

DECISIVE FACTORS OF TALENT MANAGEMENT IMPLEMENTATION IN CZECH ORGANISATIONS

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Highlights

- Chances to implement talent management are higher for organisations with a separate HR department
- Talent management is most often used in the areas of employees' recruitment and development

Abstract

The effort of every organisation is to have talented staff, and in the case that these employees are available in the organisation is to ensure they are motivated to stay in the organisation. The aim of the paper is to evaluate the influence of decisive factors on the implementation of activities relating to talent management and the approach of Czech organisations to this new trend as well. Data was obtained through questionnaire surveys in selected Czech organisations in 2014/2015 ($n = 389$), 2015/2016 ($n = 402$) and in 2016/2017 ($n = 207$). The results showed that the chances to implement talent management were significantly higher for organisations operating in national or international markets, organisations with more than 50 employees and organisations with a separate HR department, where this chance was even 4.1 times higher. Surveyed organisations use talent management the most often in the areas of employees' recruitment, employees' training and development, and their evaluation and remuneration.

Keywords

Czech organisations, employee development, sign scheme, survey, talent management

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Introduction

The concept of talent management has received much attention from practitioners and academics in recent years (Collings, Scullion and Vaiman, 2015; McCracken, Currie, Harrison, 2016) as confirmed by a large number of scientific publications on this topic. Al Ariss, Cascio and Paauwe (2014) and Lewis and Heckman (2006), however, mention the fragmentation of views on this concept, as well as the lack of a theoretical framework and its inconsistent definition (Nijs et al., 2014). McDonnell et al. (2017) add that there is still considerable need and scope for more comprehensive and nuanced methodological approaches. Farndale et al. (2014) view talent management as a strategic resource integration that includes proactive identification, development and strategic deployment of high-performance key employees with a high potential. Talent management is also understood as an important process through which it is possible to ensure for the organisation to have staff in the required quantity and quality and to be in accordance with current and future business priorities (Wellins, Smith and Erker, 2009). Armstrong and Stephen (2015) see talent management as a certain process, which ensures for the organisation to have highly qualified people for achieving their goals. This is done through streamlining the flow of talents in the organisation or through encouraging new talents and maintaining their inflow. This investment in staff is comprehended by Turner and Kalman (2015) as a business strategy since talented employees can be crucial for the success and long-term survival of the organisation. Tatoglu, Glaister and Demirbag (2016) agree with that, while pointing out that the talent management and activities connected with it should be seen primarily as a strategic response to changing market conditions faced by all organisations in the market. Among the most frequently mentioned changes is mainly aging of the

work force, technological change, lack of talented workers and troubles with their attracting (Elegbe, 2010). Turner and Kalman (2015) agree that talent management nowadays is quite different from the talent management known in the twentieth century. This is due to a number of forces such as globalisation, demographic changes, market, sector of operating or changes in the structure of organisations. These and other aspects have had an influence on the development of approaches to talent management and the implementation of individual activities within the framework of this conception. Deloitte (2017) draws attention to the major changes that take place in the context of digital age and which force employers to adapt especially in the areas of attracting and recruiting talented employees, in their education and development or performance management, ranging from performance evaluation to rewarding.

As a result of these changes it can be concluded that the training and development of talented workers within the talent management is an important challenge for organisations in their way to success. The research by Deloitte (2017) identified talent management and talent acquisition as one of the three most important challenges for human resource management in upcoming years. This is also confirmed by Meyers and Woerkom (2014) and Iles, Chuai and Preece (2010), who underline the ability of talent management to gain the sustained competitive advantage through the identification, development and transfer of talented employees. Thanks to continuous learning and employees' development, working potential is increased and it is beneficial to organisations, since the staff development is positively reflected in all organisational processes (Edgar, Geare, 2005). However, it is only one of the reasons why the human resource management with regard to training should be

one of the main objectives of each organisation operating in the world nowadays. The possibility of education is in practice very often associated with a career growth and is often aimed at talented employees who have a high potential for an organisation (Wilden, Gudergan and Lings, 2010). However, in this way other employees, who may leave without using their potential, are often ignored. Swailes and Blackburn (2016) mention that employees not included in the talent pool feel less supported and have lower expectations of the organization's interest in them. An important task for organisations is therefore also a way of implementing talent management, when they should try to mitigate any adverse reactions.

Despite the fragmentation of the views of talent management, experts agree that the implementation of talent management has a positive impact on the functioning and competitiveness of organisations and that talent management is an integral aspect of improving organisational performance (McCracken, Currie, Harrison, 2016; Al Ariss, Cascio and Paauwe, 2014; Morris, Snell, Björkman, 2016; Meyers and Woerkom, 2014). Bethke-Langenegger, Mahler, and Staffelbach (2011) describe the impact of talent management on individual employees' outcomes with higher satisfaction of the work done, improvement of skills and abilities, and a positive impact on employees' engagement. However, they also point to the improving of financial and organisational performance compared to organisations that do not follow this trend.

Nevertheless, McCracken, Currie and Harrison (2016) point out that defining talent management and understanding the complexities of how it is implemented in practice has been problematic. A number of errors can be found in procedures of talent management, and organisations do not often have a comprehensive view and complex understanding of such concepts such as skills, abilities, key labour force or efficiency levels (Cheese, 2010).

The aim of this paper is to evaluate the impact of decisive factors on the implementation of talent management activities and also to evaluate the approach of Czech organisations to this new trend. The article is a follow-up to published results in Fajčíková, Urbancová and Kučírková (2017) published in the proceedings from the International Conference on Efficiency and Responsibility in Education 2017, and brings the results of further statistical testing on the data obtained by the questionnaire survey in 2015/2016 and the latest data from 2016/2017.

Materials and Methods

Theoretical resources related to staff training and development through talent management activities were obtained by the analysis of secondary sources. Primary data were obtained through a questionnaire survey, which covered the period from 10/2014 to 06/2015. The questionnaire survey was conducted in 389 organisations. It was a random selection of organisations from all regions and industries of the Czech Republic. A respondent was always a manager of human resources management in the organisation or an owner of the organisation (in the case of micro and small enterprises).

The electronic questionnaire was compiled of a closed or semi-open questions with several possible answers. The questions in the survey related to the activities of talent management in organisations. In total, 7 questions were asked, 4 of which were identifying. The research questions regarding the implementation of talent management activities were asked. To test the dependence between qualitative characteristics, 4 null hypotheses associated with the application of talent

management activities as an appropriate method of development of employees in organisations were determined.

H_{01} : Implementation of activities related to the talent management is not dependent on the market in which the organisation operates (local, regional, national, international).

H_{02} : Implementation of activities related to the talent management is not dependent on the sector of the organisation (primary, secondary, tertiary).

H_{03} : Implementation of activities related to the talent management is not dependent on the area in which the organisation operates (private, public, state).

H_{04} : Implementation of activities related to the talent management is not dependent on the size of the organisation (number of employees).

For the evaluation results, descriptive statistic tools were used, namely absolute and relative frequencies, dependence tests (χ^2 test) and tests of strength dependence (Cramer's V). If the p -value was lower than $\alpha = 0.05$, the null hypothesis was rejected. The scale according to De Vause (2002) was used to interpret the strength of Cramer's V dependence. To evaluate the outcomes SPSS 24 statistical software was used. For a more detailed assessment of qualitative characteristics, a sign scheme of deviations was used. It allowed to specify which sign combinations differ significantly from theoretical frequencies. Using sign scheme it is possible to determine which combination of signs affect the dependence of qualitative variables. For each box of a contingency table, an association table was formed and from it, χ^2 variable was expressed. The value of χ^2 variable affects the number of signs in single fields of the table:

- χ^2 is smaller than 3.84, then the field is without the indication.
- χ^2 is higher than 3.84 but smaller than 6.62, then the field is marked with one sign.
- χ^2 is higher than 6.62 but smaller than 10.83, then the field is marked with two signs.
- χ^2 is higher than 10.83, then the field is marked with three signs.

Intervals for a decision on the number of signs were determined according to respective critical values in the tables of χ^2 distribution at a significance level $\alpha = 0.05$, $\alpha = 0.01$, $\alpha = 0.001$. The decision about whether the sign will be positive or negative was influenced by comparing actual and theoretical frequencies of a contingency table. A positive sign has been assigned where an actual frequency is higher than a theoretical one, and a negative sign where an actual frequency is lower than a theoretical one. A calculation of the odds-ratio according to the following formula was carried out (Procházka, 2015):

$$OR = \frac{ad}{bc}, \quad (1)$$

By means of this calculation it is possible to determine how many times the chance to carry out talent management activities is higher with selected dependent variables in a given sample of respondents.

The results of the questionnaire survey from 2014/2015 were published in Fajčíková, Urbancová and Kučírková (2017). These results are further compared with the results of the follow-up questionnaire survey in 2015/2016 as

well as with the latest results of an unfinished 2016/2017 investigation. Comparing the results over time makes possible to determine more precisely which factors affect the implementation of talent management in Czech organisations. A total of 402 organisations took part in the questionnaire survey between 10/2015 and 6/2016. The selection of respondents, the way of questioning and the questionnaire survey were the same as in the previous survey. For statistical testing, the same 4 null hypotheses saying that there is no dependence between chosen variables and the implementation of talent management were stipulated.

The structure of the respondents was as follows:

- Market (local 12.2%, regional 23.6%, national 26.4%, international 37.8%).
- Sector (primary 3.0%, secondary 26.9%, tertiary 70.1%).
- Area (private 70.6%, public 14.5%, state 14.9%).
- Size (1 - 9 employees 16.7%, 10 - 49 employees 24.4%, 50-249 employees 24.8%, 250 and more employees 34.1%).

For the period 10/2016 to 1/2017, 207 respondents were involved in the questionnaire survey. The survey is carried out again in the same way as in the previous years. However, 4 null hypotheses have been expanded to the fifth, which introduces another qualitative variable.

H_{05} : Implementation of talent management activities is not dependent on the existence of a separate human resources management department.

The structure of respondents is as follows:

- Market (local 12.6%, regional 14.5%, national 27.5%, international 45.4%).
- Sector (primary 3.9%, secondary 19.8%, tertiary 76.3%).
- Area (private 81.6%, public 18.4%, state 0%).
- Size (1 - 9 employees 21.3%, 10-49 employees 26.1%, 50-249 employees 23.2%, 250 and more employees 29.4%).

In this period, issues related to the human resources management areas, in which the addressed organisations use talent management, were added to the survey.

Results

Survey results 2014/2015

On the basis of testing dependencies between selected qualitative characteristics, 2 null hypotheses have been rejected:

- Implementation of talent management activities is dependent on the market of the organisation operation. The value of a test criterion χ^2 is 30.890 with 6 degrees of freedom (p -value = 0.000 Cramer's V = 0.199, low dependency).
- Implementation of talent management activities is dependent on the size of the organisation. The value of a test criterion χ^2 is 47.943 with 6 degrees of freedom (p -value = 0.000 Cramer's V = 0.248, low dependency).

Testing dependencies between qualitative characteristics showed a relatively weak dependence between the implementation of talent management activities and the market of the organisation operation and the size of the organisation. Using a sign scheme, it is possible to determine which combinations of characteristics affect this dependence most of all, as indicated in the Tab. 1 and Tab. 2.

The distribution of signs and of their number in the Tab. 1 shows that particularly international organisations implement talent management activities on the basis of the strategy and intuition. Furthermore, it can be said that local and regional organisations generally do not implement talent management activities. The biggest difference between actual and theoretical frequencies was found with organisations operating on the international market. For them, it is the least likely not to realise activities associated with the talent management.

Question		Market of Organisation Operation			
		local	regional	national	international
Do you implement talent management activities?	Yes, on the basis of the strategy	0 --	6	14	25 ++
	Yes, on the basis of the intuition	17	22	37	55 ++
	No	47 ++	56 +	56	54 ---

Table 1: Sign scheme of deviations – market of organisation operation, 2014-2015 (source: own calculation)

Question		Size of organisation (number of employees)			
		1 - 9	10 - 49	50 - 249	More than 250
Do you implement talent management activities?	Yes, on the basis of strategy	1 --	5 --	9	30 +++
	Yes, on the basis of intuition	19	44	38	30
	No	51 ++	62	55	45 --

Table 2: Sign scheme of deviations – size of organisation, 2014-2015 (source: own calculation)

From Tab. 2 it can be concluded that organisations up to 49 employees do not deal with the implementation of talent management activities on the basis of a given strategy. On the contrary, organisations with more than 250 employees usually carry out these activities on the basis of a stipulated talent management strategy. At the same time, it is possible to say that it is not common for very large organisations to completely ignore these activities.

From the above calculated sign scheme, it is evident that the implementation of talent management activities (whether based on a defined strategy or intuition) is primarily concerned by organisations in national or international markets, and at the same time large organisations that have more than 50 employees. For that reason, variables of organisations implementing talent management activities, operating on a national or international market and organisations with more than 50 employees whose absolute frequencies are shown in the Tab. 3 and 4, enabling to interpret the results of odds-ratio (1) were merged.

Question		National or international market		Total
		Yes	No	
Implementation of talent management activities	Yes	131 (a)	45 (b)	176
	No	110 (c)	103 (d)	213
Total		241	148	389

Table 3: Calculation of risks – market of organisation operation, 2014-2015 (source: own calculation)

The addressed sample of respondents showed that for organisations operating on a national or international market there was a 2.726 times higher chance that they would implement talent management activities than for organisations operating on a local or regional market.

Question		Size of organisation with more than 50 employees		Total
		Yes	No	
Implementation of talent management activities	Yes	107 (a)	69 (b)	176
	No	100 (c)	113 (d)	213
Total		207	182	389

Table 4: Calculation of risks – size of organisation, 2014-2015 (source: own calculation)

For organisations with more than 50 employees there is a 1.752 times higher chance that they will implement talent management activities than in organisations with fewer than 49 employees.

Results of surveys in 2015/2016 and 2016/2017

In 2015/2016, 402 organisations participated in the questionnaire survey. 200 of them (49.8%) implemented talent management activities. For the ongoing survey (2016/2017), 207 respondents were involved. Less than half respondents (45.4%) are involved in talent management activities. Tab. 5 and 6 show, which selected qualitative variables influence the implementation of talent management in individual years in addressed Czech organisations, and with what strength.

Qualitative characteristics	Dependency/p-value	Cramer's V	The strength of dependency
Market	YES/ 0.000	0.251	low
Sector	NO/ 0.060	-	-
Area	NO/ 0.254	-	-
Size	YES/ 0.000	0.313	low

Table 5: Results of statistical testing of dependencies, 2015-2016 (source: own calculation)

Qualitative characteristics	Dependency/p-value	Cramer's V	The strength of dependency
Market	YES/ 0.004	0.216	low
Sector	NO/ 0.151	-	-
Area	NO/ 0.146	-	-
Size	YES/ 0.003	0.220	low
HR department	YES/ 0.000	0.424	moderate

Table 6: Results of statistical testing of dependencies, 2016-2017 (source: own calculation)

Based on statistical testing, 2 null hypotheses were accepted in both surveys on the sector and the area of activity of the organisation. These results can also be compared with the results of the 2014/2015 survey described in detail above. Similarly, there was a relatively low dependency between the implementation of talent management and the size of the organisation and the market of organisation's operation.

Further, the qualitative variable (the existence of a separate HR department), which significantly influences the implementation of talent management in the addressed Czech organisations, was added. In the Tab. 7, there are determined by means of the sign scheme the combinations of the characters which affect this dependency most of all.

Question		Existence of HR department	
		Yes	No
Do you implement talent management activities?	Yes, on the basis of the strategy	33 +++	5 ---
	Yes, on the basis of the intuition	27	29
	No	34 ---	79 +++

Table 7: Sign scheme of deviations – existence of HR department, 2016-2017 (source: own calculation)

From the distribution of signs, it can be concluded that organisations that do not have a separate HR department do not

usually deal with talent management. Conversely, the difference between expected and real frequencies has shown that HR managers are aware of the need to implement talent management as a part of the corporate strategy.

For the calculation of the odds-ratio (1), the answers of the respondents regarding the implementation of talent management were unified into the association table.

Question		Existence of HR department		Total
		Yes	No	
Implementation of talent management activities	Yes	60 (a)	34 (b)	94
	No	34 (c)	79 (d)	113
Total		94	113	207

Table 8: Calculation of risks – existence of HR department, 2016-2017 (source: own calculation)

The addressed sample of respondents showed that for organisations with a separate HR department, there was a 4.1 times higher chance that they would implement talent management activities than for organisations, which do not have such a HR department.

On the basis of the results, it can be summarised that the situation has not changed statistically during the examined period. It can be stated that:

1. H_{01} : Implementation of activities related to the talent management is dependent on the market in which the organisation operates (2014/2015: p -value=0.000, Cramer's V =0.199; 2015/2016: p -value=0.000, Cramer's V =0.251; 2016/2017: p -value=0.004, Cramer's V =0.216; **low dependency**).
2. H_{02} : Implementation of activities related to the talent management is not dependent on the sector of the organisation.
3. H_{03} : Implementation of activities related to the talent management is not dependent on the area in which the organisation operates.
4. H_{04} : Implementation of activities related to the talent management is dependent on the size of the organisation (2014/2015: p -value=0.000, Cramer's V =0.248; 2015/2016: p -value=0.000, Cramer's V =0.313; 2016/2017: p -value=0.003, Cramer's V =0.220, **low dependency**).
5. H_{05} : Implementation of activities related to talent management is dependent on the existence of a separate human resources department (2016/2017: p -value=0.000, Cramer's V =0.424, **moderate dependency**).

In the ongoing survey, respondents are asked about human resource management in which they use talent management.



Figure 1: Areas of talent management use, 2016-2017 (source: own calculation)

It can be seen from Fig. 1 that the addressed organisations focus mainly on the area of employee training and development, recruitment, evaluation and remuneration. Three other areas

are already represented in a lower number. However, it must be realised that each organisation's talented employees contribute more to meeting the organisation's strategy and economic goals, so it is appropriate for organisations to support talent management activities as much as possible. Due to the talent management implementation, the fluctuation costs and the recruitment costs of new employees are decreasing. The organisation becomes for talents a sought-after and attractive employer where they want to work. The planning of the succession of key positions is more effective in such an organisation.

Discussion

Talent Management in organisations represents the strategic concept in human resources management, which has come to its strength after the financial crisis and rapid changes in the global situation. Nowadays it is not possible to talk just about a domestic labour market as every employee is the part of a global labour market and competition is getting stronger. Approaches previously supported by organisations need to be upgraded and it is necessary to take into account the current situation on the labour market, demographic development and organisational requirements of organisations. PricewaterhouseCoopers (2012) published in the Survey of Global HR Challenges: Yesterday, Today and Tomorrow the biggest challenges faced by today's organisations in the global environment. Organisations in Europe see a challenge, especially in the Change of Management (48%) Organisational Effectiveness (36%) and Staffing: Recruitment and availability of skilled local labour. Research, however, points to the challenge of the future, which will concern mainly the Leadership development. Research by Strack et al. (2014) published the Top 10 most important HR topics of the future with Talent Management and Leadership in the first place.

The results of the research confirmed that the surveyed Czech organisations were aware of the importance of current challenges and almost half of them were already implementing talent management activities. They are most often implemented in the areas of employee recruitment, training and employee development, and their subsequent evaluation and remuneration. According to Krishnan and Scullion (2016) there are still significant differences in the approach to human resource management, as well as to talent management in large national or international organisations and SME organisations. This is confirmed by the research regarding the dependence of the implementation of talent management activities on the size of the organisation and the field of its operation. Small organisations tend to focus on the administrative level of management and do not carry out talent management activities at all, or only those based on the intuition. Large international or national organisations implement these activities with a 2.726 times higher chance and with corresponding strategies. There is a 4 times higher chance that the organisation will be dedicated to talent management if it employs a human resource management specialist who would manage a separate department. Human resource managers are aware of the benefits of talent management activities implementation. They are generally promoted by organisations as a part of the overall strategy of the organisation. Based on our research and other current Czech surveys on this topic we can summarize that talent management is a priority of organisations nowadays which is also confirmed by Akkermans and Tims (2017); McCracken, Currie, Harrison (2016); Urbancová, Vnoučková, Smolová (2016) or Morongová, Urbancová (2014).

Regarding the current state of knowledge and the implementation of talent management principles in practice, with the Zircon

(2012) research it was understood that most organisations associate the concept of talent with terms such as values, abilities, potential, and also ambitions and that a mere fifth of organisations which have the talent management strategy can communicate it openly. Also, the Farndale et al. (2014) recommend that for the successful functioning of talent management it is necessary to develop the strategy. As already pointed out, this strategy must be consistent with the corporate strategy. Consequently, it is possible to create and apply individual personnel activities, which are important for talent management.

Conclusion

The paper points out attention to key area in human resource management nowadays, the talent management in selected Czech organisations. Fulfilling the organisation's targets depend on the efforts of the organisation management, also on what importance they attach to talent growth and development and what talent programmes they create to be attractive for both existing and potential employees. These areas are influenced by tested characteristics (market, sector, operating area, size, HR department). Testing dependencies between qualitative characteristics showed that there was dependence between the implementation of talent management activities, the size of the organisation (low dependency) and the market in which the organisation operates (moderate dependency). These results were confirmed in every year carried surveys (2014 until 2017). Furthermore, testing did not show the dependence between the implementation of talent management activities and sectors or fields of organisation activities. In the last year of the survey, another possible factor influencing the implementation of talent management was added - the existence of a separate human resources department for which a moderate dependency was discovered ($p\text{-value}=0.000$, Cramer's $V=0.424$). Using a sign scheme of deviations it was understood that the implementation of talent management activities based on the strategy and the intuition are dealt with mostly international organisations, and that local and regional organisations generally do not implement these activities. The sign scheme also showed that organisations of up to 49 employees rather do not deal with the implementation of talent management activities on the basis of a stipulated strategy. On the contrary, organisations with more than 250 employees usually carry out these activities on the basis of a stipulated strategy of the management. The differences between expected and real frequencies also confirmed that organisations with a separate human resources management department were implementing talent management activities as a part of the strategic goal. Surveyed organisations most often use talent management in the areas of employees' recruitment, training and development, and their evaluation and remuneration. It can be summarized that talent management is considered a systematic approach to support acquiring and managing the right people for the right positions at the right time.

Furthermore, the responses of addressed organisations showed that the chance of implementation of talent management activities in organisations operating on a national or international market was 2.726 times higher than that of organisations on a local or regional market as well as 1.752 times higher in organisations with more than 50 employees than in smaller organisations. For organisations with a separate human resources department, this chance is even 4.1 times higher than for those that do not have it. A theoretical contribution of the paper is to compare the views of individual authors of the talent management issues in practice, and a practical contribution of the paper is to present the results

of the continuing research in selected Czech organisations. The limit of the article can be seen in a relatively small sample of respondents (employees), nevertheless, the results can be applied generally to the sample of respondents – organisations operating in the Czech Republic. The limit of the questionnaire is in short extent of the questionnaire on the area of talent management (only 7 questions, 4 of which were identified).

The future research in the field of the talent management will be focused on single activities, which are primarily dealt by these organisations within the talent management, and how these activities differ from those in foreign organisations.

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