

TALENT MANAGEMENT IN POLISH COMPANIES – RESEARCH RESULTS

Introduction

In contemporary times, it has been confirmed that the practices associated with the processes of human resources management exert an impact on the performance of an organization [Armstrong, 2002; Becker, Huselid, 2006; Guthrie, 2001; Huselid, 1995; Miś, Pocztowski, 2008; Oleksyn, 2017]. The acquisition and maintenance of competitive advantage depend not only on the quality of human resources but also on the implementation of an appropriate strategy of human resource management. The appropriate adjustment of the personnel strategy to the strategy of an enterprise is a significant for achieving organizational goals. This involves developing a distinct pattern for making personnel decisions, essentially a long-term concept relating to human resources.

Research conducted by D.G. Collings and K. Mellahi [Collings, Mellahi, 2009], as well as by R.E. Lewis and R.J. Heckman [Lewis, Heckman, 2006], and I. Tarique and Schuler [Tarique, Schuler, 2012] confirmed that designating appropriately selected people to the appropriate positions, along with their development and training building new competences based on strategic business goals, is associated with greater productivity and a competitive advantage. This approach is acknowledged as key to success in terms of knowledge management within an organization. This signifies that an organization with talented individuals ensures business benefits or services which encompass the following:

- investors – their perception of talented people running an organization would give them the certainty that their investments would lead to a return on investment;
- clients and users of organization's services – there is evidence pointing to the correlation between employee efficiency and client attitude. Talent management

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may lead to the maximization of efficiency, and simultaneously to the maximization of potential;

- organization – the realization of business goals and strategies in an intricate world would be implemented better by talented people;
- the reputation of society would be strengthened and protected if the organization was conducted by well-developed talented individuals.

Since the start of the aforementioned war for talent in the 1990 s [Michaels, Handfield-Jones, Axelrod, 2001], the concept of talent management has developed and come to mean many areas of HR activity – not without academic disagreement about what it really is. R.E. Lewis and R.J. Heckman showed that the analysis of talent management in research was in its infancy {Formatting Citation}, lacking a clear and consistent definition and identification of application areas, as well as a conceptual framework that was based on empirical research. Some scientists who analyze talent management only in the context of an organization claim that the goal of talent management is to attract, develop, motivate and retain talent [Baloch, Ansar, 2018; Christensen Hughes, Rog, 2008; Järvi, Khoreva, 2020; McCauley, Wakefield, 2006; Meyers, van Woerkom, 2014; Ready, Conger, 2007; Theodorsson, Gudlaugsson, Guðmundsdóttir, 2022], and is part of the human resource management policy. Their opponents argue that the talent management process is incomplete without talent development and retention strategies [Collings, Mellahi, 2009; Donald, 2014; Frank, Taylor, 2004; Savanevičienė, Vilčiauskaitė, 2017; Stopochkin et al., 2022].

The verification of the problematic areas of talent management, both in a theoretical and an empirical notion of the analysis hitherto conducted, illustrated a research gap, namely, a range of insufficiently prepared or omitted issues as follows:

- multifaceted and imprecise approach to the problematic areas of the processes of talent management,
- excessively large number and multidimensionality of the TM models, which is an advantage in scientific diagnoses, albeit for business practices this constitutes a significant barrier to implementation,
- repetition of universal tools of human resource management in the development of talents,
- retention of talents is a necessary action, albeit in practice it is frequently unappreciated by companies.

Completion the herein research gaps constituted the aim of the research in this document. The review of conducted research in the field of talent management processes aimed to answer the question of how TM programs have been implemented in Polish enterprises so far. It was considered important to diagnose both the understanding of the concept of TM and the practical application of programs in the surveyed entities. The above approach to the research problem allows for the use of many methods, employing an interpretative, naturalistic approach to the subject of

research. This approach enables a focus more on the means and understanding of the occurrence of specific phenomena [Hyde, 2000].

1. Talent management

The notion of talent management, since its conception in the 1990 s in terms of the war for talent, has developed and begun to signify multiple areas of activity. In the preliminary phase, answers were sought regarding what talent is and how it should be incorporated into the process of talent management [Lewis, Heckman, 2006].

K. Mäkelä, I. Björkman, and M. Ehrnrooth present TM as the efforts of an organization aimed at attracting, selecting, developing, and retaining key talented employees [Mäkelä, Björkman, Ehrnrooth, 2010]. However, the approach indicated by R.E. Lewis and R.J. Heckman relates to the pool of talents and ensuring the appropriate flow of employees to the workplace in the entire organization by concentrating on specified groups of employees deemed to possess executive talent [Lewis, Heckman, 2006]. Such a definition of talent management was also confirmed by Collings and K. Mellahi in 2009 [Collings, Mellahi, 2009].

Different thoughts on the subject of talent management were proposed by E. Whelan, D. Collings, and B. Donnellan, who focused on the identification of key positions that could impact the competitive advantage of companies [Whelan, Collings, Donnellan, 2009]. Therefore, this concept combines talent management with the competitive advantage of a knowledge-based organization. Research conducted by P.B. Langenegger, P. Mahler, and B. Staffelbach confirmed that the practices of talent management conducted on the basis of a statistical approach have a more significant impact on the attractiveness of companies, the achievement of goals, customer satisfaction, and corporate profit. Furthermore, research indicated that companies applying talent management and concentrating on succession planning enjoy greater corporate profits and a higher level of trust, while also having the motivation to achieve results [Langenegger, Mahler, Staffelbach, 2011]. Talent management strategies focusing on the development of talents lead to increased attractiveness for the employer.

One of the most frequently referred to definitions of talent management is the approach proposed by Collings and K. Mellahi, who emphasize the impact of talent management on the results of the activities of an organization. In defining talent management, E. Blass indicates the dependence of the so-called “capturing” between strategy, success and human resource management [Collings, Mellahi, 2009].

There are currently five main determinants that support the functioning of talent management [Abdullahi et al., 2022; Donald, 2014; Flegl, Depoo, Alcázar, 2022; Öznurlular, 2022]:

- maintaining a knowledge-based economy,
- the new generation entering the labor market has different requirements than previous generations,
- organizations need new tools to manage human resources and the HR department,
- HR managers need to engage with companies' strategic issues,
- middle managers responsible for employees will have to take more responsibility for TM processes in their daily work.

The multitude of approaches to the problem of defining talent management also means a number of strategies, models, methods and tools proposed by scientists and used in practice. In applying deductive theories, great attempts have been made to define all the significant notions, concepts, and models of talent management by availing of a broad process of systematization of acknowledged literature. It was assumed that talent management requires specific structures, processes and instruments for talent identification, communication, development and retention. Therefore, talent management is part of overall human resource management [Stuss, 2021]. The actions undertaken specified the theoretical perspective for in-depth research.

2. Procedure for research proceedings

Using the principles of planning scientific research, the research problem was formulated for in-depth research as follows: becoming familiar with the need to implement talent management in companies and their actual application [Creswell, 2013]. The questionnaire was adopted as a research tool. The choice of the survey method was made due to its distinctive features [Pinsonneault, Kraemer, 1993]:

- the survey method facilitated the quantitative description of the specific aspects of the needs and practices of talent management programs in a chosen research group,
- the data required for research were accumulated from the employees of companies and are therefore subjective,
- the research conducted in the chosen research group may later be generalized to the entire population as a whole.

Likewise, the survey method facilitates conducting research and acquiring information that would otherwise be difficult to measure with the use of observation techniques.

When preparing the questionnaire based on the approach proposed by J. Creswell, the approach of N. Schwarz, J.M. Tanur, R. Tourangeau, the following principles were accepted [Schwarz, Tanur, Tourangeau, 1999]:

- reliability – in relation to the cohesion of the survey responses,
- cohesion of positions – the responses to each question shall be consistent in various constructions,

- validity – the measurements were to provide information necessary to achieve the research objective,
- simultaneous validity – the possibility of correlating the results with those of the systematic literary review and with the results of other research projects on the issues under analysis.

The planning of the questionnaire began with establishing the procedure for the acquisition of the results. Following the propositions of P. Salant and D.A. Dillman as the starting point, the indicator of the responses and preferred level of research precision were defined [Salant, Dillman, 1994]. The choice of the so-called theoretical sample was made [Attewell, Rule, 1991], as this facilitated the indication of the entities with the desirable features, namely, knowledge of the theory of talents in companies. Although the theoretical sample is not entirely chosen at random, particular respondents in this sample were chosen randomly from a group of HR department employees to acquire an approximate effect. A significant determinant in this decision was also the ability to acquire access to the desired research areas. Closed questions with the initially encrypted responses options were placed in the areas where responses were possible, which resulted from the previously conducted analysis of problematic areas of talent management.

In formulating questions in the questionnaire, the principle of using understandable formulations was applied, to ensure that the questions, as well as all the options, were clear to the respondent and to exclude alternative interpretations or incomplete sentences that could consequently lead to misinterpretation. The order of the questions was strictly related to the previously conducted literary review and diagnosis of the other research tools, to avoid impacting the type of responses acquired and minimize any bias in the findings. The good practices for conducting and reporting survey research, as proposed by K. Kelley, B. Clark, V. Brown, and J. Sitzia were applied [Kelley et al., 2003]. These practices pertain to the order of activities: (1) planning the content of the research tool; (2) the arrangement of the questionnaire; (3) additional open questions; (4) pilot study; (5) incentives to complete the questionnaire.

The research began with a pilot study. This process facilitated the establishment of whether respondents understand the questions and instructions, and whether the meaning of the questions was the same for all respondents. In cases where closed questions were applied, the pilot study revealed whether there are sufficient categories of answers provided and whether respondents systemically avoided any questions.

Subsequently, the appropriate research was conducted. It was assumed that participation in the research was voluntary, although potential respondents were encouraged to participate without excessive pressure or coercion. The questionnaire was directed at employees of both companies and organizations. No rules were applied in defining the number diagnosed by the survey. Instead, the previously indicated

theoretical sample and the approach towards the relevance of the answers acquired were accepted, which did not constitute a rigid rule.

The survey method, as indicated by, among others, K. Kelley, B. Clark, V. Brown, J. Sitzia; N. Mathers, N. Fox, A. Hunn [Kelley et al., 2003; Mathers, Fox, Hunn, 2007], involved:

- conducting longer and more precise analysis with intricate filtering,
- a higher indicator of responses was acquired,
- the possibility of building and developing relations,
- contact with HR specialists,
- providing respondents with the possibility of answering questions in their own time, where they could refer to information in documents. This was particularly significant in the questionnaire directed towards the employees and managers of HR departments.

The results of the survey research collected were entered and subjected to inductive analysis. The accuracy of the data was checked including error checking and ensuring the cohesion of the entries).

Closed questions were easier in terms of analysis and encryption. In the case where there were no answers on the first sheet, average values or the response “No” were stipulated, while trying to maintain the integrity of the sample as a whole. For the purpose of drawing conclusions, however, it was taken into account that there might not be full knowledge as to whether somebody avoided a question, or decided not to answer it.

To characterize the findings of the survey research, descriptive characteristics were applied, encompassing the orderly description of the common fundamental features of the data. Subsequently, these were visualized graphically with the aim of identifying trends and patterns, while also emphasizing the key areas of talent management.

The acceptance of the aforementioned research strategy facilitated the attempt to enrich and further develop both the theories and practices of talent management.

3. Research findings

A total of 82 respondents participated in the survey research, with each representing one company. Among them, there was a prevalence of representatives from companies and organizations where programs of talent management are not applied.

- 70% of the respondents indicated a lack of TM programs,
- 30% of respondents have such programs in greater or lesser expanded forms.

Such a significant proportion of people who do not have contact with the practices of TM on a daily basis is significant from the viewpoint of analyzing their expectations in the aforementioned area. Likewise, an interesting finding is the indication by 59% of the respondents of the need to distinguish the approach to talent management against

the backdrop of comprehensive activities in the area of human resources management. This confirms the theoretical assumptions: The building and implementation of TM programs should commence with the definition of the notion of talent in every organization.

Those analyzed were representatives of various companies and organizations (see: Table 1). The prevalent group constituted representatives of companies, although the research also included participation from four respondents in the area of public administration. Their responses, despite differing work experiences, in most cases were consistent with the claims of the remaining participants. This may indicate symptoms of the need for talent management in the public area. However, experiences in other areas of human resources management in public entities teach us that such activities are very distant in time.

Likewise, what is significant from the acquired point of view of the findings is the fact that the majority of the people analyzed were employed in large organizations that employed more than 250 employees (61% of those analyzed). As indicated by systematic literary reviews, it is actually this type of enterprise where TM programs are most quickly implemented. It is also possible to adapt the good practices of talent management for them.

Table 1. Profile of analyzed entities

Synthetic criteria	Elementary criteria	Number of companies and organizations
Type of organizations	enterprise with Polish capital	33
	subsidiary of foreign company	35
	family enterprise	7
	other	5
Magnitude of organizations	less than 9 employees	4
	from 9 to 49 employees	16
	from 50 to 250 employees	11
	over 250 employees	48
Organizational-legal form	joint stock company	22
	limited company	43
	public administration	4
	sole-proprietorship firm	6
	other	5

Source: own study.

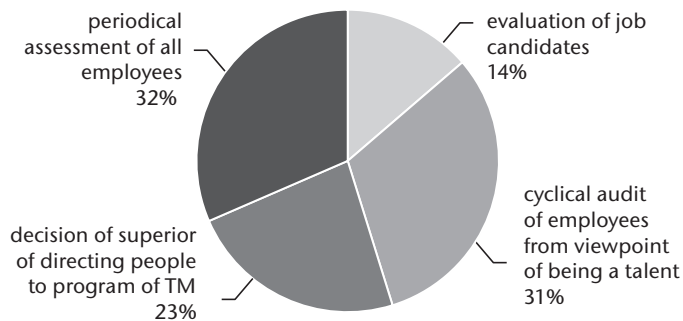
Comparable groups of Polish companies (41% of those analyzed) and subsidiaries of foreign worldwide trademark companies located in Poland (44% of those analyzed) were analyzed. In both of these groups, there were companies that do not possess

programs of talent management. Although the Polish experience of companies in the sphere of TM was expected (as indicated in the previous analyzes), the percentage of the subsidiaries of foreign companies was excessively high, which constitutes significant information in terms of the concept of global talent management. As indicated, in practice, it primarily comes down to the search for talent on the global labor market, or to the transfer of talent between the subsidiaries of foreign companies, and not to the global execution of TM programs by worldwide concerns or corporations.

The most represented sectors were companies from the services sector (11 companies), finance, banking, and insurance (8 companies), and also the food industry (7 companies). The majority of the main sectors of the economy were represented, except the clothing industry, footwear, and metal sectors. Likewise, a significant group consisted of telecommunication companies and IT (6 companies). Such a great differentiation of the sectors facilitated the familiarization with the expectations of the entities from various areas of activities, while also validating of the expectations and needs in the area of applying talent management programs. Similarly, it is also possible to translate the acquired findings into proposals or suggestions for activities in the area of TM in the future.

The research commenced the search for answers on how to identify talent in an organization. The widest group (See: Figure 1) indicated a cyclical audit of the employees as a tool (31% of those analyzed), while also considering the results of periodical assessment (32% of those analyzed). Such an approach indicates that talent, according to respondents, may appear mainly among those already employed.

Figure 1. Identification of talent in an organization



Source: own study.

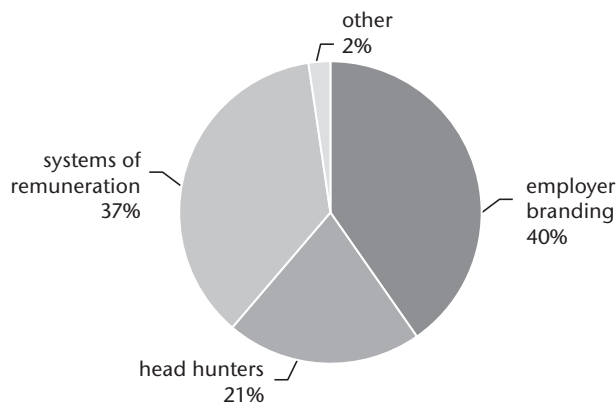
However, a small percentage of respondents (14% of those analyzed) are inclined to search for and acquire talents from outside their companies. The decision to undertake such activities is first and foremost made at the highest levels of management, often beyond that of regular employees and frequently beyond the HR department, which, in such cases, fulfills only an executive role regarding employment decisions.

Acquiring talents takes place when an enterprise acquires employees outside the labor market. This allows organizations to adapt to market changes and employ workers who are innovative and possess specialized skills, while simultaneously planning and a succession process.

However, focusing entirely on acquiring talents is not a long-term strategy as all the interested parties, both companies, and the talents themselves, have more long-term perspectives. In one way or another, every enterprise must aim to establish a pool of talent on a global level, both internally within their own organization and externally through public-private partnerships.

The battle for talent is being fought ‘at the top’, making the methods of attracting talents to companies increasingly significant. In this context, employer branding was mainly indicated (40% of those analyzed) and headhunter searches (21% of those analyzed, see: Figure 2).

Figure 2. Methods and tools for attracting talent



Source: own study.

Employer branding (EB) as a knowledge management and the perception of current and future talents is an effective tool for building a competitive advantage in the war for talent. It facilitates the treatment of employees as internal clients, and also strengthens the image of the enterprise as a desirable place to work, with the name of simultaneously attracting the most talented employees. Such a strategy must be executed long-term (see, among others, research by J. Sullivan] and be directed towards the consciousness and perception of both employees and potential employees.

In Poland, there is observable interest in the problematic areas of EB within the business sphere, particularly in the HR departments. This is evident not least by the growing participation in organized training, courses, or conferences for the practitioners in the field of employer branding.

The use of head hunters is significant, as the best talents are often those who are successful in their current jobs and are not actively seeking new employment, rather than those who are currently job hunting. These talents are frequently employed by competitors, and specialized headhunting agencies may be utilized to attract talents with highly specialized knowledge. This method also enables saving in time and resources for an organization.

Apart from the aforementioned aspects, the decision of an organization to use headhunters is the consequence of striving to focus on the most significant stage of talent acquisition, namely convincing them to undertake employment in a particular enterprise. In contemporary times, such agencies first and foremost use e-recruiting to conduct the process of searching for talent on behalf of the organization. Despite being a more costly form of acquiring talent, they offer a greater chance of finding candidates, and in greater number. Some respondents also provide their own propositions, such as attractive systems of benefits, a non-standard approach and offer for talents, as well as individual career paths.

In spite of the various approaches, the majority (70% of those analyzed) acknowledged that talent management programs should be available to all employees. A talent may be identified as a job candidate or a recently hired employee, but it may also be a someone who has several or even many years of work experience within the company. In the systematic literary review, multiple authors [Castells, 2000; Cayton, 2007; Gallardo-Gallardo et al., 2015; Hansen, 2007; Michaels, Handfield-Jones, Axelrod, 2001] emphasized that every employee in an organization can be considered a talent. As visible in the research analyses, this expectation also resonates with employees in terms of defining who is considered a talent.

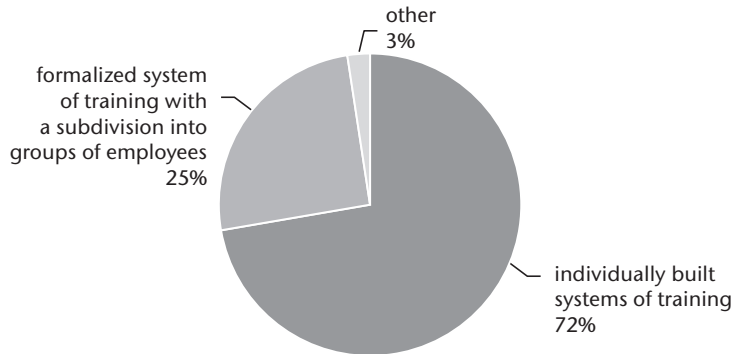
As indicated, the most important element in the process of developing talents is the availability of personnel systems and procedures. Such systems may ensure the expected growth of talents, which would consequently yield business results for the enterprise. It may also benefit the sustainable development of human resources. The diversity of abilities and competences among human resources creates opportunities for an organization to acquire a larger pool of talents. The process of developing human resources cannot be conducted at an optimal level, and thus it is essential to optimize human resources, which necessities increased costs associated with the applied TM programs. Simultaneously, there is a quantitative need to evaluate investments in talents as investment in human capital is considered.

A significant role in talent management is played by the development of talents; therefore, a further stage of the analysis was to search for answers to the question of how to train talents (see: Figure 3).

Subject-related literature has provided a multitude of potential solutions, such as Individual Learning, Team Learning, Organizational Learning. Albeit, among the respondents, the majority acknowledged that it should be executed in an individual

manner, adjusted to the type of talent, the specifics of the enterprise, and, most importantly, the expectations of the talents themselves in terms of development opportunities.

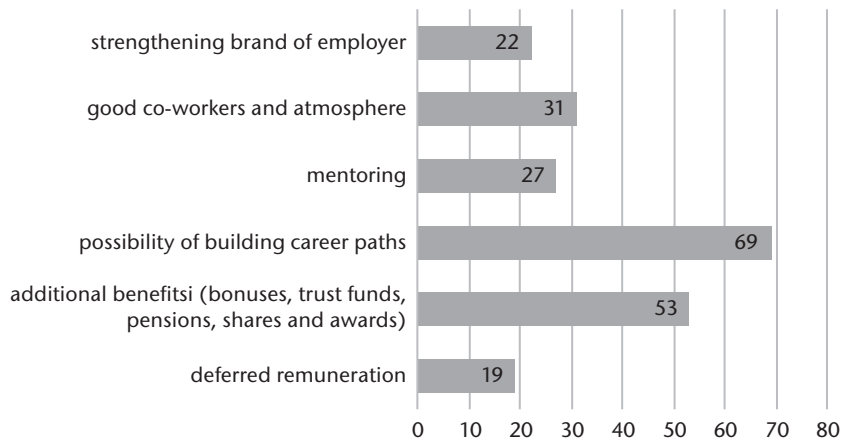
Figure 3. Training for talent



Source: own study.

The supply and demand for talents change dynamically, necessitating adjustments to meet the needs of various talents, to fulfil the expectations of personal talents, and to ensure a breakthrough in acquiring innovative talents. Individualized approaches to training have two fundamental premises: respecting the individual features of a talent and ensuring and creating favorable conditions for the development of talents within the framework of the organization. Talent training should be the personalized differentiated, and flexible, and teaching methods should be open and innovative.

Figure 4. Tools for retaining talent



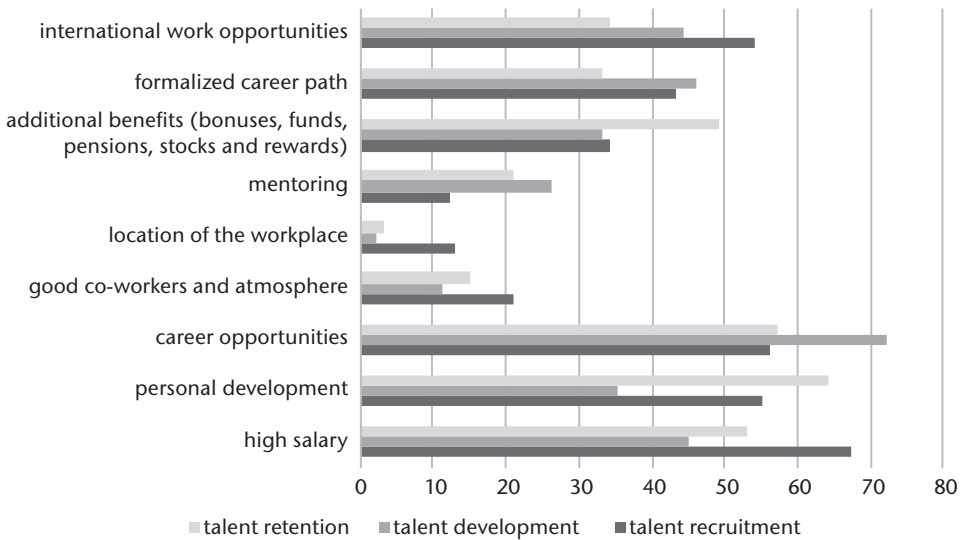
Source: own study.

In the war for talent, not only the acquisition of talents is important, but also their retention. In this case, those analyzed chose differentiated and multi-dimensional tools (see: Figure 4), frequently acknowledging that the greater the number of tools available, the higher the chance of retaining talent, with some marking all the possibilities.

From the standpoint of the process of talent management, multiple researchers claim that the retention of talents is the final battle in the war for talent [Echols, 2007]. Hence, it is necessary to strive to undertake all actions that encourage employees to remain in the organization for the maximum period of time. Resignation from talents is harmful to the efficiency of an enterprise, as the cost is very high. The direct cost relates to the costs of departure, replacement, and transfer, while the indirect costs related to the loss work value, reduced levels of efficiency, unnecessary overtime, and low morale.

In a similar fashion, searching for the means to provide incentives for talents, in terms of their acquisition, development, and also retention, was illustrated in its entire spectrum of potential activities by the research at hand (see: Figure5).

Figure 5. Means of incentives for talent



Source: own study.

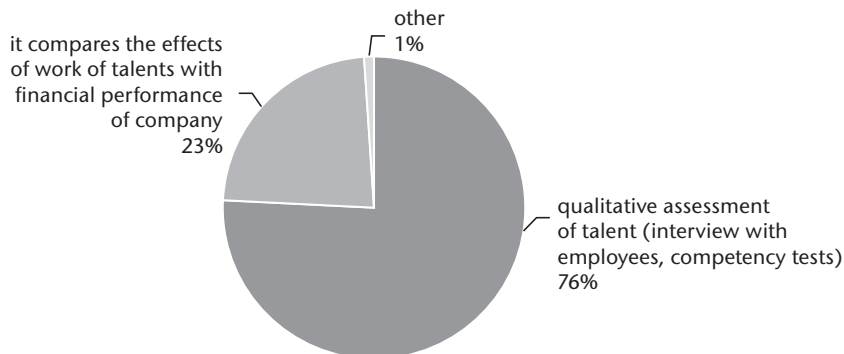
The tools for acquiring talents predominantly involvetangible means such as high remuneration, along with additional perks like bonuses, trust funds, pensions, shares or share options, and financial rewards. What is also important for talent is the potential career path proposed at the time of employment. The least important factor is revealed to be the location of work, confirmed by the increasing mobility of employees in the labor market.

In activities aimed at developing talent, the possibility of career advancement understandably takes precedence. The career path, often associated with promotion, can also encompass the enhancement of talent's competences or their transfer to new sections of the organization. In such a situation, employees concentrate on the acquisition of new experiences in skill development rather than merely seeking another promotion or competitiveness. Flexible career paths enable companies to attract and retain talents. Here, the possibility for an employee to work in a different branch of the enterprise, especially in foreign subsidiaries, is important. Professional experience abroad significantly contributes to the development of talent knowledge, with understanding the international issues of various cultures playing significant role in managing diversity.

As indicated by research on companies, creating diversified opportunities for talents in terms of employment, is essential for talent retention.

The final issue at this stage of the research was the verification of expectations from the perspective of the tools used to evaluate the development of talented employees (See: Figure 6).

Figure 6. Evaluation of talent



Source: own study.

In this case, the respondents indicated a qualitative assessment (with 76% of those analyzed) proposing personal tools such as achieving goals (“theory and practice”) and self-evaluation of talent.

Unfortunately, the evaluation of talents from the perspective of business performance in companies was not deemed highly relevant. This is in conflict with the conclusions from research conducted by scientists and the expectations of top managers [Stubbings et al., 2019].

Conclusion

Talent management not only has impacts organizational strategies but also leads to the development of added value in the HR area, while at the same time affecting operational efficiency of operations. Research has shown that talent management programs are very important for employee skill development; hence, an organization must take additional steps to enhance the working environment and conditions, encouraging participation in these programs. Identifying talent is challenging; therefore, management staff and HR specialists should assess employees to easily identify their talent. In particular circumstances, different actions may be required to acquire employees' tacit talent. Talent management programs offer surveyed companies a proven and practical way to significantly improve employee satisfaction and retention, in order to reduce turnover and related costs. A good TM program includes training on tasks and tools important to the role, incorporating corporate culture and values, information on talent management programs, networking opportunities, setting initial goals, and periodic evaluations of its effectiveness. Enterprises often adopt ready-made programs to meet urgent needs, paying little attention to the long-term needs of talent. As research has shown, these are consistent and repeatable, but not always effective, as they do not adapt to the changing needs of talents. The TM programs studied were implemented to achieve specific program goals and focused on a narrow aspect of talent needs.

However, it is necessary to note the observable growth in interest in the problematic areas of talent. On the one hand, there is increasing attention among scientists, while on the other, there are, greater challenges among practitioners in companies, frequently evidenced by the use of the slogan "war for talent". Thus, each analysis of the problematic areas of TM is highly relevant in terms of its significance for the target readers, mainly employed in companies.

The limitations of this research primary from the initial assumption of illustrating talent management as multi-criteria based. Through personal in-depth diagnosis, attempts were made to view and assess talent in its various forms and dimensions.

In the future, focus could be placed on a single entity to trace a complete line of talent from defining talent and planning the process of talent management, through specific TM programs, to evaluating their effects after completion. Finally, it will be possible to assess the value of talents at various stages.

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TALENT MANAGEMENT IN POLISH COMPANIES – RESEARCH RESULTS

Abstract

In today's intricate and dynamic business environment, where companies try to survive and gain competitive advantage over their competitors, talent management has a great impact on the development and retention of the most valuable assets, namely excellent and particularly talented employees, with the aim of building long-term development. The aim of this paper is to present research findings on the relationship between the need to implement talent management in companies and its actual application. The research was carried out using a survey method on a group of 82 companies. It has been shown that both Polish companies,

as well as the subsidiaries of foreign companies primarily search for talent as a significant determinant in building their personnel strategies. This is done in terms of executing the concept of talent management, while also strengthening knowledge management processes and building learning organizations.

KEYWORDS: TALENT, TALENT MANAGEMENT, HUMAN RESOURCES MANAGEMENT, EMPLOYEES, COMPETITIVE ADVANTAGE, WAR FOR TALENT

JEL CLASSIFICATION CODES: M12, M5, J23, J5

ZARZĄDZANIE TALENTAMI W POLSKICH PRZEDSIĘBIORSTWACH – WYNIKI BADAŃ

Streszczenie

W dzisiejszym złożonym i dynamicznym środowisku biznesowym, w którym przedsiębiorstwa starają się przetrwać i zdobyć przewagę konkurencyjną, zarządzanie talentami ma ogromny wpływ na rozwój i utrzymanie najcenniejszych zasobów, jakimi są szczególnie uzdolnieni pracownicy. Celem artykułu jest przedstawienie wyników badań zależności pomiędzy potrzebą wdrażania zarządzania talentami w przedsiębiorstwach a faktycznym stosowaniem TM. Badania przeprowadzono metodą ankietową na grupie 82 firm. Wykazano, że zarówno polskie przedsiębiorstwa, jak i oddziały podmiotów zagranicznych poszukują talentów jako istotnych determinant budowania swoich strategii personalnych pod kątem realizacji koncepcji zarządzania talentami, przy jednoczesnym wzmacnianiu procesów zarządzania wiedzą i budowania organizacji uczącej się.

SŁOWA KLUCZOWE: TALENT, ZARZĄDZANIE TALENTAMI, ZARZĄDZANIE ZASOBAMI LUDZKIMI, PRACOWNICY, PRZEWAGA KONKURENCYJNA, WOJNA O TALENTY

KODY KLASYFIKACJI JEL: M12, M5, J23, J5