



Publisher

<http://jssidoi.org/esc/home>

UTILIZING MULTIGENERATIONAL POTENTIAL IN ORGANIZATIONAL TALENT MANAGEMENT*

Monika Hudáková ^{1*}, Ľuboš Cibák ², Mário Lelovský ³, Ľubomír Nebeský ⁴

^{1,2,3,4} Bratislava University of Economics and Management, Bratislava, Slovakia

E-mails: ^{1*} monika.hudakova@vsemba.sk (Corresponding author); ² lubos.cibak@vsemba.sk; ³ lelovsky@itas.sk; ⁴ lubomir.nebesky@vsemba.sk

Received 18 January 2026; accepted 26 March 2026; published 30 June 2026

Abstract. The current work environment is characterized by the coexistence of several generations, from Baby Boomers to Generation Z, which differ in their values, work preferences, and expectations of employers. This generational diversity creates complex dynamics that can present both challenges and strategic opportunities for human resource management, particularly in the area of talent management. Effective integration of multigenerational potential into HR processes can significantly contribute to increasing an organization's innovation capacity, improving team performance, and strengthening employee engagement. The aim of this article is to propose the direction of talent programs in organizations based on the research conducted and to define key talent competencies for talent programs. The research was conducted in selected Czech organizations (n = 100). The results confirm that the organizations surveyed perceive talent management as a strategic tool for securing knowledge capital and innovation. By seeking out talent, organizations reflect the need to adapt to changing market conditions and demographic changes. By identifying key competencies for organizations, it is possible to more effectively develop and retain talented employees regardless of their age.

Keywords: age diversity; key competencies; intergenerational cooperation; innovation; research; Czech Republic

Reference to this paper should be made as follows: Hudáková, M., Cibák, Ľ., Lelovský, M., Nebeský, Ľ. 2026. Utilizing multigenerational potential in organizational talent management. *Entrepreneurship and Sustainability Issues*, 13(4), 202-214. <http://doi.org/10.9770/n4436887898>

JEL Classifications: J24, M12, M54, J11, M14

1. Introduction and literature review

In today's dynamic environment, organizations face challenges associated with rapid technological progress, globalization, and changing demographic structures of the workforce (Mugunzva & Manchidi, 2024; Pandey & Singh, 2026). Talent management is becoming a key tool for ensuring the competitiveness and sustainable growth of organizations. However, given the growing age diversity, it is increasingly important to focus on leveraging the multigenerational potential that offers organizations a unique combination of experience, knowledge, new approaches, and adaptability (Piwowar-Sulej, 2024; Urbancová et al., 2025; Čirčová et al.,

* **Funding:** This article is supported by the international project No. 4/2023-M, "The meaning and application of social responsibility in selected companies." Project duration: 2023–2027. The international project is funded by the Internal Grant Agency of the Bratislava University of Economics and Management. The data used in this article were obtained within the framework of the grant project of Czech University of Life Sciences Prague (CIGA No. 20141002) entitled "Building the Employer Brand Using New Strategic Trends in Organizations in the Czech Republic."

2025). Each generation brings specific strengths. While older employees have deep expertise, high loyalty, and the ability to handle complex situations, the younger generation offers technological proficiency, creativity, and openness to innovation (Hans et al., 2023; Ma & Fang, 2024; Mas-Manchón et al., 2024; Nyusani & Mabungela, 2025; Mabungela et al., 2025; Shafiee & Goodarzi, 2026). Effective talent management in organizations should therefore be inclusive and flexible in order to identify, develop, and retain talent across the entire age spectrum. The key is to create development programs that take into account the different motivations, needs, and expectations of each generation.

Current research shows that age-diverse teams can bring higher levels of innovation and productivity to organizations if managed correctly (Collinson, Hodin, 2023; Napathorn, 2025; Urbancová, 2025; Chapman et al., 2025).

Effective talent management should therefore take into account the specific needs and motivations of each generation. For example, Generation Z prefers digital communication and flexibility, while Baby Boomers emphasize stability and personal contact. Organizations that adapt their talent management strategies to reflect these differences can achieve higher levels of employee engagement and satisfaction (Wang & Duan, 2025; Lassleben & Hofmann, 2023).

Although generational diversity brings many benefits, it can also lead to misunderstandings and conflicts. Chiwisa, Mpundu (2023), Rosen (2021) state that differences in values and work styles can cause tension in teams, which negatively affects teamwork. However, proper leadership and open communication can minimize these conflicts and leverage diversity as a competitive advantage (Vnoučková et al., 2018; Zellman et al., 2025).

When leveraging multigenerational potential in talent management within organizations, it is necessary to pay attention to generational differences and psychological contracts. Research shows that different generations perceive talent management differently. For example, Baby Boomers emphasize stability and loyalty, while Generation X and Millennials prefer opportunities for development and career growth. The study found that perceived talent management practices positively influence the fulfillment of the psychological contract, with the strength of this relationship varying across generations. Different generations also prefer different communication channels. For example, Baby Boomers prefer face-to-face meetings, while Generation Z prefers digital communication. These differences can lead to misunderstandings if not managed properly (Hovořáková & Pauknerová, 2024). This needs to be taken into account when creating talent pools for organizations, which are a strategic tool of modern human resource management, with the aim of identifying, developing, and retaining key employees with high potential for the future needs of the organization (Padney, Singh, 2026; Zellman et al., 2025; Griep et al., 2025). In the context of demographic changes and the lengthening of working life, it is increasingly important to approach talent management in an age-inclusive manner that reflects the potential of all generations of employees.

An age-balanced talent pool allows organizations to leverage the unique strengths of different generations, from the stability, experience, and deep expertise of older employees to the technological savvy, innovative thinking, and flexibility of younger colleagues. This approach not only eliminates the risk of age discrimination, but also strengthens organizational adaptability, intergenerational collaboration, and knowledge transfer.

Effective talent pool creation should therefore be based on objective selection criteria such as performance, work ethic, teamwork skills, willingness to learn, and potential for growth, rather than age. An important part of this is also an individual development plan that respects the needs of individuals at different stages of their careers and lives.

Organizations that consciously include employees of all age groups in their talent pools thus become more resilient, innovative, and better prepared to face the challenges of today's labor market. From a talent management perspective, inclusive talent management that takes into account the needs of all generations is therefore key to maintaining employee engagement. Organizations that implement programs such as reverse mentoring or flexible working conditions report higher satisfaction and productivity across generations (Urbancová et al., 2024; Upadhyay & Singh, 2024).

Current research confirms that talent management based on age-neutral criteria such as professional skills, work ethic, ability to collaborate, and performance enables effective employee engagement across all age groups, especially when combined with appropriate leadership (Pauknerová et al., 2024). A significant trend is the shift from an age-oriented approach to the concept of multigenerational equality, which emphasizes the shared potential of all generations for growth and innovation.

Talent management is expected to become more closely linked in the coming years with the concepts of age management, sustainable HR, and strategic personnel work, which is based on mutual respect between generations and targeted skills development regardless of age. It will be key to support intergenerational learning (e.g., mentoring between younger and older employees), create adaptable development programs, and develop leadership that is sensitive to differences in life stages. In this way, organizations can become not only attractive employers for a wide range of talent, but also more resilient to demographic challenges and changes in the labor market.

The aim of this article is, therefore, to propose, based on the research conducted, the direction of talent programs in organizations and to define the key competencies of talent for talent programs.

2. Research objective and methodology

The objective of the research was to examine how organizations in the Czech Republic utilize multigenerational potential in talent management and whether selected organizational characteristics are associated with the use of specific talent management practices, particularly the use of a talent pool. Primary data was collected using a questionnaire-based data collection technique, the CAWI (Computer-Assisted Web Interviewing) method. The questionnaire was administered in selected organizations in the Czech Republic across all economic sectors and was distributed online via the Survio platform. Within each organization, only one representative was contacted, namely the director/manager of human resources or human resources specialist. Respondents were informed about the anonymity and purpose of the research at the beginning of the questionnaire. This approach was chosen because HR professionals are assumed to possess the most relevant information on organizational talent management policies and practices.

The sample consisted of 100 organization ($n=100$). The structure of the organizations that participated in the research was as follows:

- by economic sector: 1% from the primary sector, 26% from the secondary sector, 73% from the tertiary sector,
- by size of organization according to number of employees: 31% from small, 28% from medium, 41% from large organizations,
- by ownership of the organization: 79% Czech organizations, 4% Czech with foreign owners, 17% multinational organizations.

A non-probability purposive sampling strategy was applied, as the study intentionally targeted respondents responsible for or familiar with talent management processes. Although the sample is not statistically representative of all organizations in the Czech Republic, it provides relevant exploratory evidence across organizations of different sizes, sectors, and ownership structures.

The questionnaire survey was conducted with the aim of obtaining information about respondents' opinions and experiences in the area of utilizing multigenerational potential in talent management. The questionnaire contained a combination of closed and semi-closed questions. The instrument was structured into thematic sections covering organizational characteristics and selected talent management practices related to the management of employees from different generations. Some items were measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

Before the main data collection, the questionnaire was reviewed with regard to content clarity and item relevance in order to ensure that the wording was understandable and aligned with the research objective. For the purposes of hypothesis testing, the key variable "use of a talent pool" was operationalized as a categorical variable based

on respondents' answers indicating whether this practice was used in the organization. Organization size and ownership structure were treated as grouping variables.

The data was exported to MS Excel and then analyzed using basic descriptive statistics. The analysis first focused on a basic description of the sample and the frequency distribution of responses. In the next step, dependence between selected categorical variables was tested. The following hypotheses were established:

- H₀₁: There is no difference between the size of the organization and the use of the talent pool.
- H₀₂: There is no difference between the type of ownership share of the organization and the use of a talent pool.

To test the hypotheses, the chi-square test of independence was used. This test was selected because both the dependent and independent variables were categorical in nature. Prior to the analysis, the data were checked to confirm that the assumptions for applying the chi-square test were met. The hypotheses were tested at the significance level of $\alpha = 0.05$. Where relevant, the interpretation focused not only on statistical significance but also on the substantive meaning of the identified relationships in the context of talent management and multigenerational workforce management.

The methodological limitations of the study should also be acknowledged. The study is based on self-reported data from a single respondent per organization, which may introduce subjective bias. In addition, the use of purposive sampling and the sample size do not allow broad generalization of the findings to the entire population of organizations in the Czech Republic. Nevertheless, the study provides useful empirical insight into current organizational practice and offers a basis for further, more extensive research.

3. Results and discussion

The main reasons why organizations implement talent management are primarily to increase knowledge (31.19%) and to search for key employees (30.28%). The need for constant innovation also plays a significant role (22.02%). On the other hand, flexibility limitations are not mentioned as a reason at all (0%). Less frequently cited reasons include a lack of the right skills and a declining workforce flexibility, both with the same share (8.26%). The results are shown in Figure 1.

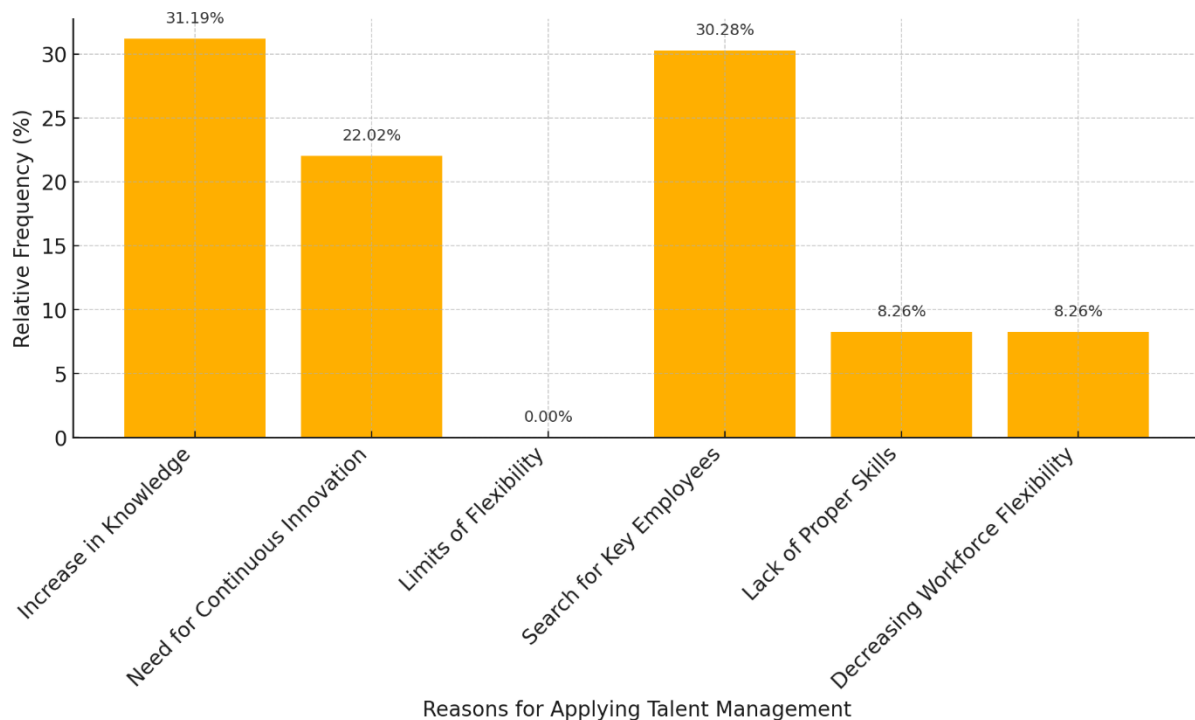


Figure 1. Reasons for Applying Talent Management in Organisations

Source: Own elaborate

Organizations perceive the need for continuous knowledge enhancement as a key factor in improving organizational performance. Talent management in these organizations should therefore focus more on the development of professional competencies, lifelong learning, and internal training. Organizational leaders will decide whether to systematically invest in training programs and create a culture of learning. Innovation is also essential for organizations to remain competitive.

Talent management should focus on supporting creative thinking and recruiting employees with high innovation potential. In the future, we can expect to see a growth in the importance of programs to support innovation within organizational culture. Flexibility as a reason for applying talent management did not apply within the organizations surveyed. These organizations do not currently address flexibility primarily through talent management, which may mean that this area is underestimated. In the future, however, it can be expected that with the development of hybrid work and various forms of employment, flexibility will gain importance in talent management as well.

On the other hand, acquiring strategic employees is crucial for organizations. Talent management must focus on effectively identifying, recruiting, and retaining key talent. In the future, it will be necessary to further develop talent pooling programs and personalized career paths. A lack of specific skills can be a problem, but it is less common.

It can be concluded that organizations will have to analyze skill gaps and fill them in a targeted manner through training and development. The emphasis on reskilling and upskilling will play an increasingly important role for organizations. The problem of declining employee adaptability is also partially recognized. Organizations will need to promote openness to change and adaptability among their employees. Talent management should therefore work more with the concept of agility (the ability to respond quickly to change) and the development of soft skills.

It is also important to identify the driving forces of talent management in organizations, which are factors that motivate organizations to implement and develop systematic approaches to talent management. These forces reflect both the internal needs of organizations and external environmental pressures. The main driving forces identified are shown in Figure 2.

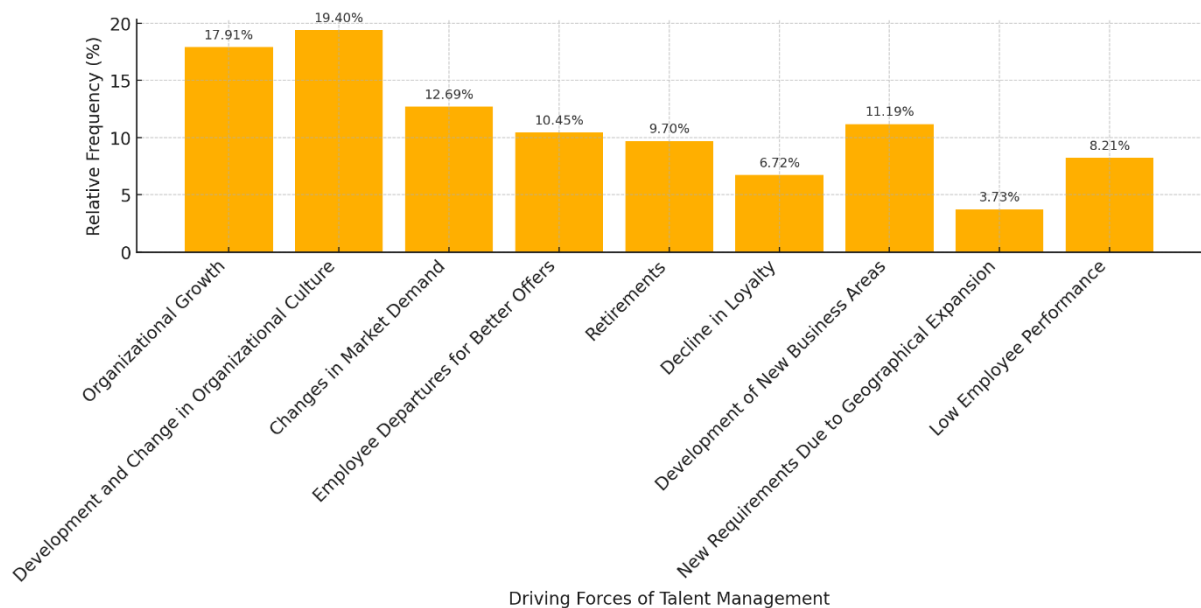


Figure 2. Driving Forces of Talent Management in Organisations
Source: Own elaborate

The most frequently mentioned driving force behind talent management is the development and change of organizational culture, which was mentioned in 19.40% of cases. Organizations are increasingly aware that a culture that supports development, innovation, and open communication is essential for successful talent management. Talent management will therefore be more closely linked to the values and internal standards of the organization in the future. There is expected to be a growing emphasis on building a strong organizational identity and strengthening employee engagement.

Organizational growth, mentioned in 17.91% of cases, naturally increases the need for a comprehensive approach to human resource management. Expansion brings with it higher demands for structured recruitment, development, and retention of employees. Organizations are therefore moving towards building robust strategies for talent planning and creating so-called talent reserves to ensure stability during further growth.

The need to adapt to changes in market demand is being addressed by 12.69% of organizations, which points to the need for greater flexibility in employee skills. Talent management will focus more on agility and the ability to quickly retrain in order to respond flexibly to new market needs.

Developing new business areas as a driving force, cited in 11.19% of cases, requires identifying and developing employees capable of functioning in a dynamic and often unfamiliar environment. Talent management will therefore focus more on so-called "future-ready" competencies, cross-functional collaboration, and adaptability to new challenges.

Employee departures due to more attractive offers represent a challenge for 10.45% of organizations. They face pressure to retain key talent, which requires enhancing the attractiveness of the work environment, internal mobility, and individual career planning. At the same time, the importance of positive employee experience and quality communication will grow.

The aging workforce and retirements, mentioned in 9.70% of cases, create a need for succession planning and effective knowledge transfer. Organizations will more often implement age management tools and mentoring programs to support intergenerational cooperation and the preservation of know-how.

Low employee performance, cited as a driving force in 8.21% of cases, requires targeted identification of weaknesses and support for individual development. There will be an increased emphasis on personalized training, regular performance reviews, and systematic motivation enhancement.

Declining loyalty, cited by 6.72% of organizations, points to the need to strengthen the bond between employees and the organization. This can be achieved through value alignment, meaningful work, and leadership development that promotes engagement and intrinsic motivation.

New requirements associated with geographic expansion, reported by 3.73% of organizations, emphasize the need to adapt talent management to cultural and local specifics. The importance of diversity, intercultural skills, and the ability to manage teams in a global context is growing.

This is related to the correct definition of talent, which is a key prerequisite for effective and fair talent management for organizations. Given that the labor market is characterized by growing demographic diversity and longer working lives across generations, it is essential for organizations to abandon simplistic notions of talent as exclusively young, dynamic, and rapidly advancing individuals. Instead, they should be based on a comprehensive concept of talent that emphasizes competencies, potential for development, work ethic, performance, willingness to learn, and ability to collaborate—attributes that can be achieved in all age categories.

If organizations define talent narrowly or unknowingly in a discriminatory manner, for example based solely on age, they risk not only violating the principles of equality and diversity, but above all losing a significant amount of valuable human capital. Older employees often have deep expertise, experience, stability, and the

ability to handle complex work situations. If they are not allowed to participate in talent programs, organizations lose the opportunity to leverage their full potential and transfer their know-how to younger generations.

Conversely, a definition of talent that is based on a competency framework and is age-neutral promotes an inclusive environment that motivates all employees to actively participate and develop over the long term. This approach not only contributes to fairness, but also increases employee engagement, improves intergenerational learning, and enhances organizational resilience.

As a result, it can be said that a properly formulated and inclusive definition of talent becomes not only an ethical but also a strategic priority that enables organizations to fully leverage multigenerational potential and successfully face the challenges of today's work environment. The identified key competencies of talent are shown in Figure 3.

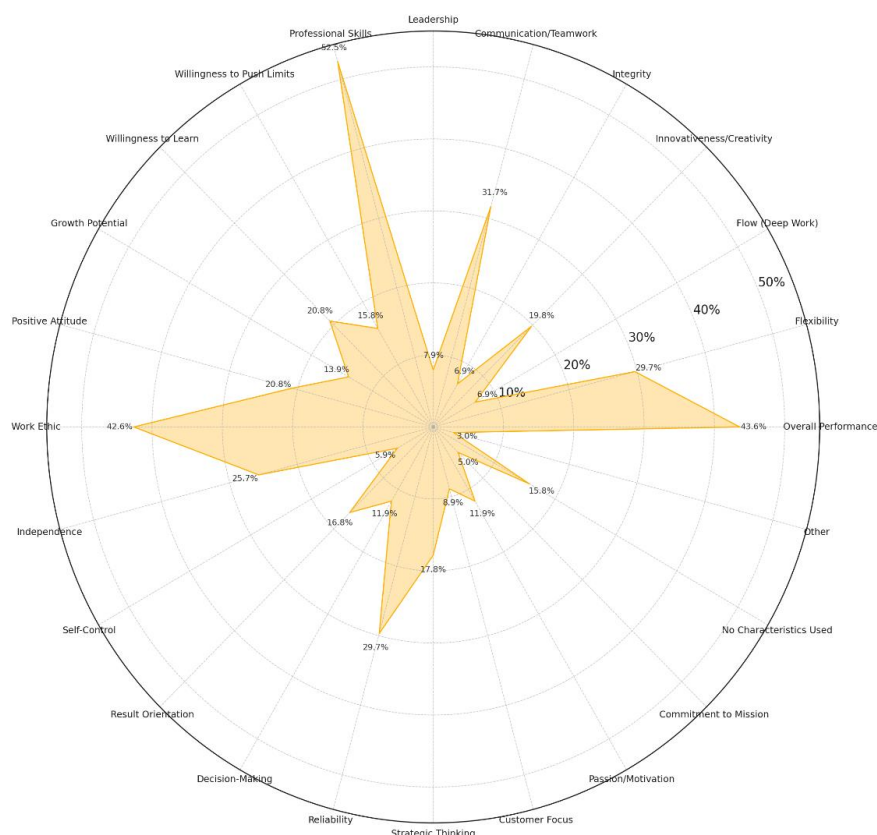


Figure 3. Competencies of Key Talents in Organisations
Source: Own elaborate

Data analysis shows that organizations most often identify key talents based on specific competencies that are considered essential for their future development and contribution. The most frequently mentioned competencies include professional qualifications and skills (52.5%), overall performance (43.6%), work ethic (42.6%), communication and teamwork (31.7%), and flexibility and reliability (both 29.7%). These characteristics provide a stable basis for talent selection regardless of employee age, as professional skills and performance reflect not only long-term potential but also current work commitment. At the same time, competencies such as work ethic, teamwork, and flexibility support the ability to adapt to changing conditions across generations.

These findings have important implications for working with an age-diverse workforce. First and foremost, it is clear that effective talent identification should be based on a so-called ageless approach, which focuses on

the quality of an individual's contribution rather than their age. Key competencies can be achieved across all age categories if organizations create the right conditions for their development.

At the same time, it is advisable to systematically promote intergenerational cooperation. It appears that flexibility, willingness to learn (20.8%) and innovativeness (19.8%) are not exclusively the domain of the younger generation, but also have their place among more experienced employees. The targeted development of these competencies, regardless of the age of employees, promotes mutual learning, knowledge transfer, and team adaptability.

In the long term, it is also crucial to build a sustainable talent pipeline that is not solely dependent on short-term performance but is based on a combination of soft skills and professional qualifications. This approach allows for the involvement of both young talents with growth potential and experienced professionals who bring stability, professional maturity, and a strong ethical framework. Ultimately, an inclusive and competency-based approach to talent identification contributes not only to greater balance within teams, but also to the overall resilience and performance of the organization.

Two hypotheses were established to verify the influence of selected organizational characteristics on the use of talent pools. The first examined the relationship between the size of the organization and the use of talent pools, while the second focused on the connection between the type of ownership and this practice (see Methodology). The results showed that neither the size of the organization ($p = 1.000$) nor the type of ownership ($p = 0.731$) has a statistically significant impact on whether organizations use talent pools. In both cases, the null hypothesis was accepted, which means that the creation and management of talent pools does not depend on the size or ownership structure of the organization.

These findings lead to an important conclusion: talent management strategies and systematic talent identification can and should be implemented across all types and sizes of organizations. This opens up opportunities for equal access to talent development, regardless of organizational background. At the same time, these findings are linked to the importance of creating talent pools that reflect potential across age categories. Given that the main identification criteria (e.g., expertise, work ethic, performance, and teamwork) are not age-related, it is crucial that organizations do not limit talent programs to younger employees. All employees, regardless of age, can be carriers of valuable competencies, and therefore talent management should be seen as a tool for intergenerational development and long-term sustainability of human resources.

The results of the study are consistent with current international research, which emphasizes the importance of strategic talent management for maintaining the competitiveness of organizations. The presented research identified the main reasons for implementing talent management as increasing knowledge (31.19%), searching for key employees (30.28%), and supporting innovation (22.02%). These findings correspond with the results of the study by Alsakarneh et al. (2023), which showed that talent management practices such as recruitment, training, and compensation significantly affect employee retention and performance. Furthermore, the study by Shan and Wang (2024) emphasizes that in the era of the knowledge economy, strategic talent development is key to innovation and organizational adaptability. The authors point to the need to align talent initiatives with the dynamic demands of the global business environment, which is confirmed by research by Vnoučková et al. (2018); Collinson and Hodin (2023), Urbancová et al. (2024).

The results of this study provide a new perspective on age inclusion in talent management. While many studies focus on younger generations, Czech research emphasizes the importance of competencies such as professional skills, work ethic, and teamwork, which are achievable across all age groups. This approach promotes intergenerational cooperation and the utilization of employees' full potential regardless of age. A comparison with these studies confirms that the research expands existing knowledge by emphasizing the importance of an inclusive approach to talent management across age categories. While some studies focus on specific sectors or geographic areas, the Czech research provides an important perspective on the need for intergenerational cooperation and equal access to talent development.

Given demographic changes and the aging population across the European Union, talent management is a pressing issue not only in the Czech Republic but also in the broader European context. Future research in the EU context should focus on:

- Comparative studies across European countries to identify specific characteristics and common challenges in talent management.
- The long-term impacts of inclusive talent management on organizational performance and innovation.
- The impact of digital transformation and hybrid working models on talent development strategies.
- In this way, a comprehensive framework for effective talent management can be created that reflects the needs of a diverse workforce and supports the sustainable development of organizations in a dynamic environment.

Based on the research results, specific managerial implications can be formulated that support the implementation of talent development programs across all age categories. Age diversity is not an obstacle, but rather an opportunity to maximize the potential of employees in different stages of life through targeted development, while strengthening the innovative culture of the organization.

One effective tool for developing intergenerational cooperation is reverse mentoring. This approach enables mutual learning between younger and older employees, with younger colleagues contributing their digital knowledge (e.g., in the area of social networks) and older colleagues passing on their experience, career guidance, and value framework. Such two-way knowledge transfer strengthens mutual respect, reduces generational barriers, and contributes to the sharing of good practices.

Another recommendation is flexible career planning that reflects the different needs of employees depending on their life situation. Older employees can take advantage of career changes, transition to part-time work, or participate in second career programs, while younger generations will appreciate the opportunity for rapid growth through trainee programs and career accelerators. This type of planning helps keep employees motivated and engaged in the long term.

To develop managers of different age groups, organizations can use multigenerational leadership academies that combine elements of coaching, case studies, and cross-generational team projects. This approach promotes diversity in management styles, inspires through the sharing of experiences, and enables the creation of teams with a higher degree of empathy and adaptability.

To ensure the effectiveness of training, it is important to implement personalized training that takes individual learning styles into account. Younger generations prefer online platforms, microlearning, and gamification, while older employees appreciate face-to-face workshops, mentoring, and consultations. Advanced LMS systems with adaptive learning (e.g., Coursera for Business, Degreed, EdCast) are suitable tools that allow you to offer tailored content.

Intergenerational projects that promote cooperation on innovation and improvement initiatives are also an important element of development. Joint participation in teams composed of employees of different ages brings synergy between experience and new perspectives, develops creativity, and strengthens team cohesion. Innovation hubs, idea labs, or task forces focused on specific goals are a suitable format for such initiatives. Last but not least, it is also important to pay attention to work-life balance and wellbeing programs that reflect the different needs of employees at different stages of life. Offering tools for stress management, parental support, support for those caring for aging parents, or burnout prevention should be a standard part of any development strategy. These programs have a positive impact not only on employee health and satisfaction, but also on their loyalty and work performance.

For multigenerational development programs to be truly effective, it is recommended to conduct a needs analysis across generations and involve employees in creating their content. Inspirational stories and role models from all age groups strengthen motivation and a sense of belonging. It is also key to build an environment of open communication and respect, where intergenerational cooperation is a normal part of the organizational

culture. The use of technology should be balanced by preserving space for personal contact and interpersonal relationships, which are the foundation of a sustainable organizational culture.

Conclusions

The implementation of talent management is increasingly perceived in today's organizations as a strategic necessity, not just a human resources tool. Organizations are motivated to implement it primarily by the need to increase knowledge levels, search for key employees, and support innovation potential. The most common drivers leading to the systematic search for and development of talent include organizational growth, changes in organizational culture, and adaptation to market dynamics. In this context, the ability to correctly identify and develop key competencies proves to be a fundamental prerequisite for maintaining competitiveness and the long-term success of an organization.

An important aspect of the current approach to talent management is the emphasis on age diversity and intergenerational cooperation. Organizations that actively promote cooperation between generations through mentoring, reverse mentoring, or team learning experience higher levels of innovation, better team dynamics, and stronger employee engagement. It appears that incorporating the principles of diversity, inclusion, and age management into talent management contributes significantly to the development of human capital across generations and is becoming a strategic priority with a long-term impact.

In terms of practical recommendations, it is important for organizations to ensure equal opportunities for entry into talent programs regardless of age. The key is to focus on the competencies and contributions of the individual, not on demographic characteristics. Professional skills, the ability to collaborate, work performance and morale, and competencies that are not age-limited play an important role here. Leveraging the experience of older employees in areas such as integrity, reliability, and strategic thinking should be balanced with the motivation and fresh perspectives of the younger generation. At the same time, it is desirable to develop personalized development programs that reflect the different needs across generations.

Proven approaches in organizations include the introduction of reverse mentoring, where younger employees share their digital skills with older colleagues, who in turn pass on their practical experience and knowledge. Another effective approach is to support a flexible working environment that offers work arrangements suitable for different generations, such as the option of working from home, part-time work, or flexible working hours. Open communication is also key, as it creates a trusting environment and allows employees to share their opinions, needs, and suggestions regardless of age. It should be noted that the conclusions presented are based on a questionnaire survey conducted in Czech organizations. Although the results can only be generalized directly to the analyzed research sample and certain territorial specifics must be taken into account, such as the structure of the Czech labor market, the cultural framework of organizations, and the nature of local personnel processes, the research represents a significant contribution to both practice and theory.

From a practical point of view, it offers specific insights into how organizations in real-world environments approach the identification and development of talent across age categories, what competencies they consider key, and what obstacles and motivations they perceive in implementing talent management. These findings can serve as inspiration for other organizations seeking to take a strategic approach to human capital development in the context of demographic and market changes. From a theoretical point of view, the research contributes to a deeper understanding of organizational behavior patterns in the areas of age management and inclusive talent management. It provides empirically based data that can be used to further develop the concept of intergenerational cooperation, equal opportunities, and a competency-oriented approach to working with talent.

Although the research was conducted in the Czech context, its conclusions go beyond the national framework, as they point to challenges that are relevant to other European countries in times of demographic change and the emergence of Generation Z. The issue of intergenerational talent management is a shared topic across the EU, and the results of this research can therefore be a valuable contribution to international expert discussions and a basis for comparative analyses. Organizations across the European Union are facing similar challenges,

with an aging population and Generation Z entering the labor market being a common trend. European institutions have long been highlighting the need to adapt HR policies to demographic changes, support active aging, and age management. The issue of effective and inclusive talent management is thus becoming a pan-European topic with implications for competitiveness, sustainability, and social cohesion. For these reasons, it is desirable that future research expand its focus not only geographically but also thematically. It is recommended to focus on comparative studies between different European countries, qualitative research on the motivation of employees of different ages to participate in talent programs, or the impact of age diversity on specific performance indicators of organizations. Such research could contribute to a deeper understanding of how to effectively utilize human potential across generations in the European context.

References

- Alsakarneh, A., Al-gharaibeh, S.M., Allozi, A.I., Ababneh, H.T., & Eneizan, B. (2023). The influence of talent management practices on employee retention and performance: An empirical study of Jordanian service organizations. *Problems and Perspectives in Management*, 21(3), 460-470. [http://doi.org/10.21511/ppm.21\(3\).2023.37](http://doi.org/10.21511/ppm.21(3).2023.37)
- Chapman, G., Nasirov, S., Hughes, M., & Hughes, P. (2025). Workforce age diversity and the intensity of inventive activities in universities. *Journal of Technology Transfer*, Early Access <https://doi.org/10.1007/s10961-025-10250-6>
- Chiwisa, C. C. & Mpundu, M. (2024). The influence of a multigenerational workforce on organizational performance: A deep dive into generational skillsets. *International Journal of Academe and Industry Research*, 5(4), 23-52. <https://doi.org/10.53378/ijair.353107>
- Čirčová, V., Beresecká, J., Boršoš, P., Čapošová, E. (2025). Digital transformation of human resource management processes and practices: a study of Slovak enterprises. *Entrepreneurship and Sustainability Issues*, 12(3), 315-325. <https://doi.org/10.9770/b4647989737>
- Collinson, C., & Hodin, M. (2023, October). Best practices for engaging a multigenerational workforce. *Harvard Business Review*. <https://hbr.org/2023/10/best-practices-for-engaging-a-multigenerational-workforce>
- Griep, Y., Hansen, S. D., Kraak, J. M., Sherman, U. P., Bankins, S. (2025). Sustainable human resource management: the good, the bad, and making it work. *Organizational Dynamics*, 54(2), 101112. <https://doi.org/10.1016/j.orgdyn.2024.101112>
- Hans, S., Nayeem, A. M., Mikkilineni, S., & Gupta, R. (2023). Exploring the relationship between generational diversity and knowledge sharing: the moderating role of workplace intergenerational climate, boundary-spanning leadership and respect. *Employee Relations*, 45(6), 1437-1454. <https://doi.org/10.1108/ER-11-2022-0507>
- Hovořáková, E., & Pauknerová, D. (2024). Model and Specifics of Generation Z Entry onto the Czech Labour Market. *Central European Business Review*, 13(3), 1-29. <https://doi.org/10.18267/j.cebr.349>
- Lassleben, H. & Hofmann, L. (2023). Attracting Gen Z talents: do expectations towards employers vary by gender? *Gender in Management*, 38(4), 545-560. <https://doi.org/10.1108/GM-08-2021-0247>
- Ma, K., & Fang, B. (2024). Exploring Generation Z's expectations at future work: the impact of digital technology on job searching. *European Journal of Training and Development*, 8(9), 933-953. <https://doi.org/10.1108/EJTD-05-2023-0076>
- Mabungela, A. B., Nyusani, S., & Mthlane, N. (2025). Impact of AI use on postgraduate students: a systematic review. *Insights into Regional Development*, 7(2), 158-170. <https://doi.org/10.70132/z4973888974>
- Mas-Manchón, L., Fernández-Cavia, J., Estanyol, E., & Van-Bergen, P. (2024). Differences across generations in the perception of the ethical, social, environmental, and labor responsibilities of the most reputed Spanish organizations. *Profesional De La Informacion*, 33(3), Article Number e330302. <https://doi.org/10.3145/epi.2024.0302>
- Mugunzva, F. I., & Manchidi, N. H. (2024). Re-envisioning the artificial intelligence-entrepreneurship nexus: a pioneering synthesis and future pathways. *Insights into Regional Development*, 6(3), 71-84. <https://doi.org/10.70132/k5546584395>
- Napathorn, C. (2025). Bundle of inclusive HR practices for managing ageing and other generations of employees in organisations: evidence from Thailand. *International Journal of Organizational Analysis*, 34(3), 786-817. <https://doi.org/10.1108/IJOA-10-2024-4933>
- Nyusani, S., & Mabungela, A. B. (2025). Impact of social media use on youth. *Insights into Regional Development*, 7(4), 10-20. <https://doi.org/10.70132/j9343375965>

Pandey, I., & Singh, P. (2026). Reverse mentoring, career competencies and their relationship with innovative work behavior and turnover intention. *Management Decision*. ahead-of-print. <https://doi.org/10.1108/MD-04-2025-0925>

Pauknerová, D., Honsová, P., Lorencová, H., & Jarošová, E. (2024). How are leadership discourses reflected in the leadership identity of young adults? *Journal of Management Development*, 43(2), 123-140. <https://doi.org/10.1108/JMD-08-2023-0236>

Piowar-Sulej, K. (2024). Sustainable human resource management: a mixed-method analysis of the research field focusing on the Visegrad countries. *Central European Management Journal*, 33(1), 57-71. <https://doi.org/10.1108/CEMJ-10-2023-0391>

Rosen, B. (2021). A guide to leading the multigenerational workforce. UNC Executive Development. https://onlinemba.unc.edu/wp-content/uploads/sites/10/2021/05/Final_Multigenerational_Workforce_Guide_Optimized_Trial.pdf

Shafiee, M., & Goodarzi, S. (2026). The role of employer branding in talent management: analysis of key strategies and tools. *International Journal of Organizational Analysis*, 34(1), 99-114. <https://doi.org/10.1108/IJOA-10-2024-4900>

Shan, Z., & Wang, Y. (2024). Strategic Talent Development in the Knowledge Economy: A Comparative Analysis of Global Practices. *J Knowl Econ*, 15, 19570–19596. <https://doi.org/10.1007/s13132-024-01933-w>

Upadhyay, S., Singh, P. (2024). Linking leader humility, reverse mentoring and subordinate turnover intentions: empirical evidence from the Indian information technology industry. *International Journal of Organizational Analysis*, 32(8), 1483-1500. <https://doi.org/10.1108/IJOA-05-2023-3777>

Urbancová, H. (2025). Supporting age diversity and intergenerational cooperation for creating a suitable work environment. *Tem Journal-Technology Education Management Informatics*, 14(2), 1214-1222. <https://doi.org/10.18421/TEM142-22>

Urbancová, H., Madzík, P., Vrabcová, P., Řehoř, M. (2024). Navigating the age mosaic of employees: unveiling insights into age diversity strategies in modern workplaces. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2402509>

Urbancová, H., Vrabcová, P., Madzík, P., Kocourek, A. (2025). Synergic strategies in reinforcing the pluralistic paradigm, inclusion and diversity as a catalyst for social sustainability focusing on agribusinesses. *Agric. Econ. - Czech*. 71(5), 273-284. <https://doi.org/10.17221/371/2024-AGRICECON>

Vnoučková, L., Urbancová, H., & Smolová, H. (2018). Building Employer's Image Thanks to Talent Programs in Czech Organizations. *Engineering Economics*, 29(3), 319-331. <https://doi.org/10.5755/j01.ee.29.3.13975>

Wang, L., & Duan, X. (2025). Generational diversity and team innovation: the roles of conflict and shared leadership. *Frontiers in Psychology*, 15, 1501633. <https://doi.org/10.3389/fpsyg.2024.1501633>

Zellman, E., Andrei, D., & Parker, S. (2025). Leadership, follower age, and age-diversity: a systematic review and future directions. *Work, Aging and Retirement*. <https://doi.org/10.1093/workar/waaf014>

Funding: This article is supported by the international project No. 4/2023-M, “The meaning and application of social responsibility in selected companies.” Project duration: 2023–2027. The international project is funded by the Internal Grant Agency of the Bratislava University of Economics and Management. The data were obtained through collaboration with colleagues from the Czech Republic, who conducted research on this issue.

Author Contributions: All authors have read and agreed to the published version of the manuscript.

Prof.h.c. prof. Ing. **Monika HUDÁKOVÁ**, PhD., MBA has been working as a university professor at the Bratislava University of Economics and Management (Slovakia) since 2022. In 2022, she held the position of the Vice-Rector of Science and Research. Since 2024, she has been the Vice-rector for Pedagogical Activities and Lifelong Learning. She is currently a full-time Professor with the Department of Economics and Finance, where she constantly raises the visibility of issues in the field of Economics and Business Management, Crisis management, and International management. She is also a Full Member of Czech Academy of Agricultural Sciences and Slovak Academy of Agricultural Sciences.

ORCID: <https://orcid.org/0000-0003-0454-9626>

Dr.h.c. doc. **Ing. Ľuboš CIBÁK**, PhD., MBA works as an associate professor/university teacher at the Department of e-government and digital technologies, Institute of Public Administration of Bratislava University of Economics and Management (Slovakia). His professional focus is on the issues of small and medium-sized businesses, strategic management and information technologies. He is a full member of the Executive Committee of the Digital Coalition - National Coalition for Digital Skills and Professions and Vice-President of the Slovak Rectors' Conference.

ORCID: <https://orcid.org/0000-0003-3881-7924>

Dr.h.c. Ing. **Mário LELOVSKÝ** is a doctoral student at the Department of e-government and digital technologies, Institute of Public Administration of Bratislava University of Economics and Management (Slovakia). Research interests: human resource management, team management and digital technologies.

PhDr. Mgr. **Ľubomír NEBESKÝ**, PhD is an assistant professor at the Department of Economics and Finance of Bratislava University of Economics and Management (Slovakia). Research interests: international business and management, decision making.

ORCID: <https://orcid.org/0000-0002-2148-7212>

Copyright © 2026 by author(s). Publishing rights by Entrepreneurship and Sustainability Center

This work is licensed under the Creative Commons Attribution International License (CC BY).

<http://creativecommons.org/licenses/by/4.0/>



Open Access