



# **THE ROLE OF ORGANIZATIONAL SUPPORT IN THE INFLUENCE OF TALENT MANAGEMENT IN INTERNATIONAL HOTEL ADMINISTRATIONS ON ORGANIZATIONAL CONFIDENCE: A FIELD RESEARCH**

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## **ABSTRACT**

With the increase in the competition among the enterprises, human resource has become a notion which comes to the forefront in terms of sustaining the corporate activities. In recent years, talent management has begun to take place among the determining factors for success of the human resources departments of several enterprises. In this sense, the competition among the managers who would like to add talented employees into their enterprises is increasing every passing day.

The improvements have increased the importance of the talent management by enterprises and the researches that they will make in this field. Therefore, enterprises require talent management applications in order to win the employees who have high potentials, to keep them in the enterprise, to train them and to enable them to display performance for adding value to the enterprise; the fact that the managers and employees are in a behavioral consistency towards each other as a result of the interactions within the frame of business relations brings the influence of organizational support before us. This fact states that socio-emotional needs by managers and employees should be met, the increasing efforts should be rewarded and an approach that embrace happiness should be developed and it also reveals the role of the organizational support in this sense.

The objective of the study is to contribute to the mentioned argument process, to define the influence of the talent management in the international hotel administrations on the organizational confidence and therefore to examine its role within the frame of organizational support. With this purpose, a questionnaire form which is prepared for the employees of an international five-star hotel in İstanbul is applied and it is tried to examine the role of organizational support in the influence of talent management on organizational confidence.

Basing on the findings obtained as a result of the research; it is concluded that a private atmosphere should be created for the talent management applications by the international hotel administrations providing that the talented employees take responsibility, that the obtained successes should be rewarded within the frame of organizational support; and suggestions are presented about what should be done for the employees to have more confidence in their future within the frame of organizational support.

The research is thought to be important since it emphasizes the role of the organizational support applications within the hotel administrations considering the influence of talent management on organizational confidence. The research is expected to make contributions to the applications related to the talent management, organizational confidence and organizational support and to the researches in the mentioned fields.

**Keywords: talent management, organizational confidence, organizational support**

**JEL: M, L.**



## Uluslararası Otel İşletmelerinde Yetenek Yönetiminin Örgütsel Güven Üzerine Etkisinde Örgütsel Desteğin Rolü: Bir Alan Araştırması

### ÖZET

İşletmeler arasındaki rekabetin artmasıyla birlikte, insan kaynağı işletmelerin faaliyetlerinin sürdürülmesinde öne çıkan bir kavram olmuştur. İşletmelerin bünyelerinde gerçekleştirdiği yetenek yönetimi uygulamaları insan kaynakları departmanının temel başarı faktörleri arasında yerini almaya başlamıştır. Bu yönüyle, yetenekli çalışanları işletmelerine kazandırmak isteyen yöneticiler arasındaki rekabet, her geçen gün daha da artmaktadır.

Gelişmeler, işletmelerin yetenek yönetimi ve bu kapsamda yapacakları çalışmaların önemini giderek artırmıştır. Bu nedenle işletmeler, yüksek potansiyele sahip çalışanları kazanmak, elde tutmak, eğitmek ve işletmeye değer katacak şekilde performans göstermeleri için yetenek yönetimi uygulamalarına ihtiyaç duymakta, yönetici ve çalışanların iş ilişkileri çerçevesinde çeşitli etkileşimler sonucunda, birbirlerine karşı davranışsal tutarlılık boyutu içinde olmaları, örgütsel güvenin etkisini karşımıza getirmektedir. Bu durum, yönetici ve çalışanların sosyo-duygusal beklentilerinin karşılanması, yükselen performansın ödüllendirilmesi ve mutlulukların önemsenmesine yönelik bir anlayışın ortaya konulması ile örgütsel desteğin üstlendiği rolü ortaya koymaktadır.

Çalışmanın amacı; söz konusu tartışma sürecine katkı sağlamak, uluslararası otel işletmelerinde yetenek yönetiminin örgütsel güven üzerine etkisini tanımlamaya çalışmak ve böylelikle örgütsel destek kapsamındaki rolünü incelemektir. Bu amaçla, İstanbul'da faaliyet gösteren beş yıldızlı uluslararası otel işletmesi çalışanlarına hazırlanmış olan soru formu uygulanarak, yetenek yönetiminin örgütsel güven üzerine etkisinde örgütsel desteğin rolü ortaya çıkarılmaya çalışılmıştır.

Araştırmanın sonunda ortaya çıkan bulgulara dayanılarak; uluslararası otel işletmelerinin, yetenek yönetimi uygulamalarına, yetenekli çalışanların sorumluluk almaları çerçevesinde bir ortam oluşturulması gerektiği, örgütsel destek kapsamında başarıların ödüllendirilmesi ve çalışanların geleceğe daha fazla güven duyacakları ve örgütsel destek kapsamında neler yapılması gerektiği konusunda öneriler getirilmeye çalışılmıştır.

Araştırma; yetenek yönetiminin, örgütsel güven üzerine etkisi dikkate alındığında, örgütsel destek uygulamalarının uluslararası otel işletmelerindeki yerini vurgulaması bakımından önemli görülmektedir. Araştırmanın yetenek yönetimi, örgütsel güven ve örgütsel destek ile ilgili uygulamalara ve söz konusu alandaki çalışmalara katkı sağlayacağı umulmaktadır.

**Anahtar Kelimeler:** yetenek yönetimi, örgütsel güven, örgütsel destek

### 1. INTRODUCTION

Talent management has started to be seen as a very important operational function in recent times by several enterprises. With this aspect, the competition among the enterprises which desire to employ talented employees is increasing every passing day. In addition to the employment of talented employees, the enterprises also need to be successful about keeping such employees in the organization.

The organizational trust comes to the fore front as the trust level which is shared by the talented employees and organizational employees within the scope of the influence of talent management on organizational trust. Within the frame of mentioned trust level, the fact that the talented employees are willing to spend much more effort on reaching the organizational targets points out the need of organizational support.



## **2. CONCEPTUAL FRAMEWORK**

Being the subjects of our study as conceptual framework; talent management, organizational trust and organizational support notions are discussed.

### **2.1. Talent Management**

The emergence of talent management as a notion causes the human value within working life to reach the highest level and the human force to be the most valuable source for creating a competitive advantage. Moreover, basing on the evaluation of information economy as an important variable, having intellectual employees might be seen as a significant element for management efficiency.

The birth of talent management notion started with “Information Era” which came to the agenda in 1980s and it started to manifest itself with the increased usage of information technologies in the developed countries such as USA, Japan and Western Europe countries. The most important feature of this phase which is shaped in developed countries is based on the fact that information and information technologies can be utilized in almost every field such as industry, service, agriculture, education, health, communication and so on.

The transition process to information technology causes the need of talented workforce to increase. At the same time, the enterprises who desires to have advantage in this competitive environment start to spend effort on employing talented employees and to keep them in the organization. These mentioned developments comprise of the base for talent management.

The mentioned developments resulted in the weakening of organizational commitment levels (Hiltrop, 1999) and therefore the enterprises today adopt a point of view which brings the notions like career mobility and career variety to the fore front instead of the traditional career perception which acts to keep the employees in the organization. This approach brings the organizations’ talent to change, the condition to be integrated and the notion of innovation to the fore front (Ceylan, 2007).

### **2.2. Organizational Trust**

TDK (Turkish Language Association) defines the organization trust as “the belief and commitment sense without feeling any fear, hesitation and doubt” (TDK, Turkish Dictionary, [tdkterim.gov.tr/bts/](http://tdkterim.gov.tr/bts/)). Hosmer (1995) state that organizational trust is a phenomenon which is based on the expectation that the trusted party be in proper behaviors morally (Tüzün, 2007:95). The feeling of trust is an abstract notion which is hard to be explained with words; however, the existence of absence of this feeling manifests itself in every field of the life. The feeling of trust, in brief, comes before us within three dimensions; trusting yourself, being trustworthy and feeling trust in others (Baltaş, 2000:57).

The feeling of trust depends on the person’s feeling confident about himself/herself, accepting himself/herself and his or her boundaries and his or her self-worth (Asunakutlu, 2002). The characterization of a person as trustworthy depends on his or her ability to keep the promises he/she gives, to be consistent, to have the required knowledge and skills for the duties given and to reflect sincere attitudes. The person’s feeling trust for others is defined as a complex process which is based on expectations, individual features, world-views, risks and interests (Asunakutlu, 2002).

The organizational trust might come to the fore front as a notion which takes place in both internal and inter-organizational relations. The internal organizational trust is the trust climate established within the organization and it is the positive expectations which emerge related to



the thought and behaviors of the organization members basing on the organizational roles, relations and experiences. It is seen that the organizations which create high level of trust have more coherent organizational structures, more powerful strategic alliance and are more efficient in creating a team and managing a crisis successfully. The organizations with higher level of trust are accepted to be more successful and innovative compared to the organizations with lower level of trust.

The feeling of trust comes before us as an important factor for realizing the organizational success. Trust happens to be a significant point for both increasing the collaboration as a result of a positive relation system and transforming the relation between the manager and employee into an organizational success (Brehm and Scott, 2002:25). The high trust level among the organization members causes the centralization to be diminished. Consequently, the decision making process becomes faster and the quality of the decisions made becomes higher. The lack of trust increases the centralization and brings an external audit to be applied roughly into the minds (Sargut, 2001:146).

In the organizations where there is no feeling of trust, the employees blame themselves mutually, develop defense mechanisms constantly, are unwilling to take responsibility, become suspicious and jealous, bandy about, are willing to escape from work and do not adopt the organizational targets (Büyükdere and Solmuş, 2006).

### **2.3. Organizational Support**

Organizational support is that the values of the organization having an effect which increases the happiness of the employees. Organizational support is accepted as that employee feels that he/she is appreciated and his/her happiness is taken into consideration (Eisenberger, et al., 1986:500).

The perceived organizational support appears with the values achieved as a result of the voluntary works of the organization. The organizational rewards and compliance of the working conditions contribute to the organizational support to a great extent (Rhoades and Eisenberger, 2002:698). The perceived organizational support is seen as a psychological contract made between employee and the enterprise (Aselage and Eisenberger, 2003:491). The researches made display that the organizational support perception can appear in case that the expectations related to performance and rewards by managers and employees are mutual (Eisenberger, et al., 2004:210).

In case that the need to be appreciated and approved is met, the perceived organizational support leads to the development of an emotional bond by the employees towards their enterprises. Therefore, the employees will participate in the work more and display their success; and so increase the efforts in reaching the organizational goals. In this case, they will develop coherent and trust-based relationships with their managers and colleagues (Folger and Knovsky, 1989:115). The need of support by the employees in the organizations today is supported with different studies like mentorship and coaching. The relation between the stated organizational support and trust variables and talent management variable will be analyzed within the next section.



### **3. METHOD**

In the method section of the research, population-sample, scales used and the analysis related to the obtained data are included.

#### **3.1. Population**

The research population comprises of the 5 star international hotel enterprises in Istanbul. The main reasons why such enterprises are included within the scope of the research are the vertical organization in the international hotel enterprises, its being a labor-intensive sector and the need for qualified employees.

According to the data by Republic of Turkey, the Ministry of Culture and Tourism, there are 51 5-star international enterprises in Istanbul. Based on the capacity to be able to reach the entire population, sampling method is not utilized. Minor and senior executives of 38 5-star hotel enterprises which accept to participate in the research are requested to take part in the research. 206 minor and senior executives from the enterprises, which the scales are delivered to, have participated in the research.

#### **3.2. Data Collection Technique**

The questionnaire technique is utilized in order to determine the role of organizational support within the influence of talent management on organizational trust. The questionnaire is comprised of 4 sections. The first section includes the question form related to the demographic features of the research participants. The second section includes the form related to talent management, third section includes the form related to organizational trust perception and the fourth section includes the form related to organizational support perception. For the talent management, the scale which belongs to Tutar, Altınöz and Çöp (2011) and which includes 18 questions is utilized. As for the organizational support perception, the 6 point short version used by Eisenberger et al., (2001), Shanock and Eisenberger (2006) of the 36 point scale belonging to Eisenberger et al., (1990) is utilized. And related to the organizational trust perception, the 12 point scale which is developed by Bromiley and Cummings (1996) is utilized.

For the reliability of the scales utilized in the research, Cronbach Alpha coefficient is checked. It can be stated that the detected Cronbach Alpha coefficients; talent management ( $\alpha=0,90$ ), organizational trust ( $\alpha=0,86$ ) and organizational support ( $\alpha=0,85$ ) are on a trustworthy and acceptable level in terms of social sciences.

#### **3.3. Data Analysis Method**

For the analysis of research data, SPSS 21.0 statistical package program is utilized. After the data is uploaded in SPSS package program, the normality of the distribution is examined and the percentage-frequency values related to the demographic features of the participants are detected. Then, a regression analysis is performed related to the cause and effect relationship among the variables.

### **4. FINDINGS**

This section of the research primarily includes the percentage-frequency distributions related to the demographic features. Also, a regression analysis is performed in order to determine the role of organizational support within the influence of talent management on organizational trust.

#### **4.1. Findings Related to the Individual Features of the Research Participants**

The percentage and frequency findings related to the individual features of the research participants are shown on the Table-1. 68% of the participants are male and 32% of them are female; 64.6% of them are married and 35.4% of them are single. Considering the education



level of the minor and senior executives participating in the research, 20.4% of them are high school graduates, 41.3% of them have associate and 30.1% of them have bachelor degrees. Examining their age distribution, it is detected that 20.4% of them are between 26 and 30; 39.8% of them are between 31 and 35; 29.6% of them are between 36 and 40 and 10.2% of them are 41 or older. As for the departments where the participants work; 27.2% of them work in F&B department, 20.4% of them work in front desk department; and 18.4% of them work in the housekeeping department. And 46.1% of the participants are working in the enterprise for less than 5 years.

**Table 1. Percentage and Frequency Distribution about the Individual Features of the Research Participants**

Individual Features	f	%	Individual Features	f	%
<b>Gender</b>			<b>Working Department</b>		
Male	140	68	F&B	56	27,2
Female	66	32	Human resources	22	10,7
<b>Marital Status</b>			Front desk	42	20,4
Married	133	64,6	Accounting	13	6,3
Single	73	35,4	Sales and marketing	10	4,9
<b>Education Level</b>			Housekeeping services	38	18,4
High School	42	20,4	Security	17	8,3
Associate Degree	85	41,3	Others	8	3,9
Bachelor Degree	62	30,1	<b>Term of service</b>		
Postgraduate Degree	17	8,2	Less than 1 year	18	8,7
<b>Age Group</b>			1-5 year	77	37,4
26-30	42	20,4	6-10 year	72	35,0
31-35	82	39,8	11-15 year	28	13,6
36-40	61	29,6	16-20 year	11	5,3
41-+	21	10,2			
<b>Total</b>	<b>206</b>	<b>100</b>	<b>Total</b>	<b>206</b>	<b>100</b>

#### 4.2. The Intermediary Role of Organizational Support in the Relation between Talent Management and Organizational Trust

Basing on that the intermediary variable reveals the relation between the dependent variable and independent variable; when the intermediary variable intervenes between the dependent variable and independent variable, the relation coefficient from independent variable to dependent variable needs to decrease or disappear. While determining the organizational support as the mediator variable, it is a matter of fact that it is predicted as a variable which provides the relation between talent management and organizational trust. The results of hierarchic regression analysis are utilized to detect the mediator effect.



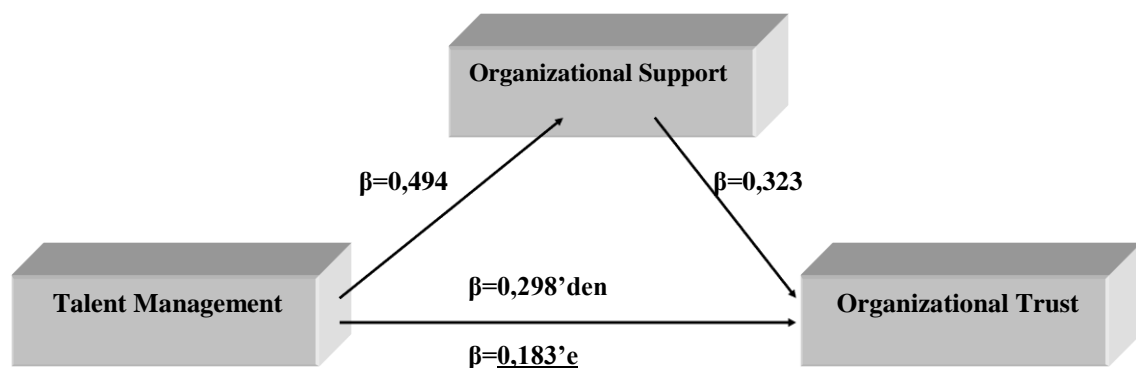


**Table 2. The Results of Hierarchic Regression Analysis to Detect the Intermediary Role of Organizational Support between Talent Management and Organizational Trust**

Dependent Variable	Independent Variable	B	St. Error	$\beta$	t	p	R
Organizational Trust	Fixed	2,957	0,218	-	13,556	<b>0,000*</b>	<b>0,089</b>
	Talent Management	0,272	0,061	0,298	4,465	<b>0,000*</b>	
Organizational Support	Fixed	1,344	0,246	-	5,462	<b>0,000*</b>	<b>0,244</b>
	Talent Management	0,558	0,069	0,494	8,118	<b>0,000*</b>	
Organizational Trust	Fixed	2,704	0,229	-	11,820	<b>0,000*</b>	<b>0,130</b>
	Talent Management	0,167	0,069	<b>0,183</b>	2,434	<b>0,016*</b>	
	Organizational Support	0,188	0,061	0,233	3,092	<b>0,002*</b>	

As is displayed in Table-2, according to the hierarchic regression results, a significant interaction is detected between talent management and organizational trust ( $\beta=0,298$ ) and organizational support ( $\beta=0,494$ ). This interaction can be stated as the first condition for the existence of a mediator effect. Then, the talent management and organizational support – the mediator effect of which is researched – are analyzed together and their influence on organizational trust is examined. Considering the analysis results, it can be seen that the influence of talent management on organizational trust ( $\beta=0,183$ ) decreases. Then, a Sobel test is performed and the Sobel (z) is found to be significant. As can be seen on Table-2, as a consequence of the analysis of talent management and organizational support together, it can be seen that the beta value decreases yet the significance sustains. The decrease in beta value and sustained significance proves the existence of a partial intermediary effect of organizational support. All the analysis results bring out the mediator effect of organizational support in the relation between talent management and organizational trust.

**Figure 1. The Mediator Effect of Organizational Support between Talent Management and Organizational Trust**



The results of the regression analysis are included in the Figure 1. It is seen that the  $\beta$  value decreases from 0.298 to 0.183 with the inclusion of organizational support in the relation between the talent management and organizational trust. Moreover, while it is stated that 1 unit increase in the talent management perception has a 0.29 unit positive influence on organizational trust; it can be stated that the organizational trust perception increased with 0.36 ( $R^2=0.13$ ) unit as a result of the fact that talent management and organizational support perception display an intermediary role.



## 5. CONCLUSION

In this research, we try to determine the influence of talent management on organizational trust in international hotel enterprises and therefore examine its role within the frame of organizational support; and basing on the findings obtained related to the individual features of the participants – the minor and senior executives, it can be stated that the minor and senior executive managers of the tourism sector do not have a high education level.

The problem of “educated personnel employment” which is accepted to be one of the important problems of tourism sector also comes before us within the results of this research hereby. It is an important indicator which shows that the employees are not employed for long period of time within their enterprises and the turnover speed rate of employees in the tourism sector is rather high. Considering the departments where the participants work, the fact that there is a higher participation level from the departments like f&b, front desk and housekeeping (the departments for which higher level of employment is realized) can be seen as a reflection of the employment structure of the sector.

In this research which tries to reveal the intermediary role of organizational support in the relation between talent management and organizational trust, it can be pointed out that talent management is an efficient variable on organizational trust and this influence can increase with the organizational support. This fact is proved with the change in intermediary role and relation level of organizational support.

Referring to the increasing need for talented employees in the organizations, increasing the feeling of trust among the employees has become one of the important duties of the managers. And this research reveals the fact that organizational support is an important element which can increase the trust felt towards the organizations.

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