' based on the level of education variable at a significance level of 0.05 or 95% confidence ( $F=2.74$ ;  $p<0.05$ ). Post Hoc Scheffe analysis was conducted to determine the direction of this difference. The analysis indicated a favorable trend towards employees with a bachelor's degree, while employees with a postgraduate degree showed a disadvantageous trend.

### 3.4.3. Findings According to Job Title Variable

The significant values found for the ANOVA analyses conducted according to the participants' job title variables are shown in Table 15.

**Table 15. Job Title Variable ANOVA Table**

Dependent Variable by Job Title	Job Title	Sum of Squares	Mean Difference	F	P
Talent Management	Director	267,69	-,52060*	3,47	0,001
	Branch Manager		-,58031*		
	Service Representative		-,44273**		
Self-Talent Sub-dimension	Director	232,1	-0,68594	7,41	0,000
	Branch Manager		-,83333*		
	Bank Assistant				

The analysis examined whether there is a significant difference in 'talent management' at a 95% confidence level based on participants' job titles. The analysis revealed a significant difference in 'talent management' based on the job title variable at a significance level of 0.05 or 95% confidence ( $F=3.47$ ;  $p<0.05$ ). Post Hoc Scheffe analysis was conducted to determine the direction of this difference. The analysis found a favorable trend towards directors and branch managers in terms of talent management, while service representatives showed a disadvantageous trend.

Similarly, the analysis tested whether there is a significant difference in the sub-dimension of talent management, namely self-talent management sub-dimension, at a 95% confidence level based on participants' job titles. The analysis revealed a significant difference in the self-talent management sub-dimension based on the job title variable at a significance level of 0.01 or 99% confidence ( $F=7.41$ ;  $p<0.05$ ). Post Hoc Scheffe analysis was conducted to determine the direction of this difference. The analysis found a favorable trend towards service representatives and branch managers in terms of intrinsic talent management, while bank tellers showed a disadvantageous trend.

#### 3.4.4. Findings Based on Years of Service Variable

Significant values obtained from the ANOVA analyses conducted based on the participants' years of service variable are presented in Table 16.

**Table 16: ANOVA Table for Years of Service Variable**

Variable Dependent on Years of Service	Years of Service	Sum of Squares	Mean Difference	F	P	
Talent Management	6-10 year	267,7	-0,15621	5,71	0,001	
	0-5 year		11-15 year			-0,18152
	16-20 year		-0,43827*			
Self-Talent Sub-dimension	6-10 year	232,05	-0,25061*	16,56	0,000	
	0-5 year		11-15 year			-0,26172
	16-20 year		-0,66847*			
Work Engagement	6-10 year	305,2	0,01197	9,11	0,000	
	0-5 year		11-15 year			-0,0868
	16-20 year		-0,55136*			

Participants' job tenure variable was tested for a significant difference in 'talent management' at a 95% confidence level. The analysis revealed a significant difference in 'talent management' based on job tenure variable at a significance level of 0.05 or 95% confidence ( $F=5.71$ ;  $p<0.05$ ). Post Hoc Scheffe analysis was conducted to determine the direction of this difference. The analysis indicated a trend favoring employees with 16-20 years of tenure and a disadvantageous trend for those with 0-5 years of tenure in terms of talent management.

Similarly, participants' job tenure variable was tested for a significant difference in the sub-dimension of talent management, namely 'intrinsic talent management,' at a 95% confidence level. The analysis revealed a significant difference in the 'intrinsic talent management' sub-dimension based on job tenure variable at a significance level of 0.01 or 99% confidence ( $F=16.56$ ;  $p<0.01$ ). Post Hoc Scheffe analysis was conducted to determine the direction of this difference. The analysis indicated a trend favoring employees with 6-10 years and 16-20 years of tenure and a disadvantageous trend for those with 0-5 years of tenure in terms of intrinsic talent management.

Furthermore, participants' job tenure variable was tested for a significant difference in 'work engagement' at a 95% confidence level. The analysis revealed a significant difference in 'work engagement' based on job tenure variable at a significance level of 0.01 or 99% confidence ( $F=9.11$ ;  $p<0.01$ ). Post Hoc Scheffe analysis was conducted to determine the direction of this difference. According to the analysis, employees with 16-20 years of tenure showed a favorable trend, while those with 0-5 years of tenure exhibited a disadvantageous trend in terms of work engagement.

## CONCLUSION

The study examines the relationships between talent management, job engagement, performance, and intention to leave in the banking sector. The selection of banks as the sector of focus is due to their dynamic nature and rapid responsiveness to changes in demand, which positions them as among the sectors that best motivate employees. This dynamic nature of banks and their suitability for talent management practices have been emphasized in studies by Akbaş (2013) and Karabıyık (2015).

The findings highlight that the dynamic nature of banks and their ability to respond quickly to rapid changes in the business environment are critical factors influencing employee motivation. Observations reveal a positive impact of talent management practices in banks on job engagement. Furthermore, it is concluded that the preference for young employees aligns with the dynamic nature and high-performance expectations of banks (Aslantas, 2024). Additionally, the education level of employees and their commitment to their work play significant roles. It is noted that employees are generally dedicated and satisfied with their work, focusing on completing tasks on time and with quality. These findings demonstrate the potential of talent management practices in the banking sector to enhance job engagement and performance. Working in roles that align with their talents increases job engagement levels and fosters long-term organizational commitment. It is also noted that jobs that match employees' talents serve as a natural source of motivation, leading to more energetic performance.

Analyses conducted within the scope of the research indicate that talent management practices in banks positively influence employee job engagement behaviors. These findings are supported by studies in the literature (Arora & Adhikari, 2013; Abazeed, 2018; Aslantas, 2024; Sopiah et al., 2020).

Additionally, it has been observed that young employees exhibit lower awareness of their talents compared to older age groups. This phenomenon may stem from a lack of full understanding of talents at a young age. It is evaluated that young employees tend to overlook their talents due to reasons such as job search anxiety and concerns about job security, with awareness increasing in later years. This situation can be interpreted as talents manifesting as a need in individuals and potentially leading to job dissatisfaction. The increase in demands related to talents in older age groups can be explained by the ability to achieve personal fulfillment and productivity more quickly in roles that align with talents.

Considering merit and competency-based practices in banks, where successful employees occupy higher positions and awareness of talents increases with age, it can be stated that awareness of talent management increases depending on title and years of service, parallel to which job engagement behavior also increases.

It is evident that job engagement levels among young employees are lower compared to other age groups. This situation may be attributed to young employees not sufficiently engaging with their tasks, resulting in lower levels of job engagement. The lack of job engagement among young employees can be associated with decreased internal loyalty, in addition to expectations such as flexibility, meaningful work, and freedom. According to a study by Guthridge et al. (2008:51), individuals born after 1980 have expectations such as flexible work, meaningful tasks, freedom, high rewards, more comfortable working environments, and shorter working hours, with a lower likelihood of exhibiting job engagement behavior. Michaels et al. (2001:6) indicate that the new profile of employees tends to be more mobile across organizations, with lower organizational loyalty compared to previous years, a trend more pronounced among young employees. These findings corroborate the observation that job engagement levels among young employees are lower.

This study is confined to bank employees in certain provinces of Turkey. It can be suggested that further research on this topic would provide deeper insights.

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