

**TALENT MANAGEMENT AND CAREER PLANNING
ALIGNMENT: A MODEL FROM AN AUTOMOTIVE
FACTORY**

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ABSTRACT

In today's business world, businesses realized that qualified human resources are key factors for the survival and competitiveness of organizations. For this reason, organizations started to focus on career planning and talent management activities in order to ensure the continuity of qualified human resources in the institutions and to benefit from talented employees' qualifications to get the highest efficiency.

This study focused on career planning and talent management in human resources management in an international company which operates in the automotive supplier industry. Based on the theories in the literature, researchers aimed to find out effectiveness of talent management concept application for an international automotive company. The purpose of this study was to analyze the talent management process in the selected automotive company and to determine whether or not apply talent management concept. This research also aimed to find gap in the application of talent management application. The investigators collected the data by

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interviews with management who were in charge of application of talent management process. Based on this study's findings various improvement suggestions were made in the points that should be developed in order to get more efficiency from talent management in career planning process.

Keywords: Career, Career Planning, Talent Management, Human Resources Management, Automotive Supplier Industry.

JEL Codes: M12, M51, M54.

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KURUMLARDA İNSAN KAYNAKLARI YÖNETİMİNDE YETENEK YÖNETİMİ VE KARIYER PLANLAMA

ÖZ

Günümüz iş dünyasında işletmeler, nitelikli insan kaynağının örgütlerin varlığını sürdürebilmesi ve rekabet edebilmesi için kilit faktör olduğunun farkına varmışlardır. Bu sebeple nitelikli insan kaynağının kurumlardaki sürekliliğini sağlamak ve niteliklerinden en yüksek verimi alacak şekilde faydalanmak için insan kaynağı yönetimi kapsamında kariyer planlama ve yetenek yönetimi çalışmalarına ağırlık vermeye başlamışlardır. Özellikle teknolojinin ve rekabet derecesinin yüksek olduğu otomotiv yan sanayi sektöründe insan kaynağını elde tutmak için insan kaynakları yönetiminde kariyer yönetiminin ana başlığı altında her geçen gün yeni uygulamalar yapılmaktadır.

Bu proje çalışmasında kurumlarda insan kaynakları yönetiminde kariyer planlama ve yetenek yönetimi ile ilgili literatür taraması yapılmış ve Bursa'da otomotiv yan sanayinde faaliyet gösteren uluslararası bir firmanın kariyer planlama sürecinde yetenek yönetimi adı altında yaptığı uygulamalar incelenerek firmanın mevcut durumu analiz edilmiştir. Sonuç bölümünde ise işletmenin kariyer planlama sürecinde yetenek yönetiminden daha fazla verim elde edebilmesi için geliştirilmesi gereken noktalarda çeşitli iyileştirme önerilerinde bulunulmuştur.

Anahtar Kelimeler: Kariyer, Kariyer Planlama, Yetenek, Yetenek Yönetimi, Otomotiv Yan Sanayi.

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INTRODUCTION

In today's business life, where technology develops and changes very quickly, organizations realize that they have to keep up with change in order to survive and provide continuity in the competitive environment. On the other hand, organizations have to increase the qualifications of the human resources and recruit talented employees in line with the objectives of the organization.

Richerson (2000) stated that "The measure of a company's ability to adapt and change rapidly is key. Technology is vital. But it's the human elements behind the technology that make real change possible. For General Motors, hiring the right talent is paramount". The most efficient way to benefit from human resources in the organization is to analyze the capabilities of each employee and to make an efficient a career plan for each employee. This career plan should highlight employee's talent in line with the objectives of the organization. In today's business environment, the success of organizations in human resources management is made by career planning function based on employee skills. In order to be successful in the competitive environment, it is possible to manage and develop the basic skills of the organizations by adapting to the changing conditions by using and training the right talent in the organization at the right time.

Career planning in human resources management is considered both organizationally and individually. Correct career planning should address both the interests of the organization and the employee. When an employee realizes that his/her talent benefits the organization and the management appreciates efforts of an employee, this would return to company as loyal employee and dramatically increased productivity. Strategic career planning can focus on how overall business interests are affected, as it involves a variety of people, for example implementing new career models. On the other hand, strategic career planning can be based on individual career planning, which, for example, reflects the period from the entry to the departure of an employee. Strategic career planning involves gaps because not all information can be considered, but that does not mean that this information is insignificant. On the contrary, they are irreplaceable for individual career planning (for example, the respective employee goals are important for employee motivation).

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For this reason, the strategy is complemented by the more detailed operational career planning (Laser, 2019).

The BMW Group's Expert Career offers highly-qualified employees an attractive development alternative without management responsibility. The Expert Career offers a career path that is equal to the classic management track, with attractive development opportunities for our employees, explains Ilka Horstmeier, member of the Board of Management of BMW AG, responsible for Human Resources (Contify Automotive News, 2019).

The key role of the HRM in enhancing firms' competitive advantage has been frequently emphasised in the literature (Buller and McEvoy, 2012; Milad, Tahmasebi and Yazdani, 2018). The automotive supply industry sector is one of the sectors that should benefit most from the talents of its qualified employees to ensure its sustainability in a competitive environment. In order to manage their talents in the best way, automotive supply companies must provide to their employees effective career plans. This career plans needs to be done under the strategic plan, objectives and interests of the organization and also needs to increase the employee's willingness, productivity and ability. Lent (2013) stated that "Although the economic and social context of work appears to be changing for more and more people, the author argues that time-honored and empirically supported theories of career development continue to be relevant and useful".

1. ROLE AND IMPORTANCE OF TALENT MANAGEMENT IN HRM

In today's business world, human resources management practices have gained great importance in order to provide sustainability and to stand out from its competitors. Businesses understand that their most valuable asset is not the machine or equipment, but the human resource they have. With the good management of human resources, the company can maintain its sustainability and profitability and competitiveness.

In recent years, the concept of talent has been at the forefront in human resource management practices, which are called strategic human resources management. According to Aston and Morton,

talent management is a strategic practice integrated with human resources management and provides guidance as a guide to the organizational effectiveness and future planning of the enterprise (Terlemez B., 2013).

In order to ensure the continuity of the enterprises in a competitive environment and to make a difference in the main business, the values it produces must not be copied or imitated. In order to achieve this, new and innovative applications that will be produced and developed by the capabilities of the enterprise are needed (Alayoğlu, N., 2010). In summary, it will be possible for the company to find talented employees in order to be innovative and creative.

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2. TALENT MANAGEMENT PROCESS

The talent management process is in general planning the human resources in line with the objectives and strategies of the enterprises, determining the talent strategy that needs to be in line with the plan, determining the areas in which the talent needs are determined according to the employee profile in the enterprise, and the talented employees in the current employee analysis and recruitment, It consists of stages in which people are attracted to the enterprise and then their skills are developed and evaluated and finally various activities are carried out to keep these capabilities within the enterprise (Alayoğlu, 2010). Milad, Tahmasebi and Yazdani (2018) mentioned that "Due to the downturn of the automotive industry in recent years, the Sazehgostar Company increasingly realized the importance of HRM processes assessment. HR experts also acknowledge the lack of effectiveness of current assessment methods in the Sazehgostar".

3. CAREER AND CAREER PLANNING IN HRM

Career concept can be summarized as the achievements and experience gained during the working life, serving the interests of both the individual and the organization in line with the goals of both the individual and the organization. "With two career paths, employees can be optimally deployed according to their strengths. Suitable employees can switch between the careers at any time. This enables targeted, in accordance with the employee's own

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development goals and the company's requirements" explains Ilka Horstmeier, member of the Board of Management of BMW AG, responsible for Human Resources (Countify Automotive News, 2019).

Just as an individual has four stages of childhood, adolescence, adulthood and old age, career stages are examined in four groups as formation and self-discovery, development, maintenance (mid-career) and end-career and retirement depending on these age periods. S., 2013, pp. 9).

Career planning is a dynamic process that starts with the first interview after the individual enters the job and continues with training by opening the direction according to talent and goals. The Aditya Birla Group (Rank 2) invests in succession planning for its top 100 leaders carefully crafting their career paths. These leaders report directly to the chairman and are provided full autonomy to develop and better their leadership skills in their business units. LG Electronics (Rank 3) has career planning initiatives for their top 500 high-performing leaders and grooms them over a five-year period (Rao, 2016).

HRM managers should be very cautious to approach career development task in China, especially when they assume that what works in mature economies will surely work in organizations in Chinese society (Ding and Lin, 2006). In particular, the findings present that the risk of turnover among highly affectively satisfied employees is actually greater when there is a low job alternative (Huang, Chen, Liu and Zhou, 2017).

At Institutional Evaluation stage, it reviews the human resources it holds within the organization in general. As a result of this evaluation and review work, the professional development needs of the employees in the enterprise have been determined and the employees will have the opportunity to create their future within new opportunities. Although HR functions begun to play a strategic role by assuring the competence of employees to meet the organization's present performance demands, there is great opportunity for such functions to demonstrate their values and truly achieve business impacts (Wang & Xu, 2011).

The short and long term duties of the employee in the enterprise are; If the qualifications it requires as learning, knowledge, talent, experience and personal characteristics are known, measures to ensure these qualifications will be taken in a timely manner in the career planning process and especially the trainings to be provided in these subjects will be planned in a more planned manner.

If a business wants to be successful and to continue on its way with talented staff, it has to keep these individuals within. For this, it is necessary to prepare a skill inventory consisting of the targets, knowledge, skills, talent, experience and career path expectations of the personnel.

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At career counseling and setting career goals stage, both the employee and the human resources department of the organization have simultaneous tasks. Persons who are specifically assigned for career information and guidance in human resources departments in organizations should explain to employees the opportunities for promotion in their own positions and the available career paths, such as job rotation options.

In career planning, besides the already known qualifications of the employees in the institution, studies should be carried out to reveal the potential qualifications. It is useful to make use of psycho-technical methods in performing these studies.

It is necessary to measure the work outcomes of each employee involved in the career planning process and evaluate their performance within the career plan. According to the results of the performance evaluation, either the promotion of the employee is decided or the efforts to eliminate the deficiencies in the current position are emphasized.

The first career-oriented training is the orientation training called employee training. After this training, the employee's needs and the needs of the career plan in accordance with the training is determined.

The career strategies that are generally applied in the institutions consist of the practices that help the employee to reach the career goals. For this reason, the weaknesses, strengths and opportunities

and dangers of the employee are determined by considering the employee's performance outputs and strategies are developed in the light of these. The results showed that opportunity and threat perceptions were associated with one's job crafting behavior and long-term career adjustment plan and such relationships were moderated by career adaptability and work experience relevant to automation technologies. Specifically, career adaptability is a psychological resource helping individuals deal with perceived challenges, while relevant work experience moderated one's strategies to catch opportunities (Zhang, Guan, Zhou & Lu, 2019).

4. TALENT MANAGEMENT PROCESS AND APPLICATION

In this research, talent management process and application of talent management model in career planning in human resources management were examined. In the literature, theories of talent management and career planning studied. Based on the theories in the literature, researchers aimed to find out effectiveness of talent management concept application for an international automotive company. The purpose of this study was to analyze the talent management process in the selected automotive company and to determine whether or not the organization apply talent management concept. Researchers collected the data by interviews with management who were in charge of application of talent management process.

4.1. Background of the Organization

The company is 100% foreign-owned and operates in the automotive industry in Europe, Asia and the Americas. The product range is quite diverse and supplies both cable and components to all known OEMs producing passenger and commercial vehicles.

The company is located 3 Review made large-scale production factory in Turkey, from global to continue their activities due to European centers. The product line of cable equipment company in Turkey, 80% of the assembly process involves labor-intensive activities. The wiring harness is part of the distribution of all electrical systems on the vehicle.

The company started its operations in Turkey in 2004 in Bursa Free Zone and is a company engaged in export of 100%. The production volume is carried out by a staff of 2000-2500 people in line with the change of customer orders and seasonality during the year.

The foundation of the assembly lines should be organized on the basis of lean manufacturing. As the assembly process consists entirely of manual operations, 60% of the MY employees are female. Both MY and BY staff have a young and dynamic staff, the majority of whom are Y generation employees.

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4.2. The HR Structure and the Perspective of Organization

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The company has a simple organizational structure due to its production processes. The general organizational structure consists of different departments working under the general manager. With its customer-based organizational structure adopted in 2012; production departments and Human Resources, Quality, Project and Production Preparation, Logistics, Sales Pricing and Costing, Industrial Engineering and IT Departments.

The duties, powers and responsibilities of all employees in the organization are stated in the job descriptions since the first day of the establishment as a part of ISO 16949 QMS Standard. skills, behavioral competences, language competences, etc. According to the job description, the minimum competencies required for the position of the employee are specified, and in the processes such as promotion, assignment and change of organization, the minimum required skills in the job description are taken into consideration and the placement of the right employee to the right job.

The Company prepares and implements training and development programs for its employees in a way that contributes to the company's development along with the development of the employees' knowledge, talent development, and the recruitment of employees in line with the company's strategies, goals and company profile.

The outputs of the performance evaluation system are utilized as input to the development of the competencies and abilities of the employee. Annual training plans are prepared and announced to all

employees by taking into consideration the training needs of the department managers while preparing the training needs and training budgets that arise during the performance evaluation process in order to improve the talent and competencies of the employee.

4.3. Determination of Critical Positions in Business

The group A and B strategic positions, managers, coordinators, and department leaders, are considered critical positions, and in positions C and D, where engineers and technicians are involved, some positions with added value and difficulty to replace are critical positions evaluated.

4.3.1. The YY Program Process and General Characteristics

The talent management program for critical positions in the enterprise covers a period of 1 year for eligible candidates and is managed and implemented by the central HR department in Europe, not by local HR. While the European headquarters HR structured this process, it worked with a professional consulting firm to form the program. In the talent management program, which is applied to be completed in one year period, 4 different modules are applied to the selected talents. These are:

- Self-assessment (360 Degrees),
- Individual development
- Innovation and entrepreneurship camp
- Evaluation and conclusion

In self assesment module, the following items are detailed in order to evaluate each talent correctly.

- Awareness; awareness of the person's behavioral preferences, prejudices, motivation status and sources of motivation.

- Development plan; identify the person's strengths and weaknesses, and identify opportunities for development, including individual commitment.
- Individual coaching opportunity (employees and coaches at their own level)

In the scope of the above items, the first module will be:

- Establishing a large networking network with the company's employees in other regions
- Giving detailed information about the company's leadership and strategy
- Giving information about the competency model of the company
- 360-degree feedback and MBTI personality test to get more information about the "self" through different methods and tools

The benefit of the first module is that the person obtains an "individual development plan based on feedback from HR, colleagues and external trainers.

360-degree feedback is an anonymous feedback form from managers, managers, and colleagues with whom the person works, reports directly. The questions in the 360-degree feedback form have a wide range of workplace / position competencies included in the company's competency model. For the self-assessment, the questionnaire, which consists of the same questions sent to the evaluators of his choice, is sent to the person and the person is asked to complete this questionnaire. The results of the questionnaire allow the person to compare how they are perceived by others to the results of the self-assessment and help them to identify their own strengths and points where they need improvement.

MBTI is a personality analysis test, developed by Katharine Briggs and Isabel Briggs Myers, based on Carl Jung's psychological type theory. MBTI which is one of the most preferred personality tests in business life, unique types of personality to the enterprise, leadership

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styles, goal setting, behavior and decision making in the team, conflict cause and resolution approach, stress and time management style, priorities in hiring, efficient (www.alfa-net.net/page/MBTI-Personality-Analysis /) MBTI uses 8 different letters to identify personality types.

Table 1: Letters Used to Determine MBTI Personality Type

I (introvert)	E (Extrovert)
S (Sensors - Discreet)	N (Intuitionists)
T (Thinkers)	F (Feelers)
J (Judges)	P (Grasped)

Source: <http://rehberlikakademisi.com/blog/myers-briggs-ki%C5%9Filik-type-determination-inventory>

As described above, this test is a purely personal test that is intended to determine personality type and is different from 360 degree feedback. The objective of this test in the first part of the talent management process is to assess the individual's self-assessment and to prepare an individual development plan in the light of this, enabling him / her to better understand the difficulties and problems encountered in private and business life and to better understand their own choices. The results of this online test, which is given a maximum of 90 minutes, are shared with the tester in a detailed report. It is shared with local HR and managers upon request.

The second module, which is called the individual development module, is optional and continues on the basis of the development program that the person has created according to the results of the MBTI test with 360 degree feedback in the first module.

It is requested to share the individual development plan that is formed according to the results of the first module with the manager of the person and to determine what support processes he / she needs. The required training programs in accordance with the identified needs are marked in the training module on the company's performance evaluation site and linked to the individual development program. It is aimed to complete all items in the individual development plan before the third module.

The third process within the talent program is to conduct a case study and simulation study by conducting a camp on innovation and entrepreneurship, which are among the goals and strategies of the company globally. A case study is used to analyze trends in the automotive industry to understand the impact of suppliers in the automotive sector on their value chains.

After 10 months of the program, the last module is reached. The aim of this module is to focus on the development of what a person has learned and progressed over the past ten months, the current situation of the individual after the program and the challenges faced by the company, and finally the presentation of the project prepared for management.

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4.4. Recruitment Process of Talent in Career Planning and Establishment of Talent Pool

Choosing the right person for the right position is one of the most important parts of the HR management system. For vacant positions, it is essential to evaluate the current employee first. With this application, it is aimed for the current employee in the company to find different career opportunities, to develop itself and to add different values to the company. For this reason, vacant positions are published firstly. In this announcement, the content of the position, the expected competencies and the job description are specified, and all employees who wish to apply to these positions by providing information to their first supervisor. In addition, internal vacancy is published by the European HR for vacant positions in Europe and all employees can apply for vacant positions there.

If there are no suitable candidates from the internal source, the candidate pool of the enterprise where the applications are collected by means of internet, consultancy institutions, mail, fax, newspaper and radio advertisement or in person is used. Candidates with the required qualifications are searched from the candidate database and interviewed by HR Specialist, HR managers and related department chiefs and managers and HR Manager. During the interviews, various tests such as psychotechnics, foreign language test are applied. Following these stages, BY candidates who are considered to be

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positive are interviewed by GM and given to the candidate who is found suitable.

One of the basic principles of the company is to recruit new graduates and develop them in the light of the business strategy and goals. Thus, the company starts to build its own talent pool with new graduates. In addition, the employees who obtain the highest performance rating from the existing white collar employees as a result of the annual performance evaluation are voted by the managers and included in the talent pool with GM approval.

First of all, the company attaches importance to the orientation trainings of the new employees as company sees every employee as a potential to be evaluated as talent for the future of the company. Detailed orientation plans are prepared to facilitate the adaptation of all employees to the company and to the job. Office Detail Orientation Plan is prepared according to the department where BY employee will work and published to the related department. BY office orientation time is one week. During this period, newly started BY employees receive training from all departments and have general information about the functioning of the departments. The purpose of this is to shorten the adaptation time of the BY employee to the company and the job.

In addition to training and orientation, approaches such as rotation, team and project work are also utilized to contribute to the personal development of employees. Approaches and plans for the rotation of employees in the management team are carried out by the European HR. Leaders are assigned in different factories and positions in short and long term periods to gain experience, to share their experiences, to share good practices and to contribute to the spread of the company culture. Rotation activities for BY employees are mainly managed by announcing vacant positions within the company.

In order to develop the talents of the employees globally and to increase the added value to the company, 1 employee is sent to the company's global headquarters every year for training. The aim of this program is to impose the culture and working system of the company's main country to the employee, improve their language skills and enable the person to contribute to his personal and company career in the future. The plan of this training is entirely

carried out by the center and the local HR departments are informed about their feedback.

In addition, according to the results of performance evaluation, the trainings required by the employee are determined with the manager and training requests are made on the e-learning site of the company. As a result of the evaluations made by HR in line with these demands, the trainings determined for the employee are carried out during the year.

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Performance management system is implemented for all employees in the company. Performance evaluation interviews for BY employees are conducted once a year with the web Success4all program, a web-based program. According to the system, the employee evaluates himself firstly, and then he meets with his first supervisor and the performance evaluations are completed over the system. According to the system, all approval and signature processes are completed through the program and the program informs the related persons by e-mail at all stages of the process.

BY PDG is made in two different forms according to Success4all system. A separate form is used for middle and senior managers and a separate form is used for non-executive BY employees. In both forms, evaluation criteria such as the quality of the work performed, technical competence and knowledge level of the employee, belongingness, communication skills, conflict management, creativity and decision-making skills are common. In the form used for middle and upper level managers, financial knowledge and leadership skills of the employee are also examined.

In parallel with the PDG, success4all system scores the results of all the period targets in which the company's term targets are given to the employees as an individual goal, in addition to the targets given by the BY employee at the beginning of the period. The results obtained from this target scoring constitute input on issues such as promotion, assignment, bonus, wage increase of the employee in the talent management process.

The company is committed to providing equal opportunities for all its employees. One of the most important advantages of the company for

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the continuity of the employees defined as talent for the enterprise is that employees have a comfortable working environment. Lalli (2009) stated that "The key result was that 76% of the respondents stated that career planning programs have a positive impact on employee retention. This study recommends to corporate leaders to implement career planning programs if the organization does not have one".

In addition, effective recognition and reward systems are implemented to ensure that employees feel part of the corporate culture and increase their loyalty to the company. The balance of work and social life is another important issue in the company, and in order to ensure that each employee can establish the balance of work and social life, social activities are organized both in the company and the necessary time is provided for the employee to live his / her social and private life outside.

The business creates opportunities for all employees to improve their professional careers. However, it is not possible to define career management as promotion due to lean organization and to make a career planning for each position. In addition, a Career Plan and Backup Plan is prepared for group A and B positions, and a "Career Plan and Backup Plan" for group C and D positions.

CONCLUSIONS

Understanding the importance of qualified workforce in enterprises, career planning and talent management process has a strategic importance in human resources management in order to attract employees called as talent to their own institutions and to ensure their continuity in the institution.

There are key points to consider in a talent management process that can be successful and can produce positive results when implemented. The most important of these is that the talent management process is in line with the target and strategy of the organization and that the applied company is adopted by the personnel at all management and employee levels. Secondly, the talent management process should be applied primarily for the positions that can provide the most added value to the goals of the

organization, that is, the positions that are critical and to be backed up in the enterprise should be determined and talent management process should be started here.

In order to determine the critical positions and the personnel to be employed in these positions to be the right persons, the talent pool of the enterprise should be composed of employees who are suitable for these positions. Creating a talent pool in the most accurate way is possible for all employees with a successful and effective 360-degree performance evaluation.

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The first thing that stands out as a result of the talent management review in the career planning process of the human resources management of the company examined within the scope of this project is that the application modules in the talent management program implemented by the company are in line with the global strategy and goals of the company. The fact that the talent management program implemented in the company consists of both practical and theoretical applications within a certain period of time is of great importance for the selected talents to benefit from the process in the most efficient way.

As explained at the beginning of the research, since the talent management program for career management in business is very new, there is no detailed structuring of the program for group A and B positions in the institution. Only one talent management model is available and this talent management model is applied to all employees involved. While structuring the process, designing two different talent management programs in line with the strategic goals and employee qualifications of the company's personnel in Group A and B positions will contribute greatly to achieve more productive outputs from the process. During the review, the company performs a performance evaluation process once a year for each employee in the career planning process. It is determined that 360 degree performance evaluation system, which should be included in the process, is applied only to the employees who are included in the talent management program and therefore the employees selected in the talent pool are determined by the votes of the managers in the enterprise, not within a data based on concrete data such as objective performance outputs.

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The application of 360-degree performance evaluation for all employees within the career planning process of human resources management will contribute to the establishment of the talent pool of the enterprise more accurately and easily, and will enable the employees to see the strengths and deficiencies more clearly. Another point to be developed regarding the process is the lack of awareness of the existence of talent management program and the functioning of the process in the career planning process. All employees, from the lowest to the highest level, should have knowledge of the program and process applied for an effective and continuously developing talent management process.

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ÖZET

Teknolojinin çok hızlı geliştiği ve değiştiği günümüz iş yaşantısında örgütler ayakta kalabilmek ve rekabet ortamında süreklilik sağlayabilmek için değişime ayak uydurmak durumunda olduklarının farkına varmışlardır. Bu süreçte başarılı olmak isteyen örgütler kolay ilerleyebilmek ve değişime zorlanmadan adapte olabilmek için elindeki insan kaynağını en verimli biçimde kullanmak zorundadır. Bir yandan da insan kaynağının niteliklerini artırmak ve örgütün hedefleri doğrultusunda ihtiyacı olan yetenekli personeli kadrosuna katmak durumundadır. Örgütteki insan kaynağından en verimli şekilde faydalanmak için her çalışanın yetenekleri organizasyon dahilinde analiz edilmeli ve örgütün hedefleri doğrultusunda çalışanın da memnun kalacağı ve yeteneğini ön plana çıkaracağı bir kariyer planı sunulmalıdır.

Günümüzde insan kaynakları yönetiminde örgütlerin başarılı olması, çalışan yeteneklerinin baz alınarak yapıldığı kariyer planlama işlevi ile mümkün olmaktadır. Rekabet ortamında ön plana çıkabilmek için örgütlerin kendilerine has temel yeteneklerinin yönetilmesi ve değişen koşullara uyum sağlayarak gelişmesi örgüt içindeki doğru yeteneğin doğru zamanda kullanılması ve eğitilmesi ile mümkün olacaktır.

İnsan kaynakları yönetiminde kariyer planlama hem örgütsel hem de bireysel açıdan düşünülmektedir. Doğru kariyer planlaması hem örgütün çıkarları hem de çalışanın isteklerine hitap etmelidir. Çalışan kendi yeteneğinin ön plana çıktığını görür ve geliştiğini hissederse hem işletmeye olan bağlılığı artacak hem de yaptığı işteki verimliliği büyük ölçüde artış gösterecektir.

Otomotiv yan sanayi sektörü ise rekabet ortamında sürekliliğini sağlayabilmek adına nitelikli çalışanlarının yeteneklerinden en çok faydalanması gereken sektörlerin başında gelmektedir. Bu sektörde faaliyet gösteren kurumların sahip oldukları yeteneklerin yönetimini en iyi şekilde yapması için mutlaka insan kaynakları yönetiminde çalışanlarına hem çalışanın isteği ve yeteneği dahilinde hem de örgütün hedef ve çıkarlarına hizmet edecek kariyer planlarını sunmak zorundadırlar.

Bu çalışmada izlenen yöntemlerin başında insan kaynakları yönetiminde yetenek yönetimi ve kariyer planlama başlıklarının geniş çaplı incelendiği literatür çalışması gelmektedir. Bu çalışma, incelenen otomotiv yan sanayi firmasının da yetenek yönetimi ve kariyer planlama çalışmaları olarak hangi uygulamalar yapıldığının bulunduğu mevcut durum analizi ile devam etmiştir.

Araştırmada ilk olarak yetenek, kariyer, kariyer planlama ve yetenek yönetimi kavramları incelenmiş ve literatür araştırması yapılmıştır. İkinci

olarak ise bu kavramların insan kaynakları yönetimi kapsamında incelemesi ve literatür taraması yapılarak bu doğrultuda yapılan yetenek yönetimi ve kariyer planlama süreci ayrıntılı olarak açıklanmıştır. Son olarak ise ele alınan otomotiv yan sanayi firması hakkında kısa bir bilgi verildikten sonra bu firmanın insan kaynakları yönetiminde yetenek yönetimi ve kariyer planlama adına yaptığı uygulamalar incelenmiş ve bu uygulamalar ışığında firmaya önerilerde bulunulmuştur.

Bu araştırmada incelenen şirketin insan kaynakları yönetiminde kariyer planlaması sürecinde yetenek yönetimi incelemesi sonucunda ilk göze çarpan şirketin uyguladığı yetenek yönetimi programındaki uygulama modüllerinin şirketin global strateji ve hedefleri ile uyumlu olmasıdır. Şirkette uygulanan yetenek yönetimi programının belli bir zaman aralığında hem pratik hem de teorik olarak uygulamalardan oluşması seçilen yeteneklerin süreçten en verimli şekilde faydalanabilmesi için büyük önem teşkil etmektedir.

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İşletmede kariyer yönetimi için yetenek yönetimi programı çok yeni olduğu için programın kurumdaki A ve B grup pozisyonlar için detaylı yapılandırılması mevcut değildir. Sadece bir yetenek yönetimi modeli mevcut olup süreçte dahil olan tüm çalışanlara bu yetenek yönetimi modeli uygulanmaktadır. Süreci yapılandırırken şirketin A ve B grup pozisyonlarındaki personeli için stratejik hedefleri ve çalışan nitelikleri doğrultusunda iki ayrı yetenek yönetimi programı tasarlaması süreçten daha verimli çıktılar elde edilmesine büyük katkıda bulunacaktır. İnceleme sırasında şirketin kariyer planlama sürecinde her çalışanı için yılda bir kez performans değerlendirme sürecini gerçekleştirdiği fakat bu süreçte yer alması gereken 360 derece performans değerlendirme sistemini sadece yetenek yönetimi programına dahil olan çalışanları için uyguladığı ve bu yüzden yetenek havuzuna seçilen çalışanların tamamen objektif performans çıktıları gibi somut verilere dayandırılan bir veri dahilinde değil de işletmede yönetim kadrosunda yer alan yöneticilerin oylamaları ile belirlendiği tespit edilmiştir. 360 derece performans değerlendirmesinin insan kaynakları yönetiminin kariyer planlaması süreci dahilinde tüm çalışanlar için uygulanması işletmenin yetenek havuzunun daha doğru ve kolay bir şekilde oluşturulmasına katkı sağlayacak aynı zamanda çalışanların da güçlü ve eksik yönleri çok daha net bir şekilde görmelerini sağlayacaktır. Sürece ilişkin geliştirilmesi gereken bir diğer nokta da kariyer planlama sürecinde yetenek yönetimi programının varlığından ve sürecin işleyişinden her çalışanın haberdar olmayışıdır. Etkin ve sürekli geliştirilebilen bir yetenek yönetimi süreci için uygulanan program ve süreçten en alt kademedeki en üst kademe kadar tüm çalışanların bilgisi olmalıdır.