



## Approaches to the talent management agenda in forestry companies

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### Abstract

Professional literature and practice started to focus intensively on the field of talent management. A lack of talented individuals occurred in all sectors worldwide. The war for talents has not faded out, on the contrary, it has been intensifying. The aim of the paper is therefore to analyse the perception of opportunities for development and management of talents in forestry and to specify characteristics of employee/talent support perception in surveyed companies. The analysis is based on a primary survey conducted in 101 forestry companies. The data were obtained through surveys in which one manager and one employee represented a single company. One-dimensional and multi-dimensional statistics were used to evaluate the data. The results showed that employees perceived developmental conditions in companies more positively than what was stated by managers and company representatives. The average difference in the perception was 8.5%; employees perceived the conditions better than company representatives. When negative phenomena were analysed, the perception was quite opposite. The average difference was 9.5%. The limit of the paper is the narrow focus on primary sector companies. The results may help surveyed companies in the primary sector to encourage managers and employees to participate in developmental programmes as their own initiative and willingness to take part in education and developmental activities was found.

**Key words:** Development; perception; employee; forestry; education

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### Introduction

The main source to increase productivity in forestry is particularly the intensification of economic activities as far as qualitatively intensive inputs are concerned, as well as ensuring competent employees and managers of forestry companies (Ministry of Agriculture, 2015; Agriculture Union of the Czech Republic, 2014, Czech Statistical Office, 2014). Therefore research focusing on strategies of human resource management and specifically talent management was made in this paper in order to fill the gap of missing information concerning strategic work with employees in forestry.

Greater attention has been devoted to talent management issues in recent years. Experts in the field of human resource management are of the opinion that in contemporary companies' talent management represents a fundamental and absolutely key element that is able to affect positively the long-term survival of the companies across sectors. A number of factors may be included among these issues, such as demographic changes associated with the general ageing of the population, increased employee mobility, or globalisation, for example (Tarique & Schuler 2010; Beechler & Woodward 2009). According to Schuler & Jackson & Tarique (2011), the success of modern companies is dependent on their ability to identify and manage the up and coming challenges in the area of talent management and to adapt to these

challenges. Yapp (2009) adds that companies that practice effective talent management may obtain quite a significant competitive advantage. This topic has also become the subject of a wide range of expert studies and analyses. And yet it still cannot be said that theoretical perspectives on talent management have been sufficiently researched.

Talent may be one of the factors leading to company competitiveness. Therefore this paper focuses on investigating the approaches to the talent management in forestry companies by managers and employees and compare those two views. The paper based upon a primary survey aims to develop a deeper understanding of the support of talents in surveyed companies and to provide underpinning of the area of company's approaches to talent: namely talent support and possibility of development.

The aim of the paper is based on analysis of the perception of opportunities of development and management of talents in forestry to define characteristics of employee/talent support perception in surveyed companies. The first part of the article presents theoretical background of the paper originating from scientific journals. The chapter Results and Discussion includes an analysis and synthesis of the survey targeted at talent management and employees development in forestry companies in the Czech Republic. A comparison of results with results of similar surveys and draft recommendations are also included in last chapter.

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## 1.1. Theoretical background

Sullivan (2004) defines talent management (TM) as *“the integrated process of ensuring that an organisation has a continuous supply of highly productive individuals in the right job, at the right time”*. Collings & Mellahi (2009) define TM as activities and processes that involve the systematic identification of key positions that differentially contribute to the organisation’s sustainable competitive advantage, the development of a talent pool of high-potential and high-performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents, and to ensure their continued commitment to the organisation. This is in agreement with results of Collings (2014) and Claussen et al. (2014) which state that TM is a critical driving force in corporate competitiveness and performance. Other definition according to Oosthuizen & Nienaber (2010) states, talent management is an integrated system of recruitment, development and retention of the required human capital at all organisational levels. If organisations refer to talents, they have in mind mostly young people at the beginning of their professional career. Another commonly mentioned group includes employees who have been working for the organisation for some time; their superiors favour them because of their existing performance in order to encourage their further professional growth and promote them to more responsible managerial positions. In conclusion, TM theories have been driven by the assumption that maximizing the talents of employees is a source of sustained competitive advantage (Scullion et al. 2010; Al Ariss et al. 2014). It has resulted in TM becoming extensively linked to human resource management (HRM) practices in organisations (Farndale, Scullion, Sparrow, 2010).

Pascal (2004) specifies the basic definition of talent in the HR field as the capital. Hroník (2007) defines talent itself from the company point of view and this based on two characteristics – performance and respect. If a person features these two characteristics, such a person may be identified as a talented employee according to the author. Waheed, Halim Zalim (2015) state that employees who had high performance and high qualification scores were classified as “stars” in organizations and constituted the talent pool. Employees in other segments needed performance development, qualification development, or both. The employee’s perspective as to development of his or her performance represents another precondition according to Hroník (2007). Similarly, Berger & Berger (2004) believe that a person achieving excellent results is a talented employee. Furthermore, the authors underline the negative consequences of departure of such talented individuals, which specifically means the limited availability of persons with equal qualities which fact makes their substitution even harder and may have negative impacts on the overall results of the company.

Berger & Berger (2004), Lockwood (2006) adds that at the beginning compensation and benefits may attract employees but as the time goes, the top management must start focusing on the development and retention of talented employees. Attention should be paid to the fact that the permanent increase in organizations’ demand for talented indi-

viduals is logically accompanied by a decrease in their offer. Srivastava & Bhatnagar (2010) the results of which show that the demand for talented and qualified persons greatly exceeds available resources. The war for highly talented employees thus reached all levels of companies and sectors (Frank & Taylor 2004).

Ziková (2010) defines two basic forms of understanding of talent management – narrower and wider. Within the narrower definition, the company focuses primarily on the employees occupying key positions or the employees featuring high potential. It mostly means managerial positions or those filled by experts. The wider definition promotes, on the contrary, the philosophy saying that practically all employees have certain talent and it is up to superiors to discover, develop, deploy it suitably, and last but not least, to be able to make use of such talent.

Iles, Chuai and Preece (2010) identified in more detail four basic perspectives of talent management strategies: the inclusive-people approach (talent = all employees) and the exclusive-people approach (talent = only a specific group of employees). The third perspective focuses on abilities and skills of employees in general (social capital) and the fourth approach deals with specific work positions (exclusive - position). These approaches have been characterized similarly also in the report entitled Asset Skills (2012) which specifies the following five strategies:

1. The inclusive approach – all employees are subject to talent management programs, as it is already mentioned above.
2. The exclusive approach – makes use of the talent pool and the company focuses on managers within talent management.
3. The future-leader approach – all employees throughout the entire company, in whom the potential for managerial positions as been identified, are worked with within talent management.
4. The planned succession approach – key roles are identified and subsequently the employees possessing the required abilities and skills, who are able to fill vacancies when necessary, are identified.
5. The combined approach that makes use of several approaches identified above.

Ready (2009) is of the opinion that if companies are to face the challenges brought up by the 21st century, they should opt for the inclusive approach involving emancipation and development of talents of all employees across the company.

Cannon, McGee (2007) claim that a specific talent management strategy should be always based on the general strategy implemented by the company. Rathod (2014) agrees with that and adds that defining of uniform management criteria in all areas and specifying of specific employee competencies are of equal importance. There are three major objectives of a talent management strategy (Berger & Berger 2004):

- to identify, select, and develop the employees delivering above-average performance and those who inspire other employees in a similar manner;
- to find and correctly appoint highly qualified substitute employees to key positions;
- to allocate resources efficiently (compensation, trainings, work position, coaching, etc.).

Already in 2004 the Deloitte company had its own talent management model called Deploy-Develop-Connect Management (Deloitte 2007). Classical linear models focus only on the area of recruitment and retention of employees (Horvátová 2011), but the Deloitte company's model includes also development of employee abilities, use of talented individuals within various positions in the company, and interconnection with other employees and the entire company, resulting in better communication, cooperation, and higher motivation (Deloitte 2007). According to the results (Siahaan et al. 2016), Waheed & Halim Zaim (2015) it can be summarized that talent attraction and retention to be highly associated with the extent to which the organization is perceived to have a change-, quality-, and technology-driven culture, and characterized by support for creativity, open communications, effective knowledge management, and the core values of respect and integrity.

Hitka et al. (2015) add that continuous monitoring of work performance of employees represents one of fundamental preconditions. Continuing efforts to harmonize the attributes motivating talented employees and the company's demands and its visions form the basis. According to Siahaan et al. (2016) employees' career development has been well characterized by the presence of career planning and career management provided by the company for the benefit of employees and the organisations.

Similarly important it is to mention the term "employee engagement" that is frequently mentioned jointly with talent management. Robinson et al. (2004) and Stachová et al. (2015) define it as a positive attitude of employees towards the company and values that the company adheres to. According to Falcone (2006), an engaged employee simply shows a high level of engagement and enthusiasm for his/her job. Gibbons (2006) views these issues similarly and according to him it means an increased emotional and intellectual interconnection that involves work performance, company, managers, and co-workers. Robinson et al. (2004) add that the company should develop and foster such engagement and this requires a bilaterally functioning relationship between the employer and the employee.

Schramm (2006) understands retention of talented employees as a strategic opportunity to maintain efficient and competitive labour. In this connection it is equally important to specify the reasons due to which employees leave companies. Kaliprasad (2006) characterizes those reasons as an unsuitable situation as to both tangible (compensation, benefits) and intangible elements such as relationships, the balance between work and personal life, career growth opportunities, trust or the job content itself where the employee believes that those aspects of his/her job may be at a higher level in another company.

Branham (2009) and Buchtová (2002) state that as much as 90% of managers incorrectly believe that the primary reason for departure of employees is the financial remuneration or a better work offer but in fact 80–90% of employees leave companies due to various internal factors. Moreover, those factors can be often influenced by the company management. Vronský (2012) includes among those other factors also an offer of better working conditions, dissatisfaction with the overall level of work, and personal reasons. Branham (2004)

has already elaborated these issues more specifically and defined the following fluctuation reasons: already mentioned dissatisfactory working conditions, bad relationships with co-workers or superiors, a lack of opportunities to develop talent, absence of the feeling that the job is important for the entire company, or lack of recognition and acknowledgment.

Sousa-Poza & Hennenberg (2004) have worked with slightly different categories of departure reasons within their research, i.e. demographic (sex, age, marital status, education), working (working time, membership with trade unions, income amount, benefits, trainings, size of the company), and subjective (satisfaction, security, promotion, labour market opportunities, the company's pride).

Křečková-Kroupová (2008) specified four basic drawbacks of current talent management concepts. For instance, it means also search for talents in the same and already explored areas and a failure to make use of the opportunities to contact and support talented individuals already during university studies. Furthermore, it includes a lack of willingness to employ older employees or those who want to work part-time. Last but not least, it is important to offer such employees not only good wage but also interesting and demanding work, mutual efficient and open communication, and opportunities for further development and growth.

Rothwell & Kazanas (2003) characterize talent development as changes involving the company, employees, and individual interest groups, while applying both planned and unplanned learning, which may generate, as a consequence, the competitive advantage that has already been mentioned several times. As concerns specific development strategies, Rothwell (2001), for instance, defined the following five basic strategies that are applied especially in respect of leading positions: coaching, special work assignment, action learning (a learning process making use of finding solutions to actual issues in order to extend knowledge), work rotation, and various university programs.

Also Armstrong (2006) understands such programs as substantial elements of the entire process of talent development. In his opinion it is possible to secure through such programs acquisition, improvement or extension of usable abilities, knowledge, and skills. Such educational and development activities may play a vital role when increasing engagement and commitment of talented individuals. Luna-Arocas & Morley (2015) added that job satisfaction as a main underlying contributor to job performance, but rather that if we develop and institutionalise a comprehensive talent system, this can affect both job satisfaction (directly) and job performance (indirectly).

Brewster et al. (2005); Dell & Hickey (2002) or Deb (2006) emphasize the interconnections between talent management and building of the employer's strong and positive image thanks to which talented individuals may be attracted and retained. According to Chapman et al. (2005) the concept of employer image building depends directly on talent management because it represents a combination of various HR approaches influencing the future reputation of the company as an employer. Building of the employer image may thus help resolve the worldwide lack of talented individuals (Jiang & Iles 2011).

As mentioned in theoretical background, there are several studies made focusing on approaches to talent management, respectively work with talents, however its measurement, significance and impact on talent management was not yet analyzed. Therefore this paper focuses on identification of approaches to talent management by employees and company representatives; and on their superordinate factors to support work with talents in forestry.

## 2. Methodology

The paper focuses on a more in depth discussion of the concept of talent management, as well as investigating the main approaches taken by the participating companies to agendas related to talent management and perception of its use. In addition, the differences between the results of similar studies are discussed.

The article has been based on the analysis of secondary sources, the outcome synthesis and the evaluation of the results of the primary research. The data were mainly extracted from secondary sources and the analysis and discussion is linked to outcome synthesis and the evaluation of international research results. In order to capture all relevant studies, a variety of keywords for talent management was used. The research is descriptive and empirical in nature because the primary data were collected using the survey method through fact finding techniques such as questionnaire and interview.

### 2.1. Operationalization of variables

The second part of this article analyses and evaluates the results of primary survey. The data for the evaluation of current approaches and perception of talent management, talent development and possibilities for talents (i.e. talent programs) in surveyed forestry companies has been collected in primary quantitative survey by means of questionnaire investigation. The questionnaire had 10 questions on approaches to talent management and 3 identification questions (size, owner and location). The survey did not contain questions regarding respondent's gender, age etc., because the questions focused on organisational approach towards talent management. The body of the questionnaire contained mostly questions with one possible answer. Only the first question asking on the job positions used for identification of talents and question asking about effects of use of talent management used possible multiple choice of answers. In such cases, respondents could mark maximum 4 answers related to their practices in company in talent management. One question in the questionnaire focused on preferred competencies of talents and used semantic differential (scale 0 – 4, where 0 = not possible to answer, 1 = totally disagree, 2 = partly disagree, 3 = partly agree, 4 = totally agree) to gain respondent's nuances in answer.

All questions used in the results of the paper were only with one possible answer per respondent (one manager and one employee per company). On behalf of the organisation, the questionnaire was completed by a respondent who holds

a managerial position (has at least one direct subordinate). To obtain the results from employees, always one employee without subordinates was contacted to provide a view from employee's perspective. The two perspectives were used to be able to compare the perception of the situation regarding talent identification and development by employees and company representatives. Each respondent had to choose only one answer which characterized actual situation in the company the most.

### 2.2. Sample

The sample of companies in forestry was carried out in the Czech Republic as a random sample of companies. The total number of Czech forestry companies on 31<sup>st</sup> December 2014 was 12,647 according to the Czech Statistical Office. For the purposes of this research presented in the paper, our own database of forestry companies was made based on quota sampling. The quotas used to create the database were specified based on data and sampling of the Czech Statistical Office. The sampling used size of company, number of employees, type of a company (all types were used for the sampling – corporates, cooperatives, state farms and family farms) address and district of the farm or company in the Czech Republic. The database respects the proportion of size and type of companies in the Czech Republic. The database created for the purposes of this survey consists of 680 companies. The companies selected for the survey were contacted based on their registration in the database of forestry companies operating in the Czech Republic. The overall questionnaire return was 14.8%, i.e. 101 companies completed and returned the questionnaire.

Table 1 below shows size of surveyed companies.

**Table 1.** Geographical location of the forestry companies included in the survey.

Size of a company	Relative frequency
large companies (>250 employees)	6.9%
medium sized (50 – 250 employees)	32.7%
small-sized (<50 employees)	60.4%

Source: own survey

### 2.3. Data Processing

The data was collected by means of using an electronic questionnaire which automatically recorded and pre-categorised respondents' answers (CAWI method – 85 respondents). The telephonic interview [CATI] method was also used with 16 respondents. The sample selection took into account the size of the company (small companies of up to 50 employees; medium-sized companies employing between 51 and 249 people and large companies with more than 250 employees). Only respondents from upper or top management (HR managers were excluded) answered the questionnaire as manager and one employee. This part of the survey took place at the beginning of 2015 (January – March).

All the primary data were evaluated using descriptive statistics. Within the frame of descriptive statistics, the fol-

lowing tools were employed: absolute and relative frequency, the analysis of correlation and association. In addition, dependence among qualitative characteristics was tested for verification of the data which was obtained and their further analyses (Pecáková 2011). To evaluate the data, the IBM SPSS Statistic 22 and MS Excel 2007 were used.

During the research the procedures followed were in accordance with ethical standards and Czech law relating to the use of sensitive information.

### 3. Results

The chapter presents results of an analysis of the perception of opportunities of development and management of talents in forestry companies included in the survey. The objective of this chapter is to evaluate the results obtained in the primary questionnaires. The results of the quantitative research have been statistically evaluated and outputs have been formulated. The chapter ends with a discussion of results and comparison with other studies that have been undertaken.

#### 3.1. Approaches to the human resources agenda in forestry companies

The research project is dedicated on the approach of forestry companies to human resources and talent management. As the companies both need to manage talents and to create an environment supporting their potential activities and development, the following chapter deals with support of the development of talents in companies, both by representatives (managers) and employees.

Based on the results of the survey, 50 per cent of surveyed companies in forestry are focused on development of their employees. The outputs also show orientation of surveyed organisations on development of their employees; 64% of respondents are being regularly developed on their job position and 12% are being developed for their future position or position on which they aspire. Total 54% of surveyed employees aspire on higher position (managerial or specialist). The impulse to development is mostly own ambition of each employee (58%).

The results presented in Table 2 show characteristics of the forestry companies participating in the survey and their approach to human resources management. The companies hire new employees (54.5%), but unfortunately invest into their development only if the budget permits so (21.8%); however, 16.8% of them have a good reputation and people are interested in working for them.

It is also possible to mention low overall planning in the area of human resources and employee development. Minimum of surveyed companies have specified budget for research and development, the area is usually managed operatively. Research focused on effects of talent management, as attraction of a company for external workers and talents, recruitment of such new employees and creation of innovations. Results in the Table 1 and also Table 2 show

partial interest of surveyed companies in this area. On the other hand, employees perceive searched conditions better and show interest in this area.

**Table 2.** Support of the development of human resources by the forestry companies included in the survey.

Effect	Relative frequencies
Recruitment of new employees	54.5%
External workers are interested in working in company	16.8%
Company is attractive for talents	9.9%
New employees are rarely recruited	36.6%
Company lowers its staff	5.0%
Research and development has own budget – past few years grows	5.9%
Research and development has own budget – past few years stagnates	5.9%
Research and development has own budget – past few years drops	1.0%
Research and development has no budget – it is managed operatively	21.8%
Research and development has no budget – there is no investment	13.9%
Research and development has own budget – past few years grows	14.9%
Innovations are created but not used in praxis	3.0%

Source: own survey.

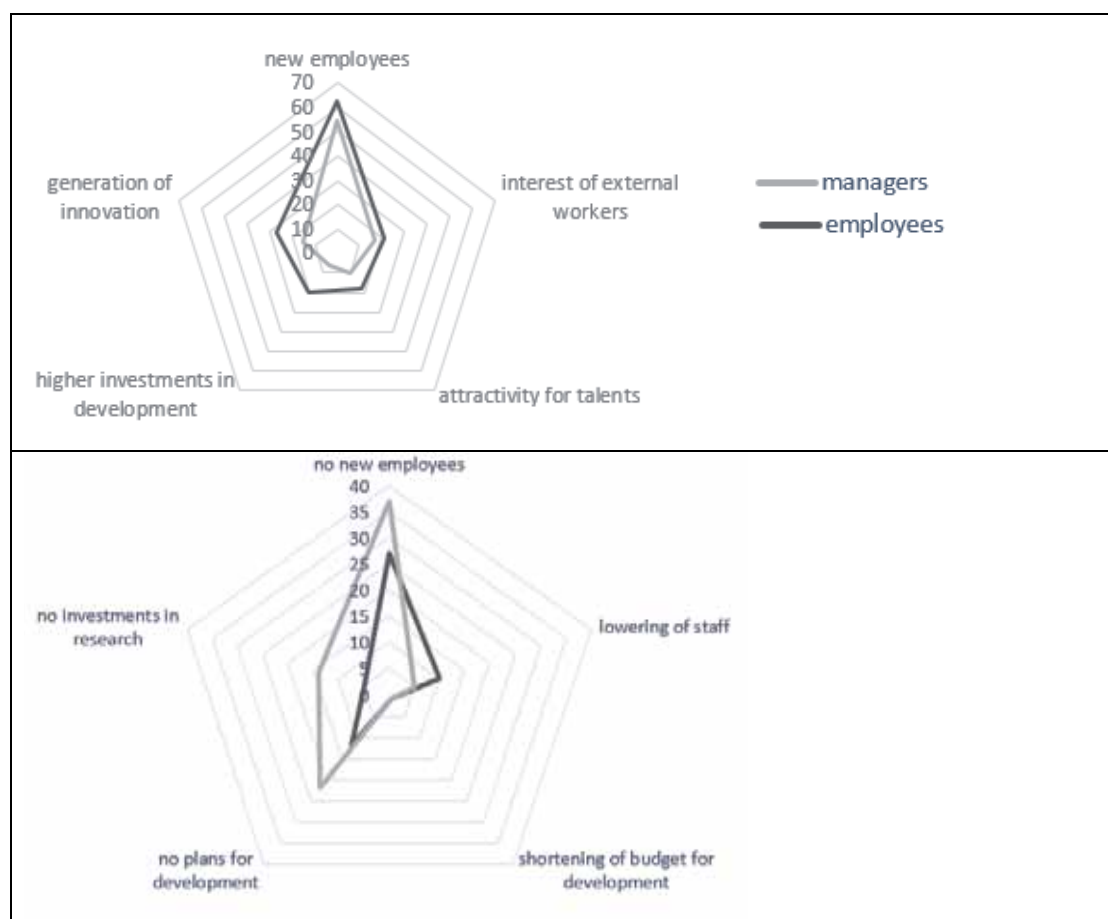
Responses of employees did not dramatically differ from those of representatives of the companies; however, some differences in perception can be identified in them. The employees participating in the survey stated that their company was hiring new employees (63%) and also that it is producing innovations which were subsequently implemented and utilized. The employees feel that people from outside are interested in working for the company (21%). Detailed results are presented in Table 3.

**Table 3.** Support of the development of human resources by the forestry companies from the viewpoint of employees.

Effect	Relative frequencies
Recruitment of new employees	63%
External workers are interested in working in company	21%
Company is attractive for talents	18%
Research and development has own budget – past few years grows	27%
Research and development has own budget – past few years stagnates	10%
Research and development has own budget – past few years drops	20%
Research and development has no budget – it is managed operatively	7%
Research and development has own budget – past few years drops	1%
Research and development has no budget – it is managed operatively	12%
Research and development has no budget – there is no investment	5%
Innovations are created and implemented	27%
Innovations are created but not used in praxis	6%

Source: own survey.

As shown in the Table 3, employees perceive almost all the areas under examination more positively than representatives (managers) of the companies. They view positively the number of newly hired employees, interest of people from outside in being employed by the company, attraction of the company for talents, investments into education and development, production and implementation of innovations. On the average, the perception of these phenomena by employees is 8.5% higher than that of managers, as indicated in Fig. 1 below.



Source: own survey.

**Fig. 1.** Comparison of the perception of the development of human resources in the companies included in the survey.

Moreover, Fig. 1 indicates that, insofar as negative phenomena (stagnating number of employees, dropping education/research budgets, inability to produce innovations) are concerned, the difference is reversed – a higher percentage of managers' state that these negative phenomena do occur, while employees do not perceive them as such. The difference in this case is 9.5%. It is possible to notice that employees tend to anticipate better conditions, by 9% on the average, with peak differences being up to 14%.

Employees were asked about specific development opportunities in their companies. It is possible to conclude that most employees of the companies participating in the survey are supported in this respect. These employees stated that their development was focused on the know-how, capabilities and skills they needed in their current positions (64%). 12% of the employees feel the development of competencies will help them improve their current work position. Only 8% of the employees neglect their development (see Table 4).

As shown in Table 4, 6% of employees are formally forced to participate in educational/training programmes and courses. The results indicate that most employees actively educate themselves. Only a negligible percentage of the respondents participate only formally or are without any interest in education. It is obvious that employees themselves are aware of the necessity of development and actively participate in it.

**Table 4.** Development of individual employees in the companies included in the survey.

Possibilities	Relative frequencies
Development on current job position	64%
Development on aspiring position	12%
Development outside the area of my current job position	22%
Not included in development programme	8%
Development is only formal – necessity in company	6%
Other	7%

Source: own survey.

If results of Tables 2, 3 and 4 are compared, it is possible to see a gap between budget for development and actual development of employees. Almost all searched employees stated they are being educated and/or developed on their current position or on position on which they aspire. Therefore development of employees is particularly managed and organized without any specified conditions, plans, budgets. In some cases employees are even developed by a company's rule. That means there are internal development programs or courses in surveyed forestry companies. It refers to exclusive approach to talent management in searched area. Companies focus on development of special employees, but there are not specified plans for all staff. This statement is supported by statement of respondents who are developed on aspiring position or outside the area of current job position.

Employees were also asked about reasons of the development in the context of development opportunities. They stated that they themselves wanted to develop (58%), while only 3% of them replied that they were forced to take part in educational/training programmes by the management of the company (Table 5).

**Table 5.** Development stimuli of individual employees.

Possibilities	Relative frequencies
Personal ambition	58%
Company's rule	3%
Both	27%
Nothing forces me to development	12%

Source: own survey.

The outputs referred to above support the previous result presented in Table 3. The respondents are aware of the necessity of development, and they actively look for development opportunities to fulfil their own ambitions. The positive approach of employees to education and development should therefore make the implementation of educational/training programmes by companies easier.

In order to find overall approach towards employee development in forestry companies, a correlation analysis was used. Those responses of respondents were tested, who stated they apply talent management in their company. Below Table 6 shows results of the analysis. Only statistically significant hypotheses are presented in the table.

**Table 6.** Correlation analysis of approaches to talent management [TM].

Hypothesis	Pearson's correlation	p-value
Use of TM – interest of workers to work in company	0.344	0.000
Use of TM – list of key talents in company (specialists, managers)	0.341	0.000
Use of TM – development of talents has budget	0.283	0.000
Use of TM – formulated specific development plans	0.292	0.000
Use of TM – TM is part of strategy	0.420	0.000

Source: own survey.

Surveyed companies which use talent management are usually (according to the results of correlation analysis) interesting for workers outside the company and have no problems to hire new staff. This is positive impact of talent management implementation.

Use of talent management concept also correlates with the fact, that talent management is part of company's strategy and there is a list of key talents in company. Those companies knows their key employees and their strategic importance. And they know it is necessary to further develop them. For this reason there is also a specific budget for talent development of key employees and specific plans are created.

Therefore it is possible to group the results into focus on exclusive talents (exclusive approach) in surveyed companies. Talent management focus on specific and defined key employees, mostly specialists and managers.

As it is possible to see in the Table 6, correlations show that organisations with focus on talents have also unified

approach to talent management and clearly defined talent management strategy which is integrated with the strategic goals of the organisation.

Searched companies use some of practices of talent management. The approach is not usually systematic, but necessary development and education of staff were found. As managers of respondent companies stated, they have sometimes problems even to find employees interested to work in forestry and thus they try to retain them and train them, focusing mainly on specialists. The companies surveyed often mentioned necessity to keep quality employees in the future. The main problem in retaining talents is seen in hard seasonal work, low salaries and rewards and challenging work (outside; all kind of weather). Respondent companies try to search for talents between specialists and all employees. On the other hand, the positive impact of talent management is seen by respondents in continuous functionality and development of the whole company, continuity of outputs, improvement of company climate and professional team, stable performance of employees and quality relationships.

#### 4. Discussion

The paper focus attention on talent management practices in forestry companies. The results of the paper indicate there are specific areas of talent management used, but lack of holistic concept was found. Surveyed companies focus mainly on exclusive perspective of talent management (only managers are considered as talents), as it was identified and defined by Iles & Chuai & Preece (2010). Based on this result, it is possible to summarize that forestry companies use mainly exclusive approach to talent management. It is more common approach according to literature and other similar researches. On the other hand, there may be some talents missing when company focus only on development of managers.

On the other hand, most of surveyed employees stated they are part of education and/or development courses or programs. This is in accordance with Ready (2009). Author is of the opinion that companies should opt for the inclusive approach involving emancipation and development of talents of all employees across the company. It is very important to highlight the trend reflected in the results, namely focus on working with strategic talent management, which is a conduit of development and competitive advantage. Overall, half of the sample of companies studied in the given sector is engaged in these areas.

Numerous of authors also mention necessity of employee engagement, which is necessary for successful talent management (i.e. Robinson et al. 2004). In the research conducted it was found that employees are internally motivated for education and development, they knows the need for development and are participating development programs or courses. The positive attitude of employees towards the company and values that the company adheres leads to tendency of employees to stay and grow inside the company. According to Falcone (2006), an engaged employee simply shows a high level of engagement and enthusiasm on the job. Both those findings are supported by the theory.



Gibbons (2006) specified also positive outputs of talent management. According to him it is increased emotional and intellectual interconnection that involves work performance, company, managers, and co-workers. This assumption is in accordance with the results of the survey. Surveyed managers mentioned continuous functionality and development of the whole company, continuity of outputs, improvement of company climate and professional team, stable performance of employees and quality relationships.

Based on gain results, it is possible to agree with Robinson et al. (2004) and Schramm (2006) that the company should develop and foster such engagement and require a bilaterally functioning relationship between the employer and the employee to reach positive impacts of implementing talent management and its practices.

Thus, to retain quality and talented employees, it is possible to recommend the following based on the searched theory and results of the paper:

It is necessary to engage employees/talents in the company. As Kaliprasad (2006) and Branham (2009) states, it is needed to focus on both tangible (compensation, benefits) and intangible elements such as relationships, the balance between work and personal life, career growth opportunities, trust or the job content itself. Additionally, as Buchtová (2002), Branham (2009), Vronský (2012) and Vnoučková (2013) state that as much as 90% of managers incorrectly believe that the primary reason for disaffection of employees and talents is the financial remuneration or a better work offer but in fact 80–90% of employees leave companies due to various internal factors, which can be often influenced by the company management. This gap was found also in the presented paper. Searched employees perceive work conditions differently than managers. Luckily, employees perceive conditions better than managers. Companies have thus more possibilities to attract employees and retain them.

To gain new talented employees, Křečková-Kroupová (2008) suggest to search for talents not in the same and already explored areas but to use new opportunities, i.e. to contact and support talented individuals already during their studies (on high school or university), or as respondents mentioned to search between foreigners and also older workers. It includes willingness to employ younger or older employees or those who want to work part-time. Last but not least, it is important to offer such employees interesting and demanding work, mutual efficient and open communication, and opportunities for further development and growth. But as the results of the paper state, employees perceive positive work and development conditions in companies and therefore it is easier to recruit them and subsequently work on their development and retention. Especially it is necessary to work and manage development and retention of those who are key employees and talents.

## 5. Conclusion

The paper points attention to human resource management and talent management in forestry companies. The research presented in the paper focused on perception of human resource practices by employees and also by company rep-

resentatives to reveal current situation in this specific companies and to formulate suggestions to practical use of this concept in forestry.

Talent management may be considered a systematic approach to acquiring the right people for the right positions at the right time. The results of the paper show there is lack of specific budget for development of employees in forestry. Employees are being developed, but it does not always correlates with the set budget for development in the searched company (only 13% of surveyed companies have budget for development, other use random financing or there is no investment in this area). Employees included in the survey are mostly developed without specific budget created specifically for research and development purpose. The development of talents is usually random or when it is needed (without specific plans or programs).

Almost all searched employees stated they are being developed on their current job position or on position on which they aspire. Therefore development of employees is particularly managed and organized without any specified conditions, plans or budgets in studied companies. On the other hand it is possible to find some companies where employees are even developed by a company's rule. That means internal development programs in surveyed forestry companies are being used.

As talent management is implemented in half of studied companies, there are still blind spots in the implementation of the process. Talent management may be seen based on the results of the study as exclusive, because mainly specialists and managers are being developed and are part of talent programs. This statement is supported by responses (both by employees and managers) analysed in the research and correlation analysis. Additionally, the exclusive approach of talent management is supported by the result that surveyed companies develop specific employees on aspiring position or outside the area of current job position.

Another important finding established among the companies and respondents participating in the survey are their own initiative and willingness to take part in education and development programs. The employees themselves are active in the area of development, look for education and training opportunities, and are aware of their importance. The positive and active approach of employees to development therefore makes the implementation of development programs by companies easier.

As a rule, employees perceive opportunities for and conditions of development more positively than managers. Positively are viewed: number of newly hired employees, interest of people from outside in being employed by the company, attraction of the company for talents, investments into education and development, production and implementation of innovations. On the average, the perception of these phenomena by employees is 8.5% better than that of managers. Insofar as negative phenomena (stagnating number of employees, dropping education/research budgets, inability to produce innovations) are concerned, the difference is reversed – a higher percentage of managers' state that these negative phenomena do occur, while employees do not perceive them as such. The average difference in this case is 9.5%.



The relatively narrow focus solely on a primary sector, the forestry industry may be considered a limitation of this article. This sector was nonetheless selected for analysis in view of the conclusions of the National Training Fund (2014), according to which agriculture and forestry ranks in the Czech economy among the industries with not only a higher average age but it also has a great shortage of talented, predominantly young employees, compared to more promising areas, e.g. services. The results and recommendations in this article may assist those companies which were included in the study, in establishing workflows for talent management and employee development.

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