



**Silesian University of Technology**  
**Discipline: Management and Quality Sciences**

**ABSTRACT**

**Talent Management Practices as a Source of Organisational  
Effectiveness of Enterprises Associated within the SA&AM Cluster  
of the Katowice Special Economic Zone S.A.**

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## Abstract of the Doctoral Dissertation

Despite the wide scholarly and managerial interest in talent management, there is still no conclusive evidence as to whether, and to what extent, talent management enhances the organisational effectiveness of enterprises operating within a cluster initiative, nor how such processes unfold. Equally little is known about the conditions under which the impact of talent management on organisational effectiveness becomes evident. Hence, raising questions concerning the influence of talent management on enterprise effectiveness in cluster initiatives, the role of the cluster in shaping this relationship, and the ways of enhancing the organisational effectiveness of enterprises embedded in such initiatives appears relevant not only from a practical but also a theoretical perspective.

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The principal objective of the dissertation was the empirical verification of the significance of talent management practices for organisational effectiveness in enterprises associated within a cluster initiative, as well as the development of a set of guidelines for the selection and design of talent management practices conducive to high effectiveness in the SA&AM Cluster, coordinated by the Katowice Special Economic Zone S.A. (hereafter Katowice SEZ). This overarching objective was further decomposed into epistemological, methodological, empirical, and practical aims. The empirical aim was to identify configurations of talent management practices and conditions conducive to the effectiveness of enterprises in the SA&AM Cluster. Based on the literature review, ten research hypotheses were formulated:

*H1: A high level of talent management in an organisation leads to high organisational effectiveness.*

*H2: A high level of human resource management leads to high organisational effectiveness.*

*H3: A configuration of human resource management and talent management leads to high organisational effectiveness.*

*H4: A high level of transformational leadership leads to high organisational*

*effectiveness.*

*H5: A configuration of transformational leadership and talent management leads to high organisational effectiveness.*

*H6: A configuration of task-related uncertainty and talent management leads to high organisational effectiveness.*

*H7: A high level of inter-organisational cooperation leads to high organisational effectiveness.*

*H8: A high level of internationalisation leads to high organisational effectiveness.*

*H9: A configuration of inter-organisational cooperation, level of internationalisation, and talent management leads to high organisational effectiveness.*

*H10: A configuration of talent management, human resource management, transformational leadership, task-related uncertainty, inter-organisational cooperation, and internationalisation leads to high organisational effectiveness.*

To verify the hypotheses, it was necessary to select an appropriate methodology. Given the multiplicity of methods applied in talent management research, careful attention was paid to methodological adequacy. Consequently, a mixed-method approach was adopted, combining qualitative and quantitative research, with fuzzy-set Qualitative Comparative Analysis (fsQCA) (Ragin, 2009) as the central technique. This method, integrating the advantages of both quantitative and qualitative approaches, enables the identification of sets of variable configurations leading equifinally to the desired outcome (in this case, organisational effectiveness), thereby illustrating the multiple pathways to success. Thus, for a defined set of conditions, it was possible to identify configurations of variables that maximised organisational effectiveness.

For the empirical objectives, a comprehensive mixed-method research design was implemented. The study was conducted on a sample of 66 enterprises belonging to the SA&AM Cluster (operating within the Katowice SEZ). The empirical research was carried out in three stages. The first stage involved examining talent management practices, conditions identified in the literature review, and organisational effectiveness. The second stage identified configurations of talent management practices conducive to high organisational effectiveness. In the subsequent stage, a promotional campaign was launched to encourage the adoption of verified talent management practices among enterprises, and organisations were provided with a dedicated “Talent Management Optimisation Tool.”

The practical aim of the dissertation was the development and implementation of the “Talent Management Optimisation Tool” for organisations operating in the SA&AM Cluster. This tool supports cluster organisations in improving talent management practices and enhancing organisational effectiveness. It was designed, developed, and deployed as a new module of the SA&AM Cluster’s Digital HR 4.0 Platform, dedicated to supporting human resource management processes. The tool encompasses

functionalities enabling: (1) identification of configurations of talent management practices and conditions conducive to organisational effectiveness (applied in the empirical verification of talent management effects); (2) knowledge exchange in the field of talent management among cluster organisations; (3) self-diagnosis and optimisation of talent management configurations, allowing organisations to benchmark their practices against other cluster members.

The dissertation is structured into five chapters.

Chapter One offers a critical analysis of the literature on clusters, defining key concepts, the nature of clusters, and their role in enterprise development and innovation support. Chapter Two provides a synthetic and critical review of literature on talent management, strategies, practices, and internal and external factors shaping talent management and its organisational outcomes. Chapter Three describes the research methodology and characteristics of the studied enterprises. Chapter Four presents the empirical findings, identifying necessary and sufficient conditions for high and low organisational effectiveness. Chapter Five discusses theoretical and practical implications, limitations, and future research directions, while also documenting the implementation of the “Talent Management Optimisation Tool” for enterprises in the SA&AM Cluster, Katowice SEZ.

The analyses led to the rejection of most of the hypotheses derived from best practice assumptions (Abbas, Adil & Rehman, 2024; Harney & Collings, 2021). Talent management in the studied organisations does not, by itself, lead to high organisational effectiveness. Although it does not emerge as a direct determinant of high effectiveness, a low level of talent management was found in most configurations to result in low effectiveness. This indicates that talent management practices may not necessarily generate superior outcomes, but their absence results in unsatisfactory performance. Talent management therefore constitutes a necessary factor for maintaining at least average organisational effectiveness. This suggests that organisations disregarding talent management practices, in a labour market characterised by intense competition for skilled employees, can be deemed maladapted. Talent management in cluster-based enterprises is a highly complex phenomenon, with its effectiveness dependent on specific configurations of organisational factors. Particularly significant in this respect are human resource management practices, the level of inter-organisational cooperation within the cluster, and the degree of internationalisation.