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The impact of talent management and social innovation on innovation performance: an application on family businesses in Marmara Region

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ABSTRACT

The study aims to investigate the extent to which the concepts of social innovation and talent management will affect the innovation performance of enterprises as a result of the literature studies on the concepts of social innovation and talent management in family businesses in the Marmara Region. A questionnaire consisting of 78 questions was applied to the employees of small, medium and large-sized family businesses operating in the Marmara Region. A total of 460 questionnaires were evaluated. SPSS program was used for the survey results and the answers were analyzed by reliability analysis, factor analysis, correlation analysis and regression analysis methods. With the analysis study, the impact of social innovation and talent management on innovation performance was tried to be determined. As a result, it has been determined that there is a significant relationship between talent management practices and innovation performance. In other words, it has been determined that talent management is a strong factor in increasing the innovation performance of enterprises. In addition, no effect of social innovativeness on innovation performance was observed. In the light of the findings, the results of the research are discussed and recommendations are presented for both managers and academicians. Suggestions were presented in terms of facilitating the performance evaluation of enterprises with talent management and creating solutions in such a way as to raise the standard of living of employees with the understanding of social innovation.

Introduction

In the study of family companies in the Marmara Region a result of the literature studies of social innovation and talent management to what extent and how these affect their innovation performance have been targeted. The Marmara Region that operates on small, medium and large-scale family businesses to their employees completed a questionnaire of 78 questions. 460 surveys were taken into account in total. The results of the questionnaire, the SPSS program isused whether the answers are reliability analysis, factor analysis, correlation analysis and regression analysis methods were investigated. The work of this analysis, reengineering, organizational climate, and to identify the impact of psychological capital onfirmperformancehavebeen made. As a result, the talent management on innovation performance to a significant level organizational businesses a significant relationshiphas been found. In other words, talent management was determined to be a strong factor in improving innovation performance. On the otherhand, social innovation has any effect on innovation performance.

Digital transformation is the process of integration of advanced technologies, physical and digital systems and thus the creation of innovative business models, new production processes and knowledge-based products and services (Karpuzoğlu, 2023, 42). In related studies, measuring innovation is often based on service and product concepts that have completed the transformation that has occurred, announcements of new products, the number of patents, research and development expenditures, etc. metrics are used. Another method used to make sense of innovation performance levels is subjective measurement metrics. It is accepted that subjective scales, in which the enterprise compares itself with competing enterprises, are also used reliably (Düzcan and Fidan, 2023, 364). There are a number of difficulties related to the concepts of talent management and social innovation in family businesses. One of the main difficulties experienced in this regard is that employees resist change, business management has a management approach

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that is not open to innovation, on the other hand, the opportunities of enterprises that adopt innovation have limited access to talent management and up-to-date resources supported by social innovation. The results of the research on the emerging findings were discussed and suggestions were made for both managers and academicians.

Literature Review

This systematic review examines the complexities of talent management, highlighting its multifaceted nature and strategic importance for organizational success (Groenewald et al., 2024, 93), while the choice of the term "innovation" raises a number of questions about the intensity and novelty of social innovation initiatives (Vercher et al., 2023, 233). The increasing trend of competition in the world of business reveals the importance of employing employees according to their skills and developing these skills. On the other hand, it is seen that new steps have started to be taken for studies on the level of adaptation to social innovative approaches that constitute the external environment of enterprises. The emergence of the needed capabilities and the importance of social innovation changing in the social context reveals the research topic. The purpose of this study is to investigate the impact of innovation performance on talent management and social innovation.

Businesses need to be able to increase a number of performance metrics in order to realize their activities in a sustainable competitive environment. Achieving the aforementioned increase shows itself depending on the degree of innovation of the enterprises. When we look at the innovation performance process, it is seen that it covers all processes within a business (Düzcan & Fidan, 2023, 364). The concept of talent management, which is thought to emphasize the importance of innovation performance more, has an important impact on the motivation of business employees to develop their existing talents. At the same time, the fact that social volunteerism, which is a sub-heading of the concept of social innovation, directly affects innovation performance is an issue that makes a difference. In the light of all this information, this is the first research that collectively examines the relationship between the concepts of talent management, social innovation and innovation performance.

Theoretical and Conceptual Background

The Concept of Talent Management

Talent management can be defined as "the activities and processes that involve the systematic attraction, identification, development, engagement, retention, and deployment of talent of special value to an organization to create strategic sustainable success" (Battisti et al., 2023, 2758). Talent are important assets for an organization and identifying them is important for the future development of the organization. The classification of talents within an organization can be categorized as administrative talents, professional talents or innovative talents. Talent encompasses everything from people's natural abilities to their personal characteristics (learning, development, skills, competencies and the development of knowledge through opportunities). Talent is crucial for organizations to meet the demand for work. The processes involved in talent identification are to bridge the gap between the demand for talent and the supply of talent (Isa et al., 2018, 689-690). Organizations are committed to developing talent from the first day of an employee's tenure in the organization. A commitment to talent development is the cornerstone of an organization's culture. Employees appreciate the training, educational and consulting programs offered by the organization for personal and professional development. Organizations can engage in formal forms of education through training programs, university partnerships, professional associations and conferences (Mahajan, 2019, 478).

By focusing on talent development, employees can improve their job qualifications and performance. Talent development encourages both vertical and horizontal movement within the organization and can help shape employee preferences or reduce employee turnover. Through the whole process, employees secure their own employment within an organization for a longer period of time. Thus, talent development is defined as a social process of sharing knowledge necessary for the developmental experiences of talented individuals within the organization (Isa et al., 2018, 690).

Talent Management

In 1998, a group of McKinsey consultants coined the term "war for talent" and stated that talent is the key to organizational excellence (Guerra, Danvila-del-Valle, & M´ endez-Su´ arez, 2023, 2). Since then, talent management has been seen as a key to organizational success (Beechler and Woodward, 2009, 274), highlighting the critical talent challenges that companies face in their quest to achieve a sustainable competitive advantage and consequently generating interest among practitioners and researchers (Anlesinya and Amponsah-Tawiah, 2020, 281). There is no shortage of talented people in the world, but there is a shortage of the right people in the right places. The concept of talent management is defined by academics and practitioners as an important strategic people management agenda for the future. Talent management is defined as deliberate actions to attract, recruit, develop, and retain individuals with solid skills and the ability to make a significant impact on the firm's results, individually or collectively (Evans, Pucik, & Björkman, 2002, 257-258). Talent management can be summarized as the process of attracting, assessing, selecting, developing and retaining talent. "Talent management is the management process that employers develop and implement with the contribution and participation of their employees, starting from recruitment, training, evaluation, development and rewarding processes, while reducing labor costs" (Ergeneli et al., 2014, 262-263).

Talent Management basically requires more than an accurate diagnosis of current employee attitudes and organizational culture and targeting the problem with an appropriate strategy (Hongal & Kinange, 2020, 65). The concept of talent management is an important factor in the success of a business. The concept of talent management, which is emphasized by businesses with a strategic perspective, also determines the importance of the business among competing businesses in the coming years. In the strategic planning of the business, it is important to be able to include in detail the desired / expected features in a wide range from the skills that employees should have to the skills that the business should have.

It motivates employees based on the basic principles, values, common opportunities within the organization and internal belief systems within the organization. When determining the talent strategy of the organization, it is important to determine the processes/procedures that will invest in the talent management system (Mahajan, 2019, 473). Talent management is also considered as an additional management processes and opportunities and is used for talented employees within the organization. Effective talent management suggests that talented employees start to see themselves as part of the organization, add value to the organization and provide continuity. Talent management always ensures the professional involvement of employees in business practices, serving cheerfully, emphasizing having the right people with the necessary skills and experience, consisting of experienced professionals in various professions (Baharin and Hanafi, 2018, 698).

The concept of talent management was not new. It emerged in the 1990s, but this function was not considered more important for HR Managers. It was only considered as one of the additional responsibilities of the HR Manager. However, in today's competitive environment, companies have given special importance to talent management in their organizational structure. Talent management is the most important factor in the development of the organization. As the best talent can change the future of the business. Talent management brings together human resources and management initiatives (Hongal and Kinange, 2020, 65). The growing importance of talent management reflects changes in the nature of supply and demand for talented employees. Driving these changes is, first, the transition to a knowledge economy and, second, the impact of demographic changes. We are witnessing increased job mobility with at least some shift in the balance of power from the business to the individual. Shifts to the knowledge economy, demographic changes, globalization, individual mobility and other factors that make talent management important (Evans, Pucik and Björkman, 2002, 260).

Another aspect that highlights the importance of talent management is that one thing is clear about recent generations and that is that they have strong levels of technological literacy. For these generations, technology has become infused into every aspect of modern life. This has resulted in the last "NetGen" generation (Generation Y and those following Generation Y) living in a world of text messaging, social networking tools (MySpace, Facebook) and blogs (Carter et al., 2009, 132). To summarize the importance of talent management, it is vital for the human resource department to put the right talent in the right place and the right talent is the greatest asset for an organization. Organizations should thus focus on managing talent: it is important in order to reach the most talented and experienced individuals. It is extremely important for organizations to retain their talent in order to stay ahead of competitors (Mahajan, 2019, 473).

Challenges in Talent Management

According to the results of McKinsey's 2006 study and Collings and Mellahi's study on the barriers to talent management in a globalizing world, the following issues were identified as barriers to talent management.

i. Failure to design talent management processes and contents correctly as a result of different approaches in the literature on the scope and definition of talent management and the lack of a clear common definition,
ii. Top management does not devote the necessary time to talent management,
iii. Negative attitudes of line managers towards employee development,
iv. The existence of a corporate identity that does not have a positive impact on internal and external employees, although there are studies that demonstrate the importance of positive corporate social responsibility activities in attracting and retaining talented employees,
v. Failure to clearly explain the opportunities that the organization will provide to the candidates,
vi. Following a communication strategy that is not compatible with the corporate identity,
vii. Inadequate encouragement of team spirit within the organization,
viii. Especially in international enterprises, the global mobility of existing talents within the enterprise is hampered due to the concern for higher performance between the headquarters and its subsidiaries,
ix. Failure of top management to link corporate strategies with talent management,
x. Lack of a common perspective of top management on critical tasks" (Bahadınlı, 2013, 114-115).

Social Innovation

To begin with, Phills, Deiglmeier and Miller (2008) define social innovation as "a new solution to a social problem that is more effective, efficient, sustainable or equitable than existing solutions and where the value created accrues primarily to society as a whole rather than to private individuals". Looking at the evolution of the concept, Murray (2008) categorized overarching problems and the potential accumulated costs of dealing with them, such as climate change, the concept of rising inequality and the prevalence of epidemics, with attention/emphasis on the reasons for the rapid development of social innovation (Foroudi et al., 2021, 447).

It made one of the first attempts to expand the debate on the meaning of social innovation to business, proposing three interacting dimensions: (1) fulfillment of unmet human needs; (2) changes in social relations; and (3) empowerment in the form of increased access to resources and capabilities. This is the beginning of a sociological conceptualization of social innovation (Grilo and Moreira, 2022, 54). Innovation takes its place in the literature as altruism, keeping up with change, updating the current situation with the "structure of this word, which carries the meanings of change, metamorphosis and renewal" (Uzunbacak, 2013, 76). "Innovation is the process of transforming new ideas and creativity into commercial value. It is a process that creates a positive value difference in performance. Innovation is the creation of new resources to ensure customer satisfaction. It can also be expressed as the process of putting creativity into practice" (Saruhan and Yıldız, 2012, 31). Underlying every innovation is a focus on facilitating and developing a need and solving a problem. From this point of view, both economic and increasing competition factors have created space for innovation, and after the 1970s, the focus has been on the economic value and performance of technologies on innovation. The issue of innovation has been handled with approaches from different disciplines. While innovation used to be seen as technology, in the 1990s, the focus has shifted to the social side of innovation. While social innovation is involved in solving many problems, it is important not only in solving problems in economic terms but also in humanitarian terms. Social innovation leads to social change and includes implementation processes (Ateş, 2017, 23).

Social innovation refers to collective actions and social relations that address social problems neglected by the public sector or the market. These problems often stem from the gradual dissolution of solidarity bonds in society under the pressure of economic competition or market fundamentalism (Galego et al., 2022, 265) and consist of new ideas that work to meet social goals or innovative activities and services aimed at meeting social needs (Solis-Navarrete, 2021, 3). The concept of social innovation, which is defined as the adoption of "new solutions to social problems" (Hagedoorn et al., 2023, 176), is becoming important in terms of solving many problems in today's world.

Some innovations are technology-related, while others may not have any connection with technology. The Organization for Economic Cooperation and Development (OECD), a think tank for rich countries, defines innovation as "new products, business processes and organic changes that create wealth or social well-being". Innovation does not necessarily always require the generation of fresh ideas. In many cases, innovation is an improved version of an existing idea. Therefore, the important message to remember is that innovation includes the scope for such improvements that can make existing ideas better and faster and create better value. Innovation is thought of as an art rather than a science and requires a great deal of creativity and, therefore, may not be practical in the real world. Indeed, for innovation to take place in the real world, more focus needs to be placed on the implementation aspects and practical application of the idea rather than the idea itself (Ooi, 2010, 30).

Social innovativeness is a concept that includes values, beliefs and norms, global thinking and social capital. "Norms, another important element of social capital, are a set of values that contain unwritten rules about what attitudes and behaviors an individual should have in terms of the social community to which he or she belongs. Norms are defined as rules that ensure that common actions yield successful results through individuals not adhering to common rules and rules, even traditions" (Kahraman, 2016, 40). Social capital refers to the benefits arising from connections and interpersonal relationships with people inside and outside an organization. This constitutes an intangible resource. This intangible resource is a form of capital in the same way that human skills constitute human capital (Evans, Pucik and Björkman, 2002, 220).

Recent developments in the management literature point to a shift in focus from technological innovation to social innovation and social entrepreneurship. The crux of this innovative behavior is that the skills and expertise used to develop successful commercial innovations can be used to solve a wide range of societal problems. Through this, individuals and organizations challenge traditional problem-solving mind-sets, providing alternative means to achieve social progress (Chalmers, 2011, 4). Incremental social innovation provides new ways of meeting social needs more effectively and efficiently, while radical or disruptive social innovation is characterized by a "system-level change", including shifts in power relations and changes in social hierarchies (Arocena and Sutz, 2021, 3). Social innovation is a rapidly growing practice and an emerging academic discipline. One definition of social innovation is the development and implementation of new ideas (products, services and models) to meet social needs (Lettice and Parekh, 2010, 140). Social innovation is a concept that combines innovation efforts with social business and management systems that aim to create social benefits.

Social Innovation Process

In social innovation, we need to adopt a different way of thinking in order to offer different solutions to the changing problems of our changing world, and we need to develop this idea and learn these ideas in the areas where they are needed. Along with the aim of increasing their gains, there are other factors that are decisive in the preference of businesses for social innovation today. It is possible to list them as follows:

i. Demography: The aging population and migration are identified as the main demographic factors that contribute to the need to create social benefits. It requires a rethinking of care and support services, urbanization designs and settlements. Differences in approach between generations are also pointed out at this point. It is stated that the result-oriented nature of Generation Y will require businesses to approach their activities sensitively.
ii. Environment: The depletion and use of water resources, global warming and energy use are factors in the design of activities within the framework of social values. Reorganization of cities, reduction of carbon emissions, evaluation of

transportation systems are emphasized. The rising cost of using natural resources should also be evaluated" (Erbil, 2015, 74).

iii. "In this respect, sustainability is one of the fundamentals of the social innovation process. It is expected to pay attention to the use of resources in the process.

iv. Education: While education is a determinant in terms of the need to increase accessibility, the "well-educated" employees and customers can also be considered as a driving force. Educated employees expect the businesses they want to be involved in to have a high level of social sensitivity. Educated customers, likewise, have a high propensity to buy from responsive businesses.

v. Social trends and expectations: Diversity, social exclusion and ethical values are elements that can be considered in this context. Social movements are also a driver" (Erbil, 2015, 75).

Challenges That Businesses May Face in The Social Innovation Process

One of the common barriers to the adoption of social innovation is its risky relationship with disruptive innovation. First, empirical evidence supports the theory that increasing the diversity and volume of knowledge sources simultaneously enhances innovation, increases the likelihood of disruptive innovation and reduces the risks associated with innovation introduction. The second factor that can help reduce risk in the social innovation process is to systematically search remote knowledge domains for isomorphic relationships. Finally, a final consideration that has the potential to significantly minimize risk in the social innovation process is the careful evaluation and selection of information sources (Chalmers, 2011, 11).

There appears to be a disconnect between the resources directed to the social sector over the last decade and both the quality and volume of disruptive innovations that have emerged. Drawing from a variety of empirical studies on social innovation and the broader conceptual literature, a number of themes emerge that identify common barriers preventing the further proliferation of socially innovative behavior. These are discussed in detail below (Chalmers, 2011, 5):

i. Protectionism and risk aversion
ii. Problem complexity
iii. Networks and cooperation (access to networks and access to funding)

One of the problems that businesses are likely to face in the light of information about social innovation is the approach of the state in facilitating their work. Difficulties such as acting in line with the wrong information received by customers/buyers due to information asymmetry, not being aware of the benefits and harms, not being able to access the right financial resources, and not establishing the right collaborations can be encountered (Erbil, 2015, 78).

In sum, innovators face several significant obstacles when working to solve creative social problems. First, both government and philanthropic organizations are inherently risk averse and tend to reject destructive solutions in favor of incremental improvement. There are also deep relationships between funding and service delivery partners in terms of contributions. Established funding structures that clearly draw the lines between government functions and philanthropic/charitable missions artificially compartmentalize social problems, meaning that true systemic solutions cannot be achieved. Finally, social innovators fail to identify and access the networks that facilitate their success. This reduces exposure to valuable sources of knowledge that can later enter the social innovation process. These barriers pose a significant obstacle for social innovators and reduce the potential for disruptive social innovation. It is therefore suggested that attention should turn to developments in the parallel field of open innovation for inspiration on how to overcome shortcomings in both social innovation research and practice (Chalmers, 2011, 7).

Empirical Review and Hypothesis Development

The main purpose of the study is to answer the question to what extent and in which direction talent management affects innovation performance together with social innovation practices. In this direction, it is aimed to determine to what extent talent management and social innovation are effective on innovation performance. As a result of the research, firms will be able to determine the use of variables in line with the objectives of the enterprises in order to improve their innovation performance.

Hypotheses

While hypotheses were formed between the independent variable of talent management and the dependent variable of innovation performance, (Hasan & Saufie, 2021, 42) expected a similar "something very good" effect when it comes to the effects of talent management on the innovation performance of SMEs in his study and at the same time (Örücü & Akyüz, 2018, 26) states that "organizations will achieve innovative features as a result of placing their human resources equipped with knowledge to create new products and processes and specializing in this process". In line with this information, the hypotheses of the research on talent management were determined as follows:

H1: Talent management directly and positively affects innovation performance.

H1A: Talent availability sub-dimension has a direct and positive effect on innovation performance.

H1B: Talent development sub-dimension has a direct and positive effect on innovation performance.

H1C: Talent retention sub-dimension has a direct and positive effect on innovation performance.

(İmamoğlu, Erat and Taşçı, 2022, 52); when the innovation systems of developed and developing countries are compared, the importance given to science and technology in the world is better understood with the great increase in research and development expenditures in recent decades. In line with this information, the following hypothesis emerges:

H2: Social innovativeness directly and positively affects innovation performance.

When hypothesizing between the independent variable of social innovation and the dependent variable of innovation performance, (Saji and Ellingstad, 2016, 262) suggest that the outcome and process of social innovation is more strategic and that anything that is not strategic and not managed using existing management and business dimensions cannot essentially be called social innovation, The ideas of challenging researchers who focus solely on compassion as a motivation for engaging in social innovation, and suggesting that successful social innovation emerges from partners who are results-oriented rather than simply goodwill-driven, guide the following hypotheses in our study;

H2A: The social development sub-dimension has a direct and positive effect on innovation performance.

H2B: Social improvement sub-dimension has a direct and positive effect on innovation performance.

H2C: Social value sub-dimension has a direct and positive effect on innovation performance.

Research and Methodology

Family-owned companies constitute the oldest and most dominant form of business organization in the world. In many countries, family-owned companies represent more than 70 percent of overall enterprises and play an important role in economic growth and employment of the workforce. While investigating the impact of the concepts of talent management and social innovation on the innovation performance of enterprises, employees of family companies, which are the oldest type of business organization, constitute our sample in accordance with the purpose of the research. The main population of the study is family businesses and the sample selection is based on family businesses in the Marmara Region. As a data collection method, a questionnaire was applied to the employees of family companies and created online via Google Documents or e-mail. Surveys are sent directly to people and applied, and the effect of potential biases that may exist in the study has been reduced because the confidentiality of information is based.

Research Model

Figure 1 below shows the model of the research. Within the scope of the model, the effects of talent management and social innovation on innovation performance are examined. Innovation performance has a direct relationship with the proper functioning of talent management and social innovation, especially its sub-dimension social volunteering.

In identifying talented employees, it is important to determine the talent management of enterprises and to reveal its impact on performance levels (Kurt & Sağtaş, 2023, 1039). "Social innovation refers to an understanding that covers innovative activities in many areas with social impact such as poverty, equality of opportunity, social and ecological problems, citizen participation, education and health. The acquisition of social values is important in terms of understanding and responding to differences in practice. In this respect, identifying social problems and developing proposals for their solution requires conceptual awareness" (Şahin & Akpınar, 2023, 66). In this direction, the fact that the concepts that constitute the sub-headings of social innovation change frequently and maintain their importance causes the innovation performance to be kept at the current level.

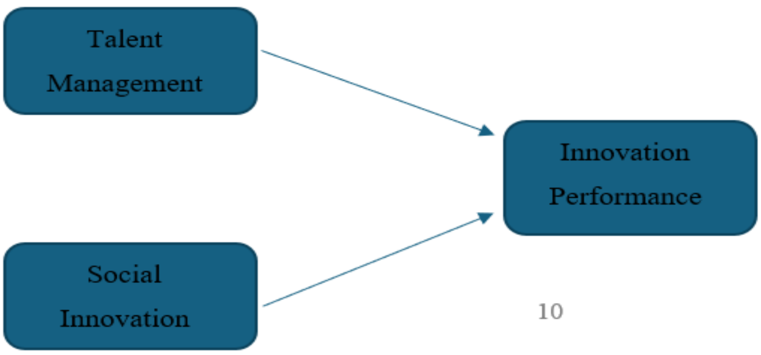

Figure 1: The Theoretical Model of the Study

Findings and Discussions

The findings section of the study includes demographic findings, reliability and validity tests, factor analysis and correlation analysis findings regarding the results of the survey data. When the demographic data of the questionnaire applied to 460 people who constitute the sample in the study are examined in detail; it is seen that 68% of the participants are male, 32% are female; 41% are university graduates and 25% are high school graduates. The survey consists of 48% of people working in the sector operating in the region. 29% of the participants have been working for 20 years or more, 26% have a total working period of 5-9 years, and 49% of the participants have been working for 4 years or less in their current businesses. When we look at the general age averages of the participants, it is revealed as a result of the analysis that 42% of the participants are between the ages of 25-34.

Talent Development and Innovation: The findings reveal a significant correlation between talent management practices and innovation performance. Specifically, the study identifies three key aspects of talent management that contribute positively to innovation performance: talent discovery, talent development, and talent retention. Among these, talent discovery emerges as the most crucial factor. Attracting the right talents necessary for business operations significantly enhances innovation performance. Moreover, investments in training and employee development improve the existing talent pool, directly boosting business performance.

Regression analysis indicates that talent discovery, talent development, and social volunteering (a dimension of social innovation) collectively account for a 45.9% increase in innovation performance. The retention of talented employees also plays a role, though its effect is comparatively weaker. Overall, the results suggest that talent management is a critical strategic factor in fostering innovation within enterprises.

Challenges in Social Innovation Adoption: Despite the increasing focus on social innovation in global business practices, this study finds no direct impact of social innovation on innovation performance among family businesses in the Marmara Region. Among the sub-dimensions of social innovation—social development, social improvement, social value, and social volunteerism—only social volunteerism demonstrates a significant positive effect on innovation performance.

One possible explanation for this finding is the relative unfamiliarity with the concept of social innovation in Turkey. Employees may not fully grasp its implications or see its direct benefits in driving business innovation. Additionally, businesses tend to focus more on profit-driven strategies rather than broader social concerns. The regression analysis further confirms that excluding social innovation from the model does not alter the impact of other variables, suggesting that social innovation, in its current state, does not serve as an intermediary factor influencing innovation performance.

Strategic Implications: The study's findings have several strategic implications for business leaders and policymakers. First, organizations must prioritize talent management as a central pillar of their innovation strategy. The ability to attract, develop, and retain skilled employees directly influences an enterprise's competitive advantage. Investing in structured talent management programs can help businesses remain agile and innovative in a rapidly evolving market.

Second, while social innovation does not currently have a measurable impact on innovation performance, businesses should not overlook its long-term potential. Social volunteerism's positive correlation with innovation performance suggests that enterprises engaging in socially responsible activities may enhance their reputation and workforce morale, indirectly driving innovation. To maximize the benefits of social innovation, businesses should consider incorporating social value creation into their strategic planning and employee engagement initiatives.

Lastly, policymakers should encourage awareness and education on social innovation. Integrating social innovation into corporate training programs and industry standards may help businesses better understand its value and facilitate broader adoption. Future research should explore how different cultural and economic contexts influence the relationship between social innovation and business performance.

Reliability Analysis

Many different methods were used to test the validity of the answers given to the questions used in the methodology of the research. The first of these is reliability analysis. All variables are included in the reliability analysis. Cronbach's Alpha coefficient of 0.962 was determined for a total of 78 questions. This ratio shows that the survey questions are reliable. The reliability analysis of the variables was positive and highly reliable.

It is seen that all reliability analyses were conducted both for all variables and for all sub-factors. The purpose here is to see the values of the sub-dimensions even if the overall reliability value is sufficient. The sub-dimensions of the study received values between 0.912 and 0.952. These values show that the study has a very high reliability rate. In other words, the questions were perceived as common by everyone and the answers were similar. The fact that the cumulative value is higher in the others shows that the model as a whole is more valuable and reliable, in short, it is "designed correctly".

Correlation Analysis

When the correlation table is examined, it is seen that the independent variables, which are especially related to innovation performance, have values between 0.400 and 0.574. Based on these data, it is seen that there is a moderate relationship between innovation performance and the independent variables of the research. For example, the active use and adoption of sub-dimensions such as talent and social value within the organization increases innovation performance positively. Although it is not a complete cause and effect relationship, it can be said that there is a significant increase in the innovation performance of companies that adopt and managerially use the independent variables used in this research.

Only the correlation effect between the social value sub-factor and innovation performance could not be detected. Social value, which is the sub-factor of the social innovation variable, shows that the perception of the idea of producing new ideas that will create social value and make society more effective is low on the innovation performance of enterprises. The reason for this is that the participants do not require very large social values in the impact of enterprises in the field of innovation. The idea that the commitment of business employees to their corporate culture can contribute to innovation performance emerges.

Since correlation analysis does not provide a complete causal relationship, the process was continued with regression analysis in which all dependent and independent variables were included in the analysis at the same time.

Table 1: Correlations Analysis

		Finding Talent	**Developing Talent**	**Talent Retention**	**Social Development**	**Social Improvement**	**Community Volunteering**	**Social Value**	**Innovation Performance**
Finding Talent	Pearson Correlation	1	.768**	.497**	.436**	.514**	.291**	.044	.574**
Developing Talent	Pearson Correlation		1	.552**	.472**	.396**	.381**	.003	.550**
Talent Retention	Pearson Correlation			1	.312**	.252**	.237**	-.052	.402**
Social Development	Pearson Correlation				1	.720**	.574**	.204**	.400**
Social Improvement	Pearson Correlation					1	.603**	.139**	.449**
Community Volunteering	Pearson Correlation						1	.095	.439**
Social Value	Pearson Correlation							1	-.015
Innovation Performance	Pearson Correlation								1

Table 2: Regression Analysis I

Model		Not standardized Coefficients		Standardize mapped Coefficients	t	Sig.
		B	StandardError	Beta		
	Fixed	1.408	.310		4.540	.000
	Finding Talent	.203	.050	.273	4.081	.000
	Developing Talent	.152	.058	.173	2.617	.009
	Talent Retention	.054	.034	.076	1.622	.106
1	Social Development	-.042	.061	-.041	-.692	.490
	Social Improvement	.087	.066	.084	1.316	.189
	Community Volunteering	.213	.051	.214	4.179	.000
	Social Value	-.080	.042	-.074	-1.889	.060
		F:40.487	RSquare:.470	AdjustedRSquare 0.459		

The results of the regression analysis revealed that the sub-factors of talent management, namely talent discovery, talent development, and social volunteerism, which are sub-factors of social innovation, are significant. These factors increase innovation performance by 45.9%. When we look at the reasons for the high impact of these factors on innovation performance, finding talent is the most important stage in all human resources processes. Attracting the right talents that the business needs increases business performance. On the other hand, in terms of training, which is one of the investments made in employees, improving the existing talent of the employee to a better level directly increases the business performance positively. The steps taken by businesses within the framework of social volunteerism, which you do in pursuit of profitability, add value to the business, and because of the areas where they create awareness, they touch the sensitive sides of people who are interested in the reliability and the volunteerism they serve, and return to the business as customer acquisition.

Table 3: Regression Analysis II

Model		Not standardized Coefficients		Standardize mapped Coefficients	t	Sig.
		B	StandardError	Beta		
	Fixed	1.408	.310		4.540	.000
	Finding Talent	.203	.050	.273	4.081	.000
	Developing Talent	.152	.058	.173	2.617	.009
	Talent Retention	.054	.034	.076	1.622	.106
1	Social Development	-.042	.061	-.041	-.692	.490
	Social Improvement	.087	.066	.084	1.316	.189
	Community Volunteering	.213	.051	.214	4.179	.000
	Social Value	-.080	.042	-.074	-1.889	.060
		F:40.487	RSquare:.470	AdjustedRSquare 0.459		

When social innovativeness and its sub-dimensions are removed from the research while looking at the cause and effect relationship, it is seen that other variables are not affected in any way. For this reason, it is not possible to talk about any intermediate variable effect. The concept of Social Innovativeness is still a very new topic in Turkey and the content of the concept is not fully known by the employees. "According to the conditions suggested by Baron & Kenny (1986) based on classical regression analysis; in mediation models, the dependent variable must be predicted by the independent variable. In other words, if there is no relationship between the dependent and independent variable, there is no relationship to be mediated by the mediating variable. The mediating variable is predicted by the independent variable; the mediating variable takes on the role of the dependent variable. The dependent variable is predicted by the mediating variable explained by the independent variable. When the effect of the mediating variable is controlled, there is a significant decrease in the relationship between the dependent and independent variable or this relationship is not statistically significant" (Yılmaz and Dalbudak, 2018, 518). The concept of mediating variable mediates between the dependent and independent variable. In summary, the mediating variable acts as a bridge between two variables.

As a result of the analyses, the following conclusions about the research hypotheses were reached from the findings obtained regarding social innovation, talent management and innovation performance applied in family businesses:

Table 3: Hypotheses and Results

H1: Talent management directly affects innovation performance and positively.	Supported
H1A: Talent availability subdimension direct and positive impact on innovation performance are available.	Supported
H1B: The direct and positive effect of capability development sub-dimension on innovation performance are available.	Supported
H1C: Talent retention sub-dimension has a direct and positive effect on innovation performance are available.	Supported
H2: Social innovativeness directly affects innovativeness performance and positively influences.	Partially supported.
H2A: Social development subdimension direct and positive impact on innovation performance are available.	Not supported.
H2B: Social Improvement subdimensiondirect and positive impact on innovation performance are available.	Not supported.
H2C: Social volunteerism sub-dimension has a direct and positive effect on innovation performance are available.	Supported
H2D: Social value sub-dimension has a direct and positive effect on innovation performance impact are available.	Not supported.

When the hypothesis results are analyzed, it is seen that H1 talent management hypothese are supported by the research model. The most important resource for an organization's long-term competitive advantage is human resources. In organizations, the application of innovation technologies in the field of human resource management under modern working conditions has become an actual task. In modern conditions, the principles of humanist management the development and creation of innovation management technologies based on its implementation is the best basis for the development of group and organizational goals and the solution of production problems (Sadıqova and İldırımlı, 2024, 512). On the other hand, H2A social development, H2B social improvement and H2C social volunteering sub-dimensions of the social innovation concept are not supported.

In line with their dedication to talent management, organizations achieve a positive momentum by increasing the degree of improvement of their performance in terms of both employees and businesses. There is a bidirectional interaction between talent management and innovation performance. Finding the right talent needed for businesses is important for innovation performance. The skills of the employee candidate who will fulfill the job requirements positively affect the innovation performance of the enterprises. The development of talent in H1B, which is another sub-dimension of talent management, has a direct and positive effect on innovation performance. Employee and business talents can be developed by supporting them with necessary trainings in the direction they are needed. The retention of talent sub-dimension in hypothesis H1C has a direct and positive effect on innovation performance. Retaining talent as well as finding talent directly affects the innovation performance of an organization. This is because there is a need to update knowledge and skills for sustainable competition.

Although it is thought that the partial support of the hypothesis H2 social innovation directly and positively affects innovation performance is due to the answers given due to the fact that the subject is a new topic in our country, it has been revealed that the concepts of "social development", "social improvement" and "social value", which constitute the sub-headings of social innovation, do not directly affect the innovation performance of enterprises. Another sub-dimension of social innovation, "social volunteerism", which is frequently recognized by the society, has a direct and positive effect on the innovation performance of enterprises. It is known that businesses are aware of the subject within the scope of many projects carried out within the scope of social volunteering and that these volunteering activities are no longer an option but a necessary duty. In this direction, it is seen that business employees are also volunteers who take part in the projects carried out to solve social problems and these studies have positive contributions to improving the innovation performance of businesses. All findings obtained within the scope of the research are explained in detail in the conclusion section.

Conclusion

Today, businesses within the open system approach need to adapt to changing conditions in order to survive. In recent years, when everything is changing and transforming, businesses are making changes to maintain and improve their capabilities. Through business capabilities, talent management and social innovation knowledge, these differences can emerge. As an alternative to the approaches of businesses in gaining competitive advantage, it is aimed to shed light on the needs of businesses as a result of the analyzes in addition to the literature information of the variables. Within the scope of the research, the effect of social innovation and talent management on innovation performance is examined. Increasing the talent management of enterprises, focusing on their core competencies and leaving the rest of the work to the experts causes the innovation performance of enterprises to increase. The concept of social innovation, on the other hand, does not yet have an impact on the innovation performance of enterprises in Turkey because those working in the field of application do not have much knowledge.

As a result of the research analysis, it has been revealed that the steps taken to find, develop and retain talents, which are the sub-factors of talent management, have positive effects on innovation performance in order for businesses to play an effective role in the change process. On the other hand, social volunteerism, which is a sub-factor of the concept of social innovation, comes to the fore. Social volunteerism, which has a direct impact on the increase in innovation performance, has emerged as one of the favorite subjects of businesses in recent years. There are many social volunteering movements such as sponsorships in special matches, mobile libraries, support in educating girls, and collecting blue caps for wheelchairs. Today, people feel closer to businesses that address sensitive issues. With the restriction of the use of bags to protect our world, people's attention to the use of cloth bags during the return to nature is an activity that increases the sales of cloth bags.

It is recommended that the study on the concept of social innovation be conducted again in the coming years. The concept of social innovation, which has gained importance on a global basis due to its content, can be seen more clearly in business practices in Turkey in the coming years. It is necessary to contribute more to the literature on the concept of social innovation. As a suggestion to academicians, new studies on the subject can work with different audiences and provide extensive information on social innovation. It is recommended that the concept of social innovativeness, which has remained in the background of talent management and innovation performance issues in the studies conducted so far, should be the subject of empirical studies and examined by looking at its relationships with different variables. Considering that the capabilities needed change as a result of changing environmental factors, I believe that conceptualizing and developing new capabilities would be a good contribution to the literature. In its current form, the study is intended to serve as a guide for those interested in the subject. It is thought that the awareness of the enterprises will increase as a result of the enterprises benefiting from the information in the thesis. In order for this study to contribute to international studies, it should be supported by foreign language studies.

In order for the "human" resource, which is the most important element that directs business management, to be more effective and efficient, it is of strategic importance to ensure that the talent required for the job is found and placed in the position needed, rather than the right person working in the right position. It is recommended to managers to tend to talent management, to discover the talents of the current employee, to develop them with training if needed, to carry out the necessary work to make the talent sustainable and to ensure that the talent is retained by ensuring that it adds value to the business. In this way, there will be an increase in the innovation performance of the enterprise and it will gain competitive advantage by standing out from other competitors with its differences. In terms of managers, it can be ensured to raise awareness about social innovation, which is new for managers in Turkey, and to take a step in the light of the information in the literature within the enterprise and to take its place in practical life.

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