

Role of Talent Management in Career Development of Generation Z: A Case Study of a Telecommunication Firm

Tayfun ARAR^a, Melahat ÖNEREN^b

^a*Kırıkkale University / Turkey*

^b*Kırıkkale University / Turkey*

Abstract

Business world began to realize that humans have such a place above other production factors; even more the most important value. In such an environment where changes occur so fast and competition increase, companies having broader visions in effort of placing a pioneer and proactive position regarding to competitors, try to meet the expectations and needs of the employees, especially who are talented as to make difference and add value to the company and scarce as other functional resources, to attract and retain them. On the other side, the latest internal customers of the companies, generation z, who are capable of improving themselves due to technological developments and have radical changes in career intelligence such as boundless career and weak organizational commitment are starting to fill the places of the qualified enough but to retire soon-employees. When the career related changes occurred in employees and the wishes of the companies are considered, the other side of the medallion that is employer part should be changed also by leaving the traditional human resource management and choose talent management practices. In this research by the aim of deep understanding from discovering the possible advantages of talent management in career development process of generation z, case study method is practiced with a company by interview and document review techniques.

Keywords: Talent Management, Generation Z, Career Development

Introduction:

The youngest members of companies are comprised of generation z who follows technological changes closely and uses it more than others (Ayhün, 2013: 102). Due to the peak points that technology inventions have reached, the opportunity to improve themselves is much easier for this generation compared to previous generations (Akar, 2015: 39). Not only technological changes, but also other global changes such as mortgage crisis and terrorism have caused considerable changes in both private and

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professional lives of this generation (Arar & Yüksel, 2015: 197). Professional changes are seen in radical career approaches. Having less organizational commitment, desire of working for different companies in different sectors till get satisfied, mobility, being selective, and desire for awarded with what they do, distant from hierarchy and work life balanced jobs are some of their new career understanding (Mitchell, 2008: 667). In dividing the business company into two parties as employee and employer when considering those career related changes in the employee side; protecting status-quo of the employer side would create troubles for the companies. For the efficient meeting of a supply (employer) and demand (employee) curves in business companies, there should be changes in especially management side. It would be a need to practice talent management to gain, develop and retain the minority talented groups of this new generation who will re-fill the open positions left by qualified employees. Because in such a global competitive world, what organizations seeks for is value added employees.

1.1. Career Development

Accompanied by the multidirectional career concept gained by Hall as a "protean career" in 1996, the concept of career has now become more flexible and has begun to be directed individually, not by organizations (Hoekstra, 2011: 159; Presbitero, 2015: 526). Based on the same studies, in today's career understanding, employees do not only look for independence and continuity, but also innovative and right to manage their careers. Before explaining what career development is, defining what career is vital. Career word producing from French as "carrier" is an action path a person needs to follow through his professional life (Hoekstra, 2011: 159). It is also defined as all experiences, activities, and series of professional attitudes and behaviors through a life time of a person (Lewis et al., 1995: A-1). Despite from the definitions, career looks like a responsibility only on the owner's shoulders, mainly two parties are accountable. First one is the owner who needs to do SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for himself in professional meaning (Gray, 2009: 289) and choose a career path which is called as career planning (Dessler, 2008: 378). Second party is the organization one who needs to form the organizational process designed and implemented that enables the planning and management of a career to meet the needs and desires of employees and employees which is called as career management (Bingöl, 2006: 285). There is a concept which covers those two concepts, career planning and career management, career development (Erdoğan, 2003: 14; Uyargil et al., 2008: 316). The foundations of this concept were first introduced in John Dewey's study as causing appeal of critical thinking, problem solving, experimental learning and lifelong learning by claiming effective learning can only appear when it is practiced with real life (Webb et al., 2014: 231). At the roots of career development, there are Lewin's Field Theory, Chicago Sociology School works, organizational behaviors and politics (Erdoğan, 2003: 69-72). Career development is defined as; employee's career planning with education, training programs and work experiences while those plans shall be managed by the organization effectively (Aytaç, 2005: 196). Career development settles a basement for individual career success while provides a sustainability in both the organization and the industry (Dawson and Phillips, 2013: 478) and it becomes distinct from traditional career approach as seen in Table 1. Without a career development system, employee satisfaction decreases while turnover increases (Davis, 2015: 28). Nevertheless this system could be cost in short term for the organization, in long term it would be useful in competitive environment by the positive effects of right directed employees (Bingöl, 2006: 287). Moreover, effective

career development is important by having an impact on retaining the weak organizational committed employees of the present generation (Dessler, 2008: 379).

Table 1. Traditional Career vs. Career Development Approach

Human Resources Activity	Traditional Approach	Career Development Approach
Human Resources Planning	Analyzes job, skills and tasks; using statistical data	Additionally gathering data about individual interests and preferences
Employment and Placing	Meets the needs of organization and qualified employees	Matching person-job considering career interests and talents
Training and Developing	Provides opportunities for developing learning skills	Provides career path data and development plans
Performance Evaluation	Rankings and/or rewards	Putting on development plans and individual goals
Salary and Premiums	Rewards for time, productivity and talent	Training feedback plans and payments nonrelated with work

Dessler, 2008: 379

1.2. Generation Z

Generation is defined as people born and grown in same chronologic, social and historical integration (Gibson et al., 2009: 2), for Kupperschmidt (2000: 66), it is people who share similar birthdates and experiences, affect and affected by similar important events. It should be emphasized that as much as generations show similarities, they would show differences from each other. It is inevitable that the expectations and characteristic features of people lived in World War I or II and today would be basically similar but would be different considering Maslow's hierarchical pyramid's top stages. Because of similar birthdates and affected similar occasions, people of having similar features and expectations are named based on the global event happened relatively. These generations are in order; Lost Generation in World War I, The Veterans in World War II (Levickaité, 2010: 171), Silent Generation at same time gap (Raphelson, 2014: 1), Baby Boomers after World War II, Generation X born after 1965 (Becton et al., 2014: 177), Generation Y born after 1977 (Hahn, 2011: 121) and finally Generation Z born after 1990 (Pozzulo, 2013: 63). As the definition of a generation word, according to Seipert & Baghurst (2014: 348), different generations may have different characteristic features those affect business attitudes and relations. In today's business world there is a table comprising of different generations. Baby Boomers are qualified but to retire soon; Generation X and Y are at the middle and top management and there is a Generation Z named mostly "management trainee". What is difficult for most companies is to manage all of these generations effectively and efficiently while meeting their expectations and needs.

Generation Z is the youngest and the last generation of people in business environments. Though, there is not a consensus of birthdates of this generation in the literature, most common idea is that these people are born in 1990 and grown up in 2000s (Levickaité, 2010: 172; Pozzulo, 2013: 63; Tulgan, 2013: 1; Akar, 2015: 38). Based on same study this generation comprehends technological developments fast and likes to do their jobs immediately. Although they are capable of working in multi-tasks (Micoleta, 2012:

1), this working speed sometimes precludes its accurateness (Levickaitė, 2010: 173). As seen in “immediate and fast” words, majority of this generation is consumer more than a producer. Other negative side of this generation is they are suffering from being a team member (Akar, 2015: 39) and when the work process is not fast enough they can get aggressive to others (McNeil, 2012: 1). On the other hand, according to Peterson (2014: 1), this generation would like to change this world, is more entrepreneur than Generation Y, prefers to work alone and worries more about economy. They are more realistic, optimist and more conscious for opportunities thanks to technology (Kemp, 2014: 1). This generation is the first one affected by mobility, universal values and virtualization (Micoleta, 2012: 1). For Looper (2011: 1), individuals of Generation Z would hope the flexibility in the workplace at most. As agreeing to this study, Micoleta (2012: 1) adds that they would like to communicate with each other via internet rather a hierarchy at workplace. They like to live their career life in different organizations, in different positions for the sake of developing themselves, which is called as boundless career (Uyargil et al., 2008: 333). The main differences between traditional career approach and today’s boundless career approach is shown in Table 2. The leader who is also the manager of the company shall consider the preference of this generation’s work alone, needs to provide a workplace for them where they are empowered and feel the freedom (Akar, 2015: 39). According to Mitchell (2008: 667), this generation people would be more aware of their individual needs which result in desiring for less working but more flexible hours and would go deeper in their career structuring. To sum up, generation z individuals would hope a career life like:

- Flexibility at workplace and hours, mobility if possible,
- Work-life balance
- Organic Structure rather than hierarchy,
- Both horizontal and vertical career development opportunity,
- Distant from routine; creative and innovative based tasks,
- Significant tasks,
- Performance evaluation based on what is done rather than how many hours worked,
- Technological devices,
- Opportunities bringing both monetary and psychological satisfaction and
- Individual offices if possible.

Table 2. Differences among Traditional and Boundless Career Approaches

Factors	Traditional Career	Boundless Career
Employment	Job Security Based On Organizational Commitment	Performance and Flexibility Based
Number of Organizations to Work for	1-2	4-6
Skills	Stabile	Dynamic, Open for Improvement
Success Criterion	Payment, Position, Promotion	Psychologically Satisfaction
Responsibility Level in Career Management	Organization	Individual
Orientation Type	Official Program	Job Oriented
Most Important Feature	Age Oriented	Learning Oriented

Sullivan, 1999: 458

1.3. Talent Management

Talent is defined as the ability to achieve the organizational goals within the realization of the objectives of the macro and micro level, which enables the enterprises to be one step ahead of their competitors, coming from inborn, having potential, and high performance employees (Ewerlin, 2013: 281; Nankervis, 2013: 189). Due to being a new approach of human resources management or managing just talented ones, there is not a consensus on definition of talent management in literature (Al Ariss et al., 2014: 177). Though there are two significant definitions of this issue. According to Collings (2014: 301), it is managing and developing the high talented and high potency employees who do tasks in critic organizational roles. Another definition by (Huang and Tansley, 2012: 3673), it is kind of human resources practices aiming high value added workforce in global market involving a career development process for whom work in key roles and desire to develop fast. Talent management is important as emphasized from the definition; as managing and utilizing the talented ones at most efficiency (Sims, 2009: 9). It is also important by retaining talented employees for years (Yalçın, 2013: 14). In talent management from top management to middle level management and human resources management, whole organization should be responsible and do what is required (Çırpan & Şen, 2009: 116).

According to Dries (2013: 272), results of researchers studying human resources show that talent management is one of the head topics that organizations suffer from in this century. For Collings et al. (2011: 454), organizations which have used talent management practices for five years, profit rate is 20% more than the ones who have not; and 38% more in investment profitability. As McKinsey Studies which is the root of talent management, show that what discriminate high performance organizations from the rest is their talent oriented factors and having the best talents (Akar, 2015: 43). Results also show that the most valuable corporate resource will be talent in next 20 years (Yalçın, 2013: 29). For the same study, it is foreseen that while demand for talent increase; supply of talented employees decrease.

What organizations should do first is to be agile in gaining talents in a talent-scarce environment (Gochman & Storfer, 2014: 26). At the first stage of talent management which is identification of talented

employees, management clarifies the most potency and high performance – talented employees either internally or externally (Akbaş, 2013: 31). In this process employees are classified based on their features as shown in Table 3. Organizations seek employees in the box number 2. The following stage called as talent acquisition and attracting which is important as being the input of the process (Akar, 2015: 84). The third stage is an inevitable condition in talent management that selecting right talents for organizational positions which is called as talent selection (Altuntuğ, 2009: 445). The most important stage in the input process is talent placing which means employing and placing right talents at the right organizational positions (Doğan & Demiral, 2008: 158). Those two parties should meet each other well. Next stage is about improving the talents by preparing employees for taking new responsibilities to gain new skills, called as talent development (Cheese et al., 2008: 113). Some of the most used talent development techniques are mentorship, coaching, job rotation, individual based projects, empowerment and etc. (Berger, 2003: 12-13). The last stage of talent management is talent retaining process (Çayan, 2011: 80) which is about creating an environment for a talented employee that makes him desire for staying and working for the organization for a lifetime of his best.

Table 3. Employee Classification

1 Hard To Fill The Place, Low Value Added	2 Hard To Fill The Place, High Value Added
3 Easy to Fill the Place, Low Value Added	4 Easy to Fill the Place, High Value Added

El Huseyni, 1997: 98

1.4. Literature Review

Throughout the literature it is obvious that researches about talent management are made in West, rather there are a few made in East (Cooke et al., 2014: 225). Studies made in East include more like developed countries like China. By this research there is another research in the field made in a developing country as Turkey. There is not any study which integrates the three basic components of this study; those are talent management, career development and generation z, either. Apart from that information; Karalar & Atay (2009: 95-103) emphasize the importance of talent management and mention about the talent management tools used by companies are shaped by demographic features. They also claim that career planning and development should take place with talent management in performance increasing. Supporting their idea, Waheed & Zaim (2015: 1206) claim that an effective career planning made with talent management would result positively for both employee and the organization. According to a report of a study made, the first thing they do about job changing is career changing. The reasons are job preferences made unconsciously. By talent management, placing right talent with the right organizational position would solve this problem (Levenson, 2012: 189). In another research about the importance of talent management (Malaeb & Garavan, 2013: 4046-4062), there is a strong relationship between talent management, leadership development and organizational commitment found. They also found out that employees feeling their organizations encourage about their career life if their organizations use talent management practices. Deery & Jago (2015: 453-472) claims that work-life balance which is one of the

basic components of retaining employee that is also a component of talent management should be considered for the sake of retaining talent in organization by increasing his organizational commitment. As emphasizing the importance of talent management, considering work-life balance (Piansoongnem et al., 2011: 1578-1583), when a talent management planning supported by top management integrated with a career development system, there is a perfect environment for the talent to stay in the organization. Kirk (2016: 681-697) studied at the points of the careers of talented managers, the factors determining the preference for being globally mobile, he found out work-life balance is the most important factor. Collings (2014: 301-319) claims global mobility is such an important issue for the development of the organizations and here global talent management plays a significant role. There is also another research studies effects of global mobility on global talent management (McNulty & Cieri, 2015: 8-29); and relate those two issues with individual and corporate investment profitability. There are also some theoretical studies about these topics. While Dries (2013: 272-285) studies the role of talent management in career management; Colling and Mellahi (2009: 304-313) study the role of talent management in boundless career approach which is seen mostly in today's generation. In another study (Vos & Dries, 2013: 1816-1831) which is about how much employees who should be retained have effect on companies' career management and practices, emphasizes that the most important aim is to sustain continuity in career management. In Claussen et al. (2013: 236-244) study, importance of talent management is underscored and should be used in development of managers' unique skills to meet the organizational requirements and to do promotions effectively. In Welch & Welch (2015: 1072-1081) research, how new career approaches can be managed with global talent management and knowledge transfer considering organizational citizenship and commitment. Cerdin & Brewster (2014: 245-252) identify global talent management as the integration of development of high potency employees and career development. Walsh and Taylor (2007: 163-182) investigate difficulty of retaining managerial talents inspired by career and commitment theories and find out the more significant and difficult what managers do, the less turnover rates are and the more commitment there is. In additional to previous researches, Oladapo (2014: 19-36) studies talent management in the frame of generations. In this study, there is a requirement of a change in management style and workflows for the new generation. As a support to his ideas, there are studies (Ferincz et al., 2010: 9-12; Kukelkova, 2012: 248-257; Zbrankova, 2012: 445-452; Tulgan, 2013: 1-12; Walk et al., 2013: 253; Gayeski, 2015: 9-10; Özkan & Solmaz, 2015: 480) and mention about the professional related features of this generation.

As mentioned before, there are main stages of talent management those are attracting, acquiring and placing, developing and retaining. According to Vos & Dries (2013: 1817), in order to ensure the sustainability of the success of the company due to the boundless career understanding of today's workforce in the management of businesses, the level of the priority given to the continuity in the workforce to prepare the grounds depends on the ratio of employees who will add value to the firm and assign strategic importance with unique characteristics. In this study, attracting, acquiring and retaining steps of talent management come into prominence. Similarly for Collings & Mellahi (2009: 310) when thinking about boundless career understanding and inter-organizational mobility, what organizations should do in the light of strategic talent management is to create a talent pool and make efforts to attract and retain talents from the labor market. When the position of talent management in the career development process is examined in the context of first attracting talent, occupational value proposition is at the forefront and the process and the preferences of the talented occupants are well understood when

viewed by the candidate; it is necessary to analyze the expectations with goodness (Akar, 2015: 84). She also adds as; in developing talent process of talent management, developing professional life related skills and talents of the individual obtained through whole career life should be provided. For Malaeb & Garavan, (2013: 4047) in the last stage of talent management, retaining talent process, when organizations consider about the needs and desires of the employees and make them feel they are considered, employees direct themselves to the success in that organization by showing performance more than usual. There should be a strong talent management planning for retaining talent in addition to fair payment, job security and career development (Piansoongmen et al., 2011: 1578). For Tung (2016: 466), today's human resources practices should be revised. He also adds as employees who prefer a lifetime working for a company leaves its place to employees who would work in multi-companies career life and which constitute 40% of total workforce called as "non-organizational employees". What firms should do is to attract and retain the "star players" of such a workforce. At that point the first strategies would be related with career management and career development (Deery & Jago, 2015: 466).

2. Methodology

In this research, it is aimed to investigate whether talent management approach is the best option that meets today's generation career expectations in detail. Because both of the commitment of generation z to the technology and dynamic and competitive environmental characteristics; telecommunication sector is chosen as the target population, and Turkey based international business firm who leads the sector in many ways and has been applying talent management practices in career development of employees were chosen as the sample. The sub goals aimed to answer are as follows:

- Are there any differences between theoretical background and practices of talent management applications in career development for generation z?
- Do generation z individuals really differ in terms of characteristics and career expectations in a radical way?
- If yes, is talent management significantly useful in meeting those changes for both benefits of employees and the organization?

Thus, the model of the research is proposed to be a case study of which is survey model. Case studies are chosen when an issue wished to be researched in detail and deeply; correlated with other topics around in order to reach a judgement (Karasar, 2013). In this model, for data collection; interview and document review those are the techniques mostly preferred for case studies (Köklü, 2016) are practiced.

Interview is one of the most preferred data collection techniques in qualitative research methods for social sciences (Geray, 2014) because of its flexibility, adoptability, immediate feedback, high response rate and deeper understanding advantages (Karasar, 2013). In this research, as one of the types of interview; semi-structured interview technique is used for data gathering. This means, while there is a previously prepared questionnaire, for deeper understanding, there may be improvised questions may be asked during the interview. The interview has been practiced with human resources manager of the company. Previously prepared 17 open ended questions as shown in Table 4, are asked and answered during the interview which endured for 110 minutes. Throughout the interview process, not only the questions in Table 4 have been asked but also according to results given by the authorized person, other questions were comprised

as “Do you think talent management is really necessary?” or “How would it look like if current human resource management approach was still applied to this generation?”.

Table 4. Pre-prepared Interview Questions

N.	Questions
1	Considering the general structure of your company, could you give an information about the dispersion of age and education level of your employees?
2	Your company consists of different generations. Do these generations have different wishes and needs? If yes, how are they met?
3	Today, there is a generation Z as new graduates who start working yet. Do you propose an attitude toward a changed career intelligence with this generation?
4	What are the meanings of talent, talented employee and talent management for you?
5	What are the motivators those drive you to talent management?
6	Is any special program developed for talent management? What are the features? Could you give information about the calendar of the process?
7	Is any other department set up for talent management? What are the functions and responsibilities of the department?
8	Does only top management involve in talent management process or is whole company involved? How?
9	Could you give a general information about talent management process?
10	Is talent management process considered for only one level or are there different levels of programs for new grads, present employees, etc.?
11	How do you measure talent? Do you have a potential-performance matrix?
12	What kind of competitive activities are practiced as career development in the name of talent management?
13	Are attitude and behaviors measured before and after talent management? If yes, are results positive or not?
14	What are the challenges you meet during talent management process? How are they solved?
15	What are the problems that you overcome with talent management?
16	What do you think about possible brain drains considering the realities of such a developing country you work in? Does talent management have any role in this issue?
17	What are the pros and cons of talent management for both employees and the company?

One of the disadvantages of qualitative methods is the results cannot be generalized as quantitative methods. Thus, while in validation process, interpreting the results, data analysis and the data collection technique chosen are important; and in reliability, researcher role, identifying the sample and developing research questions are considerably significant (Yıldırım & Şimşek, 2013). For validating and increasing the reliability of the answers and gathering more formal data, document review is practiced, too. Document review is reviewing records, reports, formal documents, surveys, company’s official web sites and etc. those should be original and trustworthy, for increasing the validation of the study and gather more formal and deeper data in addition of observation and interview techniques (Baş & Akturan, 2008).

In this purpose, official web site and year 2015 operations report of the company have been reviewed.

3. Results

Whole data gathered via interview and document investigation is interrupted in the frame of generation, career development and talent management topics as being a theoretical and empirical research analyzing by descriptive and systematic analyzes. According to interview with HR manager and document view technique, it is understood that approximately 20% of the company is constituted by under 25 aged group who is called as generation Z. Besides, by having a deep rooted-175 year longstanding corporate culture and being a company of technology related sector, the firm is one of them which is proactive structured as adapting the dynamic environment faster and invests in future. The majority of human resources are 30-50 aged group as generation x and y as 70%; the minority group is baby boomers as 10%. The statement of that 70% of employees in graduation of bachelor or master degree shows the necessity to be hired by the company requires a high standard education level along with having talent and potential. The company is aware of diversified needs, wishes and expectations because of comprising different generations. They are also conscious of present employees' career understandings have radically changed comparing to the previous ones. As a counter attack to the situation of when employees see that their expectations are not met, they can change their job immediately, the firm takes some precautions. Furthermore, as the manager clarifies that there is no more organizational commitment, they do not have an expectation from employees such an approach. They also understand that majority of new incomers "generation z", have a boundless career approach. This generation members are dreamier which is opposed to the literature (Kemp, 2014: 1). As he says; *"when we asked the candidate what he would like to be in the future, no matter what capabilities he has, we get response as to be CEO!"*.

The company integrated two other partners two years ago and started new managing human resources system, called as talent management. In this system, talents are gathered in a pool. In whichever company is better in whichever system, other partners meet at that system and give decisions. As manager emphasizes that in longstanding history owned corporations, "change" is a hard process to be accepted by employees; transition process of talent management was not welcome by the employees either. As time goes by, when employees saw that this system is more adequate, systematic and objective in evaluating themselves and others, they started to approve it. While previously, performances were evaluated only by the superiors which would be able to result negatively because of interpersonal relations, by talent management system it becomes the evaluation by both managers, subordinates, customers and same level colleagues. Now, people are developing their talents by seeing their objectively evaluated negative sides and benchmarking with each other. In the company, talent management has mainly five steps which are acquiring talent, discovering talent, placing talent, developing talent and retaining talent. At the first stage of talent management to cultivate talent, company relies on its 175 year old history and corporate identity. Besides, dynamic technological environment is another dimension that captures talents' eyes. Furthermore, company offers talented candidates; career development opportunities, flexible movement through the company, high level education and improvement opportunities given in corporate academy, adequate evaluation and performance measurement system and other rights such as detailed insurances and communication package. In the second part of the same stage which is acquiring talent, new program called "Startt" is launched. In this program, talented ones of new grads are employed. Moreover

evaluation tools such as personality inventories, evaluation center practices, interviews are applied to gather talents in a pool. When the talent is not met with the required position, candidates whose talents are possibly useful for future positions are held in the talent pool.

What makes an employee talented for a company is he needs to expose his potential, make difference and be a role model in the environment. By this principle; high potency, difference created and value added to both environment and what he does is a talent for the company. Thus, at the second stage of talent management which is for discovering talent in the company, there are some tools used such as 360⁰ competence evaluation program, potential evaluation program and evaluation center application.

Third stage of talent management to place talent is the most important point for the HR manager. As he emphasizes, when the individual talent meets the right organizational position, the employee becomes more satisfied which results in his total performance and can get a star in his career. He also points out that they never insist on an employee whose talent is not suitable with the position; instead they give him a professional service for his career path.

At the fourth stage of talent management to develop talents of employees, based on a specific calendar, according to results of performance evaluation, 360⁰ competence evaluation, potential evaluation and evaluation center applications done annually, improvement programs are offered. Not only, is different improvement actions such as education and coaching alone, besides "Group Leadership Model" is designed for developing managerial skills of talented employees. Furthermore corporate performance management is important for the company of which involves three stages annually. Those are; "Planning and Goal Clarifying Period, Goal Revision and Mid-Evaluation (Feed Back) Period and End of the Year Evaluation Period".

At the last stage of the talent management, maybe the most difficult for generation z, which is retaining talent, for stopping boundless career approach and mobility among corporations, the company provides flexible movements inside, rotations and position differentiations. At the point of job security, the company is aware of being noncompetitive as public firms, they offer a corporate identity integrated with a dynamic and technological environment to generation z. Moreover, they invest in their employees called as career differentiation and postulates an undertaking for at least 2 years. When this engagement is over by the employee, he needs to pay the compensation.

The company applies talent management practices not only to the talented ones, but each of its employees which overcomes the most significant negative side of talent management that creates injustice feeling damages team spirit among "others" mentioned in literature (Downs & Swailes, 2013: 270).

At the end of the interview, HR manager adds: "Throughout the history, managing people has taken different names; personnel management, human resources management and now talent management... Although it looks like only the names change, due to changing needs, expectations and wishes, different systems are also installed. We are aware of career approach of today's generation, they have almost non organizational commitment. Instead of a view that I will work for this company forever, I am in as far as my expectations are met. They were born in technology and they can improve themselves much faster than their parents. The present qualified and experienced employees will be retired soon and we need new ones, would be happier if they are talented enough. Because this generation z will help us accomplishing our goals. We are conscious of losing these talents who are so valuable for us, when we do not meet their wishes. When we lose, it will not only be the employee itself, but also the whole investments (educations and time) will be nothing. According to talent management model, to our strong corporate identity, and to

career offerings we provide, there are so few employees to quit as none, so far. We are aware of the importance of our employees who make us and this mutual benefit will be provided for both parties as happened till now”.

4. Conclusion and Discussion

Humans were important only regarding what they do at first. By industrial revolution and workplace appearing in factories requiring people working together, managing people all together becomes a necessity. Furthermore, it is understood that among other production factors, human is the most important one who has not only physical, but also psychological and emotional needs. This results in creating new organizational behaviors and theories. To manage the most important resource, human, brings out a new approach called human resources management. But after this process, as everything changes, this management approach lost its popularity and a new approach is required. By development of mobility and boundless career approaches, working for a company for a lifetime gives its place to a multi-companies career life. Moreover, as getting conscious about every resource is scarce in the world, companies also saw that, the scarcest resource in the world is talented people and they became a value rather than a resource.

People started leaving the sense that applying the first job faced and work for that company for a lifetime as in the globally worse economic conditions. Commitments to organizations are getting weaker. People are trying to achieve the success with their knowledge, skills, and their occupations. The important thing is what they do, rather than where they work. The sense of “people need work” leaves its space to “work needs people”. “Live for work” sense which dominates in the bad times of economy becomes “work for live” by understanding the importance of work-life balance. It is much more difficult for organizations to retain employees unless they ignore their employees’ needs and wishes.

Especially due to technological developments, by having a chance to improve talents faster than ever and being the majority who will shape the business companies, generation z is the most important value needed. Companies would need to leave traditional human resources practices and apply talent management approach to acquire talents, make them feel valuable, develop their careers and retain them because of differences in their career orientations such as boundless career and weak organizational commitment. Because they know that when employees’ talents meet organizational positions, they are the ones who will make the difference. According to Pareto Rule, 95% of future of organizations will be shaped by 5% of the organization comprised by talented ones (Altınöz, 2009: 14). Bill Gates also supports this idea by claiming that *“Take 20 best employees from us, then Microsoft will be an organization loses its significance”* (Berger & Berger, 2003: 4).

Economic and social standards of developed countries will capture the attention of talented people living in developing countries such as Turkey which results in brain drain. In such a situation, companies in developing countries fall behind the developed countries’ companies. Those companies shall not consider only their micro environment; but also internationally need to apply talent management practices to acquire, hire, develop and retain their home country talented workforce.

In this research, there are mainly four assumptions. First is, throughout the human history there are generations who are born in similar age gaps, have similar characteristics because of either important local events or global issues. Thus the latest generation in business world is called generation z whose

career expectations have changed radically from the previous ones such as boundless career, inter-companies mobility and weak organizational commitment. Second is each business firm whether it is corporate or not, proposes a career development processes to its employees to achieve success. Third is the “ideal work place and working conditions” of generation z are considered for developed or developing countries’ corporate business companies. Last one is the answers given by the authorized person of the company during the interview are reflecting the truth.

On the other side, there are some limitations of this study. First, detailed advantageous results of talent management could not be reached because it is such a new approach for Turkey and practiced by few corporate companies. Second is, only one company is investigated to assess pros and cons of talent management in generation z’s career intelligences. Thus, either the results shall not be generalized for other companies’ practices or should it not be a certain frame that basic components those are attracting, employing, placing, developing and retaining of talent management are the best options for career development process of generation z.

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