

Formation of talent mentality in human capital and its effects on organizational performance: the example of hotel businesses

Formação da mentalidade de talento no capital humano e seus efeitos no desempenho organizacional: o exemplo das empresas hoteleiras

Formación de mentalidad de talento en el capital humano y sus efectos en el desempeño organizacional: el ejemplo de las empresas hoteleras

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Abstract

Today, businesses are conducting some studies to retain human capital and increase organizational performance. One of the studies carried out to retain human capital and increase organizational performance is to ensure that the talented employees in hand are managed well and are useful to the business. Talented employees who are managed and provided to be useful should be kept in the business and the concept of talent mindset should be adopted into the business culture. In this study, it is aimed to examine whether the concept of talent mindset has positive and significant effects on organizational performance and human capital and more importantly, to find out whether talent mindset has a mediating role of human capital in the effect of organizational performance. Hotel businesses located in the Black Sea Region were included in the research. As a result of testing the data with Structural Equation Model in the analysis, it was concluded that there is a positive and significant relationship between talent mindset and organizational performance. When the relationship between human capital and organizational performance was examined, it was determined that there was a positive, significant and high-level relationship. It was concluded that there is a positive and significant relationship between talent mindset and human capital, even at a high level. In addition, as a result of the high level of significance, a model was drawn and the mediating role was tried to be measured. It has been concluded that the mediating role of human capital in the effect of talent mindset on organizational performance is full and at an acceptable level.

Keywords: Tourism, Hotel Businesses, Talent Mentality, Human Capital, Organizational Performance.

Resumo

Hoje, as empresas estão conduzindo alguns estudos para reter capital humano e aumentar o desempenho organizacional. Um dos estudos realizados para reter capital humano e aumentar o desempenho organizacional é garantir que os funcionários talentosos em mãos sejam bem gerenciados e sejam úteis para o negócio. Funcionários talentosos que são gerenciados e fornecidos para serem úteis devem ser mantidos no negócio e o conceito de mentalidade de talento deve ser adotado na cultura empresarial. Neste estudo, o objetivo é examinar se o conceito de mentalidade de talento tem efeitos positivos e significativos no desempenho organizacional e no capital humano e, mais importante, descobrir se a mentalidade de talento tem um papel mediador do capital humano no efeito do desempenho organizacional. Empresas hoteleiras localizadas na região do Mar Negro foram incluídas na pesquisa. Como resultado do teste dos dados com o Modelo de Equações Estruturais na análise, concluiu-se que há uma relação positiva e significativa entre mentalidade de talento e desempenho organizacional. Quando a relação entre capital humano e desempenho organizacional foi examinada, determinou-se que havia uma relação positiva, significativa e de alto nível. Concluiu-se que há uma relação positiva e significativa entre mentalidade de talento e capital humano, mesmo em alto nível. Além disso, como resultado do alto nível de significância, um modelo foi desenhado e o papel mediador foi tentado ser medido. Concluiu-se que o papel mediador do capital humano no efeito da mentalidade de talento no desempenho organizacional é completo e em um nível aceitável.

Palavras-chave: Turismo, Negócios Hoteleiros, Mentalidade de Talento, Capital Humano, Desempenho Organizacional.

Resumen

Hoy en día, las empresas están realizando algunos estudios para retener el capital humano y aumentar el rendimiento organizacional. Uno de los estudios que se llevan a cabo para retener el capital humano y aumentar el rendimiento organizacional es garantizar que los empleados talentosos disponibles estén bien gestionados y sean útiles para la empresa. Los empleados talentosos que se gestionan y se proporcionan para que sean útiles deben mantenerse en la empresa y el concepto de mentalidad de talento debe adoptarse en la cultura empresarial. En este estudio, se pretende examinar si el concepto de mentalidad de talento tiene efectos positivos y significativos en el rendimiento organizacional y el capital humano y, lo que es más importante, averiguar si la mentalidad de talento tiene un papel mediador del capital humano en el efecto del rendimiento organizacional. Se incluyeron en la investigación empresas hoteleras ubicadas en la región del Mar Negro. Como resultado de probar los datos con el modelo de ecuaciones estructurales en el análisis, se concluyó que existe una relación positiva y significativa entre la mentalidad de talento y el rendimiento organizacional. Cuando se examinó la relación entre el capital humano y el rendimiento organizacional, se determinó que existía una relación positiva, significativa y de alto nivel. Se concluyó que existe una relación positiva y significativa entre la mentalidad de talento y el capital humano, incluso a un nivel alto. Además, como resultado del alto nivel de significancia, se trazó un modelo y se intentó medir el papel mediador. Se concluyó que el papel mediador del capital humano en el efecto de la mentalidad de talento sobre el desempeño organizacional es pleno y se encuentra en un nivel aceptable.

Palabras clave: Turismo, Empresas Hoteleras, Mentalidad de Talento, Capital Humano, Desempeño Organizacional.

1. Introduction

Globalization, gaining competitive advantage, continuous developments and changes in organizational performance have brought about an environment where conditions are constantly changing and uncertainty prevails for the business world. As a result of these changes and developments, which are described as the most basic characteristics of the 21st century, qualified human resources and their talents, which are expressed as the most valuable and unique resources that can create energy in organizational performance, have become the determining factor in businesses gaining competitive advantage over their competitors and reaching their determined goals. Business life forces businesses to be more competitive in every aspect in the areas they

operate. For this reason, the concept of performance, both individually and organizationally, is becoming more important every day. Especially for industrial businesses known for their industry-focused activities, organizational performance plays a critical role in achieving targeted business success.

Although businesses are tried to develop with assets such as technology, equipment, and processes that have a material equivalent, the desired outcome cannot be achieved completely; at this point, what is important is to provide developments that encompass the entirety of the business. In this regard, the concept of intellectual capital, which encompasses intangible assets, will provide integrity. Intellectual capital, defined by Chen (2008: 273) as "the total stock of invisible assets, knowledge and skills that create value and provide competitive advantage in achieving the excellence goals of a business", has also been examined in different sectors and from different perspectives in scientific studies conducted in Türkiye (Kurgun & Akdağ, 2008: 156). In our study, instead of examining the concept of intellectual capital in depth, one of its elements, human capital, is discussed. Human capital can meet the demands of unforeseen environmental changes by increasing the skills and abilities of employees to a certain extent through strategic human resources practices. As a result of this adaptation process, the organization, which has unlimited external value, creates unique procedures and processes. Upon this, the organization's human capital becomes unique to the organization, which can have a positive effect on individual and organizational performance.

Talented employees, who have become one of the priorities of businesses, constitute a critical workforce for organizations; systematic efforts are made to identify, attract, develop and retain them in the organization; in short, their talents must be managed (Akar & Balcı, 2015: 956). Employees now prefer business environments where they can develop, renew themselves and learn continuously, and they expect their leaders to value them, respect their ideas and encourage them. When we look at the competition between businesses in terms of human resources, it can be said that businesses that cannot provide this environment for their employees cannot achieve success. According to Ceylan (2007) the relationship between talent management and talent mentality begins with determining the potential of human resources in the enterprise and directing the available talents.

The purpose of this study, from the concepts mentioned above, is to investigate the significance and effects of the concept of talent mentality on human capital and organizational performance as well as the mediating role of human capital in the effect of organizational performance. Within this, a conceptual framework section is made and the concepts of human capital and organizational performance are defined, examined and explained. Then, the concept of talent mentality was detailed and its formation in human capital and its effects on organizational performance were scientifically discussed. Finally, the research findings were analyzed and interpretations were made based on the findings.

2. Conceptual framework

2.1. Talent Mentality

Talent can be defined as the totality of mental characteristics such as the ability to understand certain relationships, analyze, produce solutions and reach conclusions, and physical characteristics such as the realization of certain events. As can be understood from this definition, it is concluded that all mental and physical capacities are effective in the behavior of individuals (Yiğit & Kaplan, 2015: 285). “Talent” lies at the core of critical elements such as having an innovative thinking system for businesses and creating value within this system, being able to conduct R&D studies for new products, increasing efficiency, making a difference in sales, marketing, production or customer relations, minimizing costs or strengthening organizational work, and therefore the concept of “talent management” emerges, which enables the effective use of talents in human resources (Doğan & Demiral, 2008: 148).

Talent management, which has strategic importance today, is defined as a management process that systematically tries to close the gap between the talents that the business needs to combat the negative situations that may arise and to achieve its goals, and that has human resources at its center (Altınöz et al., 2014: 103). Talent management is defined as a set of programs, cultures and processes designed and implemented to attract, develop, assign and retain talent at the right time to meet future business needs (Jackson & Schuler, 1990: 234). According to another definition, talent management refers to finding talent, monitoring, selecting, placing, retaining,

developing, assigning to appropriate tasks, and renewing the workforce with a plan that includes all components by analyzing them (Demirkasımoğlu & Taşkın, 2015: 26).

Talent management can also be defined in three senses: (a) talent management is the conceptual framework of a typical human resources management department; (b) talent management is planning human resources and revealing the employee's need and (c) talent management is a concept that focuses on high potential and high performance (Levis & Heckmann, 2006: 141). However, they note that talent management, talent mindset, succession management and human resources planning are concepts that are often used interchangeably (Tarique & Schuler, 2009: 15). In the context of human resources management, the concept that has been the most discussed and emphasized recently is “talent”. In particular, in today’s competitive business environment, a consensus has begun to emerge that the way to gain an advantage over competitors is to be able to offer different or unique products and services to customers, and that the only asset that can provide this is to effectively and accurately evaluate the talents of qualified employees at every stage of business processes. For this reason, the “mentality of talent” has begun to gain importance for businesses rather than the “management of people” (Alayoğlu, 2010: 74-75).

Some talent management practices are carried out as programs aimed at closing the talent gap, some by establishing a “talent pool” to meet future leadership and manager needs, and some practices are carried out with a strategic management approach aimed at developing the talent of the entire organization (Ashton & Lynne, 2005: 29). Effective talent management application depends on the adoption of the talent mentality, known as the talent mindset, by the entire organization, starting from the top management. Talent mentality is explained as "the fundamental belief in the importance of talent, exhibited by high-performance large organizations." (Hughes & Rog, 2008: 752). While the talent mentality or understanding states that the purpose of talent management in an organization is to use the workforce and talent to their full capacity, in a different organization it is stated that it aims to ensure excellence and success. It can be stated that the purpose of the talent mentality is related to identifying high-performance and high-potential employees, ensuring that the entire workforce in the organization acquires new skills and preparing leaders for the future (Bhatnagar, 2007: 641).

In the talent mentality approach, organizations that are mentioned create strategies according to two types of approaches. The first is a strategy that focuses on the talent of a certain

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group in the organization. With this strategy, a talent management program is created by focusing on the group that is mostly characterized as a group whose talent is more apparent than others, with high performance, skills and capabilities. According to the second approach, the holistic approach, the focus is not on a certain segment, but on talented employees who can take place at all levels of the organization (Bernadette & Sheetal, 2008: 786). Talent mentality is defined in the organizational structure as the passionate belief that talent is essential if the organization wants to achieve its goals and gain competitive advantage. It is evidence that a positive talent mentality will evaluate the talents of organizations as a key tool. For example; being aware of the importance of talent mentality as well as having a talent mindset ensures that businesses do not fall behind the race in this competitive environment (Barkhuizen et al., 2014: 12).

2.2. Human Capital

Human capital is an important value that adds value to the value of the business in today's business areas. Human capital is evaluated among the intangible assets that a business owns and uses or expects to use in its value chain activities in order to create competitive advantage (Pamukçu & Öğüz, 2014: 72). Human capital also refers to the mechanisms found in the business such as knowledge, creativity, talent, information, experience, and communication. Human capital shows the competitive power of the business in the market. This competitive power in the market is formed by human capital and financial values. While financial values are divided into items, human capital represents the intangible assets of the business (Ertaş & Coşkun, 2010: 123). Human capital is generally the difference between the book value of a business and the value that is prepared to be paid for this value (Bayer, 2004: 92). Human capital can be broadly defined as the ability of the business to understand, analyze and take action on opportunities and threats, as well as the ability of the business to reorganize its assets to respond to new and changing phenomena in original courses of action in order to successfully stay on track (Çetin, 2005: 360). After the definitions of the concept of human capital from different perspectives, its features are listed as follows (Altunoğlu & Demir, 2012: 300);

- Human capital is the sum of invisible assets that cannot be fully identified from the company's balance sheet.
- The management of human capital is an important managerial responsibility.

- The increase or decrease in human capital can be called human performance and can be measured and made visible.
- A systematic approach to measuring and making human capital visible needs to be established depending on the type, size, structure, owners and geographical location of the enterprises.
- Human capital is the main source of ensuring the permanence of the competitive advantage of enterprises.

The elements of the human capital that a business has are divided into three basic elements: human capital, structural capital and customer capital. Human capital is the basic element of the human capital approach. A business does not only consist of material assets. It is people who make them usable. Just as people affect the development and production of technology, people are also the ones who use these technologies. Therefore, the most important assets of a business, that is, those who ensure the existence of the business, are its employees (Altunoğlu & Demir, 2012: 301). Human capital is represented by non-physical assets created by individuals. The value that creates human capital is the employees of that organization. Since businesses can only rent human capital, when employees leave the business, a significant portion of human capital is lost (Alagöz & Özpeynirci, 2007: 171). Since it is very difficult or even impossible to define human capital precisely, it also makes it difficult to measure it. Human capital consists of a mixture of employees' professional and other knowledge, leadership competencies, risk-taking skills, and problem-solving abilities (Toraman & Bozbura, 2004: 56).

It is possible to list the components of human capital, which is also defined as the collective ability of people within the business to make the best use of the information they have, as follows (Ünal, 2010: 27-28);

- Technical Information (know-how),
- Education,
- Professional qualification,
- Studies on knowledge production,
- Studies aimed at creating talent/skill and
- Entrepreneurial enthusiasm, inventiveness, accepting and rejecting abilities, change-oriented.

Human capital requires its staff to behave within the boundaries of a company's 'ownership' and can have a significant impact on the governance of employment law and employment contracts (Hoffman, 2003: 18). Today, most businesses make great efforts to retain

their knowledge workers, but it is known that many of their senior employees are transferred after receiving significant offers from other businesses. For this reason, businesses need to develop long-term and effective human resource strategies in order to retain their human capital. In order for businesses to retain their employees, it is imperative that they develop human resource policies that increase organizational commitment and instill a sense of belonging to the organization (Görmüş, 2009: 63). Known for their various studies on human capital, Bontis et al. (2000) argue that there is a continuous and reciprocal relationship between human capital and organizational performance. This relationship is provided by human capital, one of the elements of human capital (Bontis et al., 2000: 97). Human capital is not an element that belongs to organizations. Businesses can only rent human capital, which has a great potential to affect the performance of the organization, organizations and the functioning of all processes, for certain periods of time. Therefore, in order for businesses to reveal the differences that this element carries and to make it high-level, they need to actively use and share the knowledge, talent, skills and experiences of their employees. This requires a management philosophy that encourages employees who value individual performance and development, and that foresees that organizational processes can only develop in parallel with these. As management, it is necessary to ensure that organizational performance and human capital interact with each other (Kamibir, 2004: 81).

2.3. Organizational Performance

An organization can be defined as a structure where more than one person comes together to achieve a goal, shares authority, duties and responsibilities among them and has a center that directs and controls these people (Arslan, 2004: 205). Performance is defined as the results an employee achieves by performing a task assigned to him/her within a certain period of time. By combining these two concepts, the concept of organizational performance emerges (Tunçer, 2013: 89).

In these times when the competition environment is global and high, organizations struggle to survive by gaining an advantage over their competitors. One of the most important conditions for success in this struggle to survive is to be able to make maximum use of the strengths and

talents of the employees (Kurgun & Akdağ, 2013: 159). Organizational performance, which includes the power and abilities of employees, is expressed as the degree to which organizations with certain resources and tools achieve their goals by using them at the appropriate capacity and without imposing additional burden on their employees (Akman et al., 2008: 94). To put it simply, the concept of organizational performance can be defined as the ability of an organization to achieve its goals by using its resources effectively and efficiently (Dönmez et al., 2011: 288).

Organizational performance is accepted as the measure of meeting the requirements of today's globalization and environmental conditions and achieving the strategic goals of the organization. Organizational performance will show its effect as a result of the minimum combination of performance criteria such as effectiveness, efficiency, productivity, quality, continuous improvement, innovation, quality of business life and profitability (Curkovic & Pagell, 1999: 54-55). Whether organizations are in the production sector or the service sector, the main target of their organizational goals is the performance shown in the production process. For example; organizations may have multiple goals and many methods or rules they have developed for these goals. However, all of these are related to organizational performance as a basic goal in a sense (Altunoğlu & Doğan, 2014: 26). How organizational performance should be measured is one of the problems that has been bothering management researchers from past to present. The method frequently used by organizations for many years is financial measurements. However, the limited focus of financial measurements makes these measurements inadequate in determining organizational performance. In this context, in recent years, in addition to financial indicators, non-financial indicators such as productivity, quality, customer satisfaction, and market share have also been used in measuring organizational performance (Yeşil et al., 2016: 155). The measurement of organizational performance is a complex and controversial area and has been addressed by various researchers. The most important issue facing studies in this area is the selection of appropriate performance criteria. In particular, it is seen that traditional performance criteria (objective financial criteria) measure only a part of organizational performance (Doğan & Altunoğlu, 2014: 46). Therefore, in today's economy, organizations are evaluated not only financially but also by other factors. In today's information-intensive business life, accounting measurement tools are inadequate in revealing the intangible assets owned by the organization (Seggie et al., 2007: 836).

An organization must attract and retain the best human resources in order to gain competitive advantage. Human resources practices and organizational performance variables in the organization directly affect organizational performance. Human resources practices consist of factors such as workforce planning, training and development, performance evaluation, rewards, company-employee relations and internal communication. Organizational performance variables consist of factors such as employee turnover, labor productivity and sales. The presence of these practices in the organization affects both organizational performance and employee performance (Akın & Çolak, 2012: 91-92).

The most important factor in human resources applications is the performance evaluation factor. Because the business or organization should evaluate its own performance and prepare its pros and cons and accordingly make a plan and seek an answer to the question of how it can bring itself to a better position in the future. Performance evaluation is the gathering of the efforts of all employees in the business to achieve previously planned goals and the evaluation of the results obtained. In other words, it is the process of comparing and evaluating the current performance of employees with predetermined standards. When making such an evaluation, individuals should be considered in a multi-faceted manner. The main areas of use of the results obtained from the performance evaluation are listed as follows;

- Showing the employee his/her shortcomings,
- Determination of wages and other payments,
- Based on promotions and job changes,
- Determining training and development needs,
- Measuring recruiting function effectiveness,
- Identifying job design errors,
- Termination of employment relations of those who cannot act in accordance with the requirements of the job,
- Determining whether people are employed in suitable jobs and places,
- Establishing and maintaining fair relationships within groups and within the organization and
- Career planning and development.

As a result of all these, the interaction between the employer and the employee and the evaluation of the performance in the organization to carry the business to higher levels as a better competitive power (Tunçer, 2013: 90).

2.4. The Formation of Talent Mentality in Human Capital

People manage the strategies and innovations that an organization follows. If human power is developed and motivated, the organization develops and can easily achieve its goals. Otherwise, the organization cannot continue its activities, no matter how perfect its physical resources and opportunities are. It is necessary to use human resources fully and effectively and increase their quality. The idea that the "human" factor should not be overlooked in order for organizations to aim for success in an increasingly competitive environment has been accepted in business life, especially in recent years, and this idea has taken its place in basic organizational culture elements such as mission and vision of organizations. It is an indisputable fact that humans are psycho-social beings, which naturally shows that they have a different place and importance among the factors of production. According to the understanding that accepts human resources as the most important factor in the execution of organizational activities and focuses on the human element, the human resources of the organization are seen as an investment element and it is argued that this resource must be continuously developed in order for the organization to achieve its goals (Kaya & Kesen, 2014: 25).

Human capital is the sum of the knowledge, skills and creative characteristics that business employees possess and therefore use to fulfill their assigned tasks. This type of capital also includes the values, business culture and philosophy of the business. The business cannot own human capital because this capital belongs to the employees of the business. Human capital is the creative power that a person has as a result of natural talent, education and experience, and it is more than the sum of the individual employees in companies (Paksoy, 2006: 140). This creative power includes factors such as motivation to learn, technical ability, commitment, learning ability, qualifications and desire to share knowledge. The discovery, development and support of these factors are among the organizational goals. In addition, human capital may depend on the talents of people and the management of these talents. It is known that people's talents are also significantly effective in the formation of human capital. However, talents are innate and acquired later, and business managers have great importance in the emergence of these talents in human capital (Akin, 2010: 9-10).

Managers occupy lower, middle and upper management levels according to their positions in the organizational hierarchy, which expresses the subordinate-superior relationship. Lower

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management level managers direct and supervise the employees or subordinates who do the work themselves. While %90 of the daily activities carried out by managers at this level consist of technical activities, %10 consist of administrative activities. One of the basic responsibilities of middle management level managers is to direct the activities that will serve the practical implementation of the organization's comprehensive policies. They often direct the activities of other managers and sometimes employees. They ensure that the strategic goals and business policies determined by top management are translated into applicable short-term goals. Top management level managers are responsible for the overall management of the organization. While %90 of the activities they perform are administrative (managerial), %10 consist of technical activities. These managers determine the general business strategy and policies and direct the interactions of the organization with its environment (Rüzgâr & Kurt, 2013: 37).

By integrating a valid competency model of human resources systems into recruitment and promotion decisions, creating a development strategy that will provide talent support consistent with the organization's strategy, and creating a performance management system that will attract, retain, and motivate high-performance employees, we will be able to observe the strategic impact of human resources more clearly (Korkmaz & Keçecioğlu, 2014: 157). The concepts of structure, systems, values and talent in today's human resources models need to be continuously integrated in terms of creating value. In addition to the consistency of human resources sub-processes, the consistency and compatibility of human resources systems with the organization's strategies acts as a catalyst in carrying the organization to its goals effectively and efficiently (Akmeşe, 2006: 17).

It should be known that the basis of human capital undoubtedly lies in the management of innovative and constantly developing activities of talent mentalities in individuals. In order for a business that has human capital to be able to differentiate itself from its competitors, it must reveal the talents in its senior managers and these talents must be managed well and this talent mentality must be instilled in the business culture (Keçecioğlu & Erkal, 2014: 38). Environmental conditions also play a major role in the acquisition of human capital. Changes in the external environment should be constantly monitored and the flow of useful and necessary explicit and implicit information towards the internal environment of the organization should be ensured. In this way,

it is possible for employees to gain this information and increase their capital. The goal can be to increase the existing human capital by bringing talented individuals from the market to the organization. Education and development opportunities in the external environment should be investigated and employees should be provided with access to the latest information, and organization managers should be encouraging in this regard (Kaya & Kesen, 2014: 34).

Since human capital cannot be owned by the business, innovations that arise from human capital must be transformed into intellectual assets that the business can claim. In this context, one of the most important tasks of the human capital manager should be to transform human capital into intellectual assets and create value based on them. This situation refers to the transformation of the knowledge, talent and skills of employees into structural capital. In this way, businesses both benefit from the characteristics of employees and transform them into structural capital that will not leave the business. Now, when human capital leaves the business, the knowledge will remain in the business (Kerimov, 2011: 24). Another common strategy is to focus on practices that will increase the organizational commitment of employees and keep their motivation levels high. Today, many businesses make great efforts to retain knowledge workers, but it is known that many high-level knowledge workers are transferred by other businesses for significant monetary considerations. Therefore, businesses need to produce long-term and effective human resource policies in order to retain their human capital. In order for businesses to retain their employees, it has become necessary for them to develop human resource policies that increase organizational commitment and instill a sense of belonging to the organization (Görmüş, 2009: 64).

In the current era, the main goal of businesses is to use their human capital efficiently. The competitive environment of businesses with other businesses eliminates the luxury of using their human capital inefficiently. For this reason, businesses involve all of their people and seek to benefit from their ideas to the maximum extent (Guthrie, 2000: 2). The employee group constitutes the human capital that is hard to imitate and will provide the business with a competitive advantage. Therefore, thanks to these employees who play a critical role with their talents and experience in the development of different products and services produced and offered to the market, businesses have the opportunity for consumers to prefer them over their competitors; thus, they gain a competitive advantage (Alayoğlu, 2010: 80). Studies on human capital have focused on two points. The first is the integration of individual talents. The second is the inclusion of

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individual and total talents and competencies into organizational performance. Human capital is divided into three basic characteristics: talent, relationships and values. The ability of employees using the talent mentality feature is called professional talent. The quality of an employee's relationships with their colleagues is called social talent, and the success of their relationships with customers and the external environment is called commercial talent. Relationships are focused on the success of the employee's relationships and sharing with their colleagues, which falls under the social talent section. Values are the necessity for employees of the same institution to have the same language and the same common business culture (Kaya & Kesen, 2014: 31).

2.5. The Effects of Talent Mentality on Organizational Performance

The talent mentality is defined as the sum of activities and processes that include systematically identifying key positions that contribute visibly to the sustainable competitive advantage of the organization, creating a talent pool of highly talented and high-performing employees who will fill these positions, and developing a differentiated human resources architecture that will facilitate the filling of these positions with competent employees and ensure their commitment to the business. The performance of an organization that has adopted the talent mindset brings higher efficiency compared to other businesses (Altunoğlu et al., 2015: 49).

In a highly competitive and global environment, organizations struggle to survive by outperforming their competitors. One of the most important conditions for success in this struggle is to make maximum use of the strengths and talents of employees. The high performance that employees will display will ensure that the organization's goals are achieved in a much shorter time, with fewer errors and with high quality. In this context, organization performance is a concept that expresses the current status of the business, the extent to which previously determined goals are achieved and, most importantly, how effectively talents can be used to increase performance in comparison with competitors (Barkhuzen et al., 2014; 15). From a different perspective, organizational performance is a multifaceted indicator of the extent to which an organization can respond to customer demands and expectations, how efficiently it can use its resources, and to what extent it can adapt to innovations (Agarwal, 1997: 45).

Talent management is the activity of integrating the long-term strategies of the organization with the recruitment, development, placement and retention of high performers in the system and application. The recruitment situation can be described as the situation of hiring the person whose talent is determined and who has the talent aimed at providing maximum efficiency under suitable conditions. The development situation can be described as the investments made in order not to lose the talent over time. The placement situation can be defined in the business as the positioning of the talent in the position where maximum efficiency will be provided. And finally, the efforts to retain the employee can be described as the efforts to prevent the person who has the talent from being lost to competitors and to leave his talent to the business even when leaving the job. The talent mentality is the ability to manage the highest capacities of the employees so that the organization can reach its highest performance (Akar & Balçı, 2016: 957).

An effective talent management application depends on the adoption of the talent understanding, known as the talent mindset, by the entire organization, starting from the top management (Keçecioğlu & Korkmaz, 2014: 156). The negative aspects determined in the management of talents are generally management-based, but the negative aspects on the employee-based are not overlooked. In this context, managers have to rank employees by revealing their personal characteristics and talents, as well as their definitions and perceptions of their duties (Altuntuğ, 2009: 450). In the context of talent mentality, two types of talent are mentioned as “employee talent” and “organizational structure and system talent”. Employee talent is observable, measurable, personal performance behaviors that are critical to individual and organizational success. They are individuals who make distinctive and different contributions to organizational performance with both their existing contribution and their potential to exhibit at the highest level in the long term. The core competence of an organization is a set of skills and technology blends that enable a company to offer a specific benefit to its customers. Core competences are embedded in the integrated structure of the organization and are hidden within the organizational structure and systems (Perez et al., 2015: 208).

Talent mentality is the development of organizationally focused competence through the management of talent’s movements within the organization. The focus here is on talent’s movement paths rather than talent pools. In this context, talent mentality is seen as the strategic management of talented employees’ movements towards various tasks and jobs within an

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organization. According to those who support this view, talent management practices should be designed to create talent pools that will feed certain job categories; they should focus on acquiring and developing the skills, competencies, and behaviors that will make employees more successful in the future. The main thing is to develop a holistic “talent understanding” that permeates the entire organization (Ashton & Lynne, 2005: 30).

If businesses can develop the ability to identify opportunities and threats in their business environment and respond appropriately, and if they can maintain this ability, significant differences can be created between them and other businesses. In order to use this ability, it can be seen that intelligence, experience and the culture of the business can guide the business itself. The guidance of the mind is to mentally examine organizational performance and ensure that the organization is given maximum efficiency. The guidance of experience is to determine how talent will be used in the future and the guidance of the culture of the business explains what kind of capabilities the organization will have in the future. In order to ensure that the organization's performance reaches the maximum level, it is determined that the organization learns how to learn, innovates and how to carry the talent mentality into the future with maneuvers (Kapu, 2008: 277).

There are different approaches to measuring the impact of human resources management practices on organizational performance. In these approaches, organizational performance outcomes are divided into two as short-term and long-term. Short-term outcomes include increasing the commitment and technical knowledge, skills and abilities of employees at the individual level, ensuring the cost effectiveness of the human resources function and reducing the personnel turnover rate. Long-term outcomes include achieving individual welfare, ensuring organizational effectiveness and achieving social welfare (Akın & Çolak, 2012: 87).

The most critical factor in human resources today is the recruitment, training, dynamization, motivation and long-term employment of talented employees. In today's business world, we are faced with ever-increasing global competition, changing markets and unexpected situations, and it is becoming increasingly difficult to employ, retain and develop the talented employees that businesses need. The talent mentality is one of the new perspectives that businesses need to adapt to today. Businesses that can recognize their talented employees, effectively utilize them for business purposes, and attract new talent by offering opportunities such as career

development and training can produce faster, higher quality goods and services and achieve more profitable operating results (Doğan & Demiral, 2008: 152). "Leadership" plays a key role in effectively managing talents and ensuring their commitment to the business. In its most general form, leadership (Koçel, 2005: 583) can be defined as the process by which an individual influences and directs the activities of others in order to achieve specific individual or group goals under certain conditions. According to another definition leadership is being able to foresee and shape the future, directing employees towards innovative and creative goals in line with the business vision, and taking the business from one point to a much higher level in a complex global competitive environment (Doğan & Demiral, 2008: 39-40). In today's businesses, leaders have important duties in making the most effective use of employees' talents and making the business attractive to potential talented candidates outside the business. The first to leave the organization will be high-performing employees. Talent strategies, which must be implemented together with the business strategies of organizations, also ensure the creation of a strong leadership force when needed. This formation enables the "sustainability" idea that prepares the forces for the future to be focused on the acquisition and retention of talent. The process that starts with a strategic human resources planning is completed with the definition of talent, determination of the strengths and development areas of talent, succession management, rewarding and measuring performance. It is an important assurance in terms of sustainability that this process is carried out both in itself and together with future business strategies and is an inseparable part of it (Keçecioglu & Korkmaz, 2014: 161).

People who have adopted the talent mentality within the organization have provided the emergence of the concept of organizational talent. Organizational talent is generally understood as the attitude of the organization towards habits that are constantly developing the effectiveness of the organization and related to its administrative possibilities, such as focusing on the internal environment of the enterprises regarding their decision-making and applications, and creating new production opportunities with the ability to use competitive advantages against the external environment. Organizational capability is defined as the sum of the capabilities of especially senior and middle level managers and the physical activities of the business. In fact, when organizational capability managers are successful in a job, it should be defended that instead of saying that the employees have the biggest share in this job, it is not possible to achieve success without

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employees and that the talent mentality in the organization should be used for this. In this context, the dimensions of the organizational capability of the business should be as follows;

- Top Management Ability,
- Globalization Ability,
- Ability to Build Partnerships,
- Marketing and Sales Ability,
- Product/Service Capability,
- Technical Ability,
- Ability to Meet Demand and
- Information Systems Capability (Zehir & Acar, 2005: 18). The better the ability of the organizational structure within the business, the more efficient and effective the performance of the business and organization can be.

However, businesses need to carry out certain processes to retain their talent mentality. The first stage is to determine talent management strategies integrated with the corporate culture, basic goals and objectives. In the second stage, key positions in managerial and technical fields, job descriptions and job requirements related to these positions should be determined and the skills needed for the positions should be determined. In the third stage, employee value is created in the minds of talented employees and they are tried to be preferred by the business. When the right employees are not assigned to the right positions, they will not be able to show the expected performance. Therefore, the business management will either produce the necessary talents from within or provide them from outside. However, businesses should make good estimates of which talents they will need in which areas, and make plans to meet only the additional talent deficiency that is needed or will be needed from outside. After this, employees should be classified and it should be determined where, how and when the talent will be used, and the talent mentality of the employee should remain in the business permanently (Altunoğlu et al., 2015: 51-52).

3. Methodology

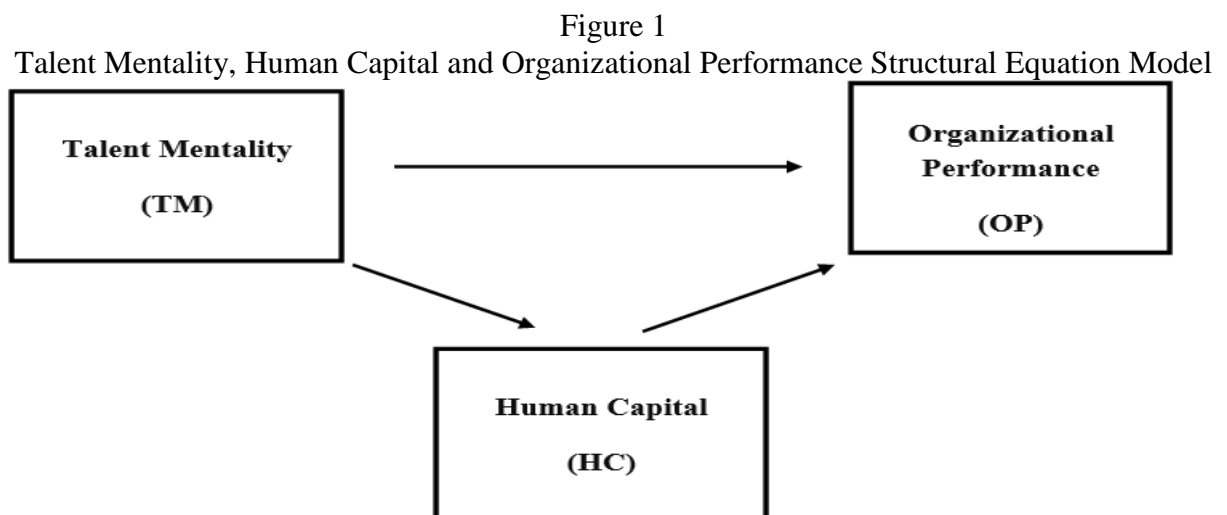
3.1. Purpose and Importance of the Research

The purpose of this study is to determine the formation of talent mentality in human capital in businesses and its effects on organizational performance. The study aims to reveal the importance of the concept of talent mentality in perceiving concepts that will create value for businesses. The importance of this research is that since there are limited studies on the effects of

talent mentality on human capital formation and organizational performance, the results to be obtained will enrich the literature and contribute to businesses in decision making regarding the concept of talent mentality in human capital formation and its effects on organizational performance. Today, businesses divide their assets into two groups as tangible and intangible assets. Tangible assets are defined as all physical assets, while intangible assets are defined as assets that are not physically present in the business. Businesses focus on intangible assets to gain competitive advantage. These assets, also called human capital, add value to the business. In the concept of human capital, human capital refers to all concepts such as talent, skills, etc. that employees leave to the business. Businesses that have talented employees also keep their organizational performance high. It is thought that the formation of the talent mentality in human capital and its effects on organizational performance will be more evident in industrial businesses as a business, and data has been tried to be presented on these businesses.

3.2. Research Model and Hypotheses

In order to determine the mediating role of human capital in the effect of talent mindset on organizational performance, the structural equation model below was developed in Figure 1. Below Figure 1 are the hypotheses to be tested in the study.



***TM**: Talent Mentality, **OP**: Organizational Performance, **HC**: Human Capital

Source: It was designed by the authors, inspired by the literature.

In addition to the hypotheses related to the model, the hypotheses created using demographic expressions are listed below.

- H₁: Gender reveals statistically positive and significant differences in the perception of talent mentality.*
- H₂: Age reveals statistically positive and significant differences in the perception of talent mentality.*
- H₃: Educational status reveals statistically positive and significant differences in the perception of talent mentality.*
- H₄: Status (Position) reveals statistically positive and significant differences in the perception of talent mentality.*
- H₅: Gender reveals statistically positive and significant differences in the perception of human capital.*
- H₆: Age reveals statistically positive and significant differences in the perception of human capital.*
- H₇: Educational status reveals statistically positive and significant differences in the perception of human capital.*
- H₈: Status (Position) reveals statistically positive and significant differences in the perception of human capital.*
- H₉: Gender reveals statistically positive and significant differences in the perception of organizational performance.*
- H₁₀: Age reveals statistically positive and significant differences in the perception of organizational performance.*
- H₁₁: Educational status reveals statistically positive and significant differences in the perception of organizational performance.*
- H₁₂: Status (Position) reveals statistically positive and significant differences in the perception of organizational performance.*
- H₁₃: Talent mentality has a statistically positive and significant effect on human capital.*
- H₁₄: Talent mentality has a statistically positive and significant effect on organizational performance.*
- H₁₅: Human capital has a statistically positive and significant effect on organizational performance.*
- H₁₆: Human capital has a mediating role in the effect of talent mentality on organizational performance.*

3.2. Data Collection of the Research

The research data were collected from employees working in hotel businesses in the Black Sea Region, face-to-face and online. The surveys were conducted between 13.08.2023 and 28.04.2024. The first 12 questions in the survey are aimed at measuring human capital, questions 13-21 are aimed at measuring talent mentality, and questions 22-31 are aimed at measuring organizational performance. A 5-point Likert scale (5: I Totally Agree..., 3: Neither Agree Nor

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Disagree..., 1: I Totally Disagree) was used in the survey and respondents were asked to indicate the extent to which they agreed/disagreed with each statement.

3.3. Method of the Research

Structural Equation Model (SEM) was used in this study. SEM is suitable for this analysis since the latent variables considered in the study cannot be measured directly but can be tested using other variables. SEM is a qualitative technique that tests hypotheses that define the relationship between significant variables and can be used in different branches of science that require numerical analysis. SEM, which is used to estimate multiple and dependent relationships, to represent unobservable concepts in this relationship and to explain measurement errors in the estimation process, is more advantageous than them because it includes multivariate techniques including multiple regression, path analysis and factor analysis.

3.4. Universe and Sample of the Research

The universe of the research consists of employees of hotel businesses with fifty or more employees located in the Black Sea Region. Since most of the businesses with fewer employees are family businesses, businesses with fifty or more employees were included in the study. The biggest reason for including these businesses in our study is the large number of managers in the businesses and the fact that the employees are educated and equipped. In this context, approximately 200 surveys were distributed to businesses with fifty or more employees in the Black Sea Region in 2023 and 180 of them were returned. 150 of the returned surveys were included in the analysis because they were scientifically usable. A return rate of %75 that could be included in the analysis was deemed scientifically sufficient.

3.5. Analysis of Research Data

In order to test the research model and the hypotheses established within the scope of the model, the survey technique was used to obtain research data. This study aimed to determine the mediating role of organizational performance in the effect of talent mentality on human capital; in the survey study to be conducted for this purpose, it was aimed to measure nine questions on a scale under the name of talent mentality, 12 questions on a scale under the name of human capital

and ten questions on a scale under the name of organization performance, and these scales were taken from accepted scales. Jung (2012) study was used in the preparation of the survey form, and the survey was made ready for pilot application by obtaining expert opinions from the fields of tourism, business and statistics. The reliability level of this preliminary application, which was conducted on 35 people is given below. At the end of the pre-application, the reliability levels of the scales used in the survey (Table 1) were deemed sufficient in the field of social sciences and the clarity of the statements was strengthened with the feedback from the 35 person participant group.

Table 1
Survey Reliability Analysis

Cronbach's Alpha	Number of Expressions
,733	31

In the analysis of the research data, the first thing to do is to test the reliability of the survey (Cronbach's Alpha Number). In this way, it was tested how reliable our survey used in the research was.

Table 2
Survey Reliability Analysis

Cronbach's Alpha	Number of Expressions
,793	31

Cronbach's alpha coefficient method was used because it is one of the widely used methods to test the reliability of the questionnaires and scales used. Cronbach's Alpha Coefficient varies between 0 and 1. The overall reliability of the survey was observed to be at a highly reliable level as Cronbach's Alpha Coefficient was between 0.60 and 0.80 as shown in Table 2. The results in Table 3 show that the scales have a high level of reliability between %70 and %100.

Table 3
Distribution of Reliability Analysis Results of Scales Used in the Research

Scales	Number of Variables	(Cronbach's Alpha)
Human Capital	12	.717
Talent Mindset	9	.737

Organizational Performance	10	.737
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4. FINDINGS

Of the 150 employees who participated in our research 111 (%74) were male and 39 (%26) were female. Four (%2.7) of the individuals in our study were between the ages of 18-24, 44 (%29.3) were between the ages of 25-34, 82 (%54.7) were between the ages of 35-44, and 20 (%13.3) were between the ages of 45 and over. The distribution of the education background of the employees was as follows; 50 (%33.3) had high school or equivalent education, 86 (%57.3) had a bachelor's degree, and 14 (%9.4) had a postgraduate degree. Of the participants in our study %8.7 were senior managers %30.7 were middle managers %28 were low-level managers and %32.6 were not managers.

Table 4.

Mann Whitney U-Test for Perception of Ability Mindset, Human Capital and Organizational Performance According to Gender

HUMAN CAPITAL	Group	n	Average Rank	Total Rank	U	p
Gender	Woman	39	74,21	2894,00	,828	-,018
	Man	111	75,95	8431,00		
TALENT MENTALITY	Group	n	Average Rank	Total Rank	U	p
Gender	Woman	39	74,88	2920,50	,917	-,009
	Man	111	75,72	8404,50		
ORGANIZATIONAL PERFORMANCE	Group	n	Average Rank	Total Rank	U	p
Gender	Woman	39	73,24	2856,50	,705	-,031
	Man	111	76,29	8468,50		

*Mann Whitney U-Test was used in comparisons. *: $p < 0,05$*

The relationship between the Human Capital, Talent Mentality and Organizational Performance scores of the employees participating in the study and gender is summarized in Table 4. Accordingly, human capital levels are significant according to gender ($p < 0.05$), but this significance is seen at a negative level. In addition, it is determined that men have a higher human capital level than women (75.95). Another variable, talent mindset, is also significant ($p < 0.05$), but this variable is also seen at a negative level. Again, it is determined that men have a higher talent mindset level than women (75.72). The last variable, organization performance, is also

significant ($p < 0.05$), but this variable is also seen at a negative level. According to Table 4 it is determined that men have a higher organizational performance level than women (76.29). Considering these results, the research hypothesis "*Gender reveals statistically positive and significant differences in the perception of talent mentality. (H_1)*" was not supported, the hypothesis "*Gender reveals statistically positive and significant differences in the perception of human capital. (H_5)*" was not supported and the hypothesis "*Gender reveals statistically positive and significant differences in the perception of organizational performance. (H_9)*" was not supported either.

Table 5
Kruskal Wallis H-Test for Perception of Ability Mindset, Human Capital and Organizational Performance According to Age

HUMAN CAPITAL	Group	n	Average Rank	Chi-Square	Df	p
Age	18-24	4	87,50	16,600	3	,003
	25-34	44	74,53			
	35-44	82	73,07			
	45 and above	20	85,18			
TALENT MENTALITY	Group	n	Average Rank	Chi-Square	Df	p
Age	18-24	4	67,25	20,037	3	,005
	25-34	44	68,89			
	35-44	82	79,79			
	45 and above	20	74,10			
ORGANIZATIONAL PERFORMANCE	Group	n	Average Rank	Chi-Square	Df	p
Age	18-24	4	75,63	13,358	3	,007
	25-34	44	72,86			
	35-44	82	77,37			
	45 and above	20	73,60			

*Kruskal Wallis H-Test was used in comparisons. *: $p < 0,05$*

The relationships between the Human Capital, Talent Mentality and Organizational Performance levels of the participants in the study and their ages are shown in Table 5. According to the data in the table, the perception of human capital of the employees according to their ages ($p < 0.05$) was positive and significant, and the 18-24 age group had a strong perception of human capital with a score of 87,50 while the 35-44 age group had a weak perception of human capital

with a score of 73,07. Similarly according to the data in the table the perception of talent mindset of the employees according to their ages ($p < 0.05$) was positive and significant and the 35-44 age group had a strong perception of talent mentality with a score of 79,79 while the 18-24 age group had a weak perception of talent mentality with a score of 67,25. Again when we look at the table and interpret the organizational performance, the organizational performance perceptions according to age ($p < 0.05$) are positive but not significant. The 35-44 age group perceives organizational performance strongly, while those aged 45 and above perceive it weakly. These results show that; “Age reveals statistically positive and significant differences in the perception of talent mentality. (H_2).” hypothesis was supported, “Age reveals statistically positive and significant differences in the perception of human capital. (H_6)” hypothesis was supported and “Age reveals statistically positive and significant differences in the perception of organizational performance. (H_{10}).” hypothesis was not supported.

Table 6
Kruskal Wallis H-Test for Perception of Ability Mindset, Human Capital and Organizational Performance According to Educational Status

HUMAN CAPITAL	Group	n	Average Rank	Chi-Square	Df	p
Educational Status	High School and Equivalent	50	76,10	,796	2	,000*
	Licence	86	73,66			
	Postgraduate	14	84,64			
TALENT MENTALITY	Group	n	Average Rank	Chi-Square	Df	p
Educational Status	High School and Equivalent	50	73,59	,259	2	,003
	Licence	86	77,03			
	Postgraduate	14	72,93			
ORGANIZATIONAL PERFORMANCE	Group	n	Average Rank	Chi-Square	Df	p
Educational Status	High School and Equivalent	50	77,56	,227	2	,000*
	Licence	86	74,06			
	Postgraduate	14	77,00			

Kruskal Wallis H Test was used in comparisons. *: $p < 0,05$

Although it was included in the survey, the primary education option was not included in the study, so it was removed from the statistics and a test was applied between the other 3 variables. **Revista Gestão & Tecnologia (Journal of Management & Technology)**, v. 25, n.2 Ed.Especial, p.10-45, 2025 35

Analyses were carried out with the figures obtained as a result of this removal. When we look at the relationship between the educational status of the employees participating in the study and their Human Capital, Talent Mentality and Organizational Performance scores, it reveals a significant and positive difference according to the educational status of the participants at all levels ($p > 0.05$). Despite this, according to the average order in the table; it is determined that those with high school and equivalent education are strong in perceiving organizational performance (77,56), those with undergraduate education are strong in perceiving talent mindset (77,03) and those with postgraduate education are strong in perceiving human capital (84,64). In light of these results, the hypothesis of the research *"Educational status reveals statistically positive and significant differences in the perception of talent mentality. (H_3)"* is supported, the hypothesis *"Educational status reveals statistically positive and significant differences in the perception of human capital. (H_7)"* is supported and the hypothesis *"Educational status reveals statistically positive and significant differences in the perception of organizational performance. (H_{11})"* is also supported.

Table 7

Kruskal Wallis H-Test for Perception of Ability Mindset, Human Capital and Organizational Performance by Status

HUMAN CAPITAL	Group	n	Average Rank	Chi-Square	Df	p
Status	Senior Manager	13	97,69	49,266	3	,007
	Mid-Level Manager	46	70,55			
	Junior Manager	42	79,33			
	Not a Manager	49	70,97			
TALENT MENTALITY	Group	n	Average Rank	Chi-Square	Df	p
Status	Senior Manager	13	88,77	23,057	3	,002
	Mid-Level Manager	46	72,62			
	Junior Manager	42	70,46			
	Not a Manager	49	79,00			
ORGANIZATIONAL PERFORMANCE	Group	n	Average Rank	Chi-Square	Df	p

Status	Senior Manager	13	81,08	65,559	3	,004
	Mid-Level Manager	46	64,66			
	Junior Manager	42	72,68			
	Not a Manager	49	86,61			

*Kruskal Wallis H Test was used in comparisons. *: $p < 0,05$*

According to the values in the table the difference between the human capital scores of the participants according to their positions (statuses) is not statistically significant ($p > 0.05$) but when the scores according to the talent mentality scores and organizational performance are examined the difference is statistically significant. In addition, senior managers have strong scores in perceiving human capital (97,69) and talent mentality (88,77) and their perceptions are at a high level while non-managers have a strong perception in perceiving organizational performance (86,61). According to these results and table data; “*Status reveals statistically positive and significant differences in the perception of talent mentality. (H₄).*” hypothesis is supported, “*Status reveals statistically positive and significant differences in the perception of human capital. (H₈)*” hypothesis is not supported and “*Status reveals statistically positive and significant differences in the perception of organizational performance. (H₁₂).*” hypothesis is also supported.

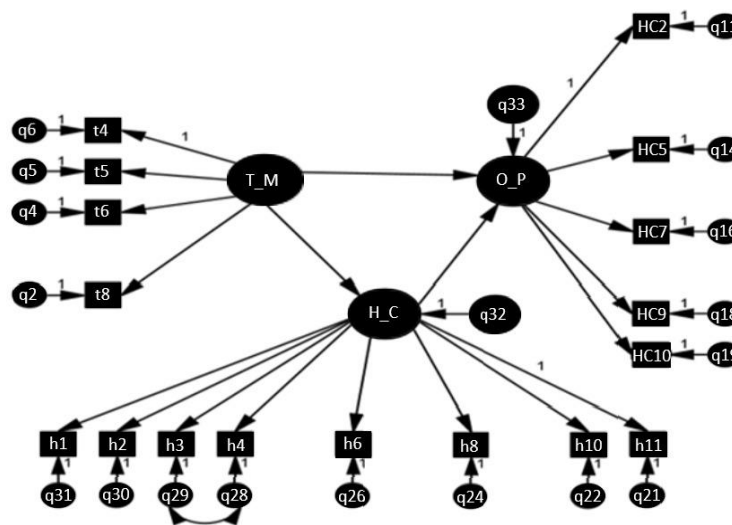
In order to test the validity of the scales used, confirmatory factor analysis was performed for the scales with the SPSS AMOS 22 program. Since the fit values produced by the measurement models created to test the validity of the scales used in Research model were not within acceptable limits, changes suggested by the program were made.

Table 8
Changes to the Scale (Research Model)

Scales	Number of Expressions	Number of Expressions Extracted
Human Capital	12	4
Talent Mentality	9	5
Organizational Performance	10	5

As can be seen from Table 8 a total of 14 statements were removed from the scale for research model. The structural equation model created to test the research hypotheses related to research model is shown in Figure 2.

Figure 2
Structural Equation Model 1



Source: The relevant analysis result was obtained by the authors.

Since the fit values of Model 1 shown in Figure 2 were not within acceptable limits, four statements were removed from the human capital scale, five from the talent mentality scale, and five from the organizational performance scale. As a result of the changes made, it was observed that the fit values of Model 1 were within acceptable limits and that sufficient values were provided for the structural suitability of this model.

Table 9
Structural Equation Model 1 Fit Values

	X²	df	X²/df	GFI	CFI	RMSEA
Harmony Values	123,040	115	1,070	0,92	0,98	0,022
Good Fit Values			≤3	≥0,90	≥0,97	≤0,05
Acceptable Compliance Values			≤4-5	0,89-0,85	≥0,91	0,06-0,08

$p > .05$, $X^2 = \text{ChiSquare}$; $df = \text{Degree of Freedom}$; $GFI = \text{Goodness of Fit Index}$; $CFI = \text{Comparative Fit Index}$; $RMSEA = \text{Root MeanSquareError of Approximation}$

The standardized β coefficients, standard error, p and R^2 values between the variables according to Model 1 created to test the hypotheses in the study are shown in Table 10.

Table 10
Coefficients of Structural Equation Models

Variables	Standardize β	Standard Error	p	R^2
Talent Mentality-Human Capital	0,21	0,097	***	0,91
Talent Mentality-Organizational Performance	0,23	0,074	***	0,66
Human Capital-Organizational Performance	0,21	0,050	0,002	0,88

When the obtained values were examined, since $p > 0,05$ was found in the relationships between Talent Mentality-Human Capital, Talent Mentality-Organizational Performance and Human Capital-Organizational Performance a statistically significant effect was found between the variables. Therefore the H_{13} , H_{14} and H_{15} hypotheses of the research were supported. Again, when the obtained data are examined, talent mindset affects human capital ($\beta = 0,21$; $p < 0,05$), talent mindset affects organizational performance ($\beta = 0,23$; $p < 0,05$) and human capital affects organizational performance ($\beta = 0,21$; $p < 0,05$). When the Squared Multiple Correlations (R^2) values obtained from the model are examined, it is seen that %91 of human capital and %66 of organizational performance have a positive and significant effect of talent mentality; %88 of human capital and %66 of talent mentality have a positive and significant effect on organizational performance.

As a result it is seen that talent mindset significantly affects human capital, talent mentality significantly affects organizational performance, and human capital significantly affects organizational performance. As seen in the table above it has been determined that the p ratio has a positive and significant effect (***) on talent mentality and human capital, a positive and significant effect (***) on talent mindset and organizational performance, and an acceptable positive and significant effect (0,002) on human capital and organizational performance. These values found according to the SEM model show that the RMSEA ($\leq 0,05$) value shown in Table 9 in our model is 0,022 and the mediating role is acceptable and complete. This shows us that the H_{16} hypothesis is also supported.

5. Discussion and Conclusion

Today's businesses have to keep up with innovations and changes in order to be superior to other businesses. Businesses that can maintain a competitive advantage over other businesses and keep up with changes have to use and manage both their tangible assets and intangible assets, which we call human capital, in the most efficient way. Businesses that use these two assets successfully are successful in their own fields. The concept of talent, which is not innate but emerges later and is found in intangible assets, is also extremely important for businesses. Businesses should transfer the talents of employees with talents to the business culture so that talents can remain in the business and businesses play an important role in using this talent and maintaining their existence. Of course, for these to happen, the concept of talent mindset needs to be opened up and thoroughly explained in businesses. Of course, there can be organizations in a business where there is human capital and talent mindset, and their performance makes the business profitable. The success of businesses largely depends on the effective and efficient use of the human resources at hand. As in every function of the business, human resources management practices are also affected by the uncertainty that occurs in the environment.

In our study, we examined the concept of talent mentality based on the concept of talent and whether human capital, which is seen as the advanced form of human resources management and is one of the elements of human capital of great importance, has a mediating role when it affects organizational performance, which is important in today's businesses.

When the perception is examined according to gender, it is found that talent mentality (-0,009), human capital (-0,018) and organizational performance (-0,031) do not reveal statistically positive and significant differences in perception, and even perception is negative. When looking at perception according to age, it was found that talent mentality (0,005) and human capital (0,003) revealed statistically positive and significant differences in perception, but organizational performance (0,007) did not reveal statistically positive and significant differences in perception. When the perception is examined according to the education level, it is found that talent mentality (0.002), human capital (***) and organizational performance (***) reveal statistically positive and significant differences in perception. Finally, when looking at the perception in the status position, it was found that there were statistically positive and significant differences in the perception of

talent mentality (0,002) and organizational performance (0,004), but no statistically positive and significant differences in the perception of human capital (0,007). The result here is that it generally reveals statistically positive and significant differences, but gender is not effective in perception, and the perception of organizational performance according to age and human capital according to status do not reveal positive and significant differences, and the reason for this is that the age range in the organization consists of people belonging to the young age group, and the status has the option of not being a manager.

Our four hypotheses were examined in the SEM model made in the SPSS AMOS program. The results show us how important concepts such as talent and human capital are in industrial enterprises today and how effective these two concepts are on organizational performance. Kurgun & Akdağ (2013: 171) found a negative relationship and significance between human capital and organizational performance in their study on human capital and organizational performance. Their application of their study to hotel businesses enabled them to find a negative relationship. Because in the service sector, human capital is expected to have a statistically lower relationship with organizational performance than other human capital elements. Because the product of hotel businesses is the quality of the services provided and the services are not tangible and visible. Services have certain standards and are in a structure that follows each other with each customer. In our study, a high level of positive and significant effect (0,88) was found between human capital and organizational performance. The reason for this is that we applied our study to industrial enterprises and to people with managerial qualifications. The results showed that senior managers received strong scores in perceiving human capital (97,69), talent mentality (88,77) and organizational performance (81,08), and their perceptions were at a high level. In addition, the importance that industrial enterprises attach to organizational performance and human capital also led to these results.

Alayoğlu (2010: 92) examined the relationship between talent mentality and human capital in his study and reached some conclusions. The most striking of these is that each business has its own unique conditions in terms of organizational structure, employee profile, management style, sector, competitors' situation and many other factors. Therefore, in order to keep the talents that businesses have and plan to have at the most appropriate level without any waste or excess and to get the best efficiency from them, the most appropriate approach would be for them to develop a

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unique talent mentality model. Another point that should be emphasized here is that the talent mindset is an application that focuses on a certain group of highly qualified and high-performing employees rather than all employees of the business. In other words, it has been concluded that the talent mindset directly affects human capital. In our study, it was concluded that there is a positive and significant effect between talent mentality and human capital (0,91). The reason for the high rate in industrial enterprises is that talents directly affect human capital and human capital is at a higher level than other human capital components in industrial enterprises.

In a period when economic borders are disappearing and competition is becoming global, it is felt more and more strongly that businesses that cannot meet the expectations of global markets will, after a while, not be able to meet the attacks of global players even in their own markets. Our H₁₄ hypothesis (0.66), which examines the effects of talent mentality on organizational performance, was lower than the H₁₃ and H₁₅ hypotheses, but a positive and significant effect can be mentioned. However, in order for this rate to increase, higher rates can be achieved in organizational performance as a result of the company correctly perceiving the expectations of global markets in the globalizing economy and using its own production, marketing and sales capabilities in the most appropriate way and responding to the needs and expectations of customers.

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