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Talent management of generation Y on the example of employees of enterprises located in Poland and Germany. Comparative analysis.

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Summary

One of the most important, and perhaps the most valuable, assets of a company are its employees. Blue-collar and white-collar workers are directly responsible for production and sales, and therefore – in some simplistic terms – they are the most important pillar of any company. That is why large enough companies create units and departments responsible for optimizing the productivity of their employees.

This productivity depends on many factors, including the motivational programs and tools used, the ability of employees to make important decisions, and the organizational structure. These factors are subject to dynamic change: they get stronger, weaker, or new ones emerge. Knowledge is needed to ensure optimal working and development conditions for employees and the entire company in such a changing environment.

The field of knowledge describing mutual relations between factors influencing work efficiency, as well as suggesting the best methods and tools to work with people employed in a company is *human resources management*. In this dissertation the author has made an effort to expand the available knowledge on this issue.

Although the term *generation* indicates an unspecified group of people of similar age, the literature often uses it to describe people born several years apart or who are at the same level in the family structure (grandparent, son/father, etc.). It is reasonable to assume that the most valuable employees in most companies are physically fit, healthy and strong people with relevant education and some work experience, and additionally motivated by the fact of having a family, e.g. caring for the family or the need to pay the mortgage.

If we ignore the minority companies employing top-class specialists with vast experience or the widely spread Internet agencies looking for people with minimal or even no experience, it turns out that the ideal employees are around 30-40 years old. Such a group is usually referred

to as *generation Y*, and according to the most common definitions, they are those born between 1980 and 1994.

It is easy to see that the qualities of people from this generation will be evidenced not only by age, but also by environmental and historical context. Millennials – another name for representatives of this group – are children of people working in communist Poland and in Germany before the fall of the Berlin Wall. They are constantly exposed to new technologies, know them and are able to use them, and were born early enough for computer games not to be the main topic of their conversations.

In addition, reports available on the Internet highlight other characteristics of the group, which in Poland has several million representatives. A good familiarity with modern consumer electronics is always indicated at the outset. According to the authors of various papers, and in colloquial terms, millennials are proficient in using such tools as the computer (and its software) and the smartphone. Moreover, they are generally part of online communities and are active on so-called social networks.

Quite often it is possible to come across reports stating that the priority for people of this generation is friendship, which should not be identified with family ties. It is believed that the purpose of a person from Generation Y's life is to meet new people and consolidate relationships with them, thus they are always more likely to arrange a meeting with friends than to visit family members.

A further explanation should be added. People from Generation Y and older are certainly familiar with the term “yuppies” (singular: yuppie). This was used to describe people from an older generation, but within the same age range as millennials. However, it should be remembered that the age range and their own name are the only similarities. Representatives of the yuppies were guided by completely different values. The fact that years ago they were as important a subject of consideration as millennials are today is due solely because both groups include those who are the most economically active, and therefore the most interesting from the point of view of the labor market.

Drawing from literature sources, from the experience of many business owners, as well as from own professional practice, the author undertook research on a separate part of employees from generation Y. This dissertation focuses on employee talent, i.e., employees who show a higher level of ability, trait, or skill than most individuals among Millennials. More precisely, the author undertook research on the methods of talent management among employees coming from the aforementioned generation, and the material for comparative

research became talent management programs, which function in companies located in Poland and those operating in Germany.

The analysis of literature devoted to the comparison of talent management programs revealed gaps in the knowledge of this area. The research that was conducted was aimed at eliminating or mitigating this gap. For this purpose, some theoretical assumptions had to be made first.

From an economic perspective, talents, which are characteristics of human individuals, are often attributed with qualities that enable their possessor to perform a given job better than others. This can include being more committed and willing to make the necessary sacrifices in order to perform more effectively. It is assumed that individuals who are gifted with such special characteristics are capable of making effective decisions to ensure the comprehensive development of a given enterprise. Therefore, the semantic scope of this term is very capacious and includes a range of psychophysical characteristics, operational competencies, natural predispositions, as well as learned skills. Recognition and proper use of such abilities and professional skills in employees is the key to the success of people managing economic units. The condition of professional interpretation of the whole complex of attributes positioning a person among talented people is the knowledge of the criteria according to which a given feature or set of features is qualified as one of the prerequisites to achieve professional success. Therefore, first of all it was necessary to define what a talent is.

In the literature on this subject, it is easy to notice that the term is usually attributed with two meanings (which obviously does not exhaust the whole catalog of contents related to it). In the first, most widespread understanding, talent is treated as a set of features or enhanced talents that a person is equipped with. These are outstanding special abilities which allow a person to realize certain creative or reproductive actions.

In the second, almost equally popular approach, talent is identified with a particular person, who is gifted with various talents, which – according to A. Tannenbaum's concept, but also to J.S. Renzulli's theory – consists of many elements. Such way of understanding talent was presented, e.g. in the Conference Board report, in which talent is any person who can, in a more or less significant way, influence current as well as future achievements of their company. According to this approach, a talent is an individual who stands out from others, is unique, able to meet challenges which others would not be able to cope with, so it is an outstanding person. The basic condition for the practical use of their talents is the allocation of appropriate tasks by the managing entity.

In the language of economics, the term “talent” is used to describe an employee who has a particular impact on the increase of the company’s value, as well as a potential for further development which is above average in a given company. However, according to A. Pocztowski, there is no consensus among practitioners on the meaning of “talent.” In attempts to define the term “talented employee,” there is a predominance of those, which emphasize the problem of efficiency and effectiveness of actions within the scope of the commissioned professional task, which seems to be the essential criterion for including employees into this group. The latter, on the other hand, is regarded as indispensable for the successful development of the company.

Among less popular authors it is possible to come across an interesting distinction between talented, highly effective and highly intelligent employees. It turns out that increasingly practice and theory going hand in hand are able to easily distinguish between these subgroups and separate them. On the other hand, the management methods in force at workplaces will be different for each of them. However, the talent group is invariably perceived as the most important.

It would be very difficult to clarify the meaning of the term *talent*. However, it turns out that in most companies an intuitive definition of talent is completely satisfactory. There are newer and better tools which make it possible not only to identify a talented employees but also to specify their talents. Still, the vast majority of companies surveyed rely on so-called common sense talent identification.

The definition of a talented person used by HR professionals would be consistent with the one that any other person would create when asked what employee talent is. HR managers in companies operating in Poland and Germany took into account any symptoms indicating that a given employee stands out positively from among the rest. Industriousness, ingenuity, initiative or resourcefulness – all of these traits revealed in favorable circumstances can provide information that this is a talent and that he or she should be qualified for the talent management program.

However, what was common to all of the companies surveyed was that intuitively selected talent became part of a complex talent management process, with all stages or modules of those processes operating under specific parameters. While a candidate for a talent management program may have been selected at random, his or her subsequent development is subject to measurement and observation all the time, and from these, unambiguous information about the employee’s development can be drawn.

There is no doubt that the mechanisms for managing employees, especially talented employees, are one of the most important responsibilities that every company faces. The multitude of methods, techniques and tools used for talent management can always be justified by the various needs and different ways of perceiving the role of talent inside the enterprise. However, there is still very little literature when it comes to comparing different talent management approaches between each other and especially comparing them for companies operating in different countries.

For this reason the author undertook a study among forty HR professionals employed in companies located in Poland and Germany (20 professionals each from companies operating in one and the other country). Available summaries and reports indicate that “Millennials” are currently the most educated and prepared part of society. For this reason, the scientific literature devotes a particularly great deal of attention to them, and even more attention is focused on generation Y employees by employers. People in their 30s and 40s represent a great potential to exploit, and HR professionals are constantly developing a range of opportunities to ensure that:

- the loyalty of Millennials is maximized,
- engagement is maximized,
- processes to identify the most talented employees are most effective,
- the productivity of people from generation Y is continuously optimized.

The research carried out in forty companies allowed to analyse different approaches to talent management of generation Y employees and then to synthesize them in the form of conclusions. The whole was presented in the form of a dissertation consisting of four chapters.

The main aim of this paper is to identify and assess the methods of managing talented employees from generation Y in enterprises located in Poland and Germany, and to outline recommendations in this area. The specific objectives implemented based on the literature are:

1. Definition of employee talent and analysis of the concept of “talent management of generation Y employees” in modern companies.
2. Characteristics of approaches to the issue of employee talent from generation Y in the light of selected trends and theories occurring in human resource management.
3. Proposal for a typology of methods, techniques, and tools for talent management of employees from the Millennial generation, and for measuring the effectiveness of talent management programs.

The dissertation also identifies specific empirical objectives based on my own research.

These include:

1. Identification and assessment of the desired personality traits of talented employees of the Millennial generation in the surveyed companies located in Poland and Germany.
2. Identification and analysis of the process, methods, techniques and tools of talent management of employees from generation Y in the mentioned enterprises.
3. Evaluation of barriers and factors influencing the formation of talent management programs for employees from the Millennial generation.
4. Presentation of recommendations in the approach to talent management of employees from generation Y.

The research questions formulated on the basis of these objectives are helpful in achieving the adopted aims. For the purpose of this paper, the following research questions were formulated.

1. How is the concept of employee talent and the concept of talent management of generation Y employees presented in the literature in contemporary companies?
2. What approaches to talent management for Millennial generation employees in light of selected trends and theories in human resource management are found in the literature?
3. What typologies of methods, techniques and tools as well as methods to measure the effectiveness of talent management programs for employees of generation Y can be found in the literature?
4. What desirable personality traits of talented employees of the Millennial generation can be observed in companies located in Poland and Germany based on the conducted empirical research?
5. On the basis of empirical research conducted, what similarities and differences relating to the process of talent management for generation Y employees, the instruments used as well as the barriers and factors affecting the shaping of development programs exist in companies operating in Poland and Germany?

The first chapter opens the theoretical part of this dissertation. For a more complete and better understanding of the discussed issue, the author gathered material, which was used to compare the following notions functioning in the literature: talent, employee talent, talent management, generation Y. This section also refers to the literature to support the relevance of the issue of managing talented employees. It presents issues such as the concept of talent and classification of employee talent, talent management within the organizational cycle divided

into entry phase – employee acquisition, transition phase – transformation, and exit phase. In addition, this section addresses the importance of talent management for contemporary enterprises, brings closer the characteristics of a talented employee belonging to generation Y, as well as the concept, objectives and functions of talent management in this age group.

Due to the fact that the subject of special interest in this thesis are above-average employees derived from generation Y, the first chapter indicates the characteristics of these employees contained in the literature. The last part of the chapter presents researchers' views on what functions for companies the processes of managing employees from the Millennial generation perform.

From the discussed dozen or so definitions of employee talent, a set of features emerges, which constitute a kind of guidelines for a comprehensive description of the profile of an outstanding person focused on achieving both team and individual success. Taking into account different interpretations resulting, at least partially, from the terminology used, it can be concluded that talent is a human being who possesses very high knowledge and skills enabling to perform assigned tasks professionally and on time. This individual has above-average skills and is creative, entrepreneurial, striving for own development, caring for personal image and strongly committed to work, which translates into high levels of customer satisfaction. As an employee has a noticeable impact on the functioning and development of the company by meeting the established objectives, but also by achieving outstanding results while caring for own development.

The concept of *talent management* also needed to be discussed in detail. An extensive and critical review of the literature on talent management identifies the basic concepts of this term. Firstly, talent management includes a set of typical human resource department practices, e.g. recruitment, selection, development, career and succession management. From this perspective, it is argued that talent management may be more than a trendy term or euphemism for HRM. However, it is also suggested that talent management may further enforce a systemic approach to performing these functions, i.e., one that involves technology and takes place at the enterprise-wide level. The second concept of talent management focuses specifically on predicting or modeling (to support management) the flow of human resources within an enterprise based on factors such as workforce skills, supply and demand, as well as growth and attrition. From this perspective, talent management is considered more or less synonymous with human resource or workforce planning, especially when automated and linked to other databases and systems.

The third and final perspective of talent management focuses on attracting, developing, and rewarding employee talent. Many publications by HRM practitioners advocate differential treatment for employees identified as having exceptional talent (that is, high-potential or high-performing employees). Proponents of this perspective typically refer to case studies and other evidence in which companies using this approach have experienced increases in sales and profitability. Effective talent management ensures that companies can attract and retain the necessary talent, which is also based on the engagement level of these employees. Talent management is an integral part of engaging company members, and the ability to effectively solve problems has become a major determinant of a company's success and, in some cases, even its survival.

Chapter two is a continuation of the theoretical part. It addresses the issue of talent management of generation Y employees with a particular focus on different approaches to human resource management in light of selected trends and theories of human resource management, the importance of personnel strategy in the process of talent management, methods of acquiring employee talent, the type of development programs for these employees, as well as barriers and factors that affect the talent management of generation Y. The terminology presented above allowed the concept of human resource management to be collected and synthesized in more detail. The subject literature was analyzed for selected models of talent management for Millennials in order to then examine the relevance of these models for companies.

Two of the most popular approaches to talent management were used as a basis for further consideration. The first identifies talent with an outstanding employee who has key skills for the company. The second comes down to treating every employee in the company as a potential talent. However, among numerous concepts, the theory proposed by J. Mróz and described by her as a research approach was chosen. It was considered that this concept, due to the holistic approach to talent management, will allow to assess the talent management strategy in the company, as well as to determine the external and internal factors that affect the results of talent management. This in turn will enable modifications to be made to the system.

As this dissertation has given a lot of attention to HR strategies, it became necessary to find out what is the importance of such strategy for enterprises. The strategy in the process of talent management of generation Y employees should, above all, have a personal dimension. Effective use of skills, competences and strengths, i.e. the potential that lies dormant in the employees, is only possible if the company develops a coherent HR policy taking into account the promotion of employee involvement and stimulating creativity among employees,

according to which it will consistently follow. The essence of personnel strategy lies primarily in identifying the personal needs of the company, thanks to which it will gain a competitive advantage in the market. In other words, it is necessary to determine what kind of skills the company needs and what kind of personnel policy presented by the company in the external market will enable it to gain an advantage.

Personnel strategy is a manifestation of the implementation of a strategic approach to human resources management in the company, while constituting a model concept of personnel management. Therefore, it can be defined as a comprehensive, long-term and purposeful program of selection, use and development of human potential in the company.

There was also taken a close look at what qualification measurement methods and techniques function in the literature descriptions. The typology of methods, techniques and tools for talent management of generation Y employees can be based on the theoretical perspectives of talent that exist in contemporary approaches to human resource management.

The first dimension is whether talent is viewed as an object or an entity. On the one hand, it is possible to consider top talent as individuals, while other sources define it as characteristics of individuals, such as skills and knowledge. The second issue is whether talent is universal, and thus applies to all employees of a company, or whether it applies only to an elite subset of employees. The third dimension is innate acquisition and deals with whether talent is a natural ability or something that can be learned and acquired over time. There is still another issue as to whether such capabilities are based on the effort invested in development or the results the employee achieves. Some researchers define talent as an employee's motivation, interest, ambition, values, and career orientation, while others define it as an employee's ability manifested in performance and achievement. Finally, talent can be viewed as a trait that remains unchanged when transferred between contexts, or as something that arises and is recognized only in specific contexts.

To conclude the theoretical section, information was gathered on factors that foster or inhibit the development of such programs.

The methodological part constitutes the third chapter of this paper. The basic premise for addressing the subject and undertaking the study was the research gap related to talent management for generation Y in two countries with similar socio-economic characteristics: Poland and Germany. To be more precise: lack of comparative analysis of talent management methods. The deficit concerns the comparison of preferred methods and tools of searching, managing and promoting employee talents in companies from both countries. Most of the publications on generation Y talents are either popular science or pretend to be guides for

potential employers. The aim of this dissertation is to fill both the theoretical gap and the gap in empirical research, which concerns the results of applying in companies the methods developed and described by science, as well as instruments for attracting, managing and retaining outstanding individuals from generation Y. The research gap is the existence of deficiencies in the descriptions of models in the process of talent management of the Millennial generation. These deficiencies include overly general and inaccurately described issues in this field, as well as incomplete patterns of conduct in talent management.

On the other hand, the practical research gap is related to the fact that clear demographic changes, characteristic for the late 20th and the first two decades of the 21st century, have forced employers to take specific actions, which must be taken to ensure that companies maintain their positions or expand on the market. Skillful human resources management, especially of the most talented employees, commonly referred to as talents, is gaining a strategic character. Particularly in the so-called intelligent companies, the need for strictly programmed development of people with the highest potential is strongly emphasized. Modernity and professionalism in talent management are usually perceived as factors influencing the level of competitiveness of a given institution. The management divisions of enterprises are required to implement procedures enabling them to attract, develop and retain outstanding individuals whose intellect and knowledge significantly stimulate the process of employer brand creation.

An important rationale for undertaking research on issues related to managing talented generation Y employees was the growing interest in this area of management among employers and HR and managerial staff. In addition, a very important reason for addressing this subject was the recognition of the importance of talent management issues, as well as the changes in the employer-employee relationship that result from the demands that both parties place on the work environment organization.

This chapter also explains the main concepts included in the study. The idea of managing employee talent from generation Y was identified as the research subject, and forty managers and specialists from HR departments of companies that operate in Poland and Germany were identified as the research object. The rationale behind this effort was the fact that so far there has been no research comparing the type and operation of talent management programs between companies in these two countries.

The methodological part also includes clearly defined: research problem, objectives and research questions. The main research problem has already been hinted at in the topic of this paper, and has now been given the final wording: “What are the similarities and differences in the area of talent management of generation Y in enterprises located in Poland and Germany?”

However, the main aim of this paper is to identify and evaluate the methods of talent management for generation Y employees in companies located in Poland and Germany, and to outline recommendations for HR professionals.

At the end of methodological part, i.e. chapter three, the research group was characterized. First, it was determined who the research subjects are. They are HR professionals who actually deal with talent management issues in their company, which operates in Poland or Germany. The demographic structure of the research participants is also presented. This is a total of 40 HR professionals; equal half of this group is employed in Poland and the other half in Germany. The majority were women: in companies operating in Poland women accounted for 85% of the respondents and in companies in Germany women represented 65% of the respondents.

The fourth chapter contains a comparative analysis and presentation of own empirical research results in enterprises located in Poland and Germany. This part of the dissertation discusses the results obtained, focusing on the similarities and differences in talent management in enterprises from both countries. The quantitative and qualitative analysis revealed empirical data, which then became the basis for formulation of the final conclusions and recommendations. Within this part of the study, the following research areas were analysed: personality traits of talented employees of the Millennial generation in the enterprises in question, management of talents from generation Y in the surveyed entities from Poland and Germany, analysis of the talent management process and review of methods, techniques and tools used in the surveyed enterprises in the talent management process.

The barriers and favorable factors that accompany the implementation of talent management programs for generation Y in Polish and German enterprises were also investigated. Based on the obtained data, a comparative analysis of talent management of generation Y employees was carried out. Recommendations for the practice of talent management for the Millennial generation were given, and conclusions from the analysis of solutions applied in talent management in enterprises located in Poland and Germany were presented. The final part of the fourth chapter presents suggestions for recommendations in the approach to talent management of generation Y.

The research results presented in this chapter were based on the data obtained from the answers to 25 questions in the survey questionnaire, including questions of a demographic nature. The data obtained allowed answering all the research questions, which at the same time constituted the achievement of the set specific objectives and the main objective.

The first three research questions were answered in the first and second chapter. This was achieved by quoting statements of experts in the field of management, and then by synthesizing

the collected information. On the other hand, the answers to the fourth and fifth questions were provided by the analysis and evaluation of the information obtained as a result of empirical research conducted. The tabular form of obtained results allows to understand how employees of Polish and German enterprises perceive both the issue of employee talent and the processes related to the talent management of generation Y employees.

The conducted research provided information which goes beyond categorical evaluations. The responses provided insights into the weaknesses in existing talent management programs, as well as the hopes that HR professionals had for the further development of these programs. This information became the basis to formulate recommendations. Recommendations addressed to HR managers and their supervisors conclude the last, fourth part of this paper.

The foundation for undertaken scientific research is detailed cognition and analysis of mechanisms enabling development and career management of talented employees originating from the Millennial Generation. Therefore, in order to maximize the scientific value of the dissertation, additional specific objectives have been defined. The main objective was clarified through five specific objectives, and based on them, the research questions were formulated.

The first research question is as follows: “How are the concept of employee talent and the concept of talent management of generation Y employees in contemporary companies captured in the literature?”

Chapter I of the theoretical part managed to cite the most important and up-to-date definitions of employee talent. Both the concept and classification of employee talent were characterized in detail. In subchapter 1.5 a lot of attention was paid to a narrower approach to the issue, i.e. employee talent management. By citing numerous definitions, it was possible to synthesize the concepts of *employee talent* and *talent management*.

The first research objective was defined as “Definition of employee talent and analysis of the concept of “talent management of generation Y employees” in modern companies.” The examples from the literature cited in Chapter I and the consistent definitions outlined based on them resolve this issue. Therefore, the first research objective has been achieved.

The second research objective is related to the existing theories on talent management in the literature. It reads as follows: “Characteristics of approaches to the issue of employee talent from generation Y in the light of selected trends and theories found in human resource management.”

Extensive explanations are provided in Chapter II of the dissertation. It was possible to collect and compare the views and definitions of many authors dealing with this issue. Moreover, the subject literature also provides more detailed information, including information

on personnel strategies and their importance, which is one of the aspects of managing employees with special aptitudes. The meticulous collection and presentation of the information set forth in this objective provided the specifics to achieve the second research objective.

The third research objective prioritizes the question of the effectiveness of talent management programs in companies and, more specifically, how the effectiveness of activities carried out for this group of labor market participants is measured. It was given the following wording: “Proposal for a typology of methods, techniques and tools for managing talented employees from the Millennial generation, and measuring the effectiveness of talent management programs.”

The materials collected in subchapters 2.4, 2.5 and 2.6 of the theoretical part of this paper shed light on this issue. Firstly, the key methods and techniques for measuring the qualifications of talented professionals were collected, and then the programs known in the literature for developing outstanding employees from generation Y were presented. Thus, it became possible to isolate the barriers and factors that can actually be encountered when measuring the effectiveness of mentioned programs.

The third specific research objective clearly indicates the need to define functioning tools that enable the management of talented personnel. Thanks to the collection of literature material it was possible to propose a division of methods, techniques and tools used in Polish and German enterprises, and thus the third research objective was achieved.

The fourth research objective required a research study. The core issue of this objective is as follows: “Identification and assessment of the desired personality traits of talented employees of the Millennium generation in the researched enterprises located in Poland and Germany.”

It was necessary to collect information from recruitment departments and talent management specialists employed in a number of companies operating in Poland and Germany. Thanks to the survey questionnaires filled in by the respondents it was possible to collect information on the talented representatives of generation Y, whose work is assessed by the participants of the above mentioned research. The data obtained on which employee characteristics are particularly important from the point of view of personnel policy of a given enterprise have been presented in charts and tables in Chapter IV of this dissertation.

The conducted research gave an opportunity to collect and systematize information on the most important issues: methods to define desirable personal traits and methods to assess these traits in talented employees of generation Y, thanks to which the fourth research objective was achieved.

The fifth research objective concerns processes built on the assumption that the company has managed to identify and define desirable characteristics in an outstanding employee. The content of the objective indicates that: “Identification and analysis of the process, methods, techniques and tools of talent management of generation Y employees in the enterprises in question.”

Given that companies function through groups of employees, it becomes crucial to know, i.e. identify and analyze the processes and methods used by HR professionals in the companies in question. The data collected in the research process allowed to define the processes to the extent to which the companies consciously use them. The confrontation of obtained results allowed to analyze these processes and find out the differences within the companies and the countries in which they operate.

The collected research material provided an opportunity to specify both similarities and differences in the operating models of talent management and at the same time enabled the achievement of the fifth research objective.

At the same time, the material collected in the course of conducted research enabled the realization of the sixth research objective: “Assessment of barriers and factors influencing the formation of talent management programs for employees of the Millennial generation.”

In-depth knowledge of how talent management programs for generation Y employees function in companies located in Poland and Germany allowed the author to draw many important conclusions. Based on these conclusions, recommendations have been proposed, which conclude the last chapter of the paper and at the same time fulfill the last of the set research objectives: “Presentation of recommendations in the approach to talent management of generation Y employees.”

The analysis of results provided a very detailed insight into the processes occurring in companies within talent management programs for employees – especially those from generation Y. In turn, the synthesis of these responses provided an opportunity to draw three conclusions related to the subject of study.

First, the topic of talent management among generation Y representatives still requires in-depth and comprehensive research. Despite the fact that the web link leading to the survey questionnaire was received by 1,000 carefully selected individuals, only one in twenty-five (4%) responded. The remaining 96% of respondents could add enormous value to this and any subsequent surveys.

Second, perhaps the issue of talent management is still waiting for its time. It cannot be excluded that the lack of response was due, among others, to the non-existence of this issue in

many companies. From the questionnaires received, it appears that these companies have various human resource management programs in place. But it would be reasonable to assume that such programs are not conducted in many companies.

Third, the research findings on talent management programs in generation Y could be quite different if employees at every level in many different companies were included. It is hard to say whether ambitious employees from the lowest levels (doing the most “unrewarding” work) would confirm that in their companies there are indeed talent programs, that their existence really is a chance for development for a “regular employee,” and that the program gives a real chance to take up a more interesting or developmental task.