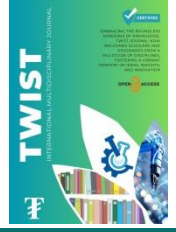




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Talent Management, Organizational Trust and Entrepreneurial Behavior in Business: A Study in IT Companies

Gülin Tuğçe SÖYLEYİCİ*

Lecturer, Office Services and Secretariat Department,
Vocational School of Social Sciences, Siirt University, Türkiye
ORCID: <https://orcid.org/0000-0002-3382-4837>

[*Corresponding author]

Mustafa Fedai ÇAVUŞ

Professor, Department of Management Information Systems,
Faculty of Economics and Administrative Sciences, Osmaniye Korkut Ata University, Türkiye
ORCID: <https://orcid.org/0000-0002-2515-5805>

Abstract

Talent management is defined as a set of human resource practices to find and retain the right people for the right job at the right time. Organizational trust is defined as trust in one's organization and leader by creating a value chain both horizontally and vertically within the organization to achieve organizational goals. Entrepreneurial behavior is defined as the behavior of recognizing opportunities, correctly identifying the resources that can be utilized, and acting according to these opportunities. The research on these three defined concepts has been handled within the framework of a specific purpose in order to contribute to the literature, and the results have been interpreted by taking into account scientific data. The quantitative research method was used in this study. The research was conducted on the employees of the top 500 IT companies operating in Turkey. The research data were analyzed using SPSS and AMOS statistical programs. The main purpose of this study is to examine the relationship between talent management, organizational trust, and entrepreneurial behavior and to reveal the effects and results. The main results of the study revealed that talent management and organizational trust have a statistically significant and positive effect on entrepreneurial behavior. It was also found that talent management has a statistically significant and positive effect on organizational trust.

Keywords

Talent Management, Organizational Trust, Entrepreneurial Behavior

INTRODUCTION

Rapidly evolving technologies, fierce global competition, energy constraints, climate change, political uncertainties and economic instability have become defining features of the current business environment (Sahai and Srivastava, 2012, p. 241). It has become very important in an increasingly competitive environment to accurately identify talented employees who make a difference for the continued existence of businesses, to increase the commitment of these employees to the business, to support their development for managerial positions, and to create a talent pool so that these talented people can constantly be found within the business (Yalcin, 2019, p. 17).

LITERATURE REVIEW

Talent Management

The talent management literature is generally quite normative. Therefore, different groups of authors tend to consistently advocate for a single meaning of talent without considering alternative interpretations (Dries, 2013, p. 268). Although there is now a rich literature on talent and talent management, it is difficult to making a specific definition (Rezaei and Mouritzen, 2021, p. 189).

Table 1 Talent Management Definitions

Author	Definitions
Guerci and Solari (2002)	It is a series of processes designed to ensure sufficient flow for the work to be performed by employees within businesses.
Heinen and O'Neill (2004)	It is combined HR practices aimed at finding the most suitable person for the right job, at the right time, and retaining them within the organization.
Chris and Morton (2005)	It is defined as an integrated approach and route for the effective functioning of the organization, strategic workforce planning, and human resources management.
Cheloha and Swain (2005)	Talent management is a key component to achieving effective success.
Blass (2007)	It involves additional management, processes, and opportunities applied to individuals within the organization who are considered talented.
Collings David and Kamel (2009)	Talent management is the creation of a talent pool for high potential and efficient employees who will contribute to critical positions of businesses and create sustainable competitive advantage.
Morgan and David (2010)	The strategic perspective of human resources is talent management.
Altug (2019)	It is the act of meeting the human capital needs of businesses in line with a competitive and creative perspective.

The term talent management has acquired various meanings that reflect some significant human resources developments in modern societies (Ariss vd., 2014, p. 174). While human resource management is about managing the entire workforce, talent management focuses only on employees who are considered talented. Since organizations tend to differ in how many employees they consider to be talented, and these differences can be explained mainly by their assumptions about the nature of talent, it is also thought to influence the debate about the similarities or differences between human resource management and talent management (Meyers and Woerkom, 2014, p. 193). Some authors believe that the personal resources of an individual who is said to be talented are innate. In other words, it is considered a gift of nature, family or personal history. On the other hand, less deterministic authors underline the fact that ability is the sum of different competencies that a person accumulates through a series of experiences. This indicates that talent can be acquired or at least developed and managed (Chabault et al., 2012, p. 329). From an organization's perspective, talents are human capital and all their potential talents and skills (Omotunde and Alegbeleye, 2021, p. 2). Talented individuals are employees who have above average performance potential according to their abilities and fulfill their responsibilities very well. Additionally, they should be willing and able to further progress (Ewerlin, 2013, p. 281). The act or process of managing potential employees is also considered talent management (Omotunde and Alegbeleye, 2021, p. 2). There is no need for a comprehensive and common definition of talent to develop talent systems that increase the individual, organizational and social contributions of talent management (Boudreau, 2013, p. 286). The terms "talent management", "talent strategy" and "HR planning" are used interchangeably in the literature (Lewis and Heckman, 2006, p. 139-140).

Organizational Trust

Organizational trust is the trust one has in one's organization and leaders by creating an intra-organizational value chain both horizontally and vertically to achieve organizational goals (Jena et al., 2018, p. 228). Organizational trust is a critical antecedent of organizational behavior (Pasamehmetoglu et al., 2022, p. 121). Organizational trust is defined as the most important factor that affects or supports the cooperation in the organization, interpersonal and team solidarity, the functionality of the organization, the activation of intra-organizational activities and the continuity of activities (Sipahi, 2019, p. 87). Organizational trust has been defined as "individuals confidence that the organization to which they are affiliated will take any action that will be beneficial or at least not harmful in line with their own interests" (Pasamehmetoglu et al., 2022, p. 121). Organizational trust is expressed as a positive attitude of an organizational member towards another member, that the other party will act with fair game rules and will not take advantage of the person's vulnerability and dependency in a risky situation (Pučetaité, 2014, p. 232). Jones and George (1998) define organizational trust as a form of social capital, characterized by the organization's unique knowledge that cannot be imitated by other organizations. Huff and Kelley (2003) describe organizational trust as a climate consisting of the behaviors and intentions of individuals within the organization, based on their organizational roles, relationships, experiences, commitment to the organization, and positive expectations. Sookyung et al. (2004), define organizational trust as an individual's identification with the organization and the emotional bond they feel towards it by being a part of it (Okudan, 2018, p. 41). Velez (2006) refers to the atmosphere in which employees trust and sincerity in each other and behave fairly, honestly and consistently towards each other as organizational trust. Vineburg (2010) expresses organizational trust as the level of employees' attachment to the organization, that is, the degree to which employees feel that activities will be carried out for their benefit (Ozgur, 2018, p. 49). Fard, Rajabzadeh, and Hasiri (2010) define organizational trust as the prerequisite necessary for achieving organizational success in changing working conditions (Ozgur, 2018, p. 48).

Organizational trust covers the entire organization and differs from individual trust in this respect. While individual trust is within limits, organizational trust includes the leader, manager and workplace separately. Organizational trust, which is among the most important elements of intra-organizational relations, also directly affects organizational performance. Today's changing conditions and dynamics make organizations more complex. In order to

survive in this situation, organizations must associate the concept of trust with ethical and legal foundations (Artantas, 2019, p. 73). Organizational trust focuses on the trust that employees have in their organization, which can motivate people by satisfying them in their work (Pasamehmetoglu et al., 2022, p. 121). Employees prefer organizations where they can continuously improve themselves, learn, and where their perception of organizational trust is high, and they expect to be valued and encouraged (Altinoz et al., 2013, p. 844). In order to develop organizational trust, it is important to fulfill the promises and commitments made to the employee in line with the laws and regulations established by the organization. Based on the definitions, it will be possible to express organizational trust as employees' expectations that the organization will be consistent in the face of uncertain and risky events they will encounter within the organization they are affiliated with. In the studies in the literature, organizational trust has focused directly on the perceptions of trust between employees and their managers and between employees themselves, and studies have been included in this direction (Cetin, 2019, p. 60).

Entrepreneurial Behavior

There is no common definition of entrepreneurial behavior in the literature (Gieure et al., 2020, p. 542; Duong, 2022, p. 4). Entrepreneurial behavior, involves starting and executing a new venture (Holley and Watson, 2017, p. 50). At the same time, entrepreneurial behavior is the know-how or knowledge that individuals possess that will enable them to perform certain actions (Gieure et al., 2020, p. 542). An entrepreneur can never create a venture without action or behavior (Cui and Bell, 2022, p. 2). Entrepreneurial behavior generally refers to the behavior that occurs during the entrepreneurship process (Cai et al., 2018, p. 113). Therefore, entrepreneurial behavior is defined as a series of exploratory actions (Duong, 2022, p. 4). In other words, entrepreneurial behavior refers to behavior involving recognizing opportunities, identifying available resources, and acting accordingly to seize those opportunities (Dam et al., 2010, p. 966). The goal of an entrepreneur is to take action to create value rather than just thinking and feeling (Cui and Bell, 2022, p. 2). Entrepreneurial behavior is also a human action in the pursuit of creating or expanding economic activities by identifying market opportunities and capitalizing on them to create value (Sultana et al., 2019, p. 1). Over the last decade, entrepreneurship and entrepreneurial behavior have become important goals for organizations and societies in general (Dam et al., 2010, p. 965). Anyone who can afford to make decisions can learn to be and act entrepreneurially. Then, entrepreneurship is a behavior rather than a personality trait (Drucker, 1985, p. 26). To promote an entrepreneurial spirit, it is necessary to understand the decision-making process of individuals (Dao et al., 2021, p. 2).

Entrepreneurial behavior is a set of activities that entrepreneurial firms develop to use resources creatively, create value and pursue opportunities (Cai et al., 2018, p. 117). Three categories of individual characteristics that underlie specific competencies and contribute to effective performance are recognized: knowledge, talents and skills. For superior performance in a particular field such as entrepreneurship, certain talents, knowledge and skills are needed (Dam et al., 2010, p. 966). Entrepreneurial behaviors are classified into three areas: technical skills, personal characteristics and managerial characteristics. Technical skills can be defined as skills that include writing, speaking, listening and information processing skills. Personal characteristics include many personality factors such as being innovative, persistent, open to change, willing to take risks, and visionary. Management features encompass managing creative fields such as marketing and administration, as well as company development areas like finance and operations (Schmidt et al., 2022, p. 2). Entrepreneurial behavior consists of various aspects such as being innovative, proactive, risk-taking, competitive and independent (Sultana et al., 2019, p. 3). Recognizing opportunities and using these opportunities, which are the most important parts of the entrepreneurship process, are thought to be the first entrepreneurial behavior (Cai et al., 2018, p. 113). Entrepreneurial behavior is often viewed as the combination of ideas, capital and resources, as well as elements of creativity and empowerment (Neto et al., 2018, p. 45). Thus, individuals' entrepreneurial competencies are often considered fundamental to organizations' ability to nurture and sustain innovation and new venture creation (Dam et al., 2010, p. 966). Entrepreneurs introduce innovation, develop or update existing values differently (Drucker, 1985, p. 22). Entrepreneurial behavior makes a difference when the individual's degree of organizational impact and positive work degree are evaluated. Businesses need to be superior to their competitors, keep up with current changes, and sometimes go beyond these changes. Because businesses that stay away from innovation may lose their competitive advantage and as a result, their effectiveness may come to an end (Meydan, 2010, p. 196).

The purpose of this study is to determine the relationships and interactions between talent management perception, organizational trust and entrepreneurial behavior. In this context, the following hypotheses will be tested in line with the data obtained through surveys.

- H₁:** Employees' perceptions of talent management practices have a statistically significant impact on entrepreneurial behavior.
- H₂:** Employees' organizational trust has a statistically significant effect on entrepreneurial behavior.
- H₃:** Employees' perceptions of talent management practices have a statistically significant impact on organizational trust.

MATERIALS AND METHODS

Sampling

The sample of the research consists of 555 individuals employed in the top 500 IT companies operating in Turkey. The surveys were delivered to the participants of the research via the internet. 61.3% of the participants in the research are women and 38.7% are men. The majority of the participants are between the ages of 32-38 (37.8%), the majority of

whom are married (71.7%) and have a bachelor's degree, making up 36.6%. When the total working hours of the participants in the enterprise were examined, it was determined that most of them were employed for 1-5 years (42.3%). It is seen that the activity period of the participants' enterprise is 1 year or more (30.1%), the department they work in is IT (23.1%), and the number of personnel in the enterprise they work for is 49 people or less (42.5%). The detailed demographic characteristics of the participants are shown in Table 2.

Table 2 Demographic Characteristics of Participants

Variables	Demographic Variables	Frequency Distribution (N)	Percentage (%)
Gender	Female	340	61,3
	Male	215	38,7
Age Bracket	18-24	48	8,6
	25-31	176	31,7
	32-38	210	37,8
	39-45	91	16,4
	46 yrs & above	30	5,4
Marital Status	Married	398	71,7
	Single	142	25,6
	Divorced	15	2,7
Educational Qualifications	High school and below	195	35,1
	Associate Degree	116	20,9
	Bachelor's Degree	203	36,6
	Master's Degree	37	6,7
	Ph.D	4	0,7
Work Experience	less than 1 year	120	21,6
	1 - 5 yrs	235	42,3
	6 - 10 yrs	126	22,7
	11-15 yrs	48	8,6
	16-20 yrs	17	3,1
	21 yrs & above	9	1,6
Operating Period of the Business	5 yrs & less	119	21,4
	6-10 yrs	106	19,1
	11-15 yrs	90	16,2
	16-20 yrs	73	13,2
	21 yrs & above	167	30,1
Department	IT	128	23,1
	Production	37	6,7
	Sales / Marketing	124	22,3
	Finans / Muhasebe	43	7,7
	Human Resources Management	45	8,1
	R&D	20	3,6
	E-commerce	12	2,2
	Quality Control	6	1,1
	Media and Communication	25	4,5
	Management	72	13,0
Business Administration	Business owners	223	40,2
	Professional managers	125	22,5
	Business owners and Professional managers	207	37,3
The number of personnel in the business	49 person & less	236	42,5
	50 - 149 person	97	17,5
	150 - 249 person	33	5,9
	250 person & above	189	34,1
Total		555	100,0

Scales

For the talent management variable in the research, the "Talent Management Practices Perception Scale", developed by Shawn Fegley in 2006 and used by Bahadınlı (2013) in her doctoral thesis, was used (Bahadınlı, 2013: 204). It is a scale consisting of a total of 16 items, divided into 2 factors in a 4-point Likert type. It consists of two dimensions: abstract and concrete. In the study, the "Organizational Trust Scale" developed by Nyhan and Marlowe (1997) and adapted into Turkish by Demircan (2003) was used to measure the organizational trust variable. It is a 5-point Likert type scale consisting of 2 dimensions and 12 statements: trust in the manager and trust in the organization. In the study, the scale

used for the entrepreneurial behavior variable was originally developed by Zampetakis et al. (2009) and later adapted into Turkish by Akkoc and colleagues (2012; 2019). It is a 5-point Likert type scale consisting of a single dimension and 6 statements.

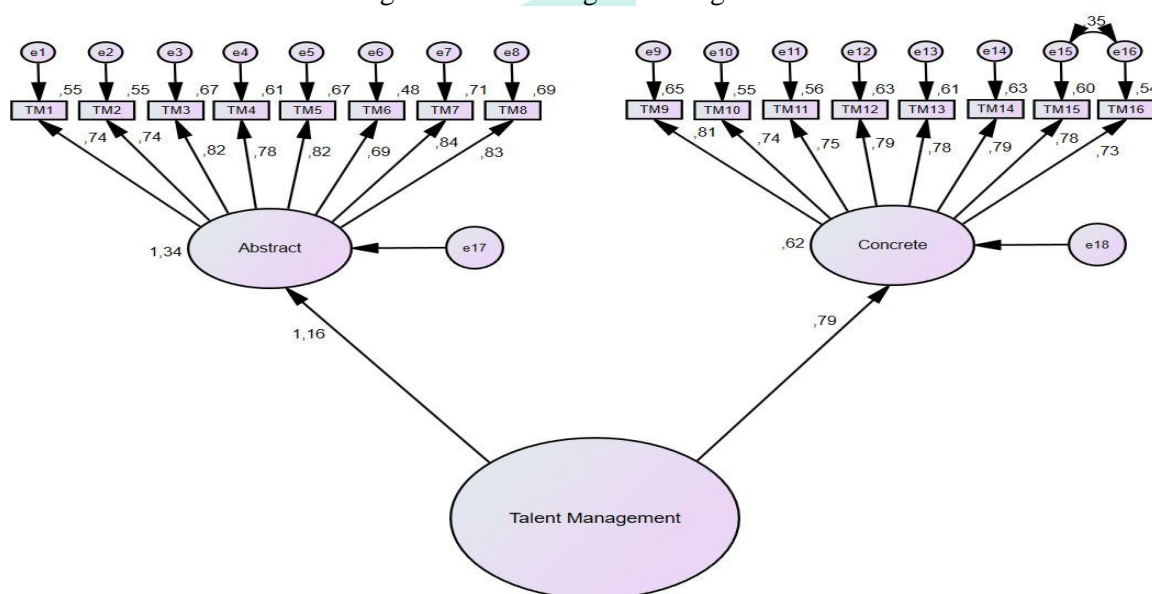
Factor analysis was performed to evaluate the construct validity of the scales. Cronbach's alpha values were examined to evaluate the internal consistency of the scales. The Cronbach alpha coefficient of the talent management practices perception scale was found to be 0.96, the organizational trust scale was 0.95, and the entrepreneurial behavior scale was 0.73. The calculated Cronbach's alpha coefficients were above the value of 0.70, which is considered sufficient in social science research, and these values show that the scales have internal consistency (Churchill, 1979, p. 68; Kartal and Bardakci, 2018, p. 170).

RESULTS OF THE FINDINGS

Confirmatory Factor Analysis

The structure intended to be verified can be constructed by the researcher or can be a structure revealed by exploratory factor analysis. In exploratory factor analysis, the factors that have the highest relationship with variable groups are determined by considering the relationship of each factor with each variable, while in confirmatory factor analysis, which factor is related to which variable is determined in advance (Kartal and Bardakci, 2018, p. 67). Therefore, confirmatory factor analysis aims to test a predetermined hypothesis or theory (Guris and Astar, 2019, p. 429). Since confirmatory factor analysis primarily aims to test and verify structural hypotheses regarding the relationships between variables, it focuses on determining the relationships between variables and factors and between factors themselves, in line with the hypotheses established in the analysis. Therefore, before the analysis, the researcher must accurately determine the information regarding the structure of the variables defined in the model. In this regard, the model is based on a strong theoretical or empirical basis (Cokluk et al., 2018, p. 275). At this point, with the statistical process, it is tried to determine to what extent the variables are equivalent to the assumed theoretical structure (Alpar, 2017, p. 247). The dimensions included in the measurement model of the research are divided into two groups: exogenous (external-independent) and endogenous (internal-dependent) variables (Bayram, 2016, p. 4). Confirmatory factor analysis can basically be used to test four different models. These models; Single-Factor Model, First-Level Multifactor Model, Second-Level Multi-factor Model and Uncorrelated Model. (Kartal and Bardakci, 2018, p. 72). In this part of the research, single-factor and second-level multi-factor models were examined with confirmatory factor analysis.

Relatively independent factors that make up some scales in a multi-factor structure can come together and be gathered under a broader and more comprehensive higher-level or second-level factor (Gurbuz and Sahin, 2018, p. 343). The model and standardized regression coefficient values obtained as a result of Second Level Multi-Factor CFA using AMOS on the two-dimensional talent management scale are given in Figure 1.



CMIN=418,959; DF=102; CMIN/DF=4,107; p=,000; RMSEA=,075; CFI=,952; GFI=,911

Fig. 1 Talent Management Scale Second Level Multi-Factor Cfa Model

The second level multifactor model is examined in Figure 1 above. The coefficients of each item are given above the figure. The values and significance levels of the standardized regression coefficients of the model obtained as a result of CFA for the talent management scale in Figure 1 are shown in Table 3.

When Table 3 is examined, it is concluded that the factor loadings are between 0.691 and 0.842. When the reliability of the scale was examined, it was determined that the total reliability coefficient in terms of Cronbach's alpha was 0.956, 0.928 for the abstract dimension, and 0.923 for the concrete dimension, and it was found to be well reliable. In previous studies, the reliability of the scale; Bahadanlı (2013) found it to be 0.935, and Yalcin (2019) found it to be 0.86.

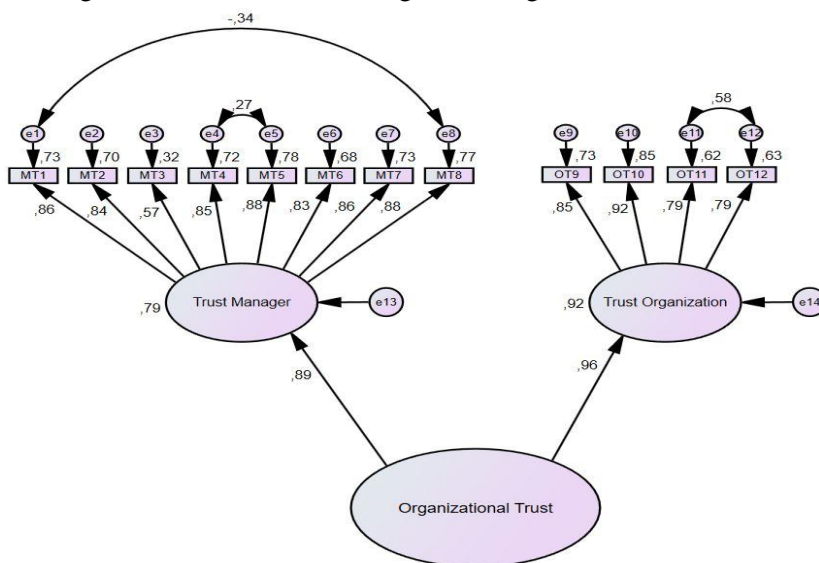
Table 3 Results Regarding the Measurement Model of the Talent Management Scale

Factors	Items	Factor Loading	Standard Error (S.E.)	t (C.R.)	p
Abstract $\alpha=0.928$	TM1	0,742	0,041	20,175	
	TM 2	0,743	0,040	20,219	***
	TM 3	0,821	0,041	23,434	***
	TM 4	0,784	0,040	21,853	***
	TM 5	0,816	0,042	23,218	***
	TM 6	0,691	0,044	18,285	***
	TM 7	0,842	0,044	24,374	***
	TM 8	0,830	-	-	-
Concrete $\alpha=0.923$	TM 9	0,806	0,052	19,119	***
	TM 10	0,744	0,050	17,55	***
	TM 11	0,747	0,050	17,615	***
	TM 12	0,791	0,050	18,73	***
	TM 13	0,778	0,054	18,411	***
	TM 14	0,791	0,050	18,735	***
	TM 15	0,777	0,046	22,883	***
	TM 16	0,735	-	-	-
Total Reliability $\alpha=0.956$					

*** $p < 0.05$

As a result of the second level multi-factor CFA of the talent management scale, the two-dimensional structure was confirmed. With the covariance setup between E15 "It adjusts the salaries of its current employees when they master the important skills required by the job" and E16 "It rewards its highest performing employees", an improvement of (.35) was made and valid fit indices were achieved. Goodness of fit index for the talent management scale are given in Table 6. When the analysis results of the measurement model are examined, the p-value of the model is significant ($p < .00$). Since the P value was statistically significant, no question was removed from the model. When looking at the model fit indices; the root mean square RMSEA value of approximate errors was calculated as 0.075, which is an acceptable measure of fit. Since it provides this, it has been determined that the model is compatible with the data. Since the SRMR value, which is the square root of the average errors from the fit indices based on the residuals, is 0.033, it can be said that the model has an acceptable fit ($0 \leq RMR \leq .05$). It was concluded that the CFI (0.952) value was at the acceptable limit, the goodness of fit index GFI (0.911) value was at the acceptable limit, the normed fit index NFI (0.937) value was at the acceptable limit, and the non-normed fit index TLI (0.943) value was at the acceptable limit. In summary, when Table 6 is examined, it is seen that the model shows acceptable and good fit values.

Relatively independent factors that make up some scales in a multi-factor structure can come together and be gathered under a broader and more comprehensive higher-level or second-level factor (Gurbuz and Sahin, 2018, s. 343). The model and standardized regression coefficient values obtained as a result of second-level multi-factor CFA using AMOS on the two-dimensional organizational trust scale are given in Figure 2.



CMIN=213,843; DF=50; CMIN/DF=4,277; $p=,000$; RMSEA=,077; CFI=,973; GFI=,937

Fig. 2 Organizational Trust Scale Second Level Multi-Factor Cfa Model

The second level multi-factor model is examined in Figure 2 above. The coefficients of each item are given above the figure. The values and significance levels of the standardized regression coefficients of the model obtained as a result of CFA for the talent management scale in Figure 2 are shown in Table 4.

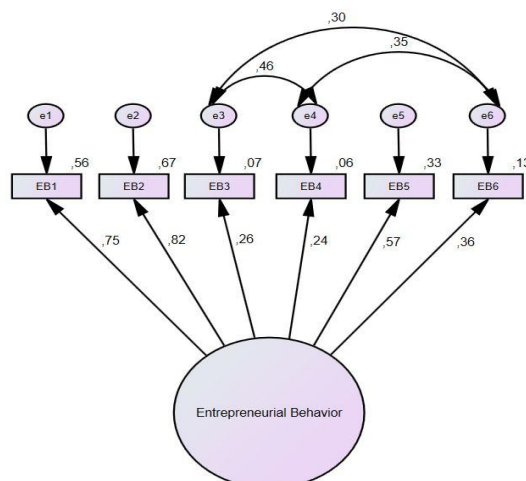
Table 4 Results Regarding the Measurement Model of the Organizational Trust Scale

Factors	Items	Factor Loading	Standard Error (S.E.)	t (C.R.)	p
Trust in the Manager $\alpha=0.941$	MT1	0,856	1	-	-
	MT 2	0,837	0,931	0,036	25,566
	MT 3	0,565	0,680	0,047	14,547
	MT 4	0,850	0,968	0,037	26,241
	MT 5	0,883	0,972	0,035	28,175
	MT 6	0,827	0,925	0,037	25,047
	MT 7	0,856	0,982	0,037	26,609
	MT 8	0,878	0,972	0,040	24,227
Trust in the Organization $\alpha=0.917$	OT 9	0,854	1		
	OT 10	0,920	1,06	0,037	28,623
	OT 11	0,790	0,87	0,039	22,491
	OT 12	0,792	0,877	0,039	22,575
Total Reliability $\alpha=0.954$					

When Table 4 is examined, it is concluded that the factor loadings are between 0.565 and 0.920. When the reliability of the scale was examined, it was determined that the total reliability coefficient in terms of Cronbach's alpha was 0.954, 0.941 for the trust in the manager dimension, and 0.917 for the trust in the organization dimension, and it was found to be highly reliable. In previous studies, the reliability of the scale; Nyhan and Marlowe (1997) found it to be 0.96, Pekdemir (2019) found it to be 0.921.

As a result of the second level multi-factor CFA of the organizational trust scale, the two-dimensional structure was confirmed. An improvement of (-.34) was made with the covariance setup between E1 "I have full confidence that my manager is technically competent in important matters related to his job" and E8 "I have complete confidence that my manager will carefully consider what they do during their job". An improvement of (.27) was made with the covariance setup between E4 "I have full confidence that my manager has the ability to understand his job at a sufficient level" and E5 "I have full confidence that my manager does his job adequately". Finally, with the covariance setup between E11 "The level of trust between the people I work with is very high" and E12 "The level of trust in each other is very high in this institution", an improvement of (.58) was made and valid fit indices were achieved. Goodness of fit values for the scale are given in Table 6. When the analysis results of the measurement model are examined, it is seen that the p value of the model is significant ($p < .00$). Since the P value was statistically significant, no question was removed from the model. When looking at the model fit indices; the root mean square RMSEA value of approximate errors was calculated as 0.077, which is an acceptable fit criterion. Since it provides this, it has been determined that the model is compatible with the data. Since the SRMR value, which is the square root of the average errors from the fit indices based on the residuals, is 0.028, it can be said that the model has an acceptable fit ($0 \leq RMR \leq .05$). It was concluded that the CFI (0.973) value was within the acceptable limit, the goodness of fit index GFI (0.937) value was within the acceptable limit, the normed fit index NFI (0.966) value was within the acceptable limit, and the non-normed fit index TLI (0.965) value was within the acceptable limit. As a result, when Table 6 is examined, it is seen that the model shows acceptable and good fit values.

Single-factor models are models in which all observed variables are collected under a single factor (Kartal and Bardakci, 2018, p. 73). The model and standardized regression coefficient values resulting from the first-level single-factor CFA performed with AMOS on the one-dimensional "Entrepreneurial Behavior" scale are given in Figure 3. It can be seen in Figure 3 that these values are between 0.24 and 0.82.



CMIN=26,512; DF=6; CMIN/DF=4,419; $p=,000$; RMSEA=,079; CFI=,974; GFI=,984

Fig. 3 Entrepreneurial Behavior Scale First Level Single Factor Cfa Model

The single-factor model is addressed in Figure 3 above. The basis of the model is the collection of all observable variables under a broader and more comprehensive parent variable (Akyuz, 2018, p. 194). The model consists of 6 observed variables. The coefficients of each item are shown on the figure. The values and significance levels of the standardized regression coefficients of the model obtained as a result of CFA for the entrepreneurial behavior scale in Figure 3 are shown in Table 5. The values presented in Table 5 range between 0.241 and 0.816.

Table 5 Results Regarding the Measurement Model of the Entrepreneurial Behavior Scale

Factors	Items	Factor Loading	Standard Error (S.E.)	t (C.R.)	p
Entrepreneurial Behavior $\alpha=0.733$	EB 1	,751	-	-	-
	EB 2	,816	0,085	13,172	***
	EB 3	,259	0,050	5,401	***
	EB 4	,241	0,048	5,033	***
	EB 5	,572	0,071	11,632	***
	EB 6	,355	0,042	7,381	***

*** $p < 0.05$

When the fit index values were compared with the critical values in Table 5, it was seen that the model did not fit the data. In this case, the modification indices were examined and it was seen that the modification that gave the highest chi-square gain was the association of error terms e3, e4 and e6, and the analysis was repeated. As a result of repeated analysis, new fit index values are presented in Table 6. When the analysis results of the measurement model are examined, the p value of the model is significant ($p < .00$). Since the P value was statistically significant, no question was removed from the model. When looking at the model fit indices; the root mean square RMSEA value of approximate errors was calculated as 0.079, which is an acceptable fit criterion. Since it provides this, it has been determined that the model is compatible with the data. Since the SRMR value, which is the square root of the average errors from the fit indices based on the residuals, is 0.046, it can be said that the model has an acceptable fit ($SRMR < .08$). It was concluded that the CFI (0.974) value was within the acceptable limit, the goodness of fit index GFI (0.984) value was within the acceptable limit, the normed fit index NFI (0.967) value was within the acceptable limit, and the non-normed fit index TLI (0.934) value was within the acceptable limit.

Table 6 Talent Management, Organizational Trust and Entrepreneurial Behavior Measurement Model Goodness of Fit Results

Goodness of Fit Criteria	Measurement Model Results			
	Acceptable Fit	Talent management	Organizational trust	Entrepreneurial behavior
Df (sd)	-	102	50	6
CMIN (χ^2)	$2sd \leq \chi^2 \leq 3sd$	418,959	213,843	26,512
CMIN/DF	$2 \leq \chi^2/sd \leq 5$	4,107	4,277	4,419
P value	$.01 \leq p \leq .05$,000	,000	,000
NFI	$0,90 \leq NFI \leq 0,95$,937	,966	,967
CFI	$.90 \leq CFI \leq .95$,952	,973	,974
GFI	$.90 \leq GFI \leq .95$,911	,937	,984
RMSEA	$.05 < RMSEA \leq .08$,075	,077	,079
SRMR	$.05 < RMR \leq .08$,033	,028	,046
TLI	$.90 \leq TLI \leq .95$,943	,965	,934

Correlation Analysis

The correlation coefficient is a measure of the linear relationship between two variables and is denoted r (Alpar, 2017, p. 42). When Table 7 is examined, a statistically significant and positive relationship was detected between talent management and organizational trust ($r=.705^{**}$; $p=0.000$). In line with this result, organizational trust increases as talent management studies are carried out in businesses. According to Table 7, a statistically significant and positive relationship was found between talent management and entrepreneurial behavior ($r=.428^{**}$; $p=0.000$). In this regard, entrepreneurial behavior increases as talent management studies are carried out in businesses. It is seen that there is a statistically significant and positive relationship between the abstract perceptions dimension of talent management and the trust in the manager dimension of organizational trust ($r=.618^{**}$; $p=0.000$). Moreover, it is seen that there is a statistically significant and positive relationship between the abstract perceptions dimension of talent management and the trust in the organization dimension of organizational trust ($r = 627^{**}$; $p = 0.000$). It is seen that there is a statistically significant and positive relationship between the concrete perceptions dimension of talent management and the trust in the manager dimension of organizational trust ($r = 649^{**}$; $p = 0.000$). It is seen that there is a statistically significant and positive relationship between the concrete perceptions dimension of talent management and the trust in the organization dimension of organizational trust ($r = 674^{**}$; $p = 0.000$). It is seen that there is a statistically significant and positive relationship between the abstract perceptions dimension of talent management and entrepreneurial behavior ($r=.416^{**}$; $p=0.000$). It is seen that there is a statistically significant and positive relationship between the concrete perceptions dimension of talent management and entrepreneurial behavior ($r=.404^{**}$; $p=0.000$). As a result, according to the findings in Table 7, there is a significant and positive relationship between talent management, organizational trust and entrepreneurial behavior.

Table 7 Correlation Analysis

		1	2	3	4	5	6	7
1	Talent Management	1						
2	Organizational Trust	,705**	1					
3	Entrepreneurial Behavior	,428**	,395**	1				
4	TM – Abstract Perception	,958**	,656**	,416**	1			
5	TM – Concrete Perception	,959**	,695**	,404**	,836**	1		
6	MT - Trust in the Manager	,661**	,971**	,362**	,618**	,649**	1	
7	OT -Trust in the Organization	,679**	,905**	,395**	,627**	,674**	,776**	1

**symbol indicates p < .01 significance level

Structural Equation Modeling and Regression Analysis

Structural equation modeling, goodness-of-fit tests and regression analyzes were conducted to test the H₁, H₂ and H₃ hypotheses created to examine the effects between talent management, organizational trust and entrepreneurial behavior. A structural equation model was created and regression analysis was carried out in order to test the H1 hypothesis, which deals with "the effect of employees' perceptions of talent management practices on entrepreneurial behavior" and reveal its results. When Figure 4 is examined, the structural equation modeling created is seen, and when Table 8 is examined, the analysis results are seen.

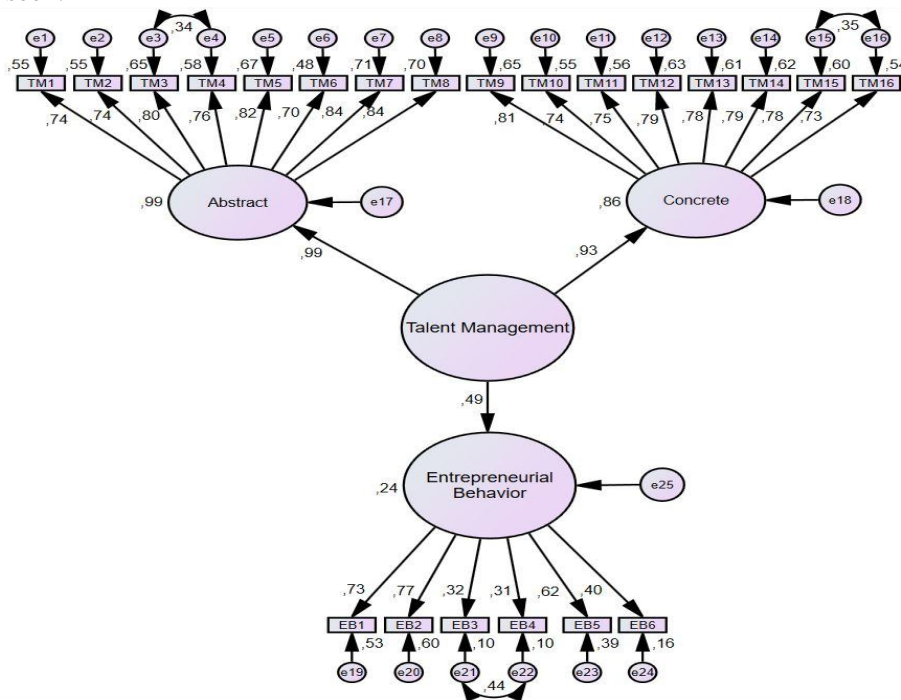


Fig. 4 Structural Equation Modeling of Talent Management and Entrepreneurial Behavior

Table 81 Results on the Effect of Talent Management on Entrepreneurial Behavior

Impact	Prediction	p	R2
Talent Management → Entrepreneurial Behavior	0.49	***	0.24

Fit Values

χ^2/df : 3.196, NFI: 0.916, CFI: 0.941, GFI: 0.889
 RMSEA: 0.063, SRMR: 0.0501, TLI: 0.933

***p<0.01

It has been determined that talent management practices have a statistically significant and positive effect on entrepreneurial behavior ($\beta=0.49$, $p<0.01$). 24% of the total change in entrepreneurial behavior is explained by talent management. An improvement of (.34) was made by establishing the covariance between E3 "It creates a culture that will make employees want to stay in the company" and E4 "It creates a culture that will make employees want to join the business". An improvement of (.35) was made between E15, "It adjusts the salaries of its current employees when they master the important skills required by the job" and E16, "It rewards its highest performing employees." And finally, between E21 "I cannot quickly change my course of action when I do not get results in my attempts" and E22 "I rarely spare time for my colleagues to find solutions to improve our services", an improvement of (.44) was made with the covariance setup and valid fit indices were achieved. Additionally, when the goodness of fit values of the model in Table 8 are examined, it can be said that it is a valid model. Therefore, the analysis results support the H₁ hypothesis that "Employees' perceptions of talent management practices have a significant effect on entrepreneurial behavior."

In order to test the H₂ hypothesis, which deals with the effect of employees' perceptions of organizational trust on entrepreneurial behavior, and reveal its results, a structural equation model was created and regression analysis was carried out. Looking at Figure 5, you can see the structural equation modeling created, and looking at Table 9, you can see the analysis results.

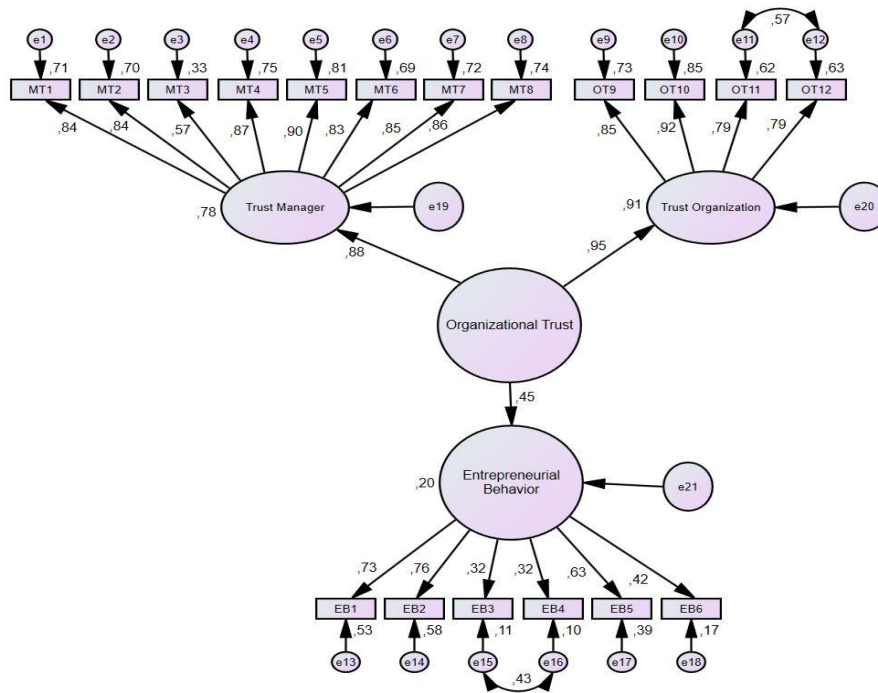


Fig. 5 Organizational Trust and Entrepreneurial Behavior Structural Equation Modeling

Table 9 Results on the Effect of Organizational Trust on Entrepreneurial Behavior

Impact	Prediction	p	R ²
Organizational Trust → Entrepreneurial Behavior	0.45	***	0.20

Fit Values
 χ^2/df : 4.037, NFI: 0.927, CFI: 0.944, GFI: 0.898
 RMSEA: 0.074, SRMR: 0.0558, TLI: 0.934

***p<0.01

It has been determined that organizational trust has a statistically significant and positive effect on entrepreneurial behavior ($\beta=0.45$, $p<0.01$). 20% of the total change in entrepreneurial behavior is explained by talent management. An improvement of (.57) was made by establishing covariance between E11 "The level of trust between the people I work with is very high" and E12 "The level of trust in each other is very high in this institution". An improvement of (.43) was made with the covariance setup between E15 "I cannot change my course of action quickly when I do not get results in my attempts" and E16 "I rarely spare time for my colleagues to find solutions to improve our services" and valid fit indices were achieved. Likewise, when the goodness of fit values of the model in Table 9 are examined, it can be said that it is a valid model. Therefore, the analysis results support the H₂ hypothesis: "Employees' organizational trust has a significant effect on their entrepreneurial behavior."

In order to test the H3 hypothesis, which deals with the effect of employees' perceptions of talent management practices on their organizational trust, and reveal its results, a structural equation model was created and regression analysis was carried out. When Figure 6 is examined, the structural equation modeling created is seen, and when Table 10 is examined, the analysis results are seen.

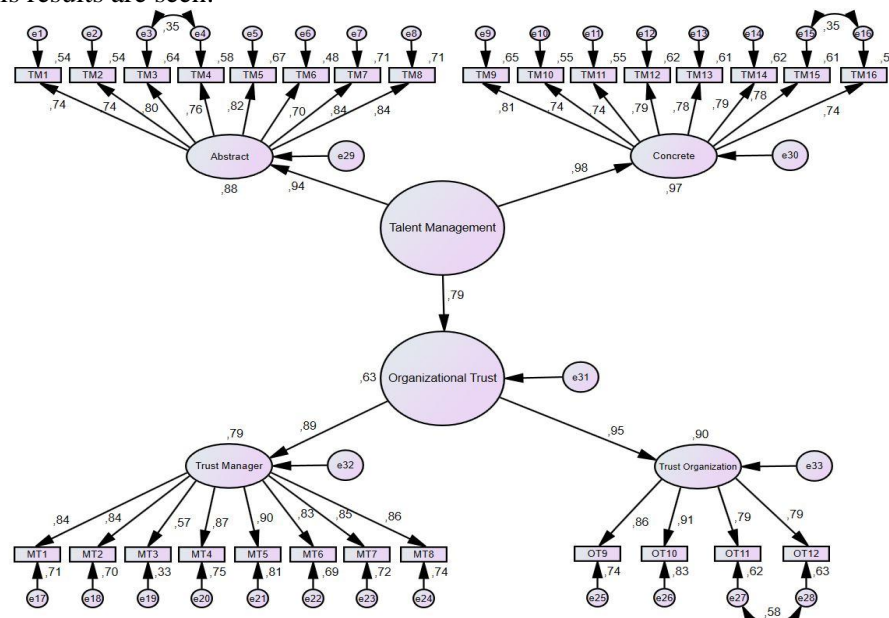


Fig 6 Talent Management and Organizational Trust Structural Equation Modeling

Table 10 Results on the Effect of Talent Management on Organizational Trust

Impact	Prediction	p	R ²
Talent Management → Organizational Trust	0.79	***	0.63

Fit Values
 χ^2/df : 3.055, NFI: 0.924, CFI: 0.947, GFI: 0.880
RMSEA: 0.061, SRMR: 0.0322, TLI: 0.942

***p<0.01

It is determined that talent management practices have a statistically significant and positive effect on organizational trust ($\beta=0.79$, $p<0.01$). 63% of the total change in organizational trust is explained by talent management. An improvement of (0.35) was made by establishing covariance between E3 "It creates a culture that will make employees want to stay in the company" and E4 "It creates a culture that will make employees want to join the business". A covariance setup was established between E15 "It adjusts the salaries of its current employees when they master the important skills required by the job" and E16 "It rewards its highest performing employees," resulting in an improvement of (0.35). Finally, a covariance setup was established between E27 "The level of trust between the people I work with is very high" and E28 "The level of trust in each other in this institution is very high," resulting in an improvement of (0.58), and valid fit indices were achieved. As a result, the analysis results support the H₃ hypothesis that "Employees' perceptions of talent management practices have a significant effect on their organizational trust."

DISCUSSION AND CONCLUSION

When the analysis results of the hypotheses created within the scope of the research were examined, it was seen that all three hypotheses were supported. When the three hypotheses in the research are examined; It has been determined that the perceptions of personnel working in IT companies regarding talent management practices have a statistically significant effect on entrepreneurial behavior. The effect of organizational trust of business employees on entrepreneurial behavior has been investigated and a positive effect has been found. Finally, it has been found that the perceptions of personnel working in IT companies regarding talent management practices have a significant effect on organizational trust. When other studies are examined; Altinoz, Cakiroglu and Cop (2013), as a result of their field study examining the effects of talent management on organizational trust, found that talent management has a moderate positive effect. They revealed that talent management practices contribute to increasing organizational trust levels. Tolu (2016), as a result of his study on personnel operating in the beverage industry in Adana to examine whether talent management has an effect on intrapreneurship, found that talent management has a positive effect on intrapreneurship. Based on the results obtained, he stated that research on talent management could increase intrapreneurship behaviors. Dag (2018), in his study conducted on teachers working in private schools to examine talent management as a predictor of organizational trust and job satisfaction, concluded that perceptions of talent management have a significant impact on perceptions of organizational trust. Erdogan (2020), in his study conducted in the telecommunications sector to examine the mediating role of talent management in the relationship between organizational culture's adaptability and organizational trust, found a positive relationship between talent management factors and organizational trust. It has also been revealed that talent management mediates the relationship between the external adaptability of organizational culture and organizational trust at a low level. Vatansever Toylan et al. (2020) examined the effects of entrepreneurial tendency on talent management. As a result of their study on students receiving tourism education, they determined that the entrepreneurial tendencies exhibited by students receiving tourism education during their education had a positive and significant impact on the talent management processes they exhibited in their academic lives. Ozturk Kaya et al. (2023) examined the mediating effect of corporate entrepreneurship in the relationship of talent management practices with organizational performance. As a result of their study on human resources managers and middle level unit managers of companies, they determined that talent management practices have a significant and positive effect on corporate entrepreneurship. They also revealed that talent management practices have a significant and positive effect on the financial performance of companies through the mediating role of corporate entrepreneurship. Although the concepts of talent management, organizational trust and entrepreneurial behavior have been the subject of many independent studies in different subjects and fields, no studies examining these three variables together have been found in the literature. The abstract and concrete sub-dimensions of talent management and the sub-dimensions of organizational trust, trust in the manager and trust in the organization, have only recently begun to be researched in the literature and have been the subject of research for the first time on entrepreneurial behavior, which has not yet been extensively studied. Based on this point, it is thought that our study will contribute to the literature and shed light on future studies. The study contributes to the national and international literature on the positive or negative results of the direct and indirect effects of talent management and organizational trust on entrepreneurial behavior. Conducting the study only on employees in the IT sector will reveal the limitations of the research and will also provide support and assistance to businesses in the IT sector in line with its results. The research has limitations because it was conducted only on employees representing a certain group. It is thought that conducting it on different groups or employees will yield different results and will make a new contribution to the literature. The research variables were collected under the same title for the first time and examined. At this point, a contribution has been made to the literature focusing on the interrelationships of the variables revealed with the results and especially on the entrepreneurial behavior variable. Based on these results, it is thought that discussing the variables under different topics and headings will contribute to the literature.

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