



შპს ქართულ-ამერიკული უნივერსიტეტი

Georgian American University, LLC

ბიზნესის სკოლა

Business School

თინათინ ზერაგია

Tinatin Zeragia

ორგანიზაციული ტალანტის მართვა საქმიანობის
შესრულების გასაუმჯობესებლად

Managing Organizational Talent for Enhanced Performance

წარდგენილია ბიზნესის ადმინისტრირების დოქტორის აკადემიური ხარისხის
მოსაპოვებლად

Submitted in Fulfillment of the Requirements for the Degree of Doctor of Philosophy in Business
Administration

თბილისი, 0160, საქართველო

Tbilisi, 0160, Georgia

2021

Thesis Topic: Managing Organizational Talent for Enhanced Performance

As the author of the submitted work, I hereby declare that this submission is my own work and to the best of my knowledge it contains no materials previously published, accepted for publication or written by another person, or substantial proportions of material that have been accepted for the award of any other degree or diploma, except where due acknowledgement is made in the dissertation.

Tinatin Zeragia

I would like to express my special thanks to my thesis supervisor
Prof. Dina Aslamazishvili and Prof. Tsotne Kutalia for professionalism and
support

Table of Contents

Executive Summary	7
რეზიუმე (აბსტრაქტი).....	9
Introduction	12
PART 1. THEORETICAL BACKGROUND	16
Chapter 1: The Concept of Talent Management	18
1.1. Understanding Talent	18
1.2. Understanding Talent Management	21
Chapter 2: Organizational Strategies and Instruments for Managing Talent	30
2.1. Talent Attraction and Retention in Talent Management	30
2.2. Performance Management in Managing Talent	32
2.3. Employer Branding as the Instrument for Talent Management.....	37
2.3.1. Social Responsibility Trends in Talent Attraction and Employer Branding	39
2.3.2. Employer Branding and Employee Performance.....	42
2.4. Learning and Development as the Instrument for Talent Management	44
2.4.1. Learning, Development and Employee Performance	50
2.5. Career Management as the Instrument for Talent Management.....	53
2.5.1. Career Management and Employee Performance	55
2.6. Succession Planning as the Instrument for Talent Management	57
2.6.1. Succession Planning and Employee Performance.....	59
2.7. Work-life Balance as the Instrument for Talent Management	60
2.7.1. Work-life Balance and Employee Performance.....	63
Chapter 3: Conceptual Framework of Talent Management	66
PART 2. METHODOLOGY, RESEARCH AND PRACTICAL FINDINGS	69
Chapter 4: Research and Methodology	70
4.1. Qualitative Research Design and Procedures	72
4.2. Quantitative Research Design and Procedures.....	74
Chapter 5: Findings, Analysis and Discussion	76
5.1 Qualitative Research Data Analysis, Results and Discussion.....	76
Discussion.....	82
5.2. Quantitative Research Data Analysis, Results and Discussion	86

Data Analysis	86
Results	87
Discussion	90
Data Analysis	91
Results	92
Discussion	93
Conclusion.....	95
Limitations of the study	97
Recommendations	97
Appendix A.....	110
Appendix B.....	112
Appendix C.....	114
Appendix D.....	116
Appendix E.....	123

List of Tables

Table 1: Old Understanding versus New Understanding of Talent Management	23
Table 2: Demographic Data of qualitative research participants	77
Table 3: Statistical data for hypothesis 1	88
Table 4: Statistical data for hypothesis 2	88
Table 5: Statistical data for hypothesis 3	88
Table 6: Statistical data for hypothesis 4	89
Table 7: Statistical data for hypothesis 5	89

List of Figures

Figure 1: Conceptual Framework – Talent Management Program	67
Figure 2: Talent Management Instruments – as a component of Talent Management Program.....	68
Figure 3: Number of qualitative research participants according to industries	78
Figure 4: Gender of survey participants	123
Figure 5: Age of survey participants.....	123
Figure 6: Number of employees in the employer organization.....	123
Figure 7: Working experience in the employer organization	124
Figure 8: Position in the employer organization.....	124
Figure 9: Industry of the employer organization	125

Managing Organizational Talent for Enhanced Performance

Executive Summary

This thesis is dedicated to the field of talent management, which plays an important role in the contemporary management. This research specifically investigates methods and instruments of talent management and its connection to the organizational talent and performance.

The objectives of the study are:

- to explore the ways of managing organizational talent;
- to define the managerial instruments needed for managing talent;
- to identify the ways of increasing organizational talent;
- to reveal the connection of organizational talent and performance.

Dissertation consists of two main parts.

Part one includes theoretical background, which is composed of three main Chapters.

Chapter one, discusses and reviews theoretical materials connected to talent management. Research of theoretical background helps to analyze the ideas, theories and scientific works which exist around this topic. Research of theoretical background along with the first preliminary qualitative research helps to focus on that direction of the study which is most relevant to the Georgian business reality. This chapter firstly discusses the term 'Talent' itself. Next, the term 'Talent' is discussed in the context of organizations.

Chapter two moves forward and specify the details of organizational strategies in relation to the employees which can be precious instruments of talent management. Specifically, Chapter two discusses talent attraction and retention

concepts, performance management, employer branding, learning and development, career management, succession planning, work-life balance.

Chapter three concludes with the conceptual framework of this study, based on the literature review and qualitative research results and offers Talent Management Program.

Part two represents methodology, research and practical findings and incorporates Chapter four and Chapter five.

Chapter four describes research and methodology of qualitative and quantitative research. First, the scientific arguments are given to review both methods and their application in applied research. Next, the use of both methods is described in details. The qualitative research procedure is described, which includes every step which was taken in the process of interviewing respondents. Finally, the method and procedure of quantitative research is presented.

Chapter five summarizes findings, analysis and discussions of the qualitative and quantitative research. For qualitative research, this chapter includes citing participants' responses and makes relevant conclusions in the discussion part. For the quantitative research part, statistical methods which were used to test hypothesis are described in details, following the relevant discussions as well.

In the end, conclusions and recommendations of the thesis are made. Conclusion incorporates final summary of the thesis, research limitations and concludes with several recommendations for the professional in the academic sphere, practitioners and experts in the Management field of Business Administration.

ორგანიზაციული ტალანტის მართვა საქმიანობის შესრულების გასაუმჯობესებლად

რეზიუმე (აბსტრაქტი)

ნაშრომი ეძღვნება ტალანტის მართვის სფეროს, რომელიც მნიშვნელოვან როლს ასრულებს თანამედროვე მენეჯმენტში. ეს კვლევა კონკრეტულად, იკვლევს ტალანტის მართვის მეთოდებსა და ინსტრუმენტებს და მათ კავშირს ორგანიზაციულ ტალანტთან და შესრულებასთან.

მოცემული კვლევის მიზნებია:

- ორგანიზაციული ტალანტის მართვის გზების შესწავლა
- ტალანტის სამართავად საჭირო მენეჯერული ინსტრუმენტების განსაზღვრა
- ორგანიზაციული ტალანტის ზრდის გზების იდენტიფიცირება
- ორგანიზაციული ტალანტსა და საქმიანობის შესრულებას შორის კავშირის გამოვლენა

დისერტაცია შედგება ორი ძირითადი ნაწილისაგან.

პირველი ნაწილი მოიცავს თეორიულ ფონს, რომელიც შედგება სამი ძირითადი თავისაგან.

თავი პირველი, განიხილავს და მიმოიხილავს ტალანტის მენეჯმენტთან დაკავშირებულ თეორიულ მასალებს. თეორიული კვლევა ხელს უწყობს ამ თემის გარშემო არსებული იდეების, თეორიებისა და სამეცნიერო ნაშრომების გაანალიზებას. თეორიული კვლევა და პირველი წინასწარი თვისებრივი კვლევა ხელს უწყობს კვლევის იმ ფოკუსირებას მიმართულებით, რომელიც ყველაზე მნიშვნელოვანია ქართული ბიზნეს რეალობისათვის. ამ თავში პირველ რიგში განხილულია თავად ტერმინი "ტალანტი". შემდეგ კი, ტერმინი "ტალანტი" განიხილება ორგანიზაციულ კონტექსტში.

მეორე თავი წინ მიიწევს და განსაზღვრავს ორგანიზაციული სტრატეგიების დეტალებს თანამშრომლებთან მიმართებაში, რაც შეიძლება ტალანტის მართვის ძვირფასი იარაღები იყოს. კერძოდ, მეორე თავში განხილულია ტალანტის მოზიდვისა და შენარჩუნების ცნებები, სამუშაოს შესრულების მენეჯმენტი, დამსაქმებლის ბრენდინგი, სწავლა და განვითარება, კარიერის მენეჯმენტი, მემკვიდრეობის დაგეგმვა, სამუშაოსა და ცხოვრების ბალანსი.

მესამე თავი ჯამდება ამ კვლევის კონცეპტუალური ჩარჩოთი, რომელიც ეფუძნება ლიტერატურის მიმოხილვას და თვისებრივი კვლევის შედეგებს და გვთავაზობს ტალანტის მართვის პროგრამას.

კვლევის მეორე ნაწილი წარმოადგენს მეთოდოლოგიას, კვლევას და პრაქტიკულ დასკვნებს და აერთიანებს მეოთხე და მეხუთე თავს.

მეოთხე თავში აღწერილია თვისებრივი და რაოდენობრივი კვლევები და მეთოდოლოგია. პირველ რიგში, მოცემულია სამეცნიერო არგუმენტები, როგორც მეთოდების, ასევე მათი გამოყენების შესახებ გამოყენებითი კვლევებში. შემდეგ, ორივე მეთოდის გამოყენება დეტალურადაა აღწერილი. აღწერილია თვისებრივი კვლევის პროცედურა, რომელიც მოიცავს ყველა ნაბიჯს, რომელიც გადადგმულია რესპონდენტებთან ინტერვიუების პროცესში. ბოლოს კი, წარმოდგენილია რაოდენობრივი კვლევის მეთოდი და პროცედურა.

მეხუთე თავში შეჯამებულია თვისებრივი და რაოდენობრივი კვლევის შედეგები, ანალიზი და დისკუსიები. თვისებრივი კვლევის ფარგლებში, ეს თავი მოიცავს მონაწილეთა პასუხების ციტირებას და დისკუსიის ნაწილში აკეთებს შესაბამის დასკვნებს. რაოდენობრივი კვლევის ნაწილის ფარგლებში, დეტალურად განხილულია სტატისტიკური მეთოდები, რომლებიც გამოყენებულ იქნა ჰიპოთეზების შესამოწმებლად, რომელსაც ასევე მოყვება შესაბამისი განხილვები.

საბოლოოდ, შეჯამებულია დისერტაციის საბოლოო დასკვნები და რეკომენდაციები. დასკვნა მოიცავს საბოლოო შეჯამებას, კვლევის შეზღუდვებს და რამდენიმე რეკომენდაციას რომლებიც განკუთვნილია აკადემიური დარგის პროფესიონალთათვის, პრაქტიკოსებისა და ბიზნესის მართვის სფეროში ექსპერტებისათვის.

Introduction

“Success in the knowledge economy comes to those who know themselves – their strengths, their values, and how they best perform.”

Peter. F. Drucker (Drucker, 2008)

Relevance of the Topic

This thesis, studies the field of talent management, which has become an important topic among the contemporary management issues. Number of organizations and managers considering attraction, management and retention of talented employees, as their primary challenge are increasing over time. People are considered to be the key resource for any organization. Human resource management practices nowadays are focused to increase the levels of performance in their organizations through individual employees and teams.

This thesis is devoted to systematically exploring talent management. The importance of this thesis is presented equally for theoretical and practical uses. There are many topics which can be theoretically researched further, as well as it intends to create recommendations for practical organizational use.

Theoretically, there are some controversies while making definitions of talent management. Mostly, the gap is connected to distinguish whether talent management is separate field of management or if it is a part of human resource management. This thesis reviews literature which is trendy in the contemporary talent management issues and draws relevant conclusions.

The importance of this topic is significant in practical management. Most of the organizations are willing to have the best and talented employees among their staff. The problematic issue here is that many managers think that the only way of achieving this goal is to find someone who is considered to be the best talent and hire, often resulting early leave and loose of talents. It shows their unilateral disposition to this topic, while talent management doesn't include only this activity. Talent management is a complex field which incorporates many

aspects from other disciplines like human resource management, performance management, organizational behavior and organizational psychology.

Understanding the impact of talent management seems to be a problem in many organizations, especially in the ones, where employees holding only specific positions are treated as talents. Very often, departments like sales, and workforce employed in this department are considered to be the main part of organization contributing towards increase of company's profits and staff working on these positions are heavily motivated and recognized, while other operational or core employees are not taken into account. Such organizational environment can be less sustainable and very problematic in achieving long term results. Sometimes, managers do not perceive organization as the whole system, where every chain works to meet company's main goals and missions. This is a widespread trend in Georgian managerial environment.

Very often, potentially talented employees voluntarily leave certain organizations and grow their talents and increase performance levels in other organizations. Problem is in understanding that attracting already reputable talents is not the only way of increasing talent in organization. Employees already hired, working on non-managerial positions can as well be a great organizational asset for potential talent development. Using right methods and managerial instruments can be critical in development of brightest talents inside organizations.

Observations as a result of many years of work experience in Georgian organizations as well as discussions of this topic with lots of managers, gave me background to state this fact as the problem and inspired to research and examine this topic in order to work out such recommendations and suggestions which would help from one perspective organizations to increase talent and performance inside their organizations and from another, to help employees express their best talents and become high performers.

In our reality, there is less perception of how effectively talent management can contribute to improved performance. This research will be devoted to explore this connection as well as ways of how to manage and increase organizational talents by distinguishing what are the managerial instruments necessary to fulfill these goals.

Goals and Objectives of the Thesis

The dissertation research objectives are mainly focused to explore the best ways of managing talent as well to find the connection between organizational talent and performance. This thesis contributes to represent the interdisciplinary character of the field of talent management, showing that talent management is more than a function of human resource department. Objectives to be researched during the work on the topic include:

- to explore the ways of managing organizational talent;
- to define the managerial instruments needed for managing talent;
- to identify the ways of increasing organizational talent;
- to reveal the connection of organizational talent and performance.

Based on the objectives of this research, the main research question is: What are the best ways and managerial instruments used to manage organizational talent and if they increase talent and performance in organizations?

Research methodology

Thesis uses qualitative and quantitative research methods. For qualitative research in-depth interview and for quantitative research - survey is used as the research instrument. Qualitative and quantitative research methods will be used to find answers on the research question and objectives of this thesis. First two objectives are explored using the qualitative research method (semi-structured interview, with the use of content analysis and thematic analysis), which is the first step of this research, along with relevant literature review. Later, third and fourth objectives are analyzed using the quantitative research method (statistical

analysis, providing a decision rule for each of the hypothesis, measuring variables by Spearman's correlation coefficient, calculation of the final performance score; the procedure was carried out for each of the hypothesis separately). Hypotheses of the study for quantitative research are:

- Hypothesis 1: Use of employer branding strategies influences talent and performance;
- Hypothesis 2: Use of learning and development strategies influences talent and performance;
- Hypothesis 3: Use of career management strategies influences talent and performance;
- Hypothesis 4: Use of succession planning strategies influences talent and performance;
- Hypothesis 5: Use of work life balance strategies influences talent and performance;
- Hypothesis 6: Talent management strategies have positive influence on talent and performance.

Scientific novelty

In the thesis it is conducted qualitative and quantitative research in Georgian business environment in terms of talent management; developed the conceptual framework for the Talent Management Program; offered the Talent Management Program for practical use; explicated the term 'Talent Performance' as the novelty in contemporary management, showing the level of willingness of employees to become talents and high performers;

PART 1. THEORETICAL BACKGROUND

The concept of talent management needs thorough research and exploration as long as often it is not considered to be an independent field of management. Information given to the students in business schools is available as one chapter of human resource management course. So it still exists as a part of human resource management field.

First part of this research is composed of three main Chapters and explores following topics:

Chapter one discusses and reviews theoretical materials connected to talent management. Research of theoretical background will help to analyze the ideas, theories and scientific works which exists around this topic. Research of theoretical background along with the first preliminary qualitative research will help to focus on that direction of the study which is most relevant to the Georgian business reality. This chapter firstly will discuss the term “Talent” itself. Before we move to usage of this term in management and business environment it is critically important to understand what “Talent” is. Next, the term “Talent” will be discussed in terms of organizations, meaning that we will see how different scientists and different theories explain the concept of “Talent Management” and why it became so popular in nowadays business world.

Chapter two moves forward to discuss different organizational strategies in relation to their employees which can be precious instruments of talent management. These strategies are separated from the large number of different activities organizations can implement and are implementing in their organization, based on the preliminary qualitative research and parallel literature review process. Specifically, Chapter two discusses talent attraction and retention concepts, employer branding, learning and development, career management, succession planning, work life balance. And finally, Chapter three concludes with

the conceptual framework of this study based on the literature review and qualitative research results and offers Talent Management Program, which will be tested using quantitative research method during the next stage of the study.

Chapter 1: The Concept of Talent Management

1.1. Understanding Talent

Before moving to the explanations of the term 'talent management', first we have to research what does 'talent' itself means. Very often talent is connected to the people from the fields like sports, music, films and other entertainment sectors. In popular culture, there are many famous names that are considered as being very talented in their field of activity. The question is what are the measures of being talented into something or not? How do we know that individual has talent? And what is talent itself? We will describe several approaches of explaining talent in literature.

Encyclopedias like Merriam-Webster and Dictionary.com, define talent as natural ability of a person to be perfect in something, which can be expressed in athletic, creative, mental or intelligence abilities. Talented people can perform specific tasks and achieve success better than other people, who do not have talents in this specific field (Merriam-Webster, Incorporated, 2020), (Dictionary.com, LLC, 2020).

According to the psychologist Carol Dweck, there are people with fixed and growth mindsets. She explains that people characterized with fixed mindset tend to believe that their talents are and will be stable, without further development needs, while people characterized with growth mindset tend to always be oriented on development of their talents. Dweck, herself considers that people with growth mindset have greater opportunities. It is interesting to mention that the concept of mindset itself was developed by Dweck (Dweck, 2013).

Many business leaders share Carol Dweck's point of view about growth mindset, including Satya Nadella CEO of Microsoft for whom, Dweck's concept of growth mindset became inspiration to fundamentally change employee behavior and

organizational culture in Microsoft. Nadella explains that Dweck's concept differentiates people as learners and non-learners, resulting non-learners to become limited in their lives while learners can develop and move forward (Nadella, Shaw, & Nichols, 2017). Nadella as well characterizes Microsoft's new culture as with the strengths at its core, which lies in their talented people and a culture grounded in growth mindset (Microsoft , 2019).

Tansley, 2011 (Tansley, 2011) offers that talent can be presented in certain behaviors, high performance, high potential or individual strengths. This description connects individual talent to the potential of individual performance level, estimating that strong individual talent can be leading to a strong performance potential.

Another description of talent implies that, talent refers to consistently developed innate skills of people, which are distributed in activities they like and where they need to put their effort. It permits people to perform excellently in one or several domains of human functioning, that appears in better performance relatively to other people of an equivalent age or expertise, or as performing systematically at their personal best (Nijs et al. 2014). Here as well, we can see that explanation of talent is connected to the performance. So that we can assume that talent is revealed in presentation of certain behaviors, which shows that the person performing is able to do something different and unique or something that is difficult for other people to imitate or perform. According to Ericsson, Prietula, and Cokely (2007), talent should be "demonstrated by measurable, consistently superior performance" (Ericsson, Prietula, & Cokely, 2007).

Some scientists, who believe that talent is something that comes with a person from birth, while explaining the term 'talent', connect it to the unique bundle of abilities. Like, McKinsey (2008) defines talent as knowledge, experience, skills, characters and person's other intrinsic attributes. Talent also is connected to the person's ability to learn and grow (Michaels, Handfield- Jones, & Axelrod, 2001).

Here, the bundle of unique individual abilities includes drive, judgement, character and attitude. While, the other concepts like experience, knowledge, intelligence can be argued as skills that are shaped after person is born and socializes into the world. On the other hand, psychologically drive, attitude, judgement and character can be as well connected to the external world. During the learning and adaptation phase of their life, people shape their own ways of judgement or character. Organizational psychology admits that individual differences are common challenge for managers but they can manipulate employee attitude and drive by using the right methods of motivation and performance management.

In contrast, of 'born – talented' approach, another conceptualization of talent implies that talent is something that is strongly connected to the learning, experience and practice. Literature discusses many arguments that individual commitment, deliberate work and experience can give person desired result of shaping out the talent. For example, Ericsson et al. (2007) found in their research that best performance is almost always made, not born.

Critical terms which we can distinguish from these descriptions are skills, abilities, knowledge and performance. So, a person to be considered as talented must have certain skills, abilities and knowledge and should be proved and represented by their actual performance. In this research I follow the idea that talent is not completely based on abilities that person has by born, but it can be worked out, learned and experienced during the period of socialization of an individual to the external world. But this approach doesn't fully exclude the talents who have such skills from birth. Based on the objectives of this study it was very interesting to find out that most of the scientists connect talent to the performance. Next, we will discuss the recent connection of talent to the organizational context and see how literature makes explanations based on other researches.

1.2. Understanding Talent Management

During the last decade, the term “talent” has been widely used in relation to organizations. We will discuss some interesting definitions of talent from the organizational perspective.

Large research conducted in 1997 by McKinsey & Co showed that there are many organizations involved in the war for talent, where they are fighting to attract the best ones in order to increase or maintain organizational competitive advantage. During the research, McKinsey & Co studied 77 large organizations which represented diverse business sectors. Goal was to describe what the extent of the war for talent was. They surveyed about 6000 executives and conducted case studies on 20 companies, which were considered to have a good talent experience. The surveys resulted that most of the companies had an important shortage of the highly competent staff. From surveyed 6000 executive managers only 23 percent of them indicated that their companies attract the best talents, out of which just about 10 percent were retained in the organization. This same research conducted in later years, did not show any better results (Invoights, 2011).

Scientists, S. Beechler and I. C. Woodward, in their work “The global war for talent” declared, that the last decade witnessed tremendous changes that made the competition tough in pooling the talent internationally and talent management becomes difficult challenge for managers globally. Managing organizational talent is not a challenge of any particular country or region. This is the challenge around the world. Managers are fighting to recruit talents from the same pool of candidates. Because of intense globalization, people have become strongly mobile, so that they are looking for relevant job opportunities in different locations meaning, that organizations should be adaptable to diversity

and offer standardized talent management programs to all of the candidates (Beechler & Woodward, 2009).

Talent management from the organizational context focuses on the human capital, as the most important resource for the contemporary organization. According to one point of view, effectiveness of an organization can be achieved using resources like money, equipment and human. And from these three, human resources are the most important (Kehinde, 2012).

Talents imply people as individuals, and are today characterized as vital for a company's sustainable competitive advantage (Lewis & Heckman, 2006), (Collings, 2009), (Hartmann, 2010), (Tarique & Schuler, 2010) and increase of organizational performance (Nijs et al. 2014).

According to J.K. Mensah the term 'talent management' was formulated within the 1990s and it became increasingly popular in different fields, like human resource management and strategic management (Mensah, 2015). According to Devine, talent management involves positioning the right people in the right jobs (Devine, 2008). This ensures that they have opportunity to increase their talent for the success of the organization. As talent management is a relatively new area for organizations, most of them have prioritized it to ensure they acquire the right staff. This is because talent management has been connected to successful attraction, retention and developments of employees.

Incorporation of concept of 'talent' into organizational processes comes from the high demand on employees who have strong knowledge based skills. Knowledge management is defined as one of the contemporary issues in management.

The focus of shifting environment and perception is very clearly seen in the Table 1 below, which was firstly illustrated by Michaels, Handfield-Jones and Axelrod and is inspired by their initial work. The table reflects disposition of old reality

which was actual early and disposition of new reality which is actual in the 21st century.

Table 1: Old Understanding versus New Understanding of Talent Management

Old Reality	New Reality
Organizations have power	People have power
Capital resources are the source of competitive advantage	Talented human resources are the source of competitive advantage
Talented people make some difference	Talented people make huge difference
There are not enough jobs for everyone	There are not enough talented people for every company
Employees are staying in their stable jobs	Employees are mobile and moving often in different companies
People are happy with what they are offered by companies	People need more

Source: Inspired by the work of Michaels, Handfield-Jones & Axelrod (2001, 6)

Aberdeen Group and Human Capital Institute study in 2005, which covered 170 human capital management professionals and executives found out that 71 per cent of the firms surveyed had formal retention plans for executive and 65 per cent for the mid-level management staff (Aberdeen Group Inc., Human Capital Institute, 2005) .

Poorhosseinzadeh and Subramaniam in 2012 found that every organization has its own talent management strategies. However, there still is a general understanding of the measures and techniques that employers should take to enhance talent management effectiveness. Research studying attraction,

development, retention and succession planning found that only 67.3 per cent of large companies in Malaysia actually implemented talent management activities in their organizations. Those, companies which had implemented the talent management practice mentioned significant relationship between talent attraction, development, retention and successful talent management process in organizations (Poorhosseinzadeh & Subramaniam, 2012).

In 2008, the team of Polish researchers with Poczowski conducted a research in 36 Polish organizations. The study showed that different business managers have different understanding of the concept of 'a talented employee'. For majority, over 60 per cent of respondents, talent is someone who achieves the outstanding results, who is highly effective, best performer. Another 45 percent of respondents think that a talented employee is the one who possess about above-average abilities in any field of knowledge. Approximately 15 per cent of the respondents think of the talent as someone with extensive knowledge, the same number of respondents connected this term to someone with specific personality traits. Such different understandings of talent can explain why managers have different attitudes to the issue of talent management (Poczowski, 2008).

A large amount of research has shown that companies worldwide are experiencing increasing shortages of talented employees. The "Talent Pulse Survey" 2005 consisting of over 1,400 human resource practitioners worldwide by Deloitte consultancy, states that the most critical issues connected to the people are attracting and retaining high performing workers. Respondents believe that talent connected activities have an impact on overall efficiency and there is a clear link between talent management and performance. 80 percent of respondents indicated that talent shortage is the reason of limited efficiency of the company and another 47 percent said that lack of skilled employees would affect organization's ability to innovate (Deloitte, 2005).

The purpose of the talent management is to attract, develop and retain talents. Skills, abilities and knowledge of the top employees are the source of competitive advantage for organizations.

Early, the land, fixed assets and capital was considered to be the key resources for the organizations, but to be highly competitive in the current economy, this is no longer the case. Human capital is the key resource. It gives organizations opportunity to adapt to the worldwide competition especially, when they are competing against each other to attract and retain talents in order to maintain their operations and continue to grow (Gardner, 2012).

Talent management as a new field of business and management need thorough research and systematization. What are the methods and processes that need to be used by person working in this field? What are the steps that need to be taken to ensure the smooth cycle, beginning from the employee attraction to final retention or leave?

Theory has many definitions of talent management. According to Lewis and Heckman, a review of the literature focused on talent management reveals a disturbing lack of clarity regarding the definition, scope and overall goals of talent management (Lewis & Heckman, 2006).

Talent management involves mechanisms to ensure attraction, retention and development of talent (D'Annunzio, 2008). Talent management is essential because organizations are able to successfully attract and maintain needed talent. Talent identification and development helps organizations identify and keep employees who are capable of playing leadership roles in future. According to this approach, organizations should develop such talent pool, which has leadership potential (Baheshtiffar, 2011).

An article from the Asian Development Bank makes definitions of the main concepts and elements of talent management process. Based on this article, talent

management can be defined differently in relation to different organizations and depends on factors which include industries, markets and the nature of job. This article as well emphasizes the importance of management team involvement into talent identification and management process (Serrat, 2010).

Some authors emphasize the importance of talent management from the point of view of human resource planning. For human resources, planning is the essential process. Human resource management is contributing towards organization processes as long as talent management is focused on systematically attracting, identifying, developing and retaining those employees who are particularly valuable for an organization, or in other words have 'high potential' for the future and have critical roles in business (McCartney & Garrow, 2006). There are some critical theories about contemporary talent management which states that talent management is potentially the 'new human resource management' (Stewart & Harte, 2010).

Another idea about talent management connects this phenomenon to the contingency factors and is relevant to the contingency theory of management. Several scientists suggest that organizations should develop their own talent management programs which correspond to their culture and other unique factors (Ford, Harding, & Stoyanova, 2010). This perspective is quite interesting from the point of view of practice, but makes it complicated from the research perspective to test and identify talent management strategies that are effective and reliable to be used by several organizations.

The issue of the talent scarcity is universal because organizations around the world are competing with each other for the same pool of talents. As a result, organizations are trying to standardize talent recruitment, development and management, to ensure that their organization will attract talents despite their country of origin. This idea in fact contradicts the idea of contingency discussed

above at some point, because in this case standardization of practices would be quite difficult.

The fact is that the world is going to become one global marketplace, where all the products and services as well as other capital resources are available. We can buy anything from almost every place in the world without physical travel; we can conduct meetings, negotiations, interviews and any other kind of communication without physically being with another party; we can buy and sell almost anything and anywhere from our home or office. In one word, world is globalized.

Many big as well as small and medium enterprises are willing to increase their profit by selling their product/service or decreasing their expenses by acquiring cheap resources in other countries. As long as companies are spreading their operations around the world, it means that they have requirement to have employees who can work on these markets and managers who will control international activities. This fact adds another challenge to the job of HR department. Now they have to find, select and retain employees of this profile.

International HRM (IHRM) includes all the processes of human resource management but with different goals. Here managers need to decide which candidates to employ parent country nationals (PCN), host country nationals (HCN) or third country nationals (TCN). Making the right decision needs deep cultural analysis for each different country to understand which candidate could be best, how culture accepts people with different values and work habits. Cultural clash is one of the biggest threads international companies can face. Hiring the right people is the best way to avoid this thread.

Another big problem is to maintain selected candidates, especially if they are PCNs. Cultural shock and problems with adaptability of lifestyle in a new country and working environment is quite real. To ensure that this problem is avoided, HRs need to use additional selection tools like, measuring candidate's

psychological level of adaptability, change and resistance. Early repatriation can become a major source of wasted time and financial loss for an organization. Person known as best talent in own country, might have adaptability problems which would make his or her professional skills useless.

Knowledge of local labor law, compensation systems and motivating factors of local employees are other challenges that IHRM faces. In many countries labor unions hold a big power and can influence employees and government decisions, any improper action from the employer can be a reason for employees to boycott the company, resulting big financial and reputational loss.

Considerable fact is that talent management is not only about talented individuals. Heavily investing in this idea, intensely hiring and promoting individuals only because they seem to be 'talented' ones is not enough. In 2002, Malcom Gladwell identified this fact in his article "The Talent Myth", where he used Enron example how talented people can fail (Gladwell, 2002).

Enron's financial statements, business model and unethical practices were confusing to shareholders and experts. The company used financial operations to misrepresent earnings and shift the balance sheet to indicate positive performance. The executives of Enron were later sentenced to prison (Fox, 2003).

Malcom Gladwell (Gladwell, 2002) makes analysis of this case in terms of talent management. In his words, what was done by the management of Enron is exact match with what the consultants at McKinsey said that companies have to do in order to be successful in the nowadays economy. They actually attracted, hired and praised the best talents but despite this practice, company is now bankrupt. The intriguing question here is that what if company failed because of the intense talent management practices?

There is no case, no situation or no decision that has only one explanation in our field. And of course it's wise to mention that there is no point having very skilled

and highly educated employees at workplace if they aren't committed and motivated to complete their work. Talented, well-educated and very competitive employee can become the worst worker if there is no devotion. We can easily lose if we don't fight to retain the best ones over time.

It is important to mention, that in Georgian business environment there are many challenges which need to be overcome in order to develop proper talent management practices. Scientists often discuss these challenges. For example, it is mentioned that Georgian management has such like problems promoting people – often wrong people are becoming managers, another common practice is often connected to nepotism – hiring relatives and friends without proper qualifications, other challenges discussed in literature include low degree of delegation, weak organizational communication and poor strategy (Aladashvili & Jimshitashvili, 2018).

Issue of talent management is doubtlessly very interesting subject to research. However, any misunderstandings and complexities connected to the talent management issues give more possibility and motivation for further exploration and research. This is exactly the opportunity that researchers are waiting for. Subject that needs more specifications, systematization, sophistication, more experiments and more simulation is the best material for any researcher to enter the scene and try to bring in the clarity, at least some of it.

The main ambiguity connected to the theories is whether the field of talent management is independent from the traditional HRM and another is about whether talented people can definitely contribute to organizations in a positive manner.

Chapter 2: Organizational Strategies and Instruments for Managing Talent

2.1. Talent Attraction and Retention in Talent Management

Discussions and reviews about talent management show that talented workforce is scarce on the labor market, respectively there is a tough competition between organizations to get the best ones. Human resource management identifies the process of talent attraction as the tools and activities to increase interest and willingness of potentially high performer candidates to connect their careers to their organizations.

Contemporary world with its highly developed technological opportunities gives companies possibility to attract talents from all around the world. Social media professional web sites and online applications help human resource managers to find, observe and communicate with necessary candidates.

All the practices of organization that happens internally or externally affect their public image and the degree of employment attractiveness. Practices connected to the company relationship to its employees, to its customers, to the public. Nowadays, social responsibility issues are very influential while making decisions whether to collaborate with particular organization or not. These factors are important from the point of view of customer as well as from the point of view of employment. There are many cases in the world of business when customers boycott or refrain from buying product or service from companies which are not socially responsible or which have negative public image. Employer's image is what other people think about an organization as an employer. Every organization has certain image in the eyes of others. However, employers who wish to attract the best talents are trying to enhance their positive public image by branding their companies as the best employers. Employer branding is the broad term that incorporates all the marketing efforts companies are using to create their positive public image. As long as strong brand name earns customer

loyalty, strong employer brand might as well have potential to earn talent loyalty. Talents, who do their best and increase their performance in order to be hired and retained by the particular organization, in this part, we will discuss employer-branding practice as one of the strongest instruments to manage best talents and increase their performance.

Organizations need talented people. After company attracts them, they need to keep talents inside their organization as long as possible. We need to analyze talent retention strategies because if they are not properly used, people are likely to leave. If we discuss retention as the component of talent management, it means that the organization strives to retain its brightest employees or ones who are likely to voluntarily leave. Obviously, companies are not always able to retain talented people but they can use tested and reliable methods and strategies to retain their best employees (Armstrong, 2006). It will give them possibility to grow and increase talent inside their companies using existing human resources.

In literature talent retention is explained using several theories. For example, by use of the Herzberg (1974) two-factor theory. It is based on the idea that there are two factors that need to be present in an employee's job situation: hygiene and motivation. Based on this theory, there are some job factors that result satisfaction while others prevent dissatisfaction. According to Herzberg, hygiene factors are those job factors that are important for motivation at the work place. If these factors are not present, they lead to demotivation. These factors include salary, working conditions, supervision, company and administrative policies. Factors, which are motivational, lead to satisfaction of employees and motivate to perform well. It includes perception of achievement, personal growth possibilities and delegation at work, giving feeling of responsibility and importance at work (Herzberg, 1974), (Nzuve, 2009).

Another theory is the equity theory of motivation developed by Adams (1965). The major idea of the theory is balance or equity. For example, the level of

motivation of individuals is determined by how they perceive equity, fairness and justice practiced by the management. This means that the higher is the degree of employees perceiving fairness, the more they are motivated to perform and also their levels of commitment increases and this means that they are loyal to the organizations and are likely to remain there for long a time. This theory is based on the assumptions that individuals are concerned both with their own rewards and as well with the reward of others in the same position, and employees expect that an organization will treat them with fairness and equality in terms of the input they make and the reward they receive. Moreover, Adams (1965) argues that those employees who perceive that their job input does not match the reward they get will seek to address this perception by issuing either low performance or turnover (Adams, 1965).

Employee motivational factors are not only financial and material decisions but as well non-financial rewards. Especially for employees who work more than one year, relationship between company and employee becomes non-transactional and has more relational character. This is idea that employee expects from its employer not only transactional or in other words financial reward, but emotional. Emotional motivation of an employee can be the source of retaining them for a longer period.

Talent attraction and retention practices effectiveness is usually measured within the performance management. Nowadays organizations focus their efforts on managing for effectiveness, and setting the system of performance enhancement. Performance management plays an integrative role in conducting the fit of talent management practices and organizational goals.

2.2. Performance Management in Managing Talent

Interest in performance management is very high in contemporary organizations. Performance itself shows the behavior towards attainment of the tasks or critical

point necessary to achieve success. Most of the work done by organizations, which leads to the desired success, is executed by people. Managing employees to flourish their internal best talents and get the best performance levels is one of the challenges the world of business faces.

Primary task is to identify definitions and theories of the concept of performance management itself. What does it mean for the contemporary business and management and how did it come into existence as one of the strongest fields of management.

Performance management as a concept comes from the practice of appraisal systems which were developed in the early 20th century. From this time, appraisal systems changed its face and structure. First creation of appraisal system is connected to the name of W.D Scott who created so called 'man-to-man comparison' scale measuring personality factors. It was an example of merit rating system used early before development of any other means of assessment (Lynch, 1968).

Later, in the middle of the 20th century, merit rating system was criticized by leading scientists stating that the idea of assessing employees should be focused on the future instead of past. Douglas McGregor with his strong article in Harvard Business Review "An uneasy look at performance appraisal" (1957) was one of the pioneers to attack the merit rating system. In his article D. McGregor indicated that the emphasis should be shifted from appraisal to analysis. And that employees shouldn't be examined by their supervisors but examining themselves to reveal their best potentials (McGregor, 1957). This statement also can be determined as the foundation and argument for using self-assessment methods to measure performance.

According to trait theorists, revealing personality traits like initiative, cooperativeness or self-determination could predict their possibility to be fit to the particular job and behave in the manner desired by the employer. These

views are mostly questioned by contingency management viewers, which challenges merit based assessment method by arguing that behavior is not distinct action and is connected to the particular situation. Like mentioned in the work of Epstein and O'Brien in 1985 measuring traits can't be used to predict what will be the response of person in a particular situation (Epstein & O'Brien, 1985).

In literature, scientists discuss the importance of performance management research from the perspective of practical use, in many management directions like talent management, productivity, leadership and change (Fay, 2006), (Schramm, 2006), (Schwind, 2007). It shows the interest of practitioners in performance management topic, its relation and influences on different managerial instruments and perspectives.

As Mohrman and Mohrman describe in their work, 'Performance management is managing the business' (Mohrman & Mohrman, 1995). In this one small sentence we can see the huge importance given to the concept of performance management. It is emphasized as the key to the management of the whole business.

According to H. Aguinis, performance management, this is the process which is continuous and aims to identify, to measure and to develop performance of employees individually as well as in terms of teams, while supporting organizational strategic goals (Aguinis, 2009).

Process of performance management involves setting goals, communicating with employees what are their expectations, observing the real performance and evaluating, developing and making feedback. In some organizations performance management is poorly used. It's done as an appraisal forms, once in a year and defines the financial future (salary rise, bonus and etc.) or identifies the development needs of a certain employee. From these two options, defining financial future is more often used, because of this, managers can be tending to put higher scores to their employees and avoid any inconvenience and negative

results associated to lower grades. Aligning financial benefits to the performance evaluation results can as well increase the risk of hiding important problematic issues from the management. From another perspective, managers can often be subjective in evaluating certain employees. So, we can say that performance appraising systems can be easily misused if employees, including managers do not understand the strategic importance of this process.

As I have commented above on the idea of D. McGregor (1957), self-assessment method comes here for great help. Using this method, employees review and discuss their own performance. According to M. Armstrong, usually people are quite honest and self-critical, especially when this process is not directly connected to their financial benefits (Armstrong, 2006).

Self-assessment questionnaires can as well be good predictors of the future, giving important information to organizations. Employees have possibility to assess their perceptions, dispositions, degree of willingness of being high performers, factors affecting increase or decrease of their performance levels and connect it to the organizational practices. Not everyone can be a talent for a given moment, if we assess such person as low performer and inform them about this result, most likely, it would increase demotivation and wouldn't guarantee that employee will increase their efforts. Such methods give us only result, for example that a person doesn't work properly. But in self-assessment questionnaires, if we ask how they perform, in what terms they see themselves as high or higher performers, which organizational practice does or would increase and grow talent inside them, this kind of information would give organizations results as well as reasons behind them. It gives managers' space for revealing direction and working on talent and performance growth, resulting high Talent Performance. Information gathered from such questionnaires can give organizations direction of what is necessary to increase talents and high performers. We can say that such method has two sided benefit, manager understands the degree of employee self-assessment as well as

understands the effectiveness of different organizational practices and its contributions in increase of talent and performance.

When we discuss talents and top employees in this thesis, it's impossible not to make logical connections about their level of performance. In above discussions, while defining the term 'talent' we have seen that most of the scientific definitions connect talent to the performance level. Meaning these terms are interconnected. When we research who the talented person is, we often see that they are defined by scientists as someone who does their job exceptionally well or shows high performance level. It gives us reason to make important connection between talent management and performance management directions.

Performance management is not something connected to the mandatory filling of appraising papers by the line managers. It's more than this. Performance management is the way of working, way of implementing the system of procedures, culture and environment inside the organization.

Managing performance and directing it towards the attainment of desired outcomes can be the guarantee of being firstly, competitive on the market and secondly, the place which is attractive for the best people to work for. Being talented doesn't necessarily mean that person will do the job in an excellent way without any organizational involvement. Strong leadership, management and correct direction lead to the usage of the best talents of people for the best results of the company.

In this thesis the new term of 'Talent Performance' will be introduced as the indicator which shows what is the level of willingness of employees to become talents and high performers and what are the practices organizations need to implement or whether already implemented practices contribute to this goal. Most importantly, Talent Performance shows information behind results. Using Talent Performance as the indicator while defining talent management strategies and instruments would be strong, objective and measuring method to make such

decisions which would be oriented on growth of talent. One of the objectives of this thesis is exactly to find out if there is link between talent management practices and performance.

2.3. Employer Branding as the Instrument for Talent Management

The definition of the term 'branding' shows us that brand is something that gives third parties possibility to differentiate one company from another. This can be expressed in brand name, logo, slogan or any other kind of expression which is identified with specific organization.

According to Kotler, brand is defined as name, sign, symbol, design or their combination intended to identify and differentiate goods or services of one seller from their competitors (Kotler, 1994). The most important components of branding are the image, identity and brand positioning. And as long as the image is what was presented to third parties, identity is something that distinguishes the brand (Selame & Selame, 1988).

Companies create brand, which is directed to take place in their customers' minds. While creating a brand, companies try to symbolically give specific meaning to their product or service. For example, different brands are associated to quality, strengths, high or low prices. Brand as well is a strategy to metaphorically affect customers' minds, like Disney's brand, which is associated to family, childhood and coziness. Branding associations is a very strong tool to influence, attract and maintain loyal customers, who will prefer your product over competitors and will become a long term partner.

As we can see from the above discussion, concept of branding mainly concerns to the company image and reputation in the eyes of current and potential customers. Branding activities are mainly in the field of marketing. Marketing experts try to

use all the tools and methods to increase awareness and positive attitude towards the particular brand by implementing branding strategies. Companies mostly use branding strategies to attract customers. They use their identification signs on their product packages, advertisements and other promotional activities.

Despite the above-mentioned statements and defining concept of brand as the issue for marketing, recently field of human resource management connected itself to this phenomenon. So that organizations have identified other application of branding than only attracting customers.

Trend to use branding in the context of employee attraction, is noticed from the beginning of 2000s. Using branding in the field of human resource management only recently is considered and is explained as improving the organizational image as an employer (Backhaus & Tikoo, 2004) 'Human resource branding' nowadays mostly is referred as 'employer branding'.

Employer branding is often connected to the 'value proposition' meaning that certain value should be incorporated into the employer brand. Employers develop an image of what is offered to their current and potential employees by packaging the information about organizational culture, quality of employees, managing style, quality of product or service they produce (Sullivan, 2002).

We have to mention that not many authors were able to academically explore the concept of employer branding. Ambler and Barrow (1996) in their discussion asked question whether employer branding helps an organization to increase its performance (Ambler & Barrow, 1996). As well, Backhaus and Tikoo (2004) questioned how potential and existing employees perceive a firm that practices employer branding. Its worthy to mention article written by these same authors 'conceptualizing and researching employer branding', based on the conceptual framework of the study, authors state that two most valuable factor created by employer branding is brand associations and brand loyalty. The logic is that, employer image, shaped by brand associations encourage potential employees to

be attracted to the organization and that employer branding influences organizational culture and organizational identity that itself encourages strong brand loyalty. Customer purchases product or service of certain brand because they have shaped positive associations and image of this brand and would like to be associated with it. The same way, employees would like to be associated and be part of organization, which is branded as the best employer.

2.3.1. Social Responsibility Trends in Talent Attraction and Employer Branding

We live in a century of where there is no doubt that, world needs to make decisions that will save our nature and environment. The biggest source of pollution is waste, as a result of industrial activity. Eliminating this process needs strong collaboration and awareness from governments, company shareholders and executive management.

Human Resource Management is an important function of management that deals with the most precious assets of an organization, which are people. Talents are increasingly interested to work in companies who have high social responsibility.

The human resource literature in the field of sustainability states that more and more HR executives try to adjust their corporation to become environmentally friendly. Scientific research underlines that organization's environmental management practices can have strong impact on different aspects of performance (Yang et al. 2010), (Iraldo, Testa, & Frey, 2009).

According to the Georgian scientists, in the process of implementation of environmental strategy, organizations must consider and incorporate environmental factors while planning and making decisions. For this goal, they

have to make analysis of internal and external influences, which might affect organizational strategy (Abzalava & Podiashvili, 2019)

Stephanie S. Pane Haden, Jennifer D. Oyler and John H. Humphrey in their research state that the integration of objectives and strategies connected to the environmental issues along with the organizational strategic development goals may result in an effective environment management system (Haden, Oyler, and Humphrey, 2009).

Recently, the term “Green Human Resources” was established in the HRM literature. Different authors define differently this term. Some authors think that human resource department is that part of organization, which plays the most significant role in the creation of company’s sustainable culture (Harmon, Fairfield, & Wirtenberg, 2010). Others define that the use of human resource management policies in a way to promote the sustainability within organization and organizational resources, and overly promote sustainable environment is what Green HRM actually means (Marhatta & Adhikari, 2013). It is connected to all the policies, systems and practices that make human resources inside the organization green in order to benefit individuals, natural environment, business and overall society (Arulrajah & Arulrajah, 2018).

So, based on these ideas, green human resource management practices’ direct responsibility is to attract and create such workforce, that understands, values and themselves practices such initiatives which support all the green objectives of organization through the human resource management process including, recruiting, selecting, training, developing, and compensating the companies’ human capital (Marhatta & Adhikari, 2013).

Literature connected to the green human resource management is mostly western, there is a gap for the future studies as long as Asian environmental management issues is not well scientifically researched (Renwick, Redman, & Maguire, 2013). This is an opportunity for the researchers to investigate green

human resource management field and its influences on Asian markets and organizations.

From these definitions, ideas and propositions we see how scientists emphasize the role of human resources in enhancement of green and sustainable practices inside organization and its strategy. Some ideas make it clear that it's crucial to have accordingly skilled employees for achieving green missions, so that's the most important task that requires strong involvement of human resource management department and policies formulated there. Several scientists argue that in order to implement an effective organizational green management system, it is important to promote and enhance a technical and management skills among all employees of the organization (Daily et al., 2009).

It is clear from the above discussion that whatever the method of research is applied, all of these researchers promote the ideas which are important for proper management of human resources with objectives of green management in an organization. Because, when organization has sustainable and green culture it should be reinforced by strong understanding and support from the side of its employees. Greening strategies can be incorporated into any aspect of human resource management process from recruitment to compensation.

Recruiting candidates with strong awareness of green practices and importance of sustainability makes companies easier to develop and execute their goals. Nowadays it is common for organizations to actively demonstrate their concern about environmental issues and care. This image helps them from one point to increase customer loyalty, from another to attract skilled and enthusiastic employees.

Attraction of high-quality employees is a key challenge of human resources in the 'war for talent' (Renwick, Redman, & Maguire, 2013). Contemporary organizations are already beginning to understand that if they create and increase their reputation as a green employer, it can be used as an effective way to attract

new talents to them (Phillips, 2007), (Stringer, 2009). Large German companies such as Siemens and Bayer are using environmental activities and create green image of their company to attract high-quality employees. British car company The Rover Group makes environmental responsibilities and qualifications part of every job profile (Wehrmeyer, 1996).

Firms are trying to make environment an important factor in recruitment. These practices are directed to increase willingness of applicants to be selected by the company, sense of pride within existing employees, competitiveness on the market and finally high degree of loyalty of customers. Green recruitment is a chance for a company to differentiate itself on the market, it's a chance to put at least some effort toward saving our planet.

Today companies are not praised only for their main work, people praise companies based on the levels of social responsibility too. Highly responsible companies have better chances of being more attractive for talents as well as being more competitive on the market. Green management practices can be implemented into the human resource management process as one of the socially responsible activities and increase the reputation and image of company using this tool.

2.3.2. Employer Branding and Employee Performance

It is interesting to connect employer branding practice with employee performance levels. The goal of any technique used by the organization is to increase the level of performance.

Most literature on employer branding focuses on the goal to getting highly qualified applications on the level of recruitment as well as retaining highly

qualified employees inside organizations (McKenzie & Glynn, 2001) (Berthon, Ewing, & Hah, 2005).

Performance indicators for every organization can be different, based on its sector, industry and specification of work. When we talk about employee performance level, we mean objectives and strategic goals set by an employer to their employees, as well as expectations. So, if organization strives to accomplish its strategic goals through talented workforce, then its employer branding process and all the activities associated with it, should be directed to continuous and sustainable delivery of expected performance levels. Successful attraction practices can be a conditional factor in improved organizational performance.

There are some reports about positive effect of employer branding on employee performance. Often they are self-reported, without scientific background (Martin, 2007). Of course this is not enough to prove positive relationship.

Literature states that performance of employee can be improved by increased job satisfaction, which includes different activities used by organizations to benefit their employees. While many scientists suggest that an organization's performance is the result of attitudes and performance level of its employees (Ostroff, 1992) (Fulmer, Gerhart, & Scott, 2003), so we have to assume that if most of the employees perform their best, organization's overall performance will increase. From this perspective, employer branding can be seen as an instrument to increase satisfaction in employees and respectively increase performance level in talented workforce and grow talents out of the ordinary employees.

Finally, the fact that there is little academic research about this subject gives motivation to explore more information and formulate recommendations that would justify the usage of this activity as an instrument for managing talents. If branding the company aims to attract desired number of customers, employer branding aims to attract desired number of talented candidates for the specific jobs. For the goals and objectives of this research we will need to clarify the

attitudes of people towards the practice of employer branding, if it works or would work in reality. Inner desire of talented workforce to work and built a career in a specific company can become a critical and drastic factor in the nowadays 'war for talent' situation.

Strong employer brand can be a precious and unique instrument to attract talents. Employer branding is the first most important activity. This is the starting point. Talent management program should be starting from it. Logically, if people show their strong connection with brands as customers, people as employees as well must be vulnerable to the brand of employer. Everyone wants to work and show high performance in organization which has high reputations as being the best employer on the labor market.

Finding out the link between employer branding practices and increase in employee performance and talent would help objectives of this research to be accomplished.

2.4. Learning and Development as the Instrument for Talent Management

In February 5, 2020 Seth Harris and Jake Schwartz published their article called "Why Competing for New Talent Is a Mistake" in Harvard Business Review (Harris & Schwartz, 2020). In their article, authors state that in given situation on the talent market, where there's a big shortage of talented workforce, companies are trying to fight between each other for them, while this can be a big mistake. Authors argue that it would be much more effective to grow and nurture talent force inside their own companies. They use some research findings which show that employees are more willing to learn and develop in company where they currently work and that learning and development opportunities is the biggest value for employees in today's world.

To analyze this perspective, there can be huge benefits for organizations as well. They are investing huge amounts of finances in recruitment activities like using headhunting agencies and offering talents working for other companies, big amounts of salaries and benefits to attract. While, these activities still don't guarantee the loyalty and attachment of newly acquired talent as long as after some time, other companies can as well offer them more attractive conditions. So, directing these or even less investment into development of internal workforce, growing, mentoring and coaching their own employees could increase employee attachment and loyalty to the company and shape them as the true talents.

Georgian scientists discuss managerial development as one of the critical challenges in our current business environment. The collapse of Soviet Union and socialist economy resulted disruption of the training and development systems in Georgia. Later years have not been productive in implementation of new qualification raising system for managers. This can be one of the reasons, why in Georgia there is no systemic learning and development approach, but only episodic activities like trainings (Bebnadze, 2014).

We cannot discuss learning if we don't make small discussion about change. Learning is connected to the changes in behavior and attitudes. And when companies decide to change something it means that they have to do this through learning and developing people who work for them. Kurt Lewin presented his model of organizational change in the middle of the 20th century (Lewin, 1951). His model is composed of three stages: unfreezing, effecting change and then refreezing. During 1980's began discussion of Change Management as a separate discipline. This was period when organizations were going through the fast change in fields such as information technology and human resources began realizing the benefits and importance of effective change management.

In 2000's change management already takes place as one of the most important business competency to manage and lead processes effectively. In this decade, the

change management began to focus not only systems and processes part of company but recognized the people or human aspects of change management. It became clear, that all the processes and systems would shift in a painless way, if people involved in this process would be managed in a right manner. Therefore, business world began to research for the right tools and methods for every given situation. Large companies like IBM and McKinsey began to scientifically and professionally research this area of management.

Nowadays change management already has become the inseparable part of organizational life. The paces of shifting processes is such fast, that no organization can stay competitive or even survive without adapting to the changes, major or minor it does not matter.

This is already concern not only for large corporation but for small ones as well. Theoretically, small companies are much more flexible and can more easily adapt to change, than bigger ones because of their large number of employees, processes and level of bureaucracy. However, it does not mean that small companies do not need to put effort towards implementing and researching the right tools and approaches of managing change. Approaches and tools of effective change management needs to be incorporated into all the levels of management and leadership from top to the lowest levels to ensure the common attitudes and desired results.

Despite all the benefits of implementing change management as one of the competencies of organizational life, this process is as well connected to the challenges and dilemmas that need to be solved. It can affect some aspects of organizational life. Firstly, the change is strongly connected to organizational culture, meaning that every organization based on the historical style of work and methods they use shape some specific type of organizational culture, which is accepted and shared by its members. Changing something into the working system will affect the organizational culture as well. Incorporating changes into

organizational culture needs careful and right approaches to make sure that the values and beliefs established and communicated by the leaders and shareholders of the organization stays the same. Secondly, people aspect of change can be a big challenge. Without right communication with them, company can face loss of the best talents, high turnover, damaged reputation as an employer and decrease in overall performance.

To implement change it is necessary firstly to identify and then to overcome the obstacles. People and their attitudes mean a lot. Without preparing them in advance, the whole change process might fail. People react differently to change depending on their personal characteristics, environment and their perception and understanding of the ongoing process.

It's common that people have negative response to change. Most usual reasons of this are that they don't understand the main goal, main point of the change; they feel some kind of threat from change; their personal characteristics make them natural enemy of the change or there are cultural problems. The emotional responses of negative attitude can be: denial, anger, depression. Timely identification of these problems makes it easier to overcome them.

To change organization, you must change the people, their beliefs and attitudes and their ways of working. This can be very difficult, especially in strong cultures and often in successful companies. Culture is important obstacle. Organizational culture simply saying, this is the way that things are done in an organization, what is acceptable and what is not, rules and norms that guide particular behavior.

Organizational culture is expressed in types of employees, style of working, design of office, employee dress code, their attitude toward customers and environment and so forth. Some aspects can be seen like architecture or design but some are unseen can be felt by communication like attitudes. Culture is influenced by its history, leadership and their style, management philosophy,

mission and its vision of future. All the aspects of culture should be analyzed before the change process begins to work. Failure in cultural awareness fails the whole process.

Another obstacle that is critical to change is proper communication. Using the best channels to exchange necessary information between employees, open and streamlined forms of communication, as well as a high level of trust between co-workers supported by well-defined organizational structure, helps organizations to run processes faster, more efficiently, increase employee engagement and as a result to be engaged in more successful activities (Nikolishvili, 2019).

The use of scientific techniques increases chance of success and smooth processes. Giving the right information to the right people and at right time gives employees sense of being important ones, as management shares their plans and critical information with them. This feeling decreases negative response to the change activities as employees are part of this process and participated in several decision making activities.

In organizational context, managers always try to direct behaviors of their employees in a desired way and increase the number of talented workforce. Motivation plays key factor here. It encourages person to accomplish given task or do more than officially required. To see the results of what employees have learnt it's necessary to observe the performance. Correct learning and development methods will enhance desired organizational outcomes. Individual contribution of each talented employee will increase and improve in quality. Therefore, it is crucially important to give employees knowledge, which they will use in their practical work and gives them tool to make their work and performance improved.

There is an ongoing debate about whether all the employees should be considered as potential talents or only people who are on key positions and who should be the beneficiaries of talent management activities implemented by organizations.

One important perspective here, from the context of learning is that existence of learning environment inside the organization can be a big motivator for employees. It can support emergence of new talents. When organization promotes learning and development and appreciates employees who orient on their self-development, it encourages others as well including newcomers and talents working for other organizations.

Human ability to learn is important to organizations, because every organization controls performance. Employees need to know what have to do and how, what are available resources, what level of performance is expected from them and what can be the results of their quality of performance.

Talent development inside organization this is the process of changing itself organization, its employees and all the other affected stakeholder and groups, using planned or unplanned learning for an organization to achieve its goals and keep competitive advantage (Tony, Cutt, & Flynn, 2007). Learning and development is an approach for an organization to ensure that staff who has necessary qualifications and experience are available whenever needed (Zheng & Kleiner, 2001).

So learning and development has placed itself in organizational functioning like, newcomers need to learn about their new workplace, employees need to learn and continuously update information about specifics of their job, managers need to learn and continuously update information about contemporary management practices and apply to their workplaces.

Companies saving investment on learning and development are considered to be wrong in the contemporary environment. Labor market becomes very tight and companies face difficulties in finding proper professionals. Loss derived from the unskilled employee can be much bigger than investment into creation of learning environment and developing own employees. From the point of view of

attracting talents, learning approach can benefit organizations image as a brand, which cares for their staff.

The term 'learning organization' emerged and became popular from the 1990s. Learning organization expresses organizations desires to facilitate learning and encourage its members to continuously work on their own transformation and development, which benefits both, organization and individuals.

Existence of organizations with strong focus on learning is the product of contemporary business environment. As long as talents all around the world enjoy being recognized as educated and professional candidates. Education does not end after graduation, it lasts until person is willing to stay competitive on the labor market, because important knowledge updates and changes all the time.

Based on the above discussion, we can conclude that learning and development is one of the strongest instruments to grow and retain organizational talents. Definition of talent implies that this is someone who performs in a best manner and does something exceptionally well, so that others cannot do. Reaching this point is unimaginable without strong focus on continuous learning and development. Talents can be personally very self-motivated to learn more and arrange this by themselves, but when organization supports and offers diverse programs it attaches talents and makes them loyal to their current workplace.

2.4.1. Learning, Development and Employee Performance

It is interesting to see the interconnection of learning and development techniques and employee performance. It is traditional that organizations are using different types of tools to give opportunity to their employees to learn more and develop their skills. This has bilateral benefit. Employer makes sure that their

workers have necessary skills to perform their tasks effectively and employees on the other hand feel praised, developed and motivated.

There are many types of learning and development tools like class training and lecture sessions, on-the-job trainings, video lectures and podcasts, meetings with field professionals, coaching and mentoring, and so forth.

It is obvious that all of these activities are quite expensive for organizations. The question is, are they that much effective in reality or not? Do these techniques really increase the performance levels? And most importantly, do they support to increase organizational talent?

If we discuss the techniques of learning and development, we can classify them based on timing of usage. Meaning, when during the employment cycle is it most effective to use each technique. For example, some class training and lecture sessions as well as on-the-job trainings can be effective on the initial stage of employment cycle, while video lectures and podcasts, meeting with field professionals can be used already any time during the employment. Coaching and mentoring are special types of techniques which can be more effective after some time of employment, on later periods of employment cycle as long as it is necessary to observe the level of performance and plan coaching or mentoring sessions based on this information.

According to Philip C. Wright and Gary D. Geroy, competencies of employees' are changing as a result of effective training programs. At one point it improves their overall performance and on the other hand, increases their knowledge, skills and necessary attitudes to contribute to the best organizational performance (Wright & Geroy, 2001). This definition corresponds to the concept of bilateral benefit of learning and development mentioned above. Studies performed by Swart et al. (2005), state the learning and development techniques like training, is used by organizations as a means of handling with performance gaps and employee skills deficit. Using these methods, companies intervene in order to

develop necessary skills and abilities to their employees and enhance their performance potential (Swart et al., 2005)

Finally, we can conclude that learning and development is universal and never inexhaustible instrument in hands of any manager and organization. They can always, during any period of employment lifecycle use the diverse methods of it. The diversity of learning and development methods is the best thing that makes it multilateral, benefiting employer, employee and other organizational stakeholders like customers. Managers can make decisions about which method to use and when towards particular employee, change behaviors of employees, teach and motivate them.

Learning and development practices can be very flexible. Using contemporary technologies people can receive almost any type of knowledge from any place. Companies do not necessarily need to hire large conference halls or university classrooms to invite employees on a specific lecture. Online space gives opportunity to connect and access any type of material, conference, lecture, workshop, session or meeting. It means that huge expenses which are very often named as one of the biggest disadvantages of implementing learning and development activities are not that huge any more.

Challenges of the nowadays world require quick response from organizations, sometimes they have to restructure the whole organization in order to stay competitive and resistant. People who are continuously learning and developing their skills, people who are best performers, people who are talents, they can be the ones who will be able to execute this task and create something different and innovative, that will help not only organization to make more profit but will serve its customers and even whole society. Finding out the link between learning and development practices and increase in employee performance and talent is among the important objectives of the research.

2.5. Career Management as the Instrument for Talent Management

Before discussing career management and its importance for talent management, it will be interesting to define the term 'career' itself. The understanding of 'career' is different from understanding of 'job'. According to Oxford Dictionary 'job' is work done by person, for which this person receives payment. Job incorporates everyday activities, a person has to make in order to execute his or her tasks at work, based on the job description and in return receive relevant compensation. While, 'career' is series of all the jobs that person has held in a particular field of work. Career is more complicated term and indicates all the past, current and future jobs a person has taken or is going to take (Oxford University Press, 2020).

Career management needs personal self-management as well as managerial support. Employees who know what their goals are can be very demanding when choosing their jobs, especially if we talk about already self-realized, talented people. They must clearly see what career benefits they can expect from their employer for their future. Clear career structure as well can help people who are beginning their careers to set goals and direct their work in a correct direction.

Organizational and managerial support can have a great impact on this factor. Scientific works about this subject explain that career management includes all the activities formal and informal, which are connected to enriching current jobs or rotations and programs developed by organizations indicating the ladders of career progress and development. Organizational support as well can be expressed in providing opportunities to its employees of self-development and mentorship (Dargham, 2013).

Career management and development is not a one-sided activity. This is a chain two sided activities between employer and an employee. Employer aims to

provide all the support with clear understanding of career development opportunities and on the other hand, employer develops self-discipline and motivation to set, fulfill and orient on the future career opportunities provided by the employer.

Career management involves development as well as career planning activities. Career planning is a strong tool to distribute organizational resources in a correct and effective way. It helps employees to shape, express and use all of their potential. Lack of career planning can result the pool of employees inside organization, who do not know what their future goals are or what they would like to achieve. This fact increases disorientation, misunderstanding, and fill of open vacancies with incompetent or indifferent people or even big number of unfilled vacancies and positions.

Sometimes, people leave organizations because they don't know what to expect from the employer in the future. This is a big thread of losing potentially talented high performers. Based on the results of recent survey, we can see the main reason why employees leave their workplaces is the lack of further career opportunities. While, earlier this indicator was positively correlated to the compensation (CEB, 2015). Other research also shows that employees who feel that they have more growth opportunities with the organization they work are more committed workers and are less interested in finding other job (Weng & McElroy, 2012). We can assume the clearly worked out career development plans increase perception of care and support in people, which in return is expressed in more commitment, increased effort and higher talent revelation.

Career management can be connected to the growth of talent inside organization. People, who will take key positions in the future, can be developed from even the lowest layers of positions. Following step by step the ladder of career path, developing and learning critical knowledge, gaining necessary experience during this path can result a formation of a great performer and talented leader to the

organization, and even a pool of talented individuals who can become leaders or innovators in the future.

Career management plans and pathways historically were vertically upwards, when every step to the ladder meant more responsibility and complex job, even more compensation. Nowadays, this type of hierarchy is maintained but additionally we can meet different modifications like, horizontal or dual career development paths. These modifications are reflections of continuous necessity of providing the best and novice opportunities to existing or potential employees, in order to attract or grow internally the best talents.

Of course, there is no activity or instrument that would guarantee that a person will stay in the same organization during the whole career; this even is not a goal for the most organizations. But instead the goal of talent management here is to make talents be as productive as they can during their work with certain organization and leave only after they have done everything for the filled position and organization. Supporting the development of transferrable and universal skills helps them to achieve the next levels of their personal career development plans. Even after their leave, existence of sophisticated organizational career plans ensures smooth replacement of resigned talent with another one, who is as well prepared and ready to take the job. This would be the best option for any talent management driven organization. This would increase the reputation of organization as the employer of talents or a hub of talents, organization which not only fulfills its direct business activity but as well attracts and creates talents.

2.5.1. Career Management and Employee Performance

Discussion above gives us strong basement to argue the positive correlation between career management and organizational performance. Some scientific

research as well has been done to understand the relationship between these two factors.

Jane Sturgeins along with other researchers observed that organizational career management practices enhance employee commitment and respectively increases organizational performance. The merit of career management is that it is seen as the certain form of support carried out by the organization. This perception of organizational support has shown positive relation to the job performance while at the same time, is negatively linked to such undesirable behaviors as employee absenteeism and high turnover (Sturgeins et al., 2002).

In 2003, researcher Kraimer and other colleagues as well investigated the relationship between perceived career support and career management. In their research scientists made definition of perceived career support and defined it as the belief in employees' mind that organization cares about their needs and future goals. The importance of this research was their discovery that, informal activities of organizational career development management, like increased involvement into challenging job assignments, informal discussions of career with managers, mentoring based communication with senior staff members and other promotional opportunities positively correlate to perceived career support. Organizational career management practices can include number of activities like formal mentoring, career workshops, career counseling opportunities with the human resource department, performance appraisals, assessment center and so forth (Kraimer et al., 2003), (Agarwala, 2007). Karen Van Dam in her article suggests that employees who have experience of more organizational support tend to have higher orientation of employability (Van Dam, 2004).

Career management activities whatever it incorporates, based on the decision of the particular business according to their needs and specifications can be seen as the promotional process, where employer becomes important part in human perception, important force which is directed and oriented into making their

employees more successful not only into the walls of their organization but as well beyond it. This is exactly shown in the scientific research results that we have discussed above.

More organization shows support and care to its employees, more are the chances to receive increased return in the form of better performance and increased organizational reputation for attracting the best talents available on the market. Career management practices can have a huge role and potential if it is established as one of the instruments of talent management in nowadays Georgian business environment.

Finding out the link between career management practices and increase in employee performance and talent is among the objectives of the research.

2.6. Succession Planning as the Instrument for Talent Management

Business cannot exist without strong and inspirational leadership. Leaders are people who act as the role models for their employees and represent values of their organizations. Leaders affect the public image of organization as well as internal environment.

Leadership is closely connected to the phenomenon of influence. According to Larry Cuban, leader is the person who sets goals, motivations and actions for other people (Cuban, 1988). Kesting et al., describes that leadership is the process when a person, leader influences others and motivates them to achieve organizational goals (Kesting et al., 2016). Early, leadership was understood differently, leader was identified as the person with strong power who could force others to do work. Peter Drucker, the management guru, in his work states that leader is someone who influences and inspires others to work in order to achieve organizational goals by motivating them without using coercion (Drucker, 1988).

All these definitions, give us the understanding of huge psychological importance of a leader on their followers and whole organization. Great leaders are inspiring and motivating others, getting the best talents out of people using enhancement of their own desire. Influence described here is positive which means that people make what they make because they wish to make it, without fear, punishment or influence of any other type of negative factors.

After people become followers, psychologically influenced and attached to their leaders it makes much more difficult to adapt changes in leadership. There always comes time when existing leader has to be substituted by someone else because of retirement, death or any other reason. Quick and unpredictable change of a leader can cause distraction and frustration of employees, resulting stress, decrease in motivation and performance. Quick and unpredictable necessity of recruiting employee with skills of a leader and relevant competence to fill managerial position can become a great challenge for human resource management team as well, affecting the whole organizational performance and sustainability.

Avoiding these kinds of problems requires planning and organizing action plan in advance which will guarantee the smooth process of leadership substitution when it becomes necessary. Succession planning is the instrument used for these purposes. Growing and maximizing talents inside organization can be the strong and competitive asset for any organization.

According to N. Carter, succession planning is a way of identifying critical managerial positions beginning from the project manager and expanding up to the highest hierarchical positions (Carter, 1986). The main pillars of the idea of succession planning are to identify and create pool of candidates, who are willing to be promoted in the future and work on own development for this goal; the future environment is dynamic and it is not relevant trying to 'copy' past leaders; on the job development opportunities can be much more precious than during off

the job training sessions (Carnegie, 2009). A very interesting approach is connected to the top down succession planning complying identification of potential future leaders using career planning where possible candidates share their own career objectives (Rothwell et al., 2005) Succession planning is the process aiming to develop talents for leadership in order to meet organizations' strategic needs (Rothwell, 2015).

K. Santhanalaxmi and Dr. S. Chandramohan in their recent research conclude that succession planning is the key strategy used by human resources as long as its effective use reduces the labor costs of organization and fills key positions with appropriate talents (Santhanalaxmi & Chandramohan, 2019). While, Armstrong and Taylor indicate that succession planning, is the way of making sure that organization has relevant talents inside organization to achieve its intended goals and that this process itself is the part of talent management (Armstrong & Taylor, 2014).

From the definitions of the concept of succession planning we can conclude that, this is complex and ongoing process of work done by human resource department under supervision and support of top management, aiming to discover, develop and effectively use people with the best talent potentials. It requires systemic approach, connection with organizational strategy and relevant communication with employees and potential candidates.

2.6.1. Succession Planning and Employee Performance

The idea we have argued above, which states that unexpected change in leadership can harm employee motivation and organizational results, gives us reason to connect succession planning to the performance.

Yamburi, in the recent research found out that organizations become much more successful, when they fill their leadership positions with people grown inside

organization, or we can say are heirs of a leader. The reason is that they are completely competent in all the organizational issues, missions and traditions (Yamburi, 2017). In another study about relationship of employee performance and succession planning, positive relationship was found between these two, meaning that using succession planning methods increases employee performance levels (Ali et al., 2014).

These findings show that succession planning can be an important factor giving potential heirs of existing leaders strong motivation to stay and invest all their best in the certain organization. We can discuss the benefit of using succession planning as the tool to increase talent potential inside organization, as long as this process is continuous and involves activities to identify the candidates, increase their desire to become leaders in the future and direct joint, organizational and individual effort to increase and develop the competence of certain employees. The opportunity for the future, which seems realistic for the employees, can become a strong tool to retain and grow best talents inside organization along with gradual increase in employee performance levels.

Finding out the link between succession planning practices and increase in employee performance and talent is among the objectives of the research.

2.7. Work-life Balance as the Instrument for Talent Management

Many contemporary companies give possibility to their employees to create harmony between work and their personal life. 21 century perception of job is not that was early. It doesn't mean to wholly devote oneself to job requirements and become distant from personal life and family. It's important that people feel comfortable during their everyday work activities. Comfort and flexibility can be one of the important instruments given to its employees by organizations to boost

their motivation and performance levels. Work without balancing personal needs, flexibility and expectations from family, friends and other surroundings affects human psychologically, which gives such negative results like stress and burnout.

The concept of work-life balance has become the issue to be considered for people in the nowadays world (Guest, 2002). Today the world is dynamic with often changing environment. Companies are challenged with this factor, which often pressures their employees to stay competitive on the market. Huge workload and grown working hours can lead to family disruption, social distancing and serious health problems, which of course decreases the productivity of a person at work.

Recently burnout was considered to be related to the organizational turnover and even is described as being epidemically grown (Perlo, et al., 2017). Based on the article of L. A. Kelly and J.M. Adams, burnout can be a result of different daily stressors, including unlimited working time, technological overload and misbalanced work and life (Kelly & Adams, 2018). Such relation can be a sign of alarm for organizations to pay more attention and care for the psychological and physical condition of their employees, especially when they have ambition to hire and retain best talents.

Work-life balance is discussed in connection with talent retention in recent paper and is mentioned that working from home and flexible working hours is one of the expectations of contemporary employees, especially for young generation (Walter & Förster, 2019).

Business which takes care on their employees tends to be more successful than others that do not. If employees feel positive for their company, they make their best to contribute as much effort as they can. When employee believes that his or her efforts are appreciated feels motivated and becomes one of the key components of organizational success. While, stressed and unhappy workers are

less productive, they lack creativity and motivation; they do not make company better.

It is already obvious that, contemporary companies continuously fight to attract and retain the best talents. Degree of stress in the company often affects the decision of an employee to stay in the organization. Stress can be a reason of damaged personal development possibilities. From one side if company keeps stressed employees at the workplace, their productivity suffers and fades away the traits that distinguished person from others as a talented one. From another perspective, employee can avoid these results and leave the company. The last possibility increases turnover as well as, leaves the company without talented workforce.

A very interesting point of view is found in research paper by Den Dulk et.al, where government and company roles in implementing work life balance is discussed. It compares and concludes that countries with social democratic states, where government intensely implements social well-being policies, companies adopt such measures more often than in countries with liberal or conservative states, where less public and social well-being policies are implemented by governments (Dulk, Pascale, & Poutsma, 2012). From this perspective, our country is not very well supported by Georgian government for now. Developing condition of Georgia is influencing this fact, government tries to implement some policies to make employers more responsible but it's not enough for now. It is worth to mention as well that Georgia doesn't have strong labor unions but in contrast, they are too weak without any power to influence neither government nor any private or public organization. It means that it is up to organization itself and their social responsibility level whether to implement such organizational policies that will care for their employees and balance their everyday life between work and personal life or not.

Boundary theory is very often used to explain work-life balance. It concerns how people themselves create and maintain boundaries of their role domain and that individuals manage it by the process of segmenting or integrating these domains (Allen, Cho, & Meier, 2014), (Ashforth, Kreiner, & Fugate, 2000). There is a well-known idea that people hold many roles in their lives which need proper management (Barnett & Baruch, 1985) (Marks, 1977). Of course, sometimes these roles are conflicting, especially in an organizational context. Family and work very often is difficult to manage simultaneously, set proper boundaries and maintain balance and harmony between these two. These kinds of conflicts show unfavorable impact on overall job satisfaction (Allen et al., 2000). If we consider this theory from the managerial perspective, there is much responsibility on employer and organizations' management to help their employees balance their roles between personal and professional life. Stressed and burned out people cannot be a source of high performance and talent.

2.7.1. Work-life Balance and Employee Performance

One of the goals of this research is to find whether practices of work-life balance affects organizational talent and performance. It is interesting to review existing scientific works and see how other researchers think about this relationship.

Work life and personal life is something that exists in most of peoples' lives. There are many cases when these two are not quite compatible in harmony. According to early opinions of different scientists, conflict between personal and work life affects persons' physical health as well as psychological and at the same time, their work performance decreases (Boyar, Maertz Jr., & Pearson, 2005), (Netemeyer, Boles, & McMurrian, 1996), (Goff, Mount, & Jamison, 1990). This approach hasn't changed much in today's world. Workload and unlimited

working hours still remains to be the source of employee burnout, turnover and low job morale.

Rebecca Zucker, in her article published in Harvard Business Review, refers to the contemporary problem of stressful work; unstructured working hours and burnouts resulted by improper management of work time boundaries and discusses ways how leaders can become a source of implementing proper work life balance in their teams using themselves and their behavior as a role model for other team members. She offers six strategies of setting boundaries that can help leader and team members to achieve work-life balance that can be sustainable. These strategies include proper communication between leader and team members, where leader makes clear that work doesn't need to be done in a fast and rushing manner, but people sometimes need to relax and take some time to decompress, otherwise they can't show their best performance potential. Leaders have to remember that we all are human beings with limited physical limitations, so setting boundaries and distributing work effectively is necessary to avoid loading great performers with big amount of work, only because we believe that they are most competent in their profession. Such behavior can result in losing the ones who are the best talents. And of course hiring the right amount of employees is indicated as important strategy; because people sometimes get ill or need vacations and leaders should give possibility to their employees to feel comfortable in such situation (Zucker, 2017).

Another article by Marcello Russo and Gabriele Morandin, published more recently in Harvard Business Review discusses flexible work arrangements and family-friendly policies offered by managers in Europe. But as their research shows, sometimes offering remote work, paid/unpaid leaves or sabbaticals are not that effective as it seems. Researchers surveyed over 400 employees in Italy who represent working parents and found out that there are two important factors on which companies should focus more. First, is about training supervisors. Research recommends that employers train their leaders to support employees with work

life balance and show their leaders benefits of such behavior. Employees under supervision of supportive manager are much more effective at work and at home. Second, is about implementation of supportive organizational culture. Many companies in Europe, especially in Italy where research was conducted, consider that best employee is someone who is always online and 24/7 ready to think and execute work responsibilities. Research found that employees working in organizations with supportive organizational cultures have better satisfaction and loyalty of their company (Russo & Morandin, 2019).

In both of the above discussed analysis, we can see the special role of leader, manager or supervisor. These are people who have the biggest responsibility, because they are in direct relationship with the employees and their everyday life. Implementation of supportive organizational culture, training managers, implementing family-friendly policies and communicating all of these properly to the employees can be a good source of increase in performance, talent and overall success of the company.

In this research, I will try to prove that proper work life balance measures increase level of talents and their performance in organization.

Chapter 3: Conceptual Framework of Talent Management

According to the above discussion, we can see that the field of management and particularly part of talent management is full of diverse dilemmas. We discussed several aspects of this subject. We find the critical influences that have these aspects on management. We reveal how different approaches of leading scientists of the field change and restructure over time, as culture, perception and values of human change.

During the particular decade, specific theories and approaches are leading the world of management and other related fields. But times changing and theories become old and obsolete. They as well need to be worked out and changed. A theory, a fact, a situation or a decision that seems right and true now, when we think that we have found the best way of doing things, the best way to understand and handle our employees, the best way to achieve goals and become or stay competitive on market can become a history in a blink of an eye.

Managers need to think this way to make their organizations competitive and effective and employees need to think this way become competitive and attractive on labor market, achieve their career and personal goals. In our decade this kind of mindset seems to be true, for now.

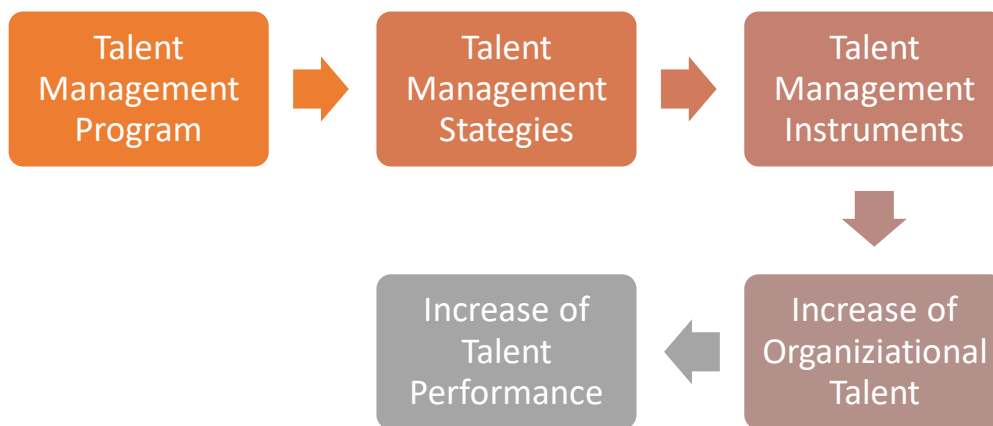
All of these ideas gave my thesis inspiration to develop the talent management program, which would be oriented on the number of practices to attract, develop, and retain the best performers that would lead to the growth of the talents inside organization and finally result in increase of Talent Performance.

The preliminary qualitative research and further literature review, gave me possibility to reveal this important conceptual framework of talent management program. Figure 1 shows the chain of this framework, which visually shows that talent management program, consisting of strategies and instruments which are directed to increase of organizational talent and talent performance.

The starting point here is that, to increase talents inside the organization needs at first to attract or grow best candidates and after retain them. During the process of attraction, organization should be ready to attract already identified reputable talents as well as to work on growing them by themselves internally and finally retain all the accumulated talents.

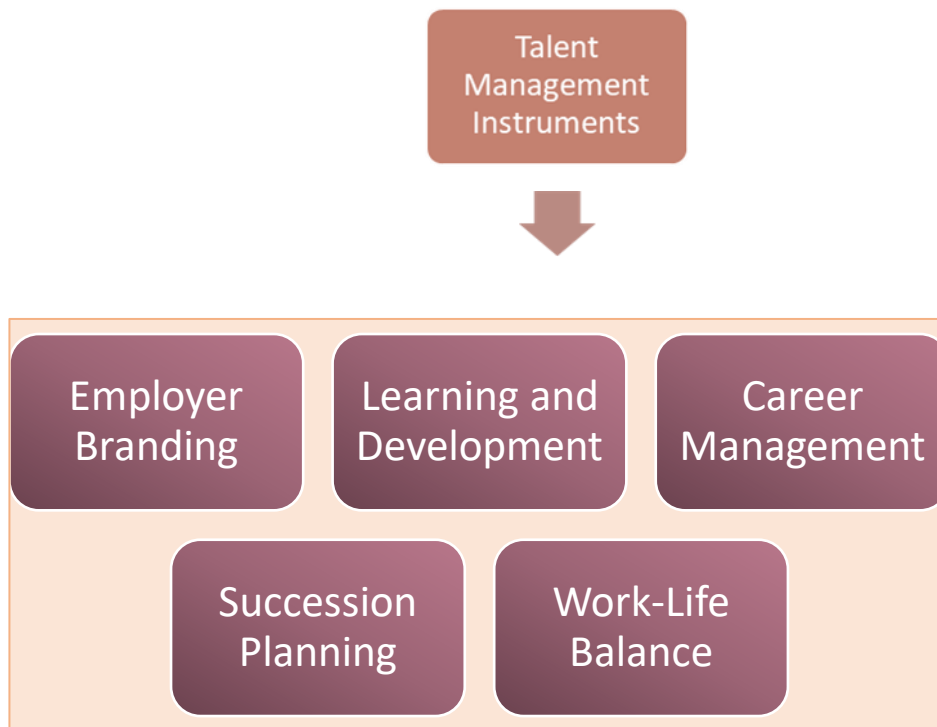
Figure 2, shows the instruments which are identified during the phases of preliminary qualitative research and further literature review as the instruments within strategies of talent attraction and retention. Based on these instruments the hypotheses of this study are worked out to test their correlation against performance.

Figure 1: Conceptual Framework – Talent Management Program



Source: own research

Figure 2: Talent Management Instruments – as a component of Talent Management Program



Source: own research

The conceptual framework is in correspondence to the objectives of this research, which concern to explore the ways of managing organizational talent and to define the managerial instruments needed for managing talent.

Further research activities are oriented to test the hypothesis and find out answers and scientific proof on the objectives of this research which concerns to identify the ways of increasing organizational talent and to reveal the connection of organizational talent and performance.

PART 2. METHODOLOGY, RESEARCH AND PRACTICAL FINDINGS

Theoretical part, where it was conducted the literature review for this research, concluded with the formulation of conceptual framework of the study, offering talent management program.

Second part of the thesis includes two more Chapters and describes practical work conducted during the whole period of the research.

Chapter four describes research and methodology of qualitative and quantitative research. Firstly, the scientific arguments are given to review both methods and their application in applied research.

Next, the use of both methods is described in details. The qualitative research procedure is described, which includes every step which was taken in the process of interviewing respondents. Finally, the method and procedure of quantitative research is presented.

Chapter five summarizes findings, analysis and discussions of the qualitative and quantitative research. For qualitative research, this Chapter includes citing participants' responses and makes relevant conclusions in the discussion part. For the quantitative research part, statistical methods which were used to test hypothesis are described in details, following the relevant discussions as well.

Practical work done within this study is tremendously important to reveal answers on the objectives of the study and make conclusions and recommendations worked out, scientifically proved. Findings of the research are objective and can be presented in front of academic society as well as practitioner managers in different organizations. This part of the research represents the last and concluding part. After the chapter five, final conclusions of the thesis are made.

Chapter 4: Research and Methodology

After the general literature review, it became necessary to formulate some structural framework which later would be tested and in case of positive results, would be offered as the talent management program to the organizations. The main types of methods for applied research are qualitative and quantitative research or combination of both. These methods are strong tools to find out answers on the questions which are posed by particular researcher.

Qualitative research is a strong method to discover from the participants more detailed and deeply hidden information, ask additional questions if necessary and get quality and precious information firsthand directly from the people who have personally experienced, felt and understood the facts you are targeting to research.

Burns and Grove (Burns & Grove, 2009) have expressed their position about qualitative research and mentioned that qualitative research is a systematic and subjective approach in order to highlight and explain daily life experiences and to further give them proper meaning.

Qualitative researchers are focused in finding out people's experiences, what are their beliefs, and giving meanings to systems from the perspective of the people. One of the characteristics of qualitative research is that it does not include any statistical calculations (Brink, 1993). Quantitative research gives information which is more scientifically measurable in terms of numbers. After quantitative research is conducted, usually statistical analysis is done.

According to John W. Creswell, quantitative research method is expressed in collecting numeric data and systematically measuring them in order to find link between theory and research (Creswell, 2003). Paul D. Leedy and Jeanne Ellis Ormrod state that, this type of research method helps to make clarification of

dependent and independent variables and their relationship, in order to explain certain event (Leedy & Ormrod, 2005).

Based on the nature and needs of my research topic, I decided to use the combination of these methods.

First, in order to find out information about the reality in Georgian business environment connected to talent management, it was relevant to make face to face in depth interviews with people who are directly involved into the process of managing people and find out what is talent management for them and their organizations and what are the strategies, instruments and tools they use or would use in case of availability within their organizations in order to effectively attract, retain and increase talented workforce for high levels of organizational performance.

Furthermore, I needed to identify important factors which affect current and potential employees, who has or might have particular talent and in addition, to what extent the company has strategically acknowledged the need for special practices that can be effective to manage and grow them inside their company.

It was first step of my research, I needed to discover what is the understanding of the term “Talent Management” in nowadays business world in Georgia and as well and to find out what are the methods used by companies to manage and increase the number of talented workforce inside the company, if they use some structurally spelled out models for this task.

So that, I needed to specify many different types of information in details, I have decided that qualitative research was the best way to do this. A qualitative method used by me was only a first step. After I had found out the results and created image of the real situation in Georgian companies in relation to talent management, these findings gave me possibility to deepen my literature review in the direction of the points that were found out after qualitative research. This

preliminary research was most important factor in determination the focus of conceptual framework (Figure 1), as long as this study aims to work out such program of talent management for companies, which would be practically feasible and easily implemented.

After finding out the focus and direction of the study based on qualitative research, it was necessary to continue further exploration of the objectives of this research. It became necessary to test the feasibility of the hypotheses, and finding out if those strategies and instruments of talent management, identified and analyzed during the qualitative research and literature review are connected to the performance and increase the talent potential inside the organization. For this objective it became obvious that the best method would be to use quantitative research method.

4.1. Qualitative Research Design and Procedures

In order to reveal the most critical components of the talent management program, I conducted qualitative research. Research design used by me was in depth-interviews with purposefully selected individuals. To determine the right number of sample for qualitative research, I introduced with several articles connected to this issue.

Usually, samples for qualitative research are smaller than in quantitative studies. Ritchie, Lewis and Elam in their work offer that it is because as the study goes on more data does not necessarily lead to more information (Ritchie & Lewis, 2003).

Concerning the exact number of sample size in qualitative research which is considered to be the most effective is not agreed by the world scientists. This subject is a topic for debate. Mainly stated opinion by scientists is that it depends on the type of research questions and the number of qualitative research designs

used by the researcher, as long as one particular piece of information, data or fact revealed during the process can be sufficient and all that is necessary to be included into framework analysis. So, large number of respondents can lead to receiving a repetitive type of information.

In the process of samples selection, I have used the technique of purposeful selection. This means that samples were selected by me based on some criteria. Advantage of using purposeful sampling technique is described by Trotter and indicates that it's effective as long as researcher can reach the targeted population easily, without losing much energy and time (Trotter, 2012). The disadvantage of using the same method is considered to be the limitation of the sample size (Roy et al., 2015). The technique for collecting data used by me was semi-structured interviews. I conducted in-depth interviews with managers who were involved into the process of people management. I interviewed 20 managers from different business sectors.

I have selected interview participants based on two criteria. One was that participant should be currently working in a company from any business sector and second, - they should be performing duties of managing human resources. Before the face to face meetings, I sent them list of interview questions, including 12 questions (see Appendix A) by email and gave several days for contemplation. After several days, I contacted targeted participants and set date and place of our face-to-face meeting.

On the day of actual interviews, the process was in accordance with the guidelines for conducting interviews (see Appendix B). Based on the values of ethical research, all the participants were introduced with the document of contest (see Appendix C) which includes participant rights and guarantees anonymity and confidentiality.

I asked participants if I could make recording of their voice on my audio devise or make notes in my research notebook, none of them had any objections, with the

promise (enforced as well with my signature on the contest form) of protecting their anonymity and confidentiality and not disclosing the names and facts which could give third party a clue about what events or people they are addressing. Only after participants expressed their readiness to begin the process, I began asking questions which were prepared in advance by me, as well as sent to them by email.

4.2. Quantitative Research Design and Procedures

The second part of my practical research in this study was to conduct quantitative research to test the hypothesis in order to statistically prove the viability of the talent management program offered by this research.

Survey was the instrument to conduct quantitative research in this study. According to Denscombe, survey is one of the most widely used methods in social studies, where collection of information is done by questionnaires (Denscombe, 2012). Questionnaire based on the needs and objectives of this research was created (see Appendix D) and distributed using Google Forms platform.

Random sampling method was used, as long as the survey was distributed through different social and electronic sources including email, Facebook and LinkedIn. Neuman states that random sampling is one of the most accurate methods of sampling, with low costs and high efficiency (Neuman, 2011). The questionnaire was open for answers for 10 days and total 314 responses have been returned.

According to Struwig and Stead, it is important that researcher constructs questionnaire according to the logical sequence based on the research needs and instructs the respondents of how to fill the form (Struwig & Stead, 2013). The questionnaire prepared for this research, includes demographic questions as the first part and the questions based on the hypothesis of the study. There are 6

demographic questions and 41 main statements. For the main statements, respondents had to evaluate their disposition using scale ranging from 1 to 5 meaning strongly disagree to strongly agree, respectively.

Heading of the questionnaire included the explanation about the mission of the survey, stated its anonymity, excluded individual use of particular responses, and instructed about scaling system. After the deadline, the response acceptability was closed electronically in Google Forms and the data was prepared for further analysis.

Chapter 5: Findings, Analysis and Discussion

5.1 Qualitative Research Data Analysis, Results and Discussion

Data Analysis

In qualitative research, the semi-structured interview was the technique which was used in order to collect relevant information.

During the interviews I used Samsung Galaxy Tab S2 in order to make audio record of the voice. This device was used by me during 6 interviews. Another 14 interviews have been done without voice recording, using note taking method. After the interview process was over, I have listened/read all the data I had gathered, several times. All of the data was imported into the electronic format as Microsoft Word/Excel files as scripts, which was thematically coded for further analysis.

Coding the data is method of sorting data and labeling it thematically. Based on T.P. Johnson, it is offered that researcher label certain codes to each participant (Johnson, 2015). Based on “participant consent to take part in research” document (Appendix C) the identity of the participant should remain anonymous. Coding method gives possibility to disguise the name of participant by labeling codes. I have used P1, P2 and etc. as labels where P represents the abbreviation for Participant. Confidentiality of the participant is protected as agreed in “participant consent to take part in research” document.

Questions which are listed in Appendix A were constructed based on the first two objectives of this research, which are:

- to explore the ways of managing organizational talent
- to define the managerial instruments needed for managing talent.

It was strategically important to get information from people experienced in working in Georgian organizations to see what are their visions, expectations and practical reality.

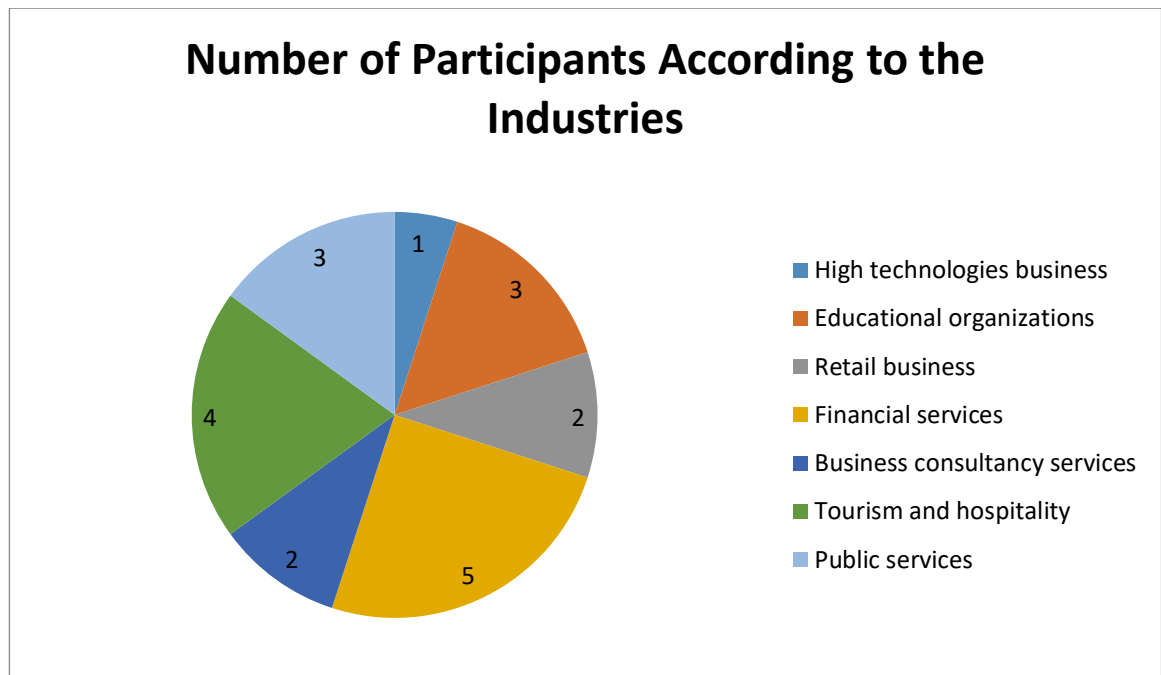
Table 2 shows more details of demographic composition of interview participants, followed by Figure 3, which analyses interview participants by industries in which they work.

Table 2: Demographic Data of qualitative research participants

Total number of participants involved	20
Number of excluded participants	5
Number of included participants	15
Gender	12 women; 3 men
Age	28 average
Working experience	6 years average
Position	Responsible for managing human resources

Source: own research

Figure 3: Number of qualitative research participants according to industries



Source: own research

First question of the interview was oriented on finding out what is the participants' understanding of talent management. Then questions developed to find out what strategies, tools and methods organizations use to attract and retain employees. Another part of questions tried to identify what is the participant understanding of talented person, who is perceived as talented one and what is the understanding of performance, what are the measures and appraisal methods used to distinguish best performers from the poor ones. Final question is asking whether the company is open for innovation and experimenting. The idea of asking this question is to find out whether this organization can be the target for implementing recommendations generated after this research or further experimenting.

After I have listened/read several times the data I had gathered and imported this data into the electronic format as Microsoft Word/Excel files as scripts, I had opportunity to code them and distinguish main themes. During the analysis process I excluded answers of 5 respondents because it was not useful for this

research, as long as they had no point, vision or understanding of the talent management practice and no experience dealing with it.

Results

The main themes revealed as a result of this activity were:

1. Interest in attracting talents/high performers
2. Interest in retaining talents/high performers
3. Use of specific instruments to attract and retain of talents/high performers
4. The role of financial motivators to attract and retain of talents/high performers
5. The role of non-financial motivators to attract and retain of talents/high performers
6. Employee performance indicators

First two themes connected to the interest in attraction and retention of talents/high performers, participants showed absolute positive disposition. All of the participants confirmed that they are interested to have the best talents inside their organization.

On the question, about defining talent management 10 respondents indicated that talent management is about attracting and retaining the best ones. For example, answer of P1: "Talent Management as I understand is to firstly find and recruit talents for a company, then retain and develop them."

In theme 3 about the use of instruments, participants were describing what kind of instruments they use to attract and retain talents/high performers. For example, P1 indicated "it is literally ineffective to use standard platforms of job advertisement portals, I have 10 years of experience in human resource management and for the last 5 years this is the trend". P2 mentioned that, in attraction of talents it is crucially important how candidate perceives the

organization. While, P5 commented on that “talents are scarce, they decide where to go based on which company they think is the best employer”.

When I asked about how they are attracting the best talents, participants listed several methods like showing candidates the advantages of the projects and company is involved in, show them how interesting can be working with their company. P11 commented “Well, we have standard benefit packages, good working environment but this is not enough to attract talents. They become interested in you, if they feel that this company is doing something valuable”.

After describing attraction of talents, participants had to answer questions about retention and voluntary turnover decrease methods they use. All the participants here at first place, mentioned the importance of learning and development opportunities. For example, P3 mentioned here that: “we have specific budget for learning and development activities, we give opportunity our employees to choose direction in which they are interested, for further development”. 10 respondents confirmed that their employees are interested in their future career plans to be offered by the company, but none of them had officially written document regulating this issue. Other 5 respondents didn't have answer on the question connected to the career development options; relatively they do not offer any plans to their employees, but mentioned that they would discuss this issue in the future, inspired by this interview. During discussion of retention strategies, I asked respondents “Have you ever had the case, when a very talented employee, in whom company invested their resources, has left your organization for your competitor?” And 8 respondents mentioned that they had such cases, but none of them had been someone from top management positions. When I went further to investigate these cases, I found out that none of these respondents had implemented succession planning system in their organizations. Another important trend, that revealed during interviews was about big pressure on personal life and professional life balance, 7 respondents indicated that they try to

avoid cases of stress in their employees resulted from strong work related pressure, offering them diverse benefits.

During the analysis of the interview recordings, none of the participants have mentioned that they use compensation package as the instrument to attract or retain their talented workforce. On the question, whether they use “exit interviews” in case of voluntary leave, 5 respondents answered positively and in reasons they have identified during these kinds of interviews, they mentioned for example: “further career development goals”, “desire to become top manager in other company”, “lack of enthusiasm and motivation”. P1 even recalled a case, when their best employee in reporting department decided to leave, company made five different offers to this person to make him/her stay including high compensation package, but it was impossible to persuade this person and the reason for leaving he/she mentioned was “I am not interested to work for this company anymore, because the activity of this company is not interesting for me”.

Questions connected to the performance were asked to the participants according to the interview questions list. On these questions respondents were listing the standard methods of performance appraisals which were used by them. 13 participants indicated that they actively use managers as appraisers, 6 participants indicated that they use 360 degree performance appraisal for their top managers and 4 participants indicated that they use KPI's to measure performance. When I specified whether they have measured performance in connection to the talent management instruments they use, all of them answered negatively. 6 participants indicated that they usually conduct yearly employee satisfaction surveys which include all the aspects of work related topics and they expect to find out the disposition of the staff towards their jobs and organizations.

In the end of the interview, final question about organization's openness to innovation and experimenting was asked to the participants. All of the

respondents answered that they would be glad to try innovative approaches and methods. 8 participants out of 15 commented that they would have to convince their top managers using feasible data to experiment any kind of new approaches.

Discussion

Qualitative research conducted within this study which took place in the beginning of the research was very helpful for further development of the research direction. It gave me possibility to gather information available on the Georgian managerial field. The goal of the qualitative research was to find the best ways and instruments of talent management.

Firstly, I would mention that for all of the 20 people interviewed by me it was the first experience to participate in such kind of research studies, which shows us how scarce the practice of applied research is in Georgia.

From 20 participants of the qualitative research, I have excluded responses of 5 participants because their answers did not give any information about any kind of talent management connected issues. This fact as well needs to be considered, as long as 5 people represent 25% of the whole sample. These are organizations with no established managerial strategies, instruments or other kind of attempts to attract or retain talented employees, while they still desire to have such employees but no effort is made to achieve this goal. I think that results of this study could be a start to give inspiration to such companies to begin use of talent management strategies in order to grow talent and increase their performance.

From the result of the question connected to the talent management definition where, most of the respondents replied that it's strongly connected to the attraction and retention, we can conclude that attraction and retention strategies are the main focus of talent management. Meaning that talent management instruments used by managers should be oriented firstly to attract and then to retain the best talents. Retention strategies can be as well used to grow internal

talents and motivate them to stay within this certain organization during their career path.

During the discussion of talent management instruments for attraction and retention of talented workforce, participants based their ideas from one perspective on their own experience and from another on their expectations of what would work best in practice. Comments about the importance of candidate perception about certain organization, value of the work organization does, unimportance of standard benefit packages and scarcity of talented employees shows power of the talents to choose organization which they perceive as the best place to work, so here we can conclude that organizations need to influence candidate perceptions to show them positive image of their organization, which can be done using such instruments as employer branding.

The importance of learning and development to manage talents was very clear from the responses of the respondents. We can theoretically split employees into two categories: employees who are already professionals, high performers, considered to be talents and are interested to continuously update their professional skills and employees who would like to develop professional skills and become professionals and talents in the future. Employees attributed to both of these categories need to be offered strong learning and development activities. Based on this discussion we can conclude that learning and development can be an effective tool for talent management.

From the interviews revealed that employees usually are interested in their future career plans, based on the assumption that learning and development can be a good instrument for talent management, we can argue that it is logical that employees would like to know how their careers can be developed in the future. Clear future career plans can become an inspiration for employees to learn more and develop their professional talents as well as become a strong motivation to stay within the certain organization. None of the interviewed respondents had

practically implemented any official career development plan in their organization, which can be quite confusing for their employees. This discussion gives us reason to conclude that career management would be strong instrument to manage talents within organization.

Answers on further questions revealed need for other talent management instruments like succession planning and work-life balance. Organizations lose their talents, without having a chance to take top managerial positions. Preparation for leadership succession can increase the motivation of talents to stay inside organization and take top managerial positions whenever necessary. Proper succession planning policy would be a way to solve this issue, with relevant communication with the talents about such opportunity. Another important factor in nowadays organizations is connected to the well balanced work and personal life. Practice of sacrificing personal life to the employer doesn't seem to be an actual practice any longer. People increase their effort when they feel balanced, and feel that their organization cares for their well-being. So, succession planning and work-life balance both are another important instruments that would be important in managing talents.

During the analysis of the interview recordings, I paid attention on the fact that almost all of the participants mentioned financial compensation as the component of standard package, offered to every employee but not as something that contributes toward increase of attraction or retention of talented workforce. It is considerable fact as well that none of the voluntarily leaving employees have mentioned compensation as the main reason for leave during the "exit interviews".

All of these findings gave this thesis inspiration to form this researched information as a talent management program, which incorporates all of these instruments as the strategies of managing talents. Ideas and experiences of managers with different experiences and backgrounds is a good foundation to

gather this information and make it available for many other organizations suffering from the talent management problems.

After the qualitative research analysis was completed, five talent management instruments have been formulated:

1. Employer branding
2. Learning and development
3. Career management
4. Succession planning
5. Work-life balance

In the conceptual framework of this study these instruments are presented as the implementing tools to achieve talent management strategies of attracting and maintaining organizational talents. After revealing, all of these instruments were discussed from the perspective of literature review and all of them were reviewed from the perspective of world scientific practice.

After the qualitative research and literature review part was over, talent management instruments presented as the findings of these activities were measured in connection to the performance to find out whether the practical use of these instruments positively affect the growth of organizational talent and performance. This is the step which would finally prove the viability of the offered talent management program.

Quantitative research data analysis, results and relevant discussion are presented in the next section.

5.2. Quantitative Research Data Analysis, Results and Discussion

Data Analysis

Based on the results of quantitative research, statistical analysis has been done in order to test research hypothesis. Demographic composition of quantitative research participants is represented in Appendix E.

The data analysis aims to test the following hypotheses:

Hypothesis 1: Use of employer branding strategies influences talent and performance.

Hypothesis 2: Use of learning and development strategies influences talent and performance.

Hypothesis 3: Use of career management strategies influences talent and performance.

Hypothesis 4: Use of succession planning strategies influences talent and performance.

Hypothesis 5: Use of work life balance strategies influences talent and performance.

Hypothesis 6: Talent management strategies have positive influence on talent and performance.

In order to provide a decision rule for each of the hypothesis, we compute the weighted average coefficient that determines the self-perceived level of job performance for each respondent. Several variables that affect respondent satisfaction were considered. These variables (formulated as questions) take numerical values (depending on the answers of respondents) from one to five on a standard scale. The strength of dependence of respondent's overall performance

on each variable was measured by Spearman's correlation coefficient for the k-th variable

$$r_k = 1 - \frac{6 \sum_{i=1}^n d_i^2}{n(n^2 - 1)}$$

Where

$$d_i = rg(X_i) - rg(Y_i)$$

and rg denotes the rank function, while n is the number of picked elements.

In overall job performance, the weight of each variable is

$$w_k = \frac{r_k}{\sum r}$$

And the final performance score of the given respondent is calculated as follows, where $x_j \in [1,5]$ is the respondent's answer to question j :

$$PS = \sum_{j=1}^N w_j x_j$$

We divide the standard scale [1-5] into several coefficient intervals: [0; 1] very low performance, [1; 2.5] low performance, [2.5; 4] high performance and [4; 5] very high performance. Finally, the decision is made based on the average performance score which falls in one of the intervals on the scale.

The last hypothesis combines all of the previous ones and its performance score is computed by taking the average of all other performance scores.

Results

This procedure was carried out for each of the hypothesis separately. The results are listed for each of the hypothesis below:

Hypothesis 1:

$$n = 309$$

Table 3: Statistical data for hypothesis 1

$r_1 = 0.4813$	$w_1 = 0.2134$
$r_2 = 0.4848$	$w_2 = 0.2149$
$r_3 = 0.5377$	$w_3 = 0.2384$
$r_4 = 0.7521$	$w_4 = 0.3334$

Source: own research

$$PS = 4.08.$$

Hypothesis 2:

$$n = 306$$

Table 4: Statistical data for hypothesis 2

$r_1 = 0.6180$	$w_1 = 0.2333$
$r_2 = 0.6092$	$w_2 = 0.2300$
$r_3 = 0.6130$	$w_3 = 0.2314$
$r_4 = 0.8090$	$w_4 = 0.3054$

Source: own research

$$PS = 3.92.$$

Hypothesis 3:

$$n = 310$$

Table 5: Statistical data for hypothesis 3

$r_1 = 0.6448$	$w_1 = 0.2256$
$r_2 = 0.6221$	$w_2 = 0.2177$
$r_3 = 0.7346$	$w_3 = 0.2570$
$r_4 = 0.8562$	$w_4 = 0.3000$

Source: own research

$PS = 3.72.$

Hypothesis 4:

$n = 307$

Table 6: Statistical data for hypothesis 4

$r_1 = 0.6526$	$w_1 = 0.2298$
$r_2 = 0.6113$	$w_2 = 0.2152$
$r_3 = 0.6843$	$w_3 = 0.2409$
$r_4 = 0.8921$	$w_4 = 0.3141$

Source: own research

$PS = 3.44.$

Hypothesis 5:

$n = 308$

Table 7: Statistical data for hypothesis 5

$r_1 = 0.6190$	$w_1 = 0.2282$
$r_2 = 0.6004$	$w_2 = 0.2213$

$r_3 = 0.6382$	$w_3 = 0.2353$
$r_4 = 0.8553$	$w_4 = 0.3153$

Source: own research

$PS = 3.99.$

Hypothesis 6:

$PS = 3.8309.$

Note that different sample sizes in each hypothesis are taken due to missing or invalid answer. Respondents having missed or given a non-numerical answer were not considered.

Discussion

Based on the results obtained we conclude that all of the hypothesis is accepted, meaning that the use of employer branding strategies, learning and development, career management strategies, succession planning strategies and work -life balance all result in increased talent and performance. Ultimately, based on the performance score for the 6th hypothesis, we can conclude that the use of talent management strategies, also positively affects talent and employee performance.

Use of Performance Score as the measure is unique practice worked out as a result of this research. It gives opportunity managers to conduct periodic self-assessment performance questionnaires like we have used in this study and find out Performance Scores of their employees in relation to each instrument. It will help them to determine how effectively organizations use talent management practices and whether they are perceived by employees as instruments which increase their Talent Performance level.

The performance score of the last hypothesis, which is 3.8309 and corresponds to the “high performance” on the scale, proves that the use of talent management strategies, positively affects talent and performance. This is very logical that performance score of this hypothesis is not very high (closer to 5), as long as there are other factors as well influencing performance. So, we wouldn't say that the use of the talent management strategies is the 100% guarantee of high performance, instead what we can say is that it results more high performance than low, which is logical and important result.

Data Analysis

Next, we estimate the populations' proportion with positive increase in talent and performance. We formulate the hypothesis for each of the variables as follows:

$$H_0: P \leq P_0$$

$$H_1: P > P_0$$

Where P is the population proportion and P_0 is the proportion of our interest. Proportion carries an attribute that $PS > 3$. In order to test the hypothesis, we first check for sufficient sample size: $nP(1 - P) > 5$. This inequality is satisfied due to sufficiently large sample size. Next, we compute the standard normal statistics as

$$Z = \frac{\hat{p} - P}{\sqrt{P_0(1 - P_0)/n}}$$

Where \hat{p} is the sample proportion and the decision rule is to reject H_0 is $Z > z_\alpha$, where z_α is the quantile from the standard normal distribution corresponding to

the α significance level. We take $\alpha = 0.05$, so we test the hypothesis with 95% confidence level.

Results

Hypothesis 1:

$$H_0: P \leq 0.8$$

$$H_1: P > 0.8$$

$$\hat{p} = 0.8511, Z = 2.2471 > 1.65 = z_\alpha$$

So, H_0 is rejected.

Hypothesis 2:

$$H_0: P \leq 0.75$$

$$H_1: P > 0.75$$

$$\hat{p} = 0.8072, Z = 2.3103 > 1.65 = z_\alpha$$

So, H_0 is rejected.

Hypothesis 3:

$$H_0: P \leq 0.65$$

$$H_1: P > 0.65$$

$$\hat{p} = 0.7323, Z = 3.0365 > 1.65 = z_\alpha$$

So, H_0 is rejected.

Hypothesis 4:

$$H_0: P \leq 0.5$$

$$H_1: P > 0.5$$

$$\hat{p} = 0.6352, Z = 4.7371 > 1.65 = z_{\alpha}$$

So, H_0 is rejected.

Hypothesis 5:

$$H_0: P \leq 0.75$$

$$H_1: P > 0.75$$

$$\hat{p} = 0.8312, Z = 3.2898 > 1.65 = z_{\alpha}$$

So, H_0 is rejected.

Discussion

As a result, we conclude that:

- Use of the employer branding strategies positively influences talent and performance for more than 80% of employed population.
- Same holds true for learning and development for more than 75% of employed population.
- For at least 65%, talent and performance is enhanced by the use of career management.
- More than half of employed population (more than 50%) has increased talent and performance due to the use of succession planning strategies.
- More than 75% of employed population owes increased talent and performance to the use of work life balance strategies.

Note that the effect of talent management strategies, which is the combination of all above mentioned strategies is not tested separately since the performance score for this particular strategy was obtained by averaging all other performance scores. So we do not have an independent sample for this purpose.

These findings scientifically prove that the talent management program worked out and offered in this study is effective to be implemented practically in any organization which longs to become the place where talents are attracted, grown and retained.

Generalization of the results of this research gives us basis to argue that talent management is one of the most important fields of management in the contemporary business world.

Summing up the results of quantitative research, we can state that talent management program specifies the effective ways of increase organizational talent, as long as instruments incorporated within the program contribute to the growth of talent performance. As well we can state that results of quantitative research have revealed connection between organizational talent and performance as long as, use of talent management instruments grow willingness of employees to become high performers.

Conclusion

In this research my point was to analyze talent management practices, specifically to find the best ways and instruments of managing organizational talent and their correlation with talent performance management. As well I intended to identify ways of increasing talent and find connection between talent and performance.

Serving these objectives, first step was to overview the managerial environment in Georgia in order to find out what are the gaps and needs and create such recommendations which would be useful in practice. For this aim, I began the process of qualitative research and interviewed managers responsible for human resource management from different organizations. Results of qualitative research gave me clear picture of talent management process and current state in understanding of this practice in Georgia. Five main talent management instruments have been revealed after the research.

These are:

1. Employer branding
2. Learning and development
3. Career management
4. Succession planning
5. Work-life balance

Qualitative research was accompanied with the wide literature review, where the terms of talent, talent management, organizational talent, and performance management were discussed. After discussion of these broad terms, literature review narrowed down to defining all of the identified five talent management instruments, their importance in science and applied research and their connection to the performance.

Literature review gave me possibility to make some important conclusions, especially in connection to the creation of contextual framework of the study.

This framework indicates the process of talent management program, including talent management instruments and showing that they can finally contribute to increase of talent performance.

Use of the term of 'Talent Performance' is the novelty in contemporary management, introduced by this research. It shows the level of willingness of employees to become talents and high performers. The research shows what the practices are organizations need to implement, or if already implemented practices contribute to this goal. While standard performance appraisal methods give managers and employees information about the performance level, Talent Performance in its turn shows the data behind results, indicating what those factors are, which increase the level of performance and respectively talent.

Digging deeper into the minds and perceptions of employees is what contemporary management is aiming to do. The more managers know about the estimated behavior of their employees, more effective their decisions can be resulting the best organizational performance.

Talent management program was tested using quantitative method by self-assessment questionnaire. Involvement of sample population was very high, totaling 314 participants. Questionnaire served to find out explanation whether talent management instruments identified on the earlier stages of research were viable, and whether the use of these strategies increase talent and performance and finally to find out if talent management strategies influence talent and performance.

Results of quantitative research gave very specific and realistic answers. All of the hypothesis were tested statistically and later generalized to the whole employed population. All of the hypotheses have accepted the meaning that, the use of all of the five talent management instruments indicated in the talent management program: employer branding, learning and development, career management, succession planning and work-life balance result in increased talent and

performance. And finally, the 6th hypothesis stated that the use of talent management strategies, also positively affects talent and employee performance.

This research shows that people of diverse backgrounds, age and fields of employment are willing to be high performers. This is an important result and the alert signal for organizations, that they have big resource inside their organizations which needs to be properly cultivated.

Limitations of the study

This study as every research had its challenges and limitations. The biggest challenge was to find interview respondents who would be eager to participate in this research and share specific information about their employer and experience. Limitation of this study is the absence of large and relevant electronic databases of Georgian authors working in the fields of management, which limited to investigate more Georgian scientific literature.

Recommendations

Based on the results of this study, several recommendations have been formulated. Recommendations are directed to practitioners and other researchers, as long as study aimed to create such information which would help practitioners in their everyday activity, providing scientifically proven evidences. Recommendations are as well for other researcher as long as field of talent management could not be fully researched within this work and there are number of important and interesting topics for further investigation.

1. Attracted talents need to be retained

One of the problematic issues inspiring this research was trend that managers in Georgia do not consider talent management in practical use. Every organization

and manager wants to have talents inside organization but there are no systemic strategies for achieving this goal. Qualitative research as well proved that this problem exists. Important notice here is that attraction of talents doesn't necessarily mean that they will stay in that organization and use their best talents there. Retention is inseparable part of talent management process. The fact of hiring doesn't end talent management, but it needs to be continuously happening.

2. Talents can be grown internally

Attraction of talents is very popular term in nowadays Georgian managerial environment. Every manager strives for it. We don't object that this is one of the biggest concerns of talent management but there are other ways as well. Many managers do not consider already hired workforce as the potential talents. Quantitative research of this thesis showed high willingness of employees to be talents and high performers. Large portion of sample, to be exact 43.4% had work experience of more than 10 years, meaning that despite they work many years for certain organizations, they still need their talents to be managed and grown. Getting the best out of internal staff can be a great advantage in talent management practice of any organization.

3. Talent management is the complexed process incorporating the package of activities

Qualitative research of this study very clearly showed that there are no packages or programs directed to talent management in Georgian managerial environment. Managers use different motivational activities to increase performance but usually they are episodic and not systemic, analytically worked out and directed for specific goals. For this reason this study offers talent management program to practitioners, which is scientifically tested and analyzed.

4. Better to invest in talent management programs than in compensation packages

One of the peculiarities of this research is that compensation package is not mentioned as one of the talent management instruments. While compensation is an important factor defining employees' certain decisions, it has not been revealed as an essential instrument for increase of talents and performance. This was clearly shown in qualitative research results. At the same time, results of quantitative research showed with the performance score 3.8309 that the use of talent management strategies, positively affects talent and performance. The logical definition is that there are other factors as well affecting performance, where theoretically compensation can be included. But what this thesis has proved is that, compensation is not the primary instruments of talent management, as often it is mistakenly considered to be so.

5. Use of self-assessment questionnaires to reveal Talent Performance level

This thesis used self-assessment questionnaire in its quantitative research. This type of questionnaire helps managers to get the most and best information from their employees. It increases in employees' perceptions the feeling of being heard, understood, considered, trusted and involved. Organization shows their intention to hear from their employees, while openly trusts to assess their own performance. Such organizational behavior increases level of employee involvement. Results gotten out of this questionnaire can be a precious source of making right decisions for the future development of organizational activities. Questionnaire used in this thesis is open to all the interested organizations and managers, with the promise to indicate relevant source.

6. Open involvement and support of applied research

While working on this thesis, I have experienced the challenge from the disposition of many organizations connected to the information share. For the reasons undefined for me, many managers were resisting to give information about their employers and experiences. For people finally agreed to participate in interview, it was first experience of being involved in such study. This can be one of the reasons of why Georgia has such a low number of applied researches. Open involvement and support of applied research from the organizations is vitally important to make research up to date and alive in our country. Objectives and results of most of the applied researches like this one are directed to help practitioners in their everyday decision making process and make their organizations better performers.

Need for further scientific investigation

It was mentioned in the beginning of this research, topic of talent management is new for contemporary management and requires intense investigation. This thesis tried to make some of the aspect clear, but there still are many more to be furtherly researched. The new concept of ‘Talent Performance’ originated in this thesis, needs more observation and practical use to be developed and successfully implemented. The use of self-assessment questionnaire as well is strongly supported by this study and would be highly beneficial to make more observations and testing in different organizational settings.

To sum up, this thesis tried to shed light on some of the actual topics of talent management. Work done within this study is hoped to become interesting and helpful for academic sphere, practitioners and experts in the Management direction of Business Administration.

Bibliography

1. Arulrajah, O., & Arulrajah, A. (2018). Green Human Resource Management: A Simplified General Reflections. *International Business Research, Vol. 7, No. 8*, 101-112.
2. Aberdeen Group Inc., Human Capital Institute. (2005). "retaining talent: Retention and succession in the corporate workforce" . Boston. Retrieved from <http://www.goransonconsulting.com/wp-content/uploads/2014/01/retentionsuccessionstudy.pdf>
3. Abralava, A., & Podiashvili, D. (2019). FACTOR CLASSIFICATION OF THE FIRM'S ENVIRONMENTAL STRATEGY. *Challenges of Globalization in Economics and Business, The 4th International Scientific Conference* (pp. 9-15). Tbilisi: Ivane Javakhishvili Tbilisi State University, Faculty of Economics and Business.
4. Adams, J. (1965). "Inequity in Social Exchange". *Advances in Experimental Social Psychology, 2*, 267-299.
5. Agarwala, T. (2007). *Strategic Human Resource Management Faculty of management studies*. University of Delhi, Oxford University Press.
6. Aguinis, H. (2009). *Performance management (2nd ed.)*. Upper Saddle River, NJ: Pearson Prentice Hall.
7. Aladashvili, M., & Jimshitashvili, I. (2018). The Problems of Management in Small and Medium Business in Georgia. *Challenges of Globalization in Economics and Business, III International Scientific Conference* (pp. 33-36). Tbilisi: Ivane Javakhishvili Tbilisi State University, Faculty of Economics and Business.
8. Ali, Z., Mehmood, B., Ejaz, S., & Ashraf, S. (2014). Impact of succession planning on employee's performance: evidence from commercial banks of Pakistan. *European Journal of Social Sciences, 44(2)*, 213-220.
9. Allen, T., Cho, E., & Meier, L. (2014). Work–family boundary dynamics. *Annual Review of Organizational Psychology and Organizational Behavior*(1 (1)), 99-121.
10. Allen, T., Herst, D., Bruck, C., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*(5), 278–308.
11. Ambler, T. & Barrow, S. (1996). The employer brand. *Journal of Brand Management, 4*, 185-206.
12. Armstrong, M. (2006). *Armstrong's handbook of Human Resources Management*. Kogan Page, UK.
13. Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Philadelphia, PA: Kogan Page Publishers.

14. Ashforth, B., Kreiner, G., & Fugate, M. (2000). All in a day's work: boundaries and micro role transitions. *Academy of Management Review*(25 (3)), 472-491.
15. Backhaus, K. & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501-517.
16. Baheshtiffar, M. (2011). "Role of Career Competencies in Organization". *European Journal of Economics Finance and Administrative Sciences*, 42(1), 201-221.
17. Barnett, R. C., & Baruch, G. K. (1985). Women's involvement in multiple roles and psychological distress. *Journal of Personality and Social Psychology*(49), 135–145.
18. Bebnadze, K. (2014). COHERENT SYSTEM FOR IMPROVING MANAGERS' QUALIFICATION – PREREQUISITE FOR ORGANIZATIONS TO OPERATE SUCCESSFULLY. *THE SEVENTH INTERNATIONAL SCIENTIFIC CONFERENCE "EDUCATION, ECONOMY AND SUSTAINABLE DEVELOPMENT"* (pp. 204-210). Gori: GORI STATE TEACHING UNIVERSITY.
19. Beechler, S., & Woodward, I. (2009). The global "war for talent". *Journal of International Management*, Volume 15, Issue 3, 276-285.
20. Berthon, P., Ewing, M., & Hah, L. (2005). Captivating company: dimensions of attractiveness in employer branding. *International Journal of Advertising*(24(2)), 151-172.
21. Boyar, S., Maertz Jr., C., & Pearson, A. (2005). The effects of work–family conflict and family–work conflict on nonattendance behaviors. *Journal of Business Research*(58 (7)), 919-925.
22. Brink, H. I. L. (1993). Validity and Reliability in Qualitative Research. *Curationis*, 16, 35-38
23. Burns, N., & Grove, S. K. (2009). *The Practice of Nursing Research: Appraisal, Synthesis, and Generation of Evidence (6th Ed.)*. St. Louis, Mo: Saunders/Elsevier.
24. Carnegie, D. (2009). The Nuts and Bolts of Succession Planning. Retrieved from <https://www.sigmoidcurve.com/assets/Multimedia-Hub-Readings/Talent-Assessment-and-Talent-Pipeline/October-2015-Articles/The-Nuts-Bolts-of-Succession-Planning.pdf>
25. Carter, N. (1986). Guaranteeing management's future through succession. *Journal of Information Systems Management*(3(3)), 13–14.
26. CEB. (2015). Retrieved 2020, from Seventy percent of employees unhappy with career opportunities: <https://news.cebglobal.com/2015-11-16-Seventy-Percent-OfEmployees-Unhappy-With-Career-Opportunities>
27. Collings, D. G. (2009). Strategic talent management: a review and research agenda. *Human Resource Management Review* 19 (4), 304-313.

28. Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches (2nd ed.)*. Thousand Oaks, CA: Sage.
29. Cuban, L. (1988). *The Managerial Imperative and the Practice of Leadership in Schools*. Albany, New York: Suny Press, 21.
30. D'Annunzio, G. N. (2008). "Managing the Talent Management pipeline". *International Journal of contemporary Hospitality Management*, 20(7), 807-820.
31. Daily G.C., Polasky s., Goldstein J., Kareiva P.M., Mooney H.A., Pejchar L., Ricketts T.H., Salzman J., Shallenberger R. (2009). Ecosystem services in decision making: time to deliver. *The Ecological Society of America*. Retrieved February 2018
32. Dargham, N. (2013). *The organizational career management and career behavior*. Retrieved February 2018, from <https://fgm.usj.edu.lb/files/a52010.pdf>
33. Deloitte. (2005). *"Becoming a Magnet for Talent: Global Talent Pulse Survey Results"*. Canadian Edition.
34. Denscombe, M. (2012). *Research proposals: A practical guide*. Glasgow: McGraw-Hill.
35. Devine, M. (2008). *Talent Management in Public Sector*. Ashridge business School. Retrieved February 2018, from <Http://www.ashridge.org.UK>
36. *Dictionary.com, LLC*. (2020). Retrieved from Dictionary.com, LLC: <https://www.dictionary.com/browse/talent>
37. Drucker, P. F. (1988). The coming of the new organization. *Harvard Business Review*(66(1)), 45-53.
38. Drucker, P. F. (2008). *Managing Oneself*. Harvard Business School Publishing Corporation.
39. Dulk, D. L., Pascale, P., & Poutsma, E. (2012). Variations in adoption of workplace work–family arrangements in Europe: The influence of welfare-state regime and organizational characteristics. *The International Journal of Human Resource Management*(23 (13)), 2785-2808.
40. Dweck, C. (2013). *Mindset online*. Retrieved February 2018, from <http://mindsetonline.com/whatisit/about/index.html>
41. Epstein, S., & O'Brien, E. (1985). The person-situation debate in historical perspective. *Psychological Bulletin*(83), 956–74.
42. Ericsson, K. A., Prietula, M. J., & Cokely, E. T. (2007). The making of an expert. *Harvard Business Review*(85(7/8)), 115–121.

43. Fay, C. H. (2006). Human resource vice presidents' concerns, human resource researchers' opportunities. *Professional Development Workshop delivered at the meeting of the Academy of Management*. Atlanta, Georgia, USA.
44. Ford, J., Harding, N., & Stoyanova, D. (2010). Talent Management and Development: An Overview of Current Theory and Practice. *Bradford: Bradford University School of Management*, 3.
45. Fox L., (2003). Enron: The Rise and Fall. *John Wiley & Sons*. Hoboken, NJ, USA
46. Fulmer, I., Gerhart, B., & Scott, K. (2003). Are the 100 best better? An empirical investigation of the relationship between being a "great place to work" and firm performance. *Personnel Psychology*(56(4)), 965-993.
47. Gardner, T. (2012). "In the trenches at the talent wars: competitive interaction for scarce human resources". *Human Resources Management, Wiley periodicals*, 41.
48. Gladwell, M. (2002). Retrieved from Hachette Book Group, 2020: <https://www.gladwellbooks.com/the-talent-myth/>
49. Goff, S., Mount, M., & Jamison, R. (1990). Employer supported child care, work/family conflict, and absenteeism: A field study. *Personnel Psychology*(43 (4)), 793-809.
50. Guest, D. (2002). Perspectives on the study of work-life balance. *Social Science Information*(41 (2)), 255-279.
51. Haden S.S.P., Oyler J.D., and Humphrey J.H. (2009). Historical, practical, and theoretical perspectives on green management: An exploratory analysis. *MANAGEMENT DECISION*. Retrieved February 2018
52. Harmon, J., Fairfield, K. D., & Wirtenberg, J. (2010). Missing an Opportunity: HR Leadership and Sustainability. *People and Strategy*, vol.33. Issue.1. Retrieved February 2018
53. Hartmann, E. F. (2010). Talent management of western MNCs in China: Balancing global integration and local responsiveness. *Journal of World Business*, 45, 169–178.
54. Harris, S., & Schwartz, J. (2020). "Why Competing For New Talent Is a Mistake". *Harvard Business Review*. Retrieved from <https://hbr.org/2020/02/why-competing-for-new-talent-is-a-mistake>
55. Herzberg, F. (1974). Motivation-hygiene profiles. *Organizational Dynamics*, 3(2).
56. *Invoights*. (2011). Retrieved February 2018, from <https://invoights.wordpress.com/2011/11/23/war-for-talent-the-mckinsey-survey/>
57. Iraldo F., Testa F., & Frey M. (2009). Is an environmental management system able to influence environmental and competitive performance? The case of the eco-

management and auditscheme (EMAS) in the European union. *Journal of Cleaner Production*. Retrieved February 2018

58. Johnson, T. P. (2015). *Handbook of health survey methods*. Hoboken, NJ: John Wiley & Sons.
59. Kehinde, J. (2012). Talent Management: Effect on Organization Performances. *Journal of Management Research, Vol 4, No 2*.
60. Kelly, L., & Adams. J. M. (2018). Nurse leader burnout: how to find your joy. *Nurse Leader*(16 (1)), 24-28.
61. Kesting, P., Ulhøi, J. P., Song, L. J., & Niu, H. (2016). The impact of leadership styles on innovation- a review. *Journal of Innovation Management*(3(4)), 22-41.
62. Kotler, P. (1994). Reconceptualising marketing: an interview with Philip Kotler. *European Management Journal, 12*(4), 353-361.
63. Kraimer, M., Seibert, S., Wayne, S., & Liden, R. (2003). 'Examining employee performance and turnover intentions from a career perspective'. *Annual meeting of the Academy of Management, Seattle*.
64. Leedy, P., & Ormrod, J. (2005). *Practical Research: Planning and Design, 9th Edition*. University of Northern Colorado (Emerita).
65. Lewin, K. (1951). Field theory in social science. *New York, Harper and Row*.
66. Lewis, R., & Heckman, R. (2006). Talent management: a critical review. *Human Resource Management Review, 16*(2), 139-154.
67. Lynch, E. C. (1968). Walter Dill Scott: Pioneer Industrial Psychologist. *The Business History Review, 42*(2), 149-170.
68. Marhatta, S., & Adhikari, S. (2013). Green HRM and sustainability. *International eJournal Of Ongoing Research in Management & IT, 2*. Retrieved February 2018
69. Marks, S. R. (1977). Multiple roles and role strain: Some notes on human energy, time, and commitment. *American Sociological Review*(42), 921-936.
70. Martin, G. (2007). *Employer branding – time for some long and hard reflections?* Retrieved 2020, from Chartered Institute of Personnel and Development 2020: <https://www.cipd.co.uk/NR/rdonlyres/56C8377F-256B-4556-8650-8408B0E07576/0/empbrandlatfad.pdf>
71. McCartney, C., & Garrow, V. (2006). *"The talent management journey"*. Research reports. Horsham: Roffey Park Institute.
72. McGregor, D. (1957). An uneasy look at performance appraisal. *Harvard Business Review*(May-June), 89-94.

73. McKenzie, A., & Glynn, S. (2001). Effective employment branding. *Strategic Communication Management*(5(4)), 22-25.
74. Mensah, J. (2015). A coalesced framework of talent management and employee performance: For further research and practice. *International Journal of Productivity and Performance Management* 64(4), 544-566.
75. Merriam-Webster, Incorporated. (2020). Retrieved from Merriam-Webster, Incorporated: <https://www.merriam-webster.com/dictionary/talent>
76. Michaels, E., Handfield- Jones, H., & Axelrod, B. (2001). *'The war for talent'*. Boston, MA: Harvard Business School Press.
77. Microsoft . (2019). Retrieved from <https://www.microsoft.com/en-us/corporate-responsibility/empowering-employees>
78. Mohrman, A., & Mohrman, S. (1995). Performance management is 'running the business'. *Compensation & Benefits Review*, 69-75.
79. Nadella, S., Shaw, G., & Nichols, J. (2017). *Hit Refresh: The Quest to Rediscover Microsoft's Soul and Imagine a Better Future for Everyone*. HarperBusiness.
80. Netemeyer, R., Boles, J., & McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology*(81 (4)), 400-410.
81. Neuman, W. (2011). *Social Research Methods: Qualitative and Quantitative Approaches, 7th Edition*. Boston: Pearson.
82. Nijs, S., Gallardo-Gallardo, E., Dries, N., & Sels, L. (2014). A multidisciplinary review into the definition, operationalization and measurement of talent. *Journal of World Business* 49 (2), 180-191.
83. Nikolishvili, N. (2019). INTRAORGANIZATIONAL COMMUNICATION AND IT'S MAIN CHARACTERISTICS. *Challenges of Globalization in Economics and Business, The 4th International Scientific Conference* (pp. 313-317). Tbilisi: Ivane Javakhishvili Tbilisi State University, Faculty of Economics and Business.
84. Nzuve, S. N. (2009). "Elements of organizational Behaviour". *University of Nairobi press*.
85. Ostroff, C. (1992). The relationship between satisfaction, attitudes, and performance: An organizational level analysis. *Journal of Applied Psychology*(77), 963-974.
86. Oxford University Press. (2020). Retrieved from Oxford University Press: https://www.oxfordlearnersdictionaries.com/definition/english/career_1?q=career

87. Perlo, J., Balik, B., Swensen, S., Kabcenell, A., Landsman, J., & Feeley, D. (2017). IHI Framework for Improving Joy in Work. White Paper. *Cambridge, Massachusetts: Institute for Healthcare Improvement.*
88. Phillips, L. (2007). Go green to gain the edge over rivals. *People Management*, 9. Retrieved February 2018
89. Poczowski, C. W. (2008). "Talent Management in an Organization". Warszawa: Wolters Kluwer
90. Poorhosseinzadeh, M., & Subramaniam, I. (2012). "Determinants of successful talent management in MNCs in Malaysia". *Journal of Basic Applied Science Research*, 2:12.
91. Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: a review and research agenda. *International Journal of Management Reviews*, 15(1). Retrieved February 2018
92. Ritchie, J. and Lewis. J. (eds.) (2003) "Qualitative Research Practice: A Guide for Social Science Students and Researchers". Sage Publications, London.
93. Rothwell, W. (2015). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. New York: AMACOM.
94. Rothwell, W., Jackson, R., Knight, S., Lindholm, J. with Wang, A., & Payne, T. (2005). Career planning and succession management: Developing your organization's talent—for today and tomorrow. *Westport, CT: Greenwood Press/an imprint of Praeger.*
95. Roy, K., Zvonkovic, A., Goldberg, A., Sharp, E., & LaRossa, R. (2015). Sampling richness and qualitative integrity: Challenges for research with families. *Journal of Marriage and Family*, 77(1), 243–260.
96. Russo, M., & Morandin, G. (2019). Better Work-Life Balance Starts with Managers. *Harvard Business Review*. Retrieved from <https://hbsp.harvard.edu/product/H052YC-PDF-ENG?Ntt=work-life+balance&itemFindingMethod=Search>
97. Santhanalaxmi, K., & Chandramohan S. (2019). Succession Planning – An Intricate Phase in Talent Management System in Selected Organisations in Tamilnadu. *International Journal of Advanced Science and Technology*, 28(19), 967- 975.
98. Schramm, J. (2006). *SHRM workplace forecast*. Alexandria: Society for Human Resource Management.
99. Schwind, K. M. (2007). *The future of human resource management: Emerging HRM needs and tools*. Alexandria: Society for Human Resource Management Foundation.
100. Selame E. & Selame J. (1988). *Your Company Image: Building Your Identity and Influence in the Marketplace*. New York: Wiley.

101. Serrat, O. (2010). *A Primer on Talent Management*. Washington, DC: Asian Development Bank.
102. Stewart, J., & Harte, V. (2010). "The implications of talent management for diversity training: an exploratory study". *Journal of European Industrial Training*, 34 (6), 506.
103. Stringer, L. (2009). *The Green workplace. Sustainable strategies that benefit employees, the environment, and the bottom line*. New York, NY: Macmillan. Retrieved February 2018
104. Struwig, F., & Stead, G. (2013). *Research : planning, designing and reporting*. Cape Town: Pearson.
105. Sturgeins, J., Guest, D., Conway, N., & K., M. D. (2002). 'A longitudinal study of the relationship between career management and organizational commitment among graduates in the first years of work'. *journal of organizational behavior*,23, 731-748.
106. Sullivan J. (2002). *Crafting a Lofty Employment Brand: A Costly Proposition*. Retrieved 2020, from ERE Media: <https://www.ere.net/crafting-a-lofty-employment-brand-a-costly-proposition/>
107. Swart, J., Mann, C., Brown, S., & Price, A. (2005). *Human Resource Development: Strategy and Tactics*. Elsevier Butterworth-Heinemann Publications. Oxford.
108. Tansley, C. (2011). What do we mean by the term "talent" in talent management? *Industrial and Commercial Training*. Retrieved February 2018
109. Tarique, I. & Schuler, R.S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45, 122–133 .
110. Tony, D., Cutt, M., & Flynn, N. (2007). *Talent assessment ,a new strategy for talent management*. Gower,United States: Routledge.
111. Trotter R. (2012).Qualitative research sample design and sample size: Resolving and unresolved issues and inferential imperatives. *Prev Med*, 55(5), 398-400.
112. Van Dam, K. (2004). 'Antecedents and consequences of employability orientation'. *European Journal of Work and Organizational Psychology* 13 (1), 29-52.
113. Walter, A., & Förster, S. (2019). THE EFFECTS OF GLOBALIZATION ON HUMAN RESOURCES MANAGEMENT IN SMES. *Challenges of Globalization in Economics and Business, The 4th International Scientific Conference* (pp. 111-117). Tbilisi: Ivane Javakhishvili Tbilisi State University, Economics and Business Faculty.

114. Wehrmeyer, W. (1996). *Greening people: Human resources and environmental management*. Routledge. Retrieved February 2018
115. Weng, Q. X., & McElroy, J. C. (2012). Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior*(80), 256–265.
116. Wright, P., & Geroy, D. G. (2001). Changing the mindset: the training myth and the need for word-class performance. *International Journal of Human Resource Management*(12,4), 586–600.
117. Yamburi, S. (2017). Succession planning in Indian organizations. *International Journal of Recent Scientific Research*(8(11)).
118. Yang CL., Lin SP., Chan YH., & Sheu C. (2010). Mediated Effect of Environmental Management on Manufacturing Competitiveness: An Empirical Study. *International Journal of Production Economics*. Retrieved February 2018
119. Zheng, A. Y., & Kleiner, B. H. (2001). 'Developments concerning career development and transition'. *Journal of Management Research Vol: 24 Issue: 3*, 33-39.
120. Zucker, R. (2017). Help Your Team Achieve Work-Life Balance - Even When You Can't. *Harvard Business Review*. Retrieved from <https://hbsp.harvard.edu/product/H03UOW-PDF-ENG?Ntt=work-life+balance&itemFindingMethod=Search>

Appendix A

Interview Questions

1. How would you define the term “Talent Management”?
2. How do you attract employees in your company? What methods and tools do you use for it?
3. How do you retain employees in your company? What methods and tools do you use for it?
4. Based on what criteria do you distinguish person who has talent?
5. Have you calculated employee voluntary turnover index? What was the result?
6. How do you try to decrease employee voluntary turnover?
7. What are the strategies you use to decrease employee voluntary turnover?
8. Have you ever conducted “exit interview”? If yes, what were the reasons of employee leave?
9. What types of trainings and career development options do you offer to your employees?
10. What are the instruments you use to measure employee performance? What type of appraisal systems do you have? What are the criteria to appraise performance of employees who work on key positions?
11. What is the indicator of strong performance in the company?
12. To what extent is your company open for innovation and experimenting?

Interview Questions in Georgian language

ინტერვიუს კითხვები

1. როგორ განმარტავდით ტერმინს „ტალანტის მენეჯმენტი“?
2. როგორ ახდენთ თანამშრომლების მოზიდვას თქვენს კომპანიაში? რა მეთოდებს და ტექნიკას იყენებთ ამისთვის?
3. როგორ ახდენთ თანამშრომლების შენარჩუნებას თქვენს კომპანიაში? რა მეთოდებს და ტექნიკას იყენებთ ამისთვის?
4. რა კრიტერიუმით გამოარჩევთ თანამშრომელს რომელსაც აქვს ტალანტი?
5. თუ გამოგივლიათ თანამშრომლების ნებაყოფლობითი გადინების ინდექსი? როგორი იყო შედეგი?
6. როგორ ახდენთ თანამშრომლების ნებაყოფლობითი გადინების შემცირებას?
7. თანამშრომლის შენარჩუნების რა სტრატეგიას იყენებთ მათი ნებაყოფლობითი გადინების შემცირებისათვის?
8. ჩაგიტარებიათ თუ არა „exit interview“? თუ ჩაგიტარებიათ, რა იყო თანამშრომლების წასვლის მიზეზები?
9. რა ტიპის ტრენინგებს და კარიერულ შესაძლებლობებს სთავაზობთ თანამშრომლებს?
10. რა ინსტრუმენტებს იყენებთ თანამშრომლის საქმის შესრულების საზომად (performance indicators)? როგორია შეფასების სისტემა? რა არის კრიტიკული თანამშრომლების (key people) შეფასების კრიტერიუმები?
11. რა არის კომპანიის საქმის ძლიერი შესრულების მაჩვენებელი (performance indicators)?
12. რა მხრივ და რამდენად არის თქვენი კომპანია გახსნილი ინოვაციისა და ექსპერიმენტებისათვის?

Appendix B

Guidelines for conducting interviews

- Introduce myself and the details about the research to the participant.
- Provide consent form to the participant and answering any questions connected to this.
- Show participant the audio recording device or notebook, where the interview will be recorded.
- Begin the interview process based on the interview questions prepared in advance.
- Discuss follow up questions after the participant has answered all the main questions.
- End the interview.

Guidelines for conducting interviews in Georgian language

ინტერვიუს ჩატარების სახელმძღვანელო

- მონაწილისათვის საკუთარი თავისა და კვლევის დეტალების გაცნობა.
- მონაწილისათვის თანხმობის ფორმის გადაცემა და ამასთან დაკავშირებულ კითხვებზე პასუხის გაცემა.
- მონაწილისათვის აუდიო ჩამწერი მოწყობილობის ან რვეული ჩვენება, რომელშიც მოხდება ინტერვიუს ჩაწერა.
- ინტერვიუს პროცესის დაწყება წინასწარ მომზადებული კითხვების მიხედვით.
- მონაწილის მიერ ყველა მთავარ კითხვაზე პასუხის გაცემის შემდგომ, დამატებით გაჩენილი კითხვების განხილვა.
- ინტერვიუს დასრულება.

**“Managing Organizational Talent
For Enhanced Performance”**

Participant consent to take part in research

- I..... with my own will agree to take part in this research.
- I understand that despite my agreement, I can change my mind any time and refuse to participate without any further consequences.
- I understand that I can withdraw my participation within two weeks after interview has taken place, and ask to delete the information and data I have provided.
- I have been explained about the purpose and nature of the research and I have had the opportunity to ask questions about the study.
- I agree that the interviewer can audio-record my voice or take down my speech on paper as notes.
- I understand that information of all kind, I provide during the interview will be confidential, without revealing my identity in any further report about the results of this research where my identity will be used by disguising my name and any details revealing the identity of other people I mention in my interview.

Participant consent to take part in research in Georgian language

**“Managing Organizational Talent
For Enhanced Performance”**

კვლევაში მონაწილის თანხმობის ფორმა

- მე..... ჩემი სურვილით, თანახმა ვარ მონაწილეობა მივიღო ამ კვლევაში.
- მე მესმის, რომ მიუხედავად ჩემი თანხმობისა, ნებისმიერ დროს შემიძლია გადავიფიქრო და მონაწილეობაზე უარი ვთქვა შემდგომი შედეგების გარეშე.
- მე მესმის, რომ ინტერვიუს დასრულებიდან ორი კვირის განმავლობაში შემიძლია უარი ვთქვა კვლევაში მონაწილეობაზე და ვითხოვო წაიშალოს ჩემს მიერ მიწოდებული ინფორმაცია და მონაცემები.
- მე განმიმარტეს რას წარმოადგენს კვლევის მიზნები და ხასიათი და მქონდა საშუალება დამესვა კითხვები.
- მე თანახმა ვარ, რომ ინტერვიუერმა ჩაიწეროს ჩემი ხმა აუდიო ჩამწერით ან ჩაინიშნოს ჩემი საუბარი ფურცელზე.
- მე მესმის, რომ ნებისმიერი სახის ინფორმაცია, რომელსაც მე ვაწვდი ინტერვიუს დროს იქნება კონფიდენციალური, ამ კვლევის შედეგების შემდგომ მოხსენებაში ჩემი ვინაობის გამხელის გარეშე, სადაც ჩემი ვინაობა გამოყენებული იქნება ჩემი სახელისა და ნებისმიერი ადამიანის ვინაობის შენიღბვით რომელსაც ვახსენებ ჩემს ინტერვიუში.

Appendix D

Questionnaire

The questionnaire is prepared for dissertation thesis “Managing Organizational Talent For Enhanced Performance”

The questionnaire is anonymous and its purpose is to evaluate the results as a whole. Please fill out the questionnaire in relation to the organization in which you currently work or have worked in the past. On a 5-point scale, rate how much you agree with each statement, 5 strongly agree - 1 strongly disagree

Part I

General Section

Gender

Age

Industry of the organization you work

Number of employees in the organization you currently work for

Years of employment in current organization

Your position is (Top manager, middle manager, team manager/leader, non-managerial employee)

Part II

I was attracted to work in this organization because of its positive name and reputation

I was attracted to work in this organization because of its high corporate social responsibility

I was attracted to work in this organization because of its reputation for hiring highly talented and professional employees

Positive name and reputation of organization increases my performance level

Positive name and reputation of organization increases my desire to stay in this organization

I was attracted to work in this organization because of its learning and development opportunities

In this organization talented employees are identified, praised and developed

My manager always supports and coaches me

Learning and development opportunities, offered by organization increases my performance level

Learning and development opportunities, offered by organization increases my desire to stay in this organization

I have clear understanding of career opportunities in my organization

I know about my career development plan for the next 12 months in this organization

This organization helps me to develop and achieve my full potential

Career development plans offered by my organization increases my performance level

Career development plans offered by my organization increases my desire to stay in this organization

I have clear understanding of succession planning process in my organization

My organization has prepared certain employees to take high managerial positions in case of vacancy

My organization helps me to develop my leadership potential

Clear succession planning process in organization increases my performance level

Clear succession planning process in organization increases my desire to stay in this organization

My work and personal life is well balanced

My organization supports me in difficult times I have

My organization tries to reduce level of stress in their employees

Support in work life balance in organization increases my performance level

Support in work life balance in organization increases my desire to stay in this organization

I know how my performance level is measured

I regularly receive feedback from my manager about my performance

I think that performance appraisal helps me for further development

I always reach the targeted performance level

I perform well because I want to help this organization to achieve its goals

I perform well because this organization cares about me

I perform well because I am satisfied with my employer

I consider myself to be a high performing employee

My organization considers me to be a high performing employee

Talent management practices are successfully implemented in this organization

This organization takes measures to retain talented employees

I would recommend this organization as the best place to work for to exceptional candidates

I feel proud to work in this organization

I would like to work with this organization for the next 5 years

Currently I am not considering leaving this organization to work somewhere else

Other colleagues share my disposition about this organization

Questionnaire in Georgian language

კითხვარი

კითხვარი შედგენილია სადსერტციოთემის „ორგანიზაციულ ტენციას მართვა საქმიანობის შესრულების გასაუმჯობესებლად“ ფრგლებში.

კითხვარი არის ანონიმური და მისი მიზანია მიღებულ შედეგები შეაფასოს ჯამურად გიხვით შეავსოთიმ ორგანიზაციასთან მიმართებაში რომელმც ამჟამადმუშაობთან გიმუშავიათ წარსულში. 5 ბალან შკალზე შეაფასეთრმდენადეთანხმებითთოთოულწინადებას, 5 სრულად ვეთანხმები - 1 საერთოდარვეეთანხმები

ნაწილი I

ზოგად ნაწილი

სქესი

ასაკი

ორგანიზაციის ინტერტრა რომელმც მუშაობთ

თანამშრომლების რაოდენობა ორგანიზაციაში რომელმც მუშაობთ

თქვენი სამუშაოსტჟი ორგანიზაციაში რომელმც მუშაობთ

თქვენი პოზიცია (უმაღლესი რგოლს მენეჟერი, შუა რგოლს მენეჟერი, ჯგუფის უფროსი/გუნდის ლდერი, არმენეჟერულზოზიციაზე მომუშავე თანამშრომელი)

ნაწილი II

მე ამ ორგანიზაციაში სამუშაოდმიმიზიდ მისმა დებითთა სახელმა და რეპუტაციამ

მე ამ ორგანიზაციაში სამუშაოდმიმიზიდ მისმა მალმა სოციალურმა პასუხისმგებლობამ

მე ამ ორგანიზაციაში სამუშაოდმიმიზიდ მისმა რეპუტაციამ, როორც ნიჭიერი და პროფესიონალ თანამშრომლების დმქირვებელ

ორგანიზაციის დებითთ სახელ და რეპუტაცია ზრდს ჩემს მიერსამუშაოს შესრულების დნეს

ორგანიზაციის დებითთ სახელ და რეპუტაცია ზრდს ჩემს სურვილს დვრჩე სამუშაოდამ ორგანიზაციაში

მე ამ ორგანიზაციაში სამუშაოდ მიმიზიდ სწავლებისა და განვითარების შესაძლებლობებმა

ამ ორგანიზაციაში ხდება ნიჭიერი თანამშრომლების აღმოჩენა, დაფასება და განვითარება

ჩემი მენეჯერი ჩემს გვერდში დგას და მავითარებს

ორგანიზაციის მიერ შემოთავაზებულ სწავლებისა და განვითარების შესაძლებლობები წრდს ჩემს მიერ სამუშაოს შესრულების დნეს

ორგანიზაციის მიერ შემოთავაზებულ სწავლებისა და განვითარების შესაძლებლობები წრდს ჩემს სურვილს დვრჩე სამუშაოდ ამ ორგანიზაციაში

მე ნათულ წარმოდეენა მაქვს ჩემს ორგანიზაციაში კარიერულ განვითარების შესაძლებლობებზე

მე ვიცი ამ ორგანიზაციაში ჩემი კარიერის შემდეომი 12 თვის განმავლობაში განვითარების გეგმის შესახებ

ეს ორგანიზაცია მეხმარება ჩემი სრულ პოტენციალს განვითარებასა და მიღწევებში

ორგანიზაციის მიერ შემოთავაზებულ ნათულ კარიერულ განვითარების გეგმა წრდს ჩემს მიერ სამუშაოს შესრულების დნეს

ორგანიზაციის მიერ შემოთავაზებულ ნათულ კარიერულ განვითარების გეგმა წრდს ჩემს სურვილს დვრჩე სამუშაოდ ამ ორგანიზაციაში

მე ნათულ წარმოდეენა მაქვს ჩემს ორგანიზაციაში არსებულ შემკვიდრების დგეგმვის პროცესზე¹

ჩემს ორგანიზაციას მომხდებულ ყავს თანამშრომლები რომლებიც დიკავებენ პოზიციას უმაღლეს მენეჯმენტში ვაკანსიის გაჩენის შემთხვევაში

ჩემი ორგანიზაცია მეხმარება ჩემი ლდრულ პოტენციალს განვითარებაში

ნათულ შემკვიდრების დგეგმვის პროცესი წრდს ჩემს მიერ სამუშაოს შესრულების დნეს

¹ შემკვიდრების დგეგმვა - პროცესი რომლს დრხავ ორგანიზაცია ავითარებს და ამხდებს თანამშრომლებს მენეჯრულ პოზიციის დასაკავებლდ

ნათელ მემკვიდრეობის დაგეგმვის პროცესი უნდა ჩემს სურვილს დავრჩე
სამუშაოდ ამ ორგანიზაციაში

ჩემი სამუშაოდ პირდაპირ ცხოვრება კარგად არის დაბალსაფეხურზე

ჩემი ორგანიზაცია მხარს მიჭერს როდესაც მაქვს რაღაც პერიოდ

ჩემი ორგანიზაცია ცდლობს შეამციროს სტრესის დანე თავის თანამშრომლებში

სამუშაოსა და პირდაპირ ცხოვრებაში ბალანსის დაცვის ხელშეწყობა ორგანიზაციის
მხრიდან უნდა ჩემს მიერ სამუშაოს შესრულების დანეს

სამუშაოსა და პირდაპირ ცხოვრებაში ბალანსის დაცვის ხელშეწყობა ორგანიზაციის
მხრიდან უნდა ჩემს სურვილს დავრჩე სამუშაოდ ამ ორგანიზაციაში

მე ვიცი როგორ ფასდება ჩემს მიერ შესრულებულ სამუშაოს დანე

მე რეგულარულ დღეებ უზრუნველყოფს ჩემი მენეჯერის მხრიდან ჩემს მიერ
სამუშაოს შესრულების შესახებ

მე ვფიქრობ, რომ ჩემს მიერ შესრულებულ სამუშაოს შეფასება მეხმარება
შემდგომი განვითარებისთვის

მე ყოველთვის ვაღწევ სამუშაოს შესრულების მიზნობრივ დანეს

მე კარგად ვასრულებ სამუშაოს, რადგან მსურს დავხმარო ამ ორგანიზაციას
თავისი მიზნების მიღწევაში

მე კარგად ვასრულებ სამუშაოს, რადგან ჩემი ორგანიზაციის უწყნარია ჩემზე

მე კარგად ვასრულებ სამუშაოს, რადგან კმაყოფილი ვარ ჩემი დამსაქმებლთ

მე თავს ვთვლი სამუშაოს მაღალ დონეზე შემსრულებელ თანამშრომელად

ჩემი ორგანიზაცია თვლის რომ მე ვარ სამუშაოს მაღალ დონეზე შემსრულებელ
თანამშრომელი

ჩემს ორგანიზაციაში წარმატებით ხორციელდება ტრენინგის მართვის პრაქტიკა

ჩემი ორგანიზაცია იღებს ზომებს ნიჭიერი თანამშრომლების შესანარჩუნებლად

მე საუბეთსოვანად ვტოვებ რეკომენდაციას ვუწევ ამ ორგანიზაციას სამუშაოდ

მე ვამაყობ, რომ ვმუშაობ ამ ორგანიზაციაში

ვისურვებდი, რომ ამ ორგანიზაციასთან ვიმუშაო მომდევნო 5 წელს განმავლობაში

ამჟამად არგანვიხილვ ამ ორგანიზაციის დ ტოვებას და სხვაგან მუშაობას
ჩემი კოლეგები იზარებენ ჩემს განწყობას ამ ორგანიზაციის შესახებ

Appendix E

Demographic composition of quantitative research participants

Figure 4: Gender of survey participants

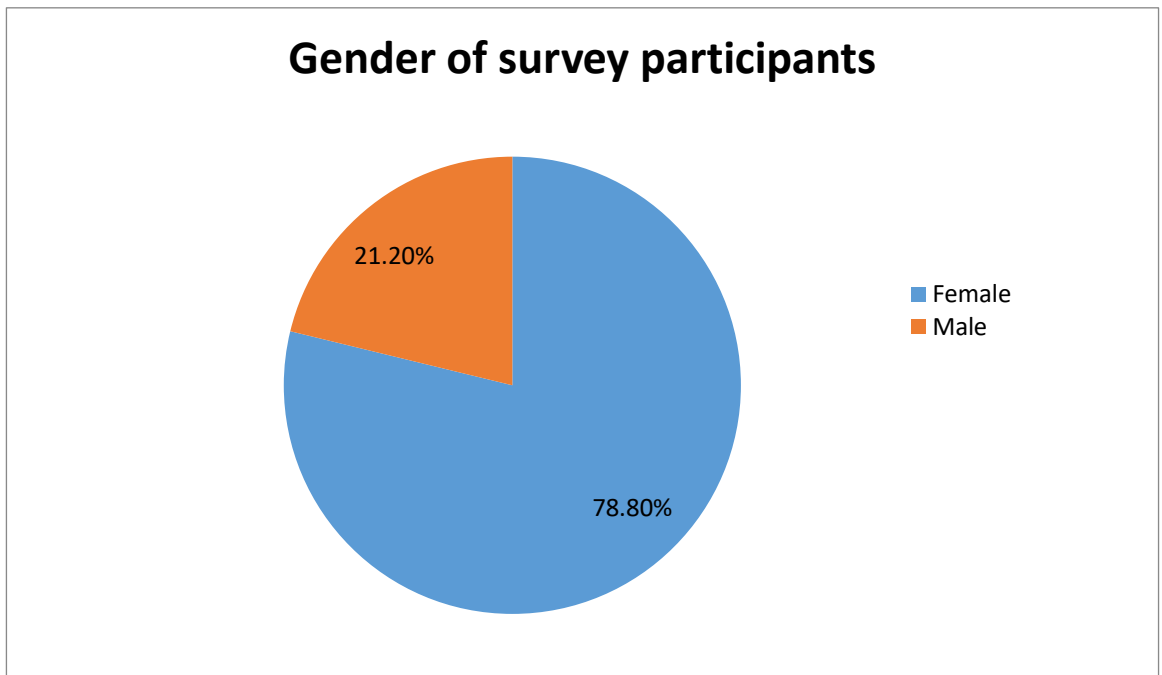


Figure 5: Age of survey participants

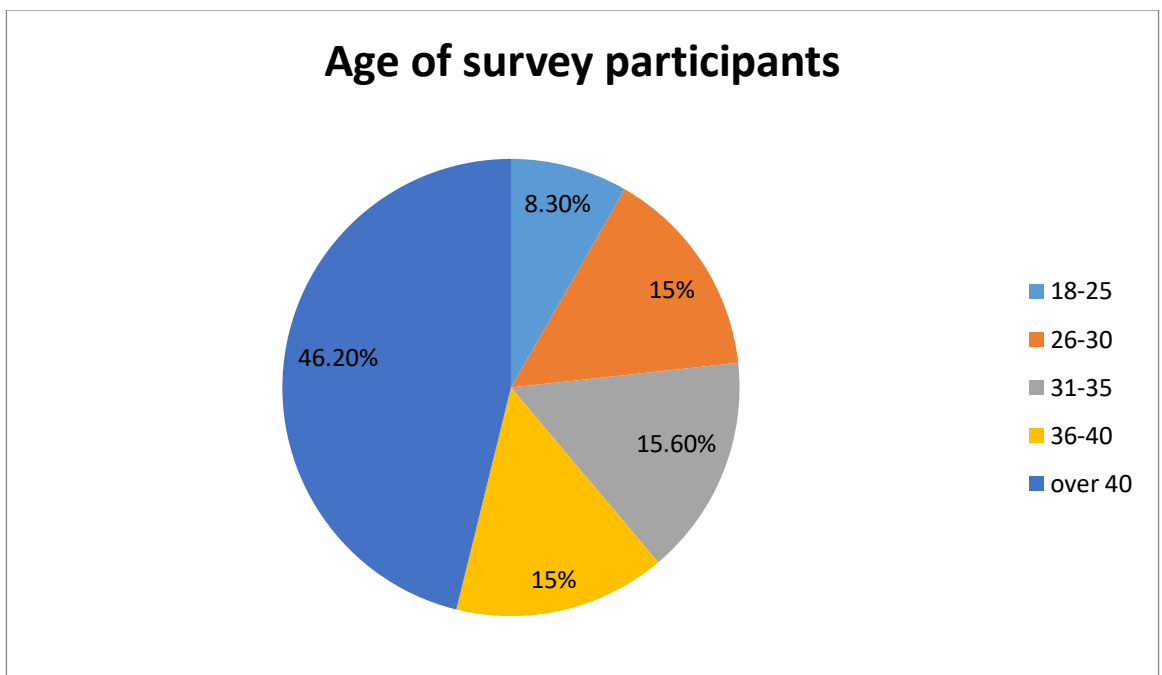


Figure 6: Number of employees in the employer organization

Number of employees in the employer organization

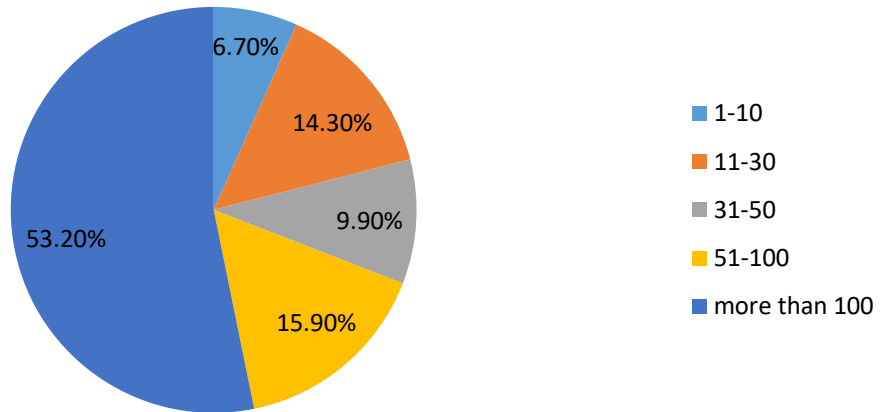


Figure 7: Working experience in the employer organization

Working experience in the employer organization

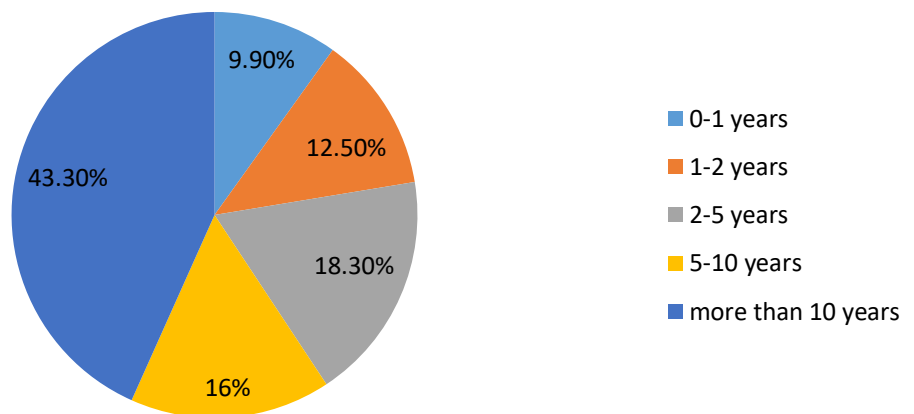


Figure 8: Position in the employer organization

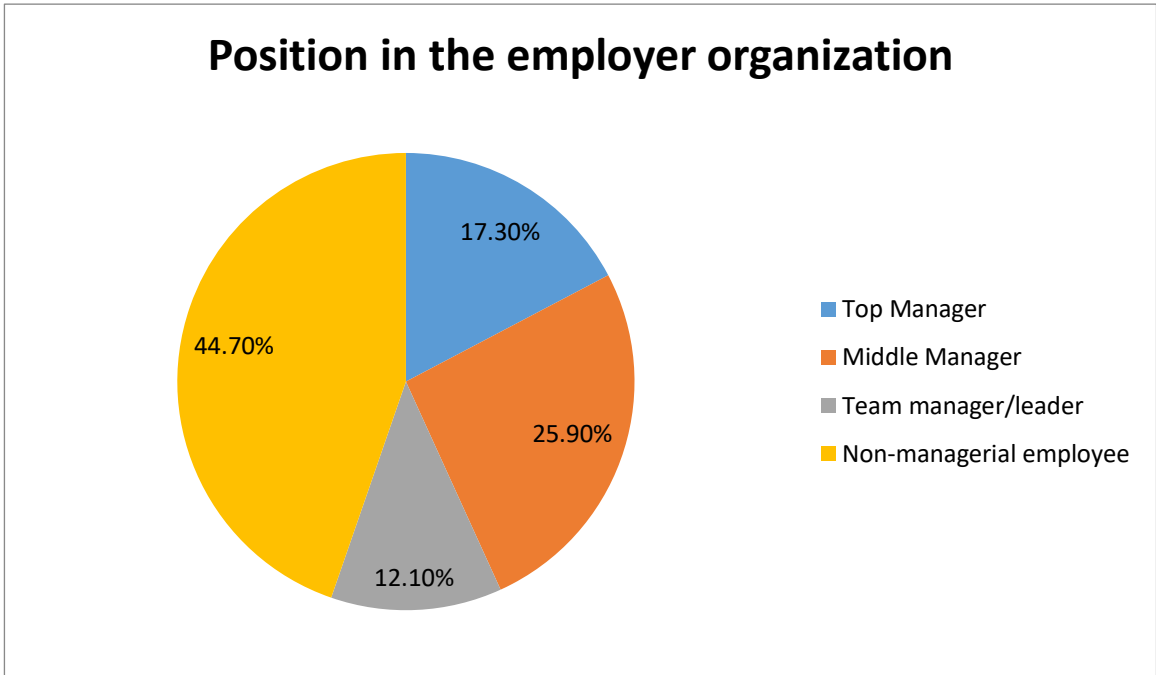


Figure 9: Industry of the employer organization

