

Theses of doctoral (PhD) dissertation

ORGANISATIONAL INTERPRETATION AND MANAGEMENT OF TALENT

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1. BACKGROUND, OBJECTIVES AND PRESENTATION OF THE RESEARCH HYPOTHESES

The organisational interpretation and management of talented employees is a unique aspect of today's labour market aspect, which has the most potential for practical application, especially domestic operations. There are several reasons behind the growing importance of the field, perhaps the most significant of which is the difficulty for organisations to access quality, high-skilled, i.e. talented workforce in the labour market. Other important reasons for advancing the field may be the workforce's changing needs and expectations, which require employers to develop and maintain modern and caring systems. At the same time, the introduction of the system at the organisational level is not only an alternative option for forward-thinking companies but can also be interpreted as a trend, the existence of which is increasingly emerging as a general need for younger employees. As a result of these factors, organisations and their leaders need to re-evaluate their existing processes. In the interests of sustainability, it is necessary to reshape them according to the present era's needs and possibly create new ones.

The importance of the choice of topic is justified because the fact that the majority of organisations are aware that the key to their operation is to employ the right amount of talented workforce, few organisations have a specific, targeted and developed system. In my research, I sought to transform this organisational stay into openness through a detailed description of the topic, primarily for the organisations where I conducted my research and secondarily for all companies interested in the topic. To achieve this, I started the dissertation with the systematic processing of related scientific sources. As a result of the secondary analysis, I gathered relevant domestic and international scientific and expert opinions on talent and talent management, from general conceptual exploration to a unique organisational interpretation level. By exploring professional and scientific materials, I had the opportunity to create an information repository and knowledge base that includes organisational processes affecting talent, from the interpretation of the concept through the system's main strategic issues to the specific models supporting its implementation.

Following this, I prepared the primary study, through which I gathered the opinions of organisational leaders and HR professionals on the topic. Based on the information

allocated here, the exploration aimed to determine the organisational characteristics of talent, the significance of the definition of talent, the general extent of organisational talent and the consequences of talent shortage. Concerning talent management, it provides findings on the system's interpretation, the main areas of activity related to it and the related, complementary HR activities.

Behind the objectives (Table 1) is traditionally the research problem identified in the two-dimensional approach, focusing on talent on the one hand and talent management on the other. Accordingly, in relation to the concept of talent, based on the literature results, I formulated the general problem that there is no traceable approach to the organisational interpretation of talent. Thus, the transparent use of the term in a workplace environment is not typical either, which fundamentally raises difficulties of interpretation in connection with the topic, and thus may also lead to refraining from the practical application of the field for decision-makers. Another problematic area is that the lack of talent closely related to the concept becomes difficult to interpret if the organisational interpretation of talent itself is unclear. However, the phenomenon is a new manifestation of the professional challenges produced by the labour market. About talent management, the initial problem of my research was the low application of the system and, with it, a little general knowledge of the possibilities arising from it. Following the research problems, my research is primarily determined by the goals and hypotheses concerning the organisational relevance of talent and the HR factors of applying talent management.

The aim and hypothesis system prepared for the research has been designed to make it possible to answer my research questions and the process-based exploration of which will logically establish the structure and structure of the dissertation. As a result, both the literature and the presentation of research results deal primarily with the interpretation of talent and then define talent management and the processing of design opportunities. Nevertheless, both the primary and secondary lines of the analyses examine the topic along with the areas of human resource management activities, thus reflecting its comprehensive and innovative nature and topicality.

1. Table: System of research objectives and hypotheses

Research problem 1:	Research problem 2:
<i>Lack of transparent use of the concept of talent in the workplace aspect</i>	<i>Low level of system-wide use of talent management</i>

C4: Exploring related opinions and practices of local organizations

C1: Organizational interpretation of talent

- **H1: Organizational talent interpretation is independent of the conscious talent concept**

- Descriptive statistics, non-parametric contiguous pattern ANOVA, Cochran's Q test, McNemar test, significance and correlation test

C2: Interpretation of lack of talent

- **H2: There are two sources of talent shortage: one is the lack of quantity and the other is the lack of quality**

- Content analysis, significance test - Wilcoxon test, descriptive statistics, cross-tabulation analysis

C3: HR factors of talent management

- **H3: Development, performance appraisal, and career management are always part of talent management**

- Content analysis, descriptive statistics, Spearman correlation analysis, principal component analysis, Cronbach alpha

- **H4. The presence of talent management is related to its role in the HR organization**

- Descriptive statistics, non-parametric ANOVA test, Friedman test, significance test - Wilcoxon test, Spearman correlation analysis

- **H5. Talent management is implemented in a latent way in organizations that do not have a conscious talent management system.**

- Descriptive statistics, Crosstab analysis, Chi-square test

Source: Own data, 2020

2. MATERIAL AND METHODS

I prepared the dissertation by collecting primary and secondary data and information. I prepared my research based on secondary studies, from which I compiled my primary research strategy.

2.1. Antecedents and delimitation of the research

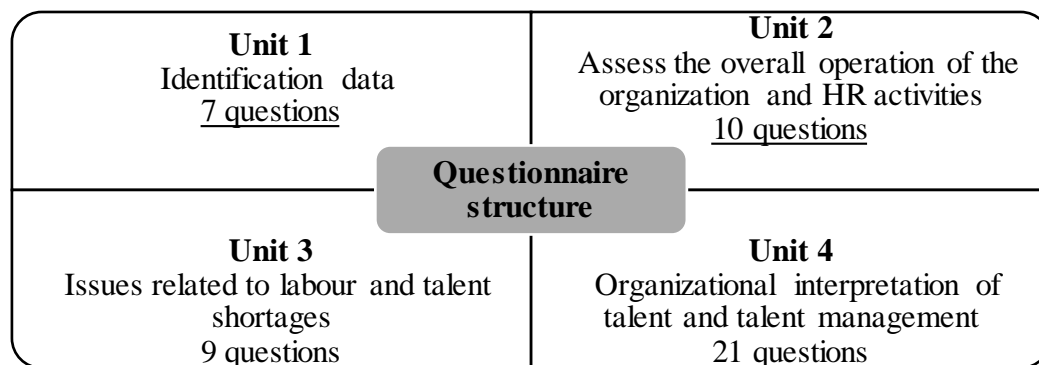
I started my research work in the autumn of 2016 in the framework of doctoral training when the workplace aspect of talent could not be considered general in Hungary at the organisations' level, mostly only foreign-owned multinational organisations had such systems. Although the need for a talented workforce was typical, the practical implementation of talent strategies did not appear (PWC, 2013). Accordingly, major studies and results were available mainly in foreign publications. There was a limited selection of talent management in the Hungarian literature. Fewer analyses described the purpose of the system, describing its potential, and clarifying the description of organisational interpretation or even operation. For this reason, I have decided to try to alleviate the shortcomings in these areas with my research. My goal was to shed light on the applied theoretical knowledge and make it applicable during the research. In most cases, I compiled the questionnaire used as primary research and the conclusions drawn from it accordingly.

2.2. The research method

In empirical social science studies, the previously characteristic hierarchical distinction between qualitative and quantitative approaches seems to be fading, so that mixed-method research, complementing each other, comes to the fore. (ZOLNAI, 2016). Taking this into account, based on the sources compiled through secondary data collection during the research, I structured the concepts related to the field using qualitative research methods. On the other hand, through an independently compiled questionnaire, I assessed how talent and talent management appear in the organisation and the managerial thinking related to it, which can be interpreted primarily as a primary, qualitative study. The questionnaire questions also include those that allow me to implement content analysis, so a small part of my primary study can also be interpreted as a qualitative method. Thus,

I compiled my results from the secondary study conclusions and the different statistical procedures based on the questionnaire.

During the questionnaire preparation, I structured the tool to bring the most critical areas to the fore. The questionnaire consists of 49 questions, covering a total of 4 different units (Figure 1).

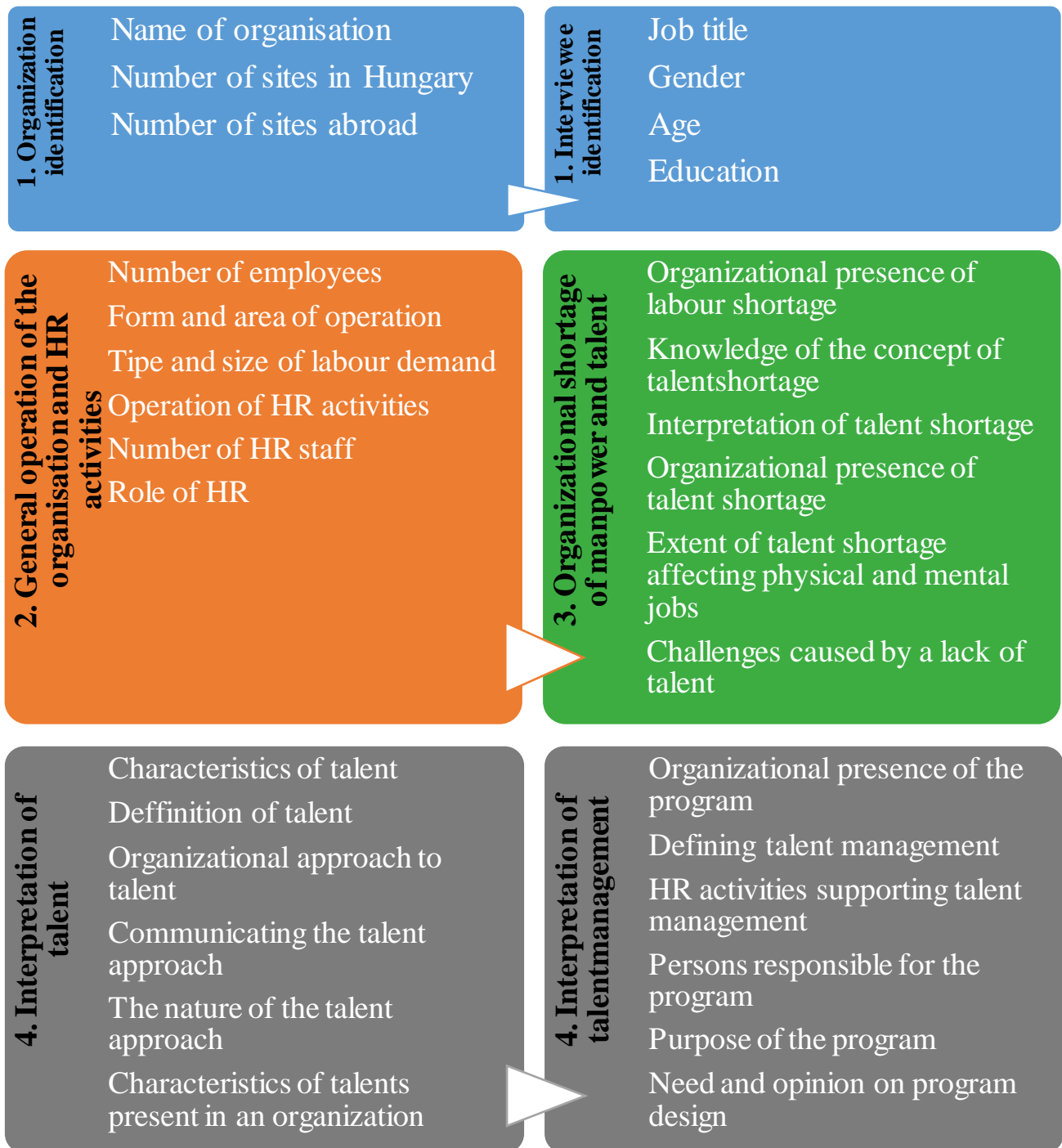


1. Figure: A kérdőív struktúrájának felépítése

Source: Own data, 2020

Regarding the proportions of each unit, it can be seen that the emphasis is on the interpretation of talent and talent management. At the same time, the previous three blocks of questions appeared in similar proportions. I formulated main and additional questions during the editing to check the authenticity of the direct information revealed by the main questions with the additional questions (CSATAI, 2012), placed in a logical order in the questionnaire (Figure 2).

The questionnaire survey's main purpose was to explore talent management's organisational relevance by first analysing the field's interpretation through the respondents' opinions and then exploring the details that specifically support the system's operation. To check the questionnaire's comprehensibility and general opinion, 34 people (students studying human resources consulting) completed the questionnaire on a pilot basis. Comparing the comments and suggestions made by them, the questionnaire was redesigned and modified. The questionnaire was sent online. Processing the data from the questionnaire was by Microsoft Excel and SPSS for Windows 20.0. mathematical-statistical software package. In my analysis, I used combinations of different methods to explore the results as thoroughly as possible. Accordingly, at the beginning of the analyses, I started the study with descriptive statistical analyses of most topics and then moved on to more complex correlation studies.



2. Figure: Content structure of the questionnaire

Source: Own data, 2020

My dissertation also includes cross-tabulation analysis, correlation calculation, significance analysis, variance analysis (ANOVA), Chi-square test, and principal component analysis connected with the statistical correlation studies.

2.3. Material

After completing the questionnaire, it was necessary to restrict the study because of its feasibility. I carried out the research in Hajdú-Bihar county; within this, due to the nature of the system, I targeted the organisations with the highest sales revenue, where I assumed

the system was more likely to work. I selected these organisations based on a publicly available list called TOP 100 compiled by NAV. In terms of the proportions of the completed questionnaires, they consist of a larger proportion of the TOP 200, as the TOP 100 organisation showed a low willingness to respond in the first period, so with the help of a market research company (Szinapszis Piackutató és Tanácsadó Kft.) The TOP 200 organisation was asked in order to achieve the target number. In the end, the feedback of 118 organisations - mainly those working in senior positions and HR - could be evaluated, which formed the basis of my primary study.

Although the study focuses on examining the talent and the talent management system at the organisational level, the sample is worth examining and analysing from an organisational perspective. Also, useful correlations may come to the fore at the individual level of the respondents. Accordingly, Table 2 shows the sample's distribution based on the background variables along these two dimensions.

While the first four categories discuss responding individuals' details, the lower six units of the table illustrate organisational specificities in terms of system-level interpretation. Thanks to my research structure on the literature and the methodological basis, I implemented a questionnaire survey, which covers the topic of talent and talent management in a structured way and provides data regarding the research sample. The presentation of the results fits the structure of the measurement tool as well as the objectives and hypotheses defined at the beginning of the research. A systematic description of the results and their conclusions will be described in the next section.

Table 2: Distribution of the sample by background variables

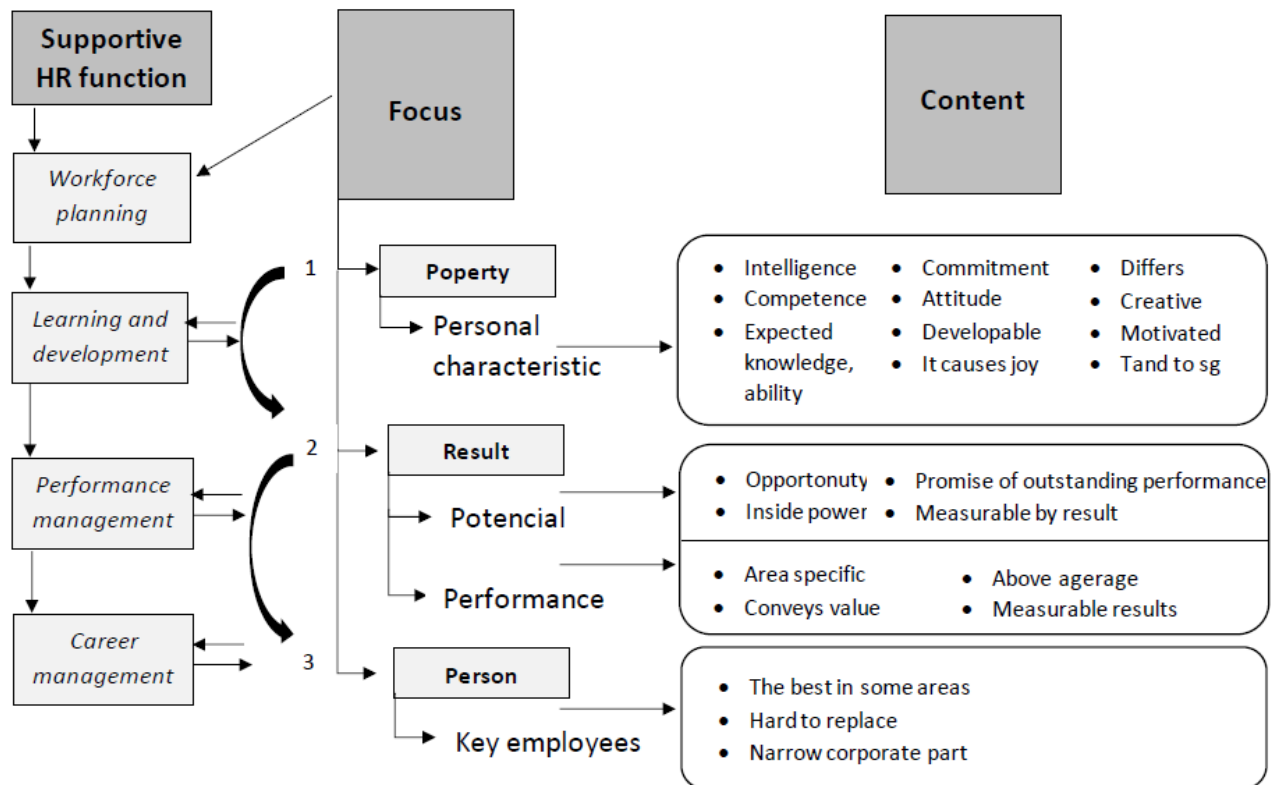
Name		Distribution of the sample	
		N	%
Total		118	100
Gender	Female	52	44,07
	Male	66	55,93
Age	20-25	0	0
	26-40	29	24,57
	41-55	70	59,32
	56-74	17	14,4
	above 75	2	1,69
Education level	Primary	1	0,82
	Secondary	23	19,5
	Higher	31	26,3
	University	57	48,3
	Phd./DLA./CSc.	3	2,54
	Other	3	2,54
Job title	Owner	22	18,64
	CEO	37	31,35
	HR manager	18	15,25
	HR specialist	18	15,25
	Other manager	15	12,71
	Other	9	7,62
Number of HR staff	1-3	88	74,57
	4-8	12	10,16
	9-15	5	4,23
	16 or more persons	3	2,54
	Do not answer	10	8,47
Number of employees	Less than 10	7	5,93
	Less than 50	39	33,05
	Less than 250	53	44,91
	More than 250	19	16,1
Operation area	Service provider	60	50,84
	Product manufacturer	29	24,57
	Both	29	24,57
Number of sites in Hungary	1	51	43,22
	2-3	38	32,2
	4-7	17	14,4
	8-10	3	2,54
	More than 10	9	7,62
Number of sites abroad	0	107	90,67
	1	8	6,77
	2-3	2	1,69
	More than 3	1	0,84

Source: Own data, 2020

3. MAIN FINDINGS OF THE THESIS

I present the main findings of the dissertation along with the formulated hypotheses.

H1: *The presence or absence of a consciously defined organisational talent concept/definition does not affect talented employees' interpretation from a managerial and HR perspective. Regardless of whether an organisation operates a talent program or not, the content of talent is present in the professional management consciousness, so all organisations have the basic philosophy needed to design the program.* (LEWIS – HECKMAN 2006; TANSLEY, 2011; KAROLINYNÉ – POÓR 2017; MEYERS et al. 2020). To substantiate the hypothesis, I established based on a secondary examination that there is no uniformly accepted system of criteria for interpreting talent, neither in general nor in organisational terms. This may be due to the fact that it is challenging to select the most appropriate theoretical framework from the many related definitions, so both the organisational definition and the application can be complicated. I collected and processed a wide range of them into a process-based system (Figure 3).



3. Figure: Focus point-based structure of workplace interpretation of talent concept

Source, Own compilation based on literature*, 2020

(*CZEIZEL, 1997; MICHAELS et al, 2001; GYARMATHY, 2006; GORDON, 2006; SUM 2008; SUBOTNIK et al., 2011; ARATÓ et al, 2014; NIJS et al. 2014; MEYERS-WOERKOM, 2014)

Second, the study explored talented employees' characteristics within each organisation based on responding managers' opinions. The summary table indicates the extent to which characteristics were considered a determinant of talent (Table 3).

2. Table: Summary of characteristics of a talented employee

<i>Characteristics of talented employee</i>	<i>N</i>	<i>%</i>
Succesfull in the work	104	88,14%
Committed	101	85,59%
Creative	94	79,66%
High potential	90	76,27%
Highest performance	80	67,80%
Has tend to something	64	54,24%
Has above-average general abilities	64	54,24%
Has highest EQ	40	33,90%
Has above-average special abilities	36	30,51%
Has highest IQ	32	27,12%
Has the highest position	24	20,34%

Source: Own data, 2020

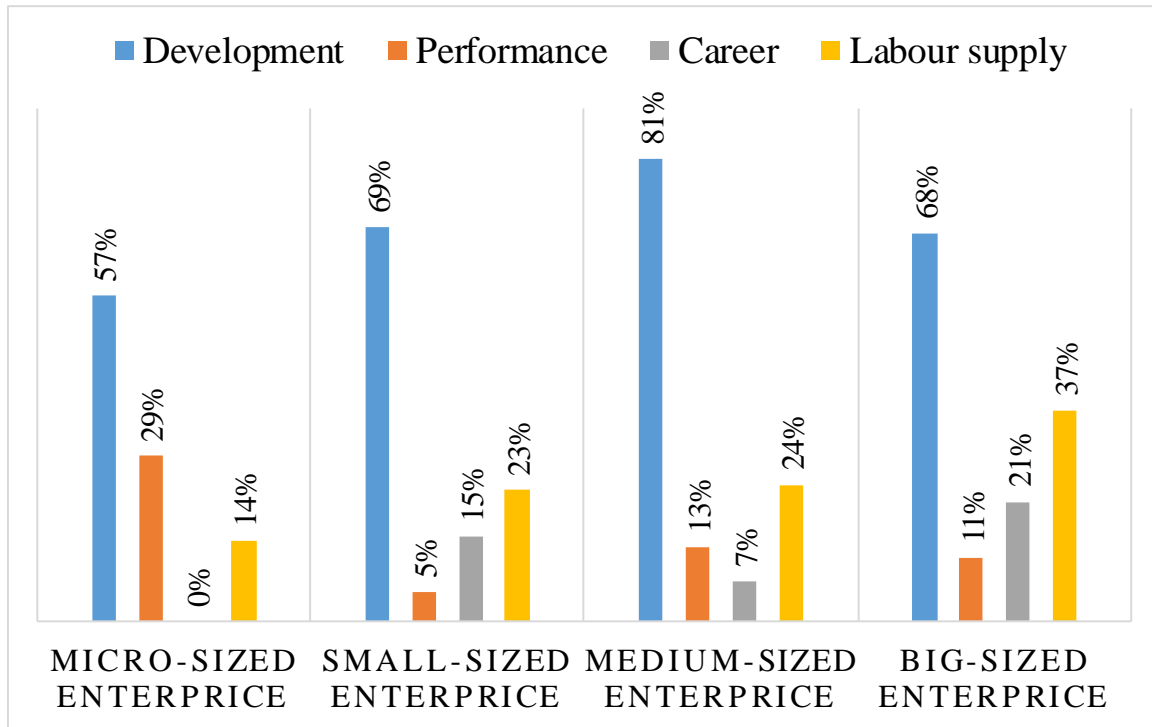
Respondents thought similarly about the characteristics most closely related to organisational talent and considered the existence of individual factors concerning talent to be equally important. (Non-parametric, contiguous pattern ANOVA, including Cochran's Q test, resulting in $X^2(10, N = 118) = 338,540$ $p < 0.001$). To further analyse the relationships between talent factors, I used the McNemar test as a follow-up. Significant differences along the criteria could be identified based on the given responses. When managers and HR people think of talent, concepts such as success (88.14%) and commitment (85.59%) come to mind the most, and there is no significant difference between the two factors ($p = 0.678$), which indicates the same colour in the table. This means that there is no significant difference between the two factors' materiality; they characterise the respondents' thinking based on the answers at almost the same level. The table marked with a colour scale shows that the 11 talent factors can be divided into six levels in terms of significance; the significance of the talent indicators within each "colour level" is very similar in the respondents' opinions. It can also be stated that the characteristics can be categorised based on focus point into the conditions of talent development (commitment, creativity, potential, inclination, EQ, IQ) and the consequences of its existence (successful in his work, best performance, highest position).

I also examined whether the respondents have a formulated talent concept within the organisation. It can be stated that the majority (76%) do not have a specific talent approach. In this regard, I conducted a further detailed study, where I used cross-tabulation analysis to determine whether there is a difference in companies' opinion with and without a talent approach. Based on the analysis, it can be concluded that in the case of the eleven talent characteristics, all respondents had the same opinion, regardless of whether they have a formulated talent concept or not. Consequently, it can be concluded that whether or not an organisation has a developed talent approach, similar approaches in the minds of managers and HR specialists are characteristic of the concept, there is no significant difference in the interpretation of a factor either ($p > 0.135$). *With this result, my first hypothesis was confirmed, that the existence or absence of a consciously defined talent concept/definition does not affect the interpretation of talented employees from a managerial and HR perspective. The results show that this information is present in managerial thinking, owned by the organisation, but at the same time, it needs to be systematically explored.* This can make search and identification more targeted outside and inside the organisation. The study result also supports this that organisations with a declared definition of talent have a higher proportion of talented employees (Med = 25%) than organisations without (Med = 10%).

As the second hypothesis (H2) of the research, I formulated the following: In organisational frameworks, development, performance and career management in all aspects of talent-related activities always appear as a supporting HR function (CZEIZEL, 1997; MICHAELS et al., 2001; GYARMATHY, 2006; GORDON, 2006; SUM 2008; SUBOTNIK et al., 2011; ARATÓ et al., 2014; NIJS et al. 2014; MEYERS-WOERKOM, 2014).

The examination of the hypothesis was realised through several methods, among which the content analysis and the descriptive statistical analyses were dominant. Thinking about talent was also realised through content analysis, first from the respondent formulations related to the organisational implementation of talent shortage and talent management. The responses were grouped during the analysis so that they could be structured. Based on this, I was also able to assess the respondents' opinion regarding the lack of talent and talent interpretation. The grouping was based on each HR function. I

also plotted the feedback based on operational area and organisational size (Figure 4) with the help of a diagram, which makes the statement more illustrative.



4. Figure: Grouping the interpretation of talent deficiency along with HR functions in the sample size distribution

Source: Own data, 2020

In most cases, individual feedback described the lack of talent with examples related to human resource development, performance measurement, career, and workforce planning activities.

Content analysis related to the formulation of areas of activity related to talent management assessed what respondents think are the programs through which talent is best managed within an organisation. To manage talent, respondents identified HR activities as independently functioning parts of organisational functioning through individual opinion formation. These include both traditional (development, Motivation, job, workforce planning) and evolving (career, talent management, HR branding) HR areas, which can be paralleled with literature perspectives (Table 4). Based on the comparison of the literature and practical professional opinions, it can be stated that they almost completely overlap with each other, there is only one difference. In one case, an aspect (performance appraisal) appears in the literature that does not stand out from practitioners' opinion. The fact that this area was omitted during the independent opinion may also indicate that performance appraisal itself is not an integral part of thinking about

talent management, it is essential in identifying talent and lack of talent based on the previous figure.

3. Table: HR functions supporting talent management based on the literature and the opinions of respondents

	<i>HR functions formulated by literature models</i>	<i>HR functions formulated by responding organisations</i>
1	Development	Development
2	Motivation	Motivation
3	Workforce planning	Workforce planning
4	Career	Career
5	Employer/HR branding	Employer/HR branding
6	Job	Job
7	<i>Performance</i>	

Source: Own data, 2020

With this, my second hypothesis was partially confirmed. Among the development, performance evaluation and career areas, the sample's opinion unanimously named the development, the respondents' opinion is not clear for the other two areas.

Addressing the difficulties arising from their lack is an essential part of thinking about talent. The third hypothesis of the dissertation is related to this (H3): There can be several reasons for the lack of talent. On the one hand, it can be caused by the fact that the organisation struggles with quantity shortage and cannot find quality candidates for vacancies. *On the other hand, it can also occur when there is no quantitative deficit because all positions are filled, but the employed workforce is not talented from the current point of view of the organisation, so just a quality deficit can be perceived* (SZABÓ, 2011; MANPOWER 2013; RÁCZ, 2013; BALOGH, 2014).

When interpreting the talent shortage, some of the approaches state that organisations in such a situation do not find the labour they need in the available labour market, which presupposes a clear link between the labour shortage and the talent shortage. To examine the relationship, I used the Wilcoxon test due to the ordinal nature of the data. The results of the test show that there is a significant difference between the talent shortage and the labour shortage, and it is also clear that the talent shortage ($M = 0.725$) appears to a greater extent than the labour shortage ($M = 0.513$), $Z = -3.820$ $p < 0.001$. For a more detailed interpretation of the topic, I performed the following descriptive statistical calculation, through which the data became suitable for general comparison (Table 5).

4. Table: Appearance of labour shortages and talent shortages in the sample

	<i>Labour shortage</i>		<i>Talent shortage</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
No	50	42,4	19	16,1
Maybe	15	12,7	27	22,9
Yes	53	44,9	72	61,0
Total	118	100,0	118	100,0

Source: Own data, 2020

The frequency table obtained shows how the respondents' opinions on the topic are distributed. Shortage of labour is less characteristic of the sample, lack of talent is more characteristic of the respondents. For the factors of labour and talent shortage, I performed a Spearman rank correlation analysis. I found a weaker positive relationship ($r = 0.169$) between the two factors, which is not significant ($p = 0.079$). This means that it is impossible to predict the lack of talent from the labour shortage and vice versa.

For more detailed studies, I performed a cross-tabulation analysis for the two areas (Table 6). Based on the results, where there is a labour shortage, there is also a high rate of talent shortage (69.8%), so it is confirmed that one of the reasons for the talent shortage may be that the organisation cannot find talented employees for the vacant positions. It can be observed that in organisations where there is no labour shortage, the rate of talent shortage is still high (54%). Another reason for the talent shortage is that although the organisation has employees, they are not considered talent, so another source of talent shortage also has been confirmed.

5. Table: Cross-tabulation analysis of the existence of talent shortages and labour shortages

		Experience of talent shortage			Total	
		No	Maybe	Yes		
<i>Experience of labour shortage</i>	No	N	12	11	27	50
		%	24,0%	22,0%	54,0%	100,0%
	Maybe	N	0	7	8	15
		%	0,0%	46,7%	53,3%	100,0%
	Yes	N	7	9	37	53
		%	13,2%	17,0%	69,8%	100,0%
Total	N	19	27	72	118	
	%	16,1%	22,9%	61,0%	100,0%	

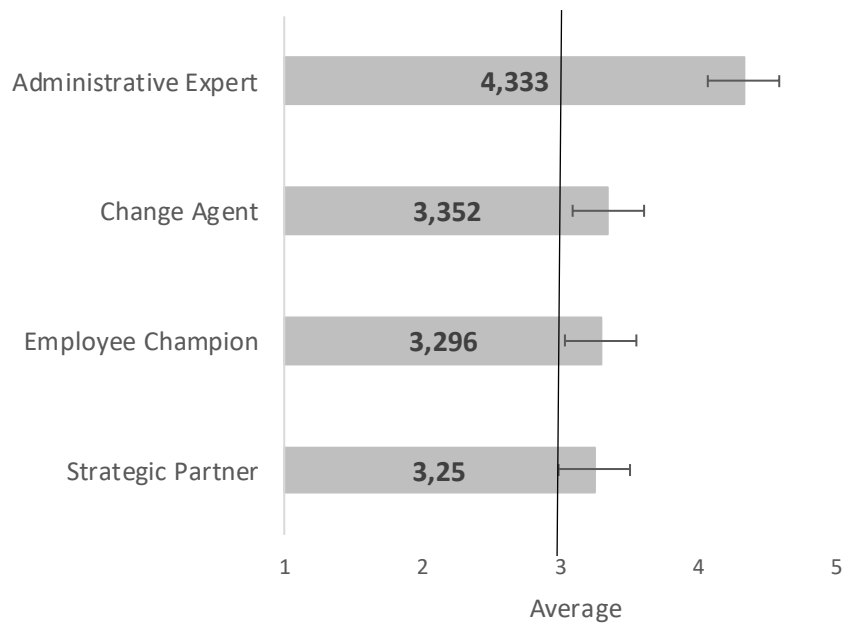
Source: Own data, 2020

Based on the results, the third hypothesis (H3) was confirmed, because based on the information in the literature, I considered in advance that the reason for the lack of talent might be that the current workforce is unable to meet organisational talent needs and can't find talented employees for vacancies. This position is reflected in the content analysis of the opinions received and supported by the cross-tabulation analysis results. There are also uncertain respondents on the topic, mainly in the sample, regarding lack of talent. Those who are insecure about the labour shortage still have a very high level of talent shortage. These uncertain answers suggest that the respondents either did not want to give a clear answer to the question or did not have accurate information about it, possibly because the area is not a commonly understood concept in the sample. Whatever background factors underlie the uncertainty, exploring this would require further investigation.

A further aspect of my research is the fourth hypothesis (H4), according to which the presence of a talent management system within an organisation is related to its role in HR. *There is no talent management system in organisations where HR prefers to play the role of an administrative expert, but where there is a talent management system, HR has a role as a change agent or strategic partner in addition to the administrative role* (ULRICH, 1997; BERSIN, 2008).

The talent management system is related to organisational human resource management. Internal HR can appear in many roles (administrative, interest reconciliation, change management, strategic partner), determining which HR functions characterise the organisation. I am looking for the answer to whether the role's nature is statistically related to the sample's existence. For exploration, I first summarised the frequency of roles (Figure 5). During the plotting, I used a 95% confidence interval to determine the error band, as a result of which the lower and upper limits were marked for each of the roles assessed. It can be stated that the administrative role is the most characteristic of organisations. The other roles apply to a lesser extent to the organisations, their existence is perceived as neutral close. Furthermore, it can be interpreted that no role would not be considered existing at all. Returning to the administrative role, I carried out a further investigation, because based

on the summary, it seems that this is the role with the strongest interpretability in the sample.



5. Figure: Distribution of the appearance of HR roles in the sample

Source: Own data, 2020

To statistically verify this observation, I performed a nonparametric ANOVA analysis, where I proved by Friedman test that there is a difference between the individual roles ($p < 0.001$). As a related follow-up, I performed a Wilcoxon test, which confirmed that the "administrative role" of the HR roles differs from all other responses (in the order of the variables, $Z = -5.717; -6.403; -6.479; p < 0.001$). Considering that all roles can be interpreted in the sample's practical operation, I examined Spearman's correlation analysis to examine its relationship with talent management. I found that a significant relationship and a positive, loose correlation can be identified between factors in all but one role. An exception to the significance is HR's administrative role ($p = 0.734$), which means that talent management and the fact that HR is in an administrative role are not related. This may be because the administrative role of HR is an identifiable and present feature in most organisational operations, as the administrative nature of the activities associated with it is unquestionable. However, in organisations where HR performs administrative tasks and has more extensive responsibilities, other roles may appear beyond the administrative nature. In the further study, a strong significance can be shown for all roles with the talent management system, where in all cases it is true that $p < 0.017$. Accordingly, HR in the role of

employee champion ($r = 0.233$ $p = 0.016$), in the role of change manager ($r = 0.283$ $p = 0.002$) and in the role of strategic partner ($r = 0.283$ $p = 0.004$) is also positively related to the existence of the talent management system. Hence, the more typical these roles are, the more characteristic the existence of the system. Based on this, the fourth hypothesis (H4) was partially confirmed, based on the literature's theories, a talent management system's presence is related to its role in the HR organisation. In my hypothesis, I thought that the talent management system is most related to the HR change agent's role and the strategic partner. However, based on the analysis, this line of thought can be supplemented with Employee Champion's role. Based on this, the existence of these three roles can support the operation of the system. This also means that if an organisation is committed to talent management, it must provide HR's internal appearance beyond the administrative role.

According to the fifth hypothesis of the research (H5), the talent management system components are often present in organisations' operation even if there is no intentionally tailored talent management program. *Therefore, the lack of a specific talent program in an organisation can still lead to disorganised implementation. In organisations, talent management is often latently implemented in practice* (FERNANDO, 2008; COLLINGS-MELLAHI, 2009; ATTRI, 2009). I implemented the hypothesis test by coordinating several methods, among which content analysis as a qualitative method and several statistical tests (rank correlation, significance, principal component analysis) appear as quantitative methods.

Many aspects of the dissertation's partial results suggest that talent management is not a typical HR function in the examined sample. Its conscious application is typical only for a small part of the whole sample (17%), most (83%) do not have a developed framework for talented employees. Organisations without a talent management system are highly satisfied (Table 7) with how they currently deal with the talented workforce. Based on the answers, the talents are exploited in the sample regardless of the talent management system's existence. According to the respondents, the part of the organisations where the talent is used has only a small (21.5%) talent management program. According to management, 78.8% of the same organisational group does not have talent management, which suggests that although organisations do not operate

talent management systems in a conscious, formalised way, they pay attention to talent and strive to use it.

6. Table: Cross-tabulation analysis of organisational talent resource utilisation and existence of talent management program

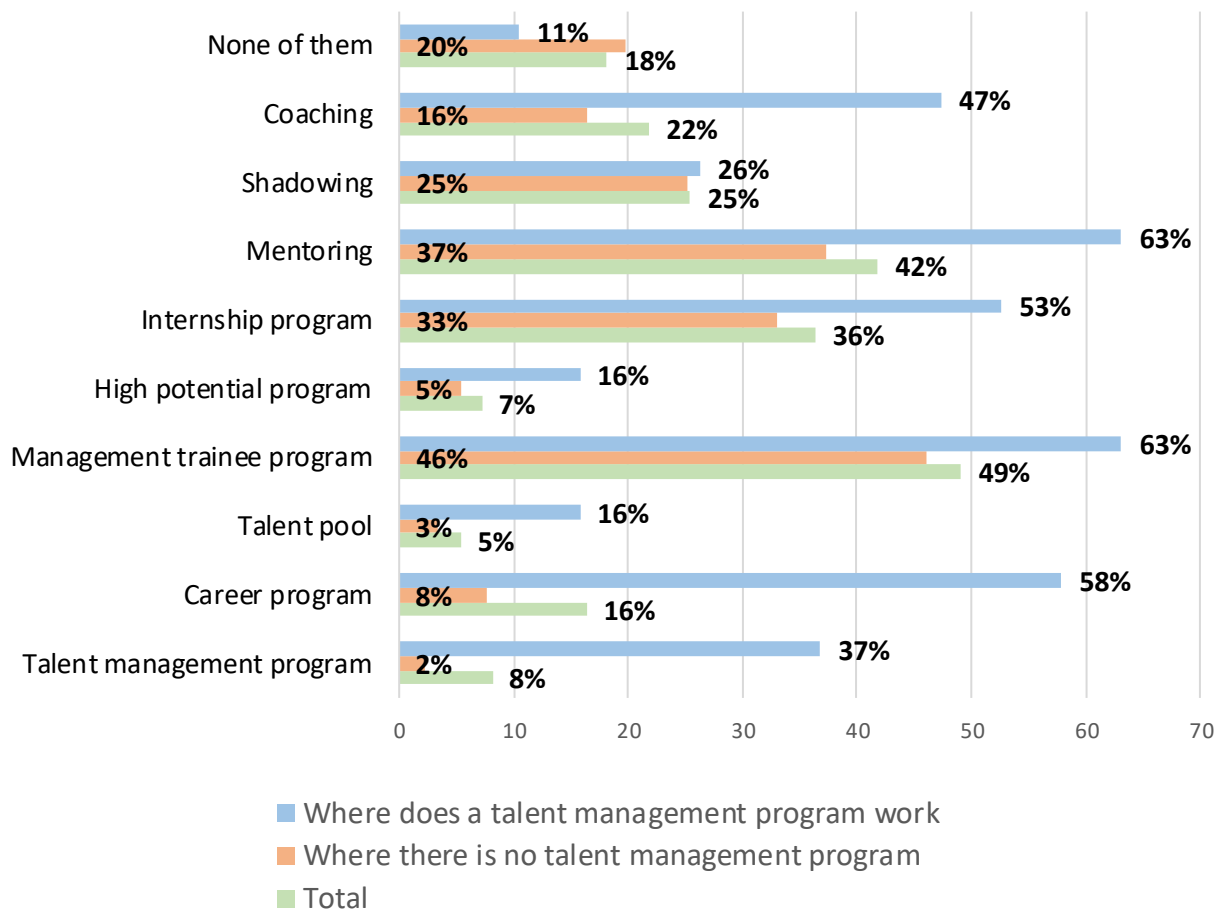
		<i>Existing talent management program</i>			
		No	Yes	Total	
<i>Talent is getting used</i>	No	N	6	1	7
		%	85,7%	14,3%	100,0%
	Maybe	N	28	2	30
		%	93,3%	6,7%	100,0%
	Yes	N	62	17	79
		%	78,5%	21,5%	100,0%
Total	N	96	20	116	
	%	82,8%	17,2%	100,0%	

Source: Own data, 2020

According to the results of the performed Chi-square test, $X^2 (2 N = 116) = 3.684$ $p = 0.182$, there is no significant relationship between the utilisation rate of talented employees and the existence of a talent management program, which is also supported by the Phi value (0.171). This result also means exploiting a talented workforce's potential is unrelated to either a talent management program or how important talent management can be for successful operation. At the same time, the derived conclusion is very thought-provoking, as the question arises as to what may influence the use of talents if it is not affected by the existence of the talent management program itself. *This result also concludes that talent management within the organisation is realised when it is consciously applied because it can be achieved even without system-level operation.*

Based on this, I sought an answer to which programs are the ones that appear in the respondents' operational practice. In summarising the results (Figure 6), the total sample distribution was indicated. The proportion of each program typical of organisations where there is no talent management and where it is. Based on the answers, it can be stated that a relatively wide range of programs that are part of the talent management system appears in the everyday practice of the respondents during the organisational application. The highest proportions of the management trainee program, mentoring, and internship programs are used, which is true for all three categories.

6. Figure: Distribution of organisational programs supporting talent



Source: Own data, 2020

Overall, the talent management program itself is the least used, with an alternative to the "high potential" program and the talent pool. The latter three factors' ratio is not a surprising result, as specified, the talent management program is named in only a small part of the sample (17%). Less than one-fifth (18%) of the sample are organisations where none of the listed programs would be present. However, it is worth examining the aggregate and the detailed results about the topic. Suppose we observe which programs dominate in the case of organisations using talent management. In that case, it can be concluded that there are also career programs and coaching and the first three activities (management trainee program, mentoring, and internship program). On the other hand, it is also interesting to examine organisations with no formalised talent management. They also pay attention to the management trainee program, mentoring and internship program in several cases, but shadowing and coaching also appear. *Based on the result, the fifth hypothesis (H5) verification was further confirmed, according to which talent management in organisations where no talent management program is latently*

implemented in practice. Although there is no program named in this way, there are sub-programs and processes that are part of it in the organisations

Further studies suggest that a quarter of the sample do not plan to use talent management in the future. Half are uncertain about the issue, so it may also be important to examine the reasons behind the aloof or uncertain attitude. To explore the main impediments to implementing the system, I summarised the respondents' opinions in a frequency table (Table 8).

7. Table: Barriers to the use of talent management in respondents

<i>Barriers to the application of talent management</i>		
	N	%
There is no talent management, but they pay attention to talent	61	62,89%
There is no experience	26	26,80%
They haven't heard of it	13	13,40%
Too expensive	12	12,37%
There is no need for it	9	9,28%

Source: Own data, 2020

I ranked the answers by frequency, based on which it can be stated that most people (62, 89%) do not use talent management because they feel that they still pay adequate attention to organisational talent. Furthermore, what is most apparent is whether they either have no experience in the field or have basically never heard of the field before or perhaps its perceived costs are what deter organisations from applying the most. To a small extent (9.3%), opinions show that the system should not be used because it is not needed. The latter group is characterised by the fact that large companies and organisations with a larger intellectual workforce are not among those who feel that talent management is unnecessary. The results call for a contradiction, as they show that there is no talent management system in place because respondents pay attention to talent in a different way. This result suggests that the focus on talented employees is realised without rules, constraints, and intentional awareness, with no uniformity but most other random care and attention. This aggregation is also related to the fifth hypothesis (H5), as it is believed that talent management is latently implemented in organisations where there is no talent management system.

In summary, it can be stated that the examination of the formulated hypotheses was realised, as a result of which three of the five hypotheses I formulated (the first, the third and the fifth) were confirmed while two hypotheses (the second and fourth) were partially confirmed. The objectives set at the beginning of the study were met in all cases, as the research revealed the talent at the organisational level, the conceptual clarification of the talent shortage, and the analysis of its significance and extent. In addition, the examination of the HR operation of the talent management system was completed for the entire sample in many professional and practical respects. At the same time, all the obtained results also served the realisation of the fourth objective, through which I was able to assess the opinion of the most outstanding companies of Hajdú-Bihar County in terms of the organisational interpretation of talent.

4. MAIN FINDINGS OF THE DISSERTATION, NEW AND NOVEL RESULTS

1. Identifying talent can be supported in several ways at the organisational level. On the one hand, the concept's existence has a positive effect on the proportion of talented employees and facilitates identification. On the other hand, each talent characteristic can be categorised by focus point. In this way, a distinction can be made between characteristics that generate talent (e.g. creativity, commitment) and those that can be interpreted as a consequence of talent (e.g. success, best performance), which can be another possible aspect of organisational identification.

2. There is an inverse relationship between the number of employees and the number of employees considered talented, so the larger a company, the lower the proportion of employees considered talented by managers. In contrast, smaller companies have a higher proportion of talented employees in managerial perception, which justifies the application of talent management in smaller organisations.

3. There are two sources of talent shortages. On the one hand, the employees employed do not have qualities that would enable them to perform outstandingly; they are untalented in terms of organisational profile. On the other hand, it can occur if, in an empty position, the organisation cannot find a talented candidate to fill. To effectively deal with the lack of talent, it is necessary to identify the source of its creation, as both possibilities require different solution strategies.

4. The operation of a talent management system is characteristic of organisations rather latently than explicitly. Although a small number of responding organisations (17%) have a consciously operated talent management program, most organisations (82%) operate internal programs that are part of talent management.

5. Employees at different hierarchical levels have different views on the responsibility for operating a talent management system. While owners interpret talent management as a top management task, company executives, HR executives, and other executives tend to think HR and senior management are equally responsible for running the program.

6. The existence of talent management can be determined by the role that HR plays in organisational operations. Maintaining talent management at the system level requires that the internal operation of HR be reflected beyond the administrative role.

7. Lack of talent most hinders organisations' creativity, the exploitation of their ability to innovate, their retention power and the preservation of competitiveness. For this reason, the goals of the operation of the system are presented in a complex way to stimulate employees, organisational stability and renewal in close connection with each other.

8. The organisation's HR functions are in an integrated relationship with each other and show a close positive interaction; if one area develops, the others change positively. The wide-ranging HR functions activities, covering more than 20 areas, can be grouped into six factors in the responding organisations, which supports the transparency and application of HR operation.

9. The operational efficiency of organisations for all HR functions is below the level that would be required for talent management. This result contradicts the employer's demand that the goal is to employ the most talented employees, but the best conditions are not provided in the circumstances.

5. PRACTICAL APPLICABILITY OF THE RESULTS

The basic goal of the dissertation's preparation was to implement such scientific research, which can also be used for practising professionals, it can be adapted to organisational operation, and it can be interpreted as a result of development processes. The results from the secondary and primary studies provide an opportunity for practical use, which are described below:

1. The process of developing a talent management system is presented in an easy-to-interpret, traceable way. The descriptions present each related step in a specialised way, broken down into small parts, bringing the seemingly remote theoretical system closer to organisations that have not previously applied talent management.

2. Simple approaches to defining, interpreting, and identifying talent, based mostly on the internal organisational study and not requiring special, inaccessible tools

a. *Content that supports definition and interpretation* – the focus point-based structure of talent (Figure 3) helps select the approach that best fits the organisation. In connection with the approach, it is clear which HR activities can support the implementation. Besides, it can be useful to deal with talent in an organisation at the system level. As a result, you can also consider the figure's focus points as the individual stations and alpha phases of a process.

b. *Content that supports identification* helps the organisational interpretation of talent interpret the concept of talent in a separate dimension. As a result, even the factors included in the description can be applied. However, based on the methodology described in the dissertation, the results from a survey fitted to one's organisation can also be developed. In this way, it is possible to identify the characteristics that trigger the talent and can be interpreted as a result of the talent. As an important step in terms of identification, definition can also be obtained from simple exploratory work.

3. The conceptual clarification of the talent shortage and its main characteristics, including its treatment, enable the organisations affected by the talent shortage to develop their solution strategies on this basis.

4. Approaches are broken down into traceable steps for the definition, interpretation, implementation and significance of talent management, which, similarly

to talent, are mostly based on internal organisational study and do not require special, hard-to-access tools.

- a. *Contents supporting definition and interpretation* - categorisation of talent management definitions, formulation of jobs involved in the maintenance of talent management, their different thinking regarding maintenance responsibility
 - b. *Content supporting the implementation* - strategic issues of the development of the talent management system, models of the implementation of the talent management, HR functions most closely related to the operation of the talent management
 - c. *Content emphasising relevance* - results that show that talented employees' organisational presence is higher in smaller organisations than in larger ones, drawing attention to the fact that all organisational sizes can be affected regardless of the area of operation in practice
5. The description of the phenomenon of latent operation and the identified risks arising from it may draw attention to the dangers of the unsupervised operation of the area
6. In addition to the organisational aspect, another possibility of practical application can also be interpreted in education, as one of the most common expectations of higher education institutions is that newly graduated students have up-to-date and practical knowledge. As a result, new and innovative results from the survey and demonstrable characteristics can also play a useful role in education, especially in management and human resource-focused training.

6. LIST OF PUBLICATIONS RELATED TO THE DISSERTATION



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Registry number: DEENK/196/2021.PL
Subject: PhD Publication List

Candidate: Mária Héder- Rima

Doctoral School: Károly Ihrig Doctoral School of Management and Business

MTMT ID: 10057854

List of publications related to the dissertation

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