

INTERNATIONAL STAFF MANAGEMENT AT HIGHER EDUCATION INSTITUTIONS IN CZECH REPUBLIC

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Abstract: This research empirically analyzes issues of the management of a highly skilled workforce – foreign scientific and academic staff in Higher Education Institutions (HEI) in the Czech Republic (CR). Based on the dimensions of Person-In-Environment theory, this study formulated a research framework to study the integration of international talents and factors impacting their adapting to the workplace and local communities. For international HR management, it is vital to consider the foreign talents' barriers to entering into employment in the host country. Favourable living and working conditions are operationalized in this study as living standards for expatriates. Quantitative data from 221 respondents were statistically analyzed, and results show expats' living standards in CR were highly influenced by their feeling "Like at Home", followed by employer's HR management and their mastery of the Czech language. Based on these findings, in order to increase the attractiveness of HEIs helping with brain gain from abroad, the solution is to remove unnecessary barriers and improve the conditions that will support foreign talent adaptation at the local workplace, Czech language acquisition, ensure sufficient income and equipment for research, and above all comprehensive and coordinated expatriate services. With these improvements, the HEIs can be attractive to sustain brain gain for international academic talents.

Keywords: Academic and Scientific Migration, HR Management, Quality Jobs, Academic Integration, Sustainable Jobs, Expatriates.

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Introduction

The term 'highly-skilled workers' is often used in scientific literature to describe experienced, talented and highly qualified specialists, e.g., scientists, researchers, technology specialists and academics. These workers are not bound to a single nation-state and often show high mobility and migration (Teichler, 2015). Managing

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migrants working in enterprises has gained significant attention (Urbanski, 2021); however, their management in higher education institutions (HEIs) is less known. The US are willing to go so far as to offer a “talent for citizenship” to gain the positive effects associated with skilled migration. Programs are successful, as evidenced by the increase of highly skilled migrants to US countries (Shachar, 2006). Despite the higher affinity to migrate among universities in the European Union (EU) countries, the adaptation of foreign scientific and academic workers (FSAS) in the EU, specifically in the Czech Republic (CR), is less researched, and the barriers they encounter are less understood (Pollacci, 2021). The adaptation of FSAS into the new work environment and working conditions is often underestimated, which impairs their performance and relationship with the employer and reduces institutional competitiveness (Ackers, 2008; Luczaj, 2022). Managing skilled workers’ migration is complex and impacted by push-pull factors, leading to migration from countries with less favorable conditions to countries with better conditions (Ravenstein, 1889). The economic prosperity and political stability of the EU were and are, in the past, a great attraction for immigrants. For example, European countries tend to attract academics and scientists from countries with less than ideal conditions for research, especially when there is a possibility to engage, teach and research in the English language (Catala, 2022). Therefore, the world of scientific research can be compared to a social system, i.e., university graduates can increase the value of their education and the chances of finding an excellent job by being willing to migrate (Sbalchiero and Tuzzi, 2017). Migration appears to be a good strategy for increasing competitiveness in the EU and other labor markets. In January 2000, the European Communities Commission established the European Research Area (ERA) to support and formulate European research policy. Its output was the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers, which aimed to improve the quality of working conditions for researchers and their recruitment by the Member States to keep the EU's highly skilled workforce in the EU territory. From the point of view of the international teams at HEIs, there is a need to set HR management rules and organize a multicultural environment (Ackers, 2008; Cernanska, 2018; Boeri, Brücker, Docquier, and Rapoport, 2012; Constant and d’Agosto, 2008; Siar, 2014; Sbalchiero and Tuzzi, 2017; Behle, 2014; European Research Area, 2019; European Commission, 2006; Kmosek, 2018).

Literature Review

Academic migration is a transaction between a buyer and a seller of labor within a certain political regime. Here, the "Matthew's effect" (Merton, 1968) applies – immigrants are attracted to rich and developed countries, such as the USA and Great Britain because "*...a rich and stable policy affects the well-being, freedom and level of opportunities of the individual in a world of inequalities in state and regional borders*" p. 163 (Shachar, 2006). The arrival of foreign experts is supported as part of the internationalization strategy, as their knowledge and skills help to increase the

competitiveness of the given institution in the field of science, research and education (Behle, 2014). Internationalization is the product of a specific alignment of factors on the supply and demand side, which are not stable over time (Healey, 2020). Institutional leadership may utilize the Person-In-Environment (PIE) theory addressing the functioning of individuals in their environment (Kondrat, 2013; Skotakova, 2020). In managing the job performance of foreign talents, job integration, coordinated support and comprehensive care from the employer are indispensable. FSAS must be viewed from the perspective of all their needs and conditions for effective performance towards a sustainable university ecosystem (Solcova and Kebza, 2004; Kondrat, 2013; Navratil, 2003). The university as an ecosystem contributes both towards industrial and social agenda (Nathan, 2013). The highest degree of integration stresses harmony and coexistence with the majority of society, i.e., FSAS gain confidence in their new environment and control of their work and lives. Organizational support plays a vital role in ensuring organizational citizenship behaviour among academics (Dominic, 2021). Once this happens, they can apply themselves to their work, make better decisions, believe in themselves and take full responsibility for their actions.

The number of legally residing foreigners in CR reached 633,000 (Czech Statistical Office, 2021). The integration of foreigners in CR is currently being investigated primarily concerning socially excluded groups of foreigners (Vackova, 2016). In recent years, HEIs have begun to participate in European HR Award projects to improve the quality of life of FSAS (Veda a výzkum – Research and Science, 2021), especially in terms of setting strategic, management, and ethical rules and plans (Vackova, 2017; Ministry of Interior, 2022; Ministry of Education, Youth, and Sport, 2021; Hladikova, 2020). Vackova (2017) discusses managed migration, which was started in CR by the active selection of qualified FSAS, representing an optimal solution to the issue of financing the nation's pension system. It supplies labor to the state while saving on the demanding professional education and training (Khalid and Urbański, 2021). Such trends could be further enhanced with the hiring of FSAS. This supports the strategy of CR, leading to the internationalization of the country's HEIs (Vackova, 2016; Vackova, 2017; Ministry of Education, Youth, and Sport, 2020).

Against this backdrop, CR eagerly pursues the agenda of inviting FSAS to join the local HEI scene but lacks evidence for the integration and welfare of FSAS; this research details the processes and barriers that FSAS typically experience when entering CR, e.g., obtaining a visa, meeting the conditions under the Act on the Residence of Foreign Nationals in the Czech Republic, and entering the work environment in CR. Subsequently, the study measures and discusses the pertinent issues relating to the HR management of FSAS and their integration into their work and local environment. These include aspects of how the FSAS feel "Like at Home" in CR, their command of the Czech language, their job confidence and HR management, and how these factors influence their living standard in CR.

Living standards belong to the basic economic categories and are deemed important in sociological research. A reliable characterization is not possible without lifestyle analysis. In this study, connections of a macrostructural nature are sought in assessing FSAS' self-evaluation of their living standard within their work, social communities, and the wider population, as well as some personal contexts, e.g. motivations to migrate, etc. (Nespor, 2018). Academic motivation is pivotal in determining their commitment to HEIs (Mihaescu, 2014). Feeling "Like at Home" in the context of this study is defined as a comfortable place where there is love and space for understanding and safety (Hodacova, 2015). Based on this discussion, this study forwards Hypothesis 1 as below.

H1: There is a positive influence of FSAS' feeling "Like at Home" towards their living standard in CR.

Mastering the Czech language is one of the basic elements of integration into the work and local environment. As most Czechs do not speak English fluently (Expats.cz, 2022), it could be an issue for FSAS to communicate and adapt to the local communities; whilst those who speak Czech are more quickly accepted by society. Hence, the following hypothesis is forwarded for testing.

H2: There is a positive influence of FSAS' command of the Czech language on their living standard in CR.

The purpose of the employers' HR management is to care for employees and their working conditions to achieve favorable values for all temporal (working hours), spatial (working environment), safety (safety and health protection at work), and other factors that affect foreign talents at work. Favorable working conditions positively affect the health, satisfaction, motivation, abilities, results and well-being of employees and are a prerequisite for the successful performance of the agreed work and the achievement of the required performance (Gorgenyi, 2021). Favorable working conditions stabilize employees and strengthen their affiliation with the work performed and the employer's realized goals. At the same time, they increase the attractiveness of work and improve the employer's reputation (Czech Trade, 2022). Accordingly, the following hypothesis is forwarded for testing.

H3: There is a positive influence of employers' HR management on FSAS living standards in CR.

Job confidence is another important aspect of working life and is often identified as a necessary factor tied to financial reward at work, which is a necessary condition for an economically active population. There is a perception that a significant number of FSAS live in uncertainty and fear of losing their jobs (Cervenka, 2015). Hence, this could adversely impact their living standards in CR. Accordingly, the following hypothesis is forwarded for testing.

H4: There is a positive influence on FSAS job confidence towards their living standard in CR.

Research Methodology

At present, the exact number of FSAS working at HEIs in CR is not certain since Czech Statistical Office only registers foreigners according to their demographic characteristics based on the general categorization of employees according to the differentiation in the registry of labor offices and trade licenses (Czech Statistical Office, 2014). Specific categorization of scientific, professional and intellectual workers was not present during the study data collection period. However, it is roughly estimated there are approximately 3000 FSAS based on annual reports of the HEIs in CR.

Despite insufficient information on the total exact number of FSAS to form a sampling frame, it was possible to reach out to the target population through existing employers, the HEIs. The researchers contacted prospective respondents through their HEIs, those who are employed with long-term or permanent residence working permits, living in CR for more than one year, or a shorter period with the prospect of long-term residence according to valid contracts.

A structured self-designed questionnaire was constructed and validated by experts at the University of South Bohemia to facilitate data collection. It was disseminated using Microsoft Office Forms, both in English and in Czech sent to International Offices of all 26 HEIs in CR. Data by using questionnaire were collected in 2019, from January to June, just before the outbreak of the COVID-19 pandemic, therefore avoiding the limitations and restrictions of physical movements caused by the pandemic. Completed survey responses were received from 221 respondents. The data were analyzed using IBM Statistical Package for Social Sciences (SPSS) software. The results were expressed in descriptive statistics, and statistically significant matches were tested using the Pearson Chi-squared test (significance level $\alpha \leq 0.001$, $\alpha \leq 0.05$). In addition, the analysis of the adjusted residues was used, which determines the significance of the deviations of the data and expected values.

Results and Discussion

Altogether 221 FSAS participated in the research, of which 137 were men (62 %) and 84 were women (38 %). Table 1 shows the types of residence permits in CR.

Table 1. Residence Permits of Respondents

Categories	Number of respondents
Long-Term Residence as a Resident of Another EU Country	80
Long-Term residence as a Family Member of a Resident of Another EU Country	4
Multiple Stay on a Short-Term Visa (up to 90 Days)	2
Long-Term Visa (over 90 Days)	11
Blue Card (for Highly Skilled Employees)	0

Employee's Card	7
Long-Term Residence Permit (Third-Country Nationals)	83
Temporary Residence (Marriage with a Citizen of the Czech Republic)	3
Asylum Seeker	0
Permanent Residence	21
Others	10

Among the respondents, 78.7 % were under 44 years old, and 21.3 % were over 45 years old. The basis for long-term residence was employment for 88 % (scientific research and teaching), study for 8 %, and family reasons for 4 %.

FSAS in CR hail from many parts of the world and are not restricted to EU countries. The respondents had a PhD and higher (70 % in total), or academic degrees Bc., Mgr. and Ing. (30 % of people). Most of the respondents were scientific, professional and intellectual workers (88 %). The largest representation of respondents by nationality was from the countries of the European area, i.e. Ukraine, Slovakia, Italy, Spain, Germany and the Russian Federation. Another 64 % (142) of respondents stated their origin from the following countries (according to the number of representatives): European continent – France (8), Greece (7), Great Britain (6), Poland (5), Portugal (4), Romania (4), Turkey (4), two persons each from Belgium, Belarus, Croatia, Hungary, Netherlands, Austria and Serbia, and one person each from Finland and Sweden. Participating respondents from countries outside Europe stated their origin from India (19), Iran (13), USA (10), Mexico (4), Pakistan (4), three each from Egypt, South Africa, Nepal and Taiwan, two each from Armenia, Bangladesh, China, Canada, Costa Rica, Malaysia and Vietnam, and one each from Argentina, Brazil, Georgia, Chile, Indonesia, Japan, Colombia, Lebanon, Morocco, Syria, Tunisia and Venezuela. A large majority of the respondents (78 %) work for public HEIs in CR, compared to other institutions, such as private universities and science academies.

As for their field of activity, 52 % of respondents worked in the natural sciences (mathematics, chemistry, physics, informatics, etc.), 18 % worked in the area of technical disciplines (civil engineering, engineering, biotechnology, etc.), 14 % in the humanities (history, philosophy, religion, and religious studies, arts, etc.), 7 % in the social sciences (economics, psychology, education, law, sociology, political science, etc.), 6 % worked in agriculture, and 3 % in healthcare.

Concerning the type of residence, a prerequisite for an employment contract at HEI is a work visa, an employee card, or a long-term residence permit for scientific research in CR. A long-term residence permit for citizens from developing countries was reported by 38 % of respondents, the next most frequent status was a long-term residence of residents from another EU country in 37 %, permanent residence in 10 %, the long-term visa over 90 days in 5 %, employee card in 4%, the long-term residence of a family member of another EU country in 2 %, temporary residence –

marriage to a citizen of CR in 2 % and 2 % used repeated stays on a short-term visa (up to 90 days). The following discussions present the statistical results of 1) integration of FSAS into the local community, 2) FSAS length of stay and type of accommodation, and 3) FSAS length of stay and the scientific field of interest. Most FSAS have been living in CR for up to 5 years (62 %). The analysis of adjusted residues was carried out to analyze the integration of FSAS into the local community, and the result is shown in Tables 2, 3 and 4.

Table 2. Correspondence between Length of Stay and the Neighbors Foreigners Living in CR

Analysis of adjusted residues shown by sign diagram			Neighbors of a foreigner in CR		
			Citizens of CR	Neighbors of different nationalities	Citizens of the country of the foreigner's origin
Sign Scheme	Length of Stay in CR	< 2 years	o	o	o
		2–5 years	--	++	o
		> 5 years	++	-	o

Note: +/- (for $\alpha \leq 0.05$); ++ / -- (for $\alpha \leq 0.01$); +++ / --- (for $\alpha \leq 0.001$)

This result shows a trend whereby FSAS live longer in CR and begin to live closer to Czech citizens (local). This indicates that the environment is supportive, and most can slowly integrate and assimilate into their local communities.

To assess how long it takes for FSAS to be independent in their ability to move into their apartment or home, the next analysis is carried out. A statistically significant relationship (+ for $\alpha \leq 0.05$) was found for the period of stay from 2 to 5 years – respondents live in their employer's accommodation facilities, while for stays longer than five years, there is a statistically significant match (+++ for $\alpha \leq 0.001$) whereby the FSAS can have their housing – apartments or homes.

Table 3. Correspondence between Length of Stay and Type of Accommodation

Analysis of adjusted residues shown by a sign diagram:			Type of accommodation in CR		
			Tenancy	Housing (apartment, family house)	Accommodation - employer
Sign Scheme	Length of Stay in CR	< 2 years	o	--	o
		2–5 years	o	o	+
		> 5 years	o	+++	-

Note: +/- (for $\alpha \leq 0.05$); ++ / -- (for $\alpha \leq 0.01$); +++ / --- (for $\alpha \leq 0.001$)

The result in Table 3 indicates that most FSAS in CR need more than 5 years to firstly integrate into the local community while also being financially able to acquire their own home or property to move in.

Correspondence between the length of stay and FSAS field of scientific work shows a statistically significant association between FSAS length of stay and the scientific field. Table 4 displays the result below.

Table 4. Correspondence between Length of Stay and Field of Work

Analysis of adjusted residues shown by a sign diagram:			Field of Action		
			Humanities and Social Sciences	Natural and technical environment	Administration, services, and others
Sign Scheme	Length of Stay in CR	< 2 years	-	+	o
		2–5 years	o	o	o
		> 5 years	+	-	o

Note: +/- (for $\alpha \leq 0.05$); ++ / -- (for $\alpha \leq 0.01$); +++ / --- (for $\alpha \leq 0.001$)

The analysis of the adjusted residues shows that respondents who have lived in CR for more than five years are active in the humanities and social sciences, and those who have been working in CR for less than two years are mainly active in natural and technical sciences (+ for $\alpha \leq 0.05$).

Citizens of "developing countries" (64% of respondents) had more complicated entries and conditions for receiving long-term residence in CR than EU citizens, i.e., they often had to start administrative matters at least 4-6 months before entering CR.

Application processing for a "Long-term Residence Permit for Scientific Research" at an embassy takes about 60-90 days. A foreigner must go through the application process for an interview at an embassy, sometimes with long waiting times. Requirements for obtaining a visa include, particularly, the submission of valid travel documents and the completion of relevant forms in the Czech language, super-legalization of documents is required to prove qualifications.

A job seeker must present documents (1) permitting legal employment at an institution in CR, (2) confirming accommodation, (3) demonstrating sufficiency of funds, and (4) travel health insurance. They also need to pay fees for their applications. If there is no embassy in the country, job seekers must go to a catchment embassy in another country, which adds another hurdle. Information on all conditions for coming to CR can be found on the website of the Ministry of the Interior of CR (2020). FSAS, who want to work at the HEIs in CR, in most cases, conclude a Hosting Agreement with HEI for more than three months. In the Hosting Agreement, the employer confirms that it will cover the costs associated with the stay of the FSAS in CR until the expiration of their residence permit, including the costs associated with departing the country or even costs that may occur within six months after the expiration of the residence permit. The application includes a criminal record or medical report (Hosting Agreement, 2021). In comments on essential questions, respondents also talked about agency corruption in obtaining an interview at an embassy. FSAS need an official translator who translates the required documents into the Czech language. Research results yield recommendations from FSAS, who have already gone through the process, for those who want to work in CR to acquire at least a basic knowledge of Czech, the only official language, before entering the country.

Table 5. Barriers to Entry into CR

Barriers to Entry (multiple answers)	Number of answers
Applying for a Visa	70
Registration at the Police CR	57
Administration of the Receiving HEI	26
Nostrification	30
Registration for the Health Insurance	11
Forms in the Czech language	96
High Tax	31
Registration for the Social Insurance	8

Questions regarding barriers to entering into CR had multiple answers – in 43 %, the biggest barrier was different forms in the Czech language; in 31.2 %, it was the visa application process; in 25.8 %, it was registered at the Foreign Police. About one-

fifth of respondents (22 %) reported no obstacles to gaining employment in CR. FSAS, arriving in CR, must report to their employer and the Foreign Police after the entry and, above all, orient themselves within their new social environment, i.e., solve the issue of housing, health care, employment for a partner, school facilities for children, financial services and other necessary matters, including spiritual ones. Coping with all these tasks can be very stressful; for some, it amounts to "culture shock" (Rihakova and Filo, 2010).

The entry of FSAS into CR and work are legislatively defined by many standards based on which foreigners have rights and obligations. If FSAS work only in CR, they become tax residents of CR for tax payments. It is also necessary to determine the state for social security and health insurance payments. FSAS usually arrive with travel medical insurance before entering the public health insurance system in CR. When starting employment in CR, the employer registers the foreigner within eight days of signing an employment contract for the payment of social security and health insurance contributions (for contracts exceeding CZK 10,000 per month). Citizens of "third countries" have more obligations than citizens of the EU and EEA (Ministry of Interior, 2021). After entering CR, they are obliged to register with the Foreign Police within three days at the latest; in cases of accommodation in HEIs accommodation facilities, their stay is reported by the employer. In general, FSAS who reside in CR based on a long-term residence permit must notify the DAMP of any change. Unlike citizens from countries outside Europe, the EU and EEA citizens only report to the Foreign Police within 30 days of arrival in CR since they have the same legal status as Czech citizens, so it is easy for them to enter CR. According to the survey data, most respondents (81 %) said they work in CR on a fixed-term employment contract, 11 % for an indefinite period, and the rest on other types of agreements.

A barrier in the work process was the low salary, especially for postdoctoral fellows, compared to the countries of Western Europe. Setting the wage level is a task of the HR policy of each employer. Most respondents ranged from CZK 25,001 to CZK 30,000 per month (21 %), comparable to the median gross wages in CR, which was CZK 32,979 in the 3rd quarter of 2021 (Holy, 2021).

An in-depth analysis revealed that 24 % of respondents felt their wages were insufficient for life in CR. While 32 % of respondents said the income was adequate but could not have any savings from their income, 39 % of respondents said the income was adequate, with some leftovers for savings. Most respondents (76%) do not support other family members with their wages in CR. In the additional feedback section, some respondents mentioned that their wage was so low that it would not be possible to support other family members if they were to join them in CR.

A multiple linear regression analysis was conducted using IBM SPSS version 28 to test the research hypotheses. Table 6 shows the result summary.

Table 6. Result of Multiple Linear Regression Analysis

Variable	Overall Model (n=221)				
	B	SE	Beta	t	p
Feel Like at Home (H1)	.480	.095	.318	5.068	<.001**
Czech Language (H2)	.199	.106	.115	1.876	.062*
HR Management (H3)	.470	.106	.297	4.427	<.001**
Job Confidence (H4)	.150	.105	.094	1.431	.154
(Constant)	2.220	.604		3.674	<.001**
R	.523				
R ²	.273				
Adjusted R ²	.259				
F = 18.699**					

Dependent Variable: Living Standard; ** Significant at 0.05; * Significant at 0.1

From the result, significant F-statistics indicate a good model fit, where the four independent variables can explain the variance in the dependent variable by up to 27.3% ($R^2 = 0.273$). Specifically, based on the results, H1, H2 and H3 are supported, while H4 is not supported. Feeling Like at Home shows the relatively highest importance ($B = 0.48$) among the independent variables in having an impact on the living standard. This is followed by their employer's HR Management ($B = 0.47$) and Czech Language mastery ($B = 0.199$). Job Confidence did not significantly impact FSAS living standards because FSAS who come to CR to work at HEIs are pre-selected based on their qualifications and quality of work performance. Hence, these FSAS do possess a high level of job confidence based on their prior experiences.

Conclusion

This article discusses the steps taken by FSAS to accept an academic job in CR. Entering a new work environment is challenging, and the first experiences impact overall social adaptation and integration into the new environment and new country. According to Bauder (2015), university systems tend to focus on scientists as individuals but cannot adapt to family mobility since accompanying spouses or partners may face obstacles in obtaining work permits and work opportunities. It is also necessary to consider national specifics, such as the legal status of FSAS, income, employer's international HR management system, workplace language and the structure of other careers.

There are important aspects that need to be taken into account while managing highly-skilled professionals from abroad. FSAS women have unique family restrictions affecting migration compared to their male counterparts. Therefore, it is essential to focus on HR management and integration services that will help reduce barriers and increase the quality of life of FSAS in CR (Bauder, 2015; Maussen and Kol, 2018). When entering the country, FSAS go through a complicated administrative process, but after adaptation, they are rather satisfied with the working environment at their respective HEIs. The main obstacles faced are the Czech

language and low wages (e.g., compared to more affluent European countries). The study findings show that FSAS are well integrated into Czech society after five years of long-term residence in the country. The analysis revealed that if HEIs want to be "employee-friendly" employers (Messmer, 2013), they should provide an accessible system of coordinated services, counseling, and "buddy services" to reduce the number and size of the barriers encountered by FSAS.

The lack of FSAS, especially in key economic areas, may threaten innovative goals and potential growth for the country. Therefore, the Czech Republic must increase its attractiveness for experts and female researchers' participation by setting the conditions necessary not only for a longer-term and more attractive career in research and development but also for balanced family life.

This study suffers some limitations, including the lack of comprehensive statistical data that could capture the exact number of FSAS working in CR. The data collection was done before the Covid-19 pandemic; hence, the changes in the employment environment and international travel restrictions caused by the pandemic are not accounted for in this study. The framework of this study could be further expanded in future studies to include other dimensions, such as personal development, career advancements and job recognition for foreign talents, as well as compare the model across other EU countries attracting international academic talents. The effectiveness of university counselling services for FSAS could also be studied as they are often available for students (Thuryrajah, 2020). Additionally, studies could explore the role of knowledge sharing among FSAS living in a community. Knowledge sharing among students are often studied (Nathan, 2017), similarly the role of an informal group of FSAS could facilitates knowledge sharing and adaptation of FSAS in a foreign country, hence could be further studied.

FSAS management and their integration into local communities have only been marginally studied, and there is neither a theoretical basis nor enough information or specific procedures to resolve problems faced by FSAS in CR. Therefore, examining the context of FSAS talent management in local countries is crucial. It is important to address the barriers faced by FSAS and to coordinate the integration services aimed at improving the quality of life of FSAS in CR and their family members. FSAS may initially be handicapped by the conditions in their new work environment; hence, the HEIs, as employers, need to establish functional support services that are proactive in combatting the feeling of "alienated-ness" that could be felt by many FSAS.

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ZARZĄDZANIE KADRAMI MIĘDZYNARODOWYMI NA UCZELNIACH WYŻSZYCH W CZECHACH

Streszczenie: W niniejszej pracy podjęto empiryczną analizę zagadnień związanych z zarządzaniem wysoko wykwalifikowaną siłą roboczą – zagraniczną kadrą naukową i akademicką pracującą na uczelniach wyższych w Czechach (CR). Opierając się na

aspektach teorii osoby w środowisku (PIE), sformułowało ramy badawcze ukierunkowane na badanie integracji międzynarodowych talentów i czynników wpływających na ich adaptację w miejscu pracy oraz społecznościach lokalnych. W przypadku międzynarodowego zarządzania zasobami ludzkimi istotne jest rozpoznanie barier, jakie napotykać zagraniczni talenty przy podjęciu pracy w kraju goszczącym. W niniejszym opracowaniu zoperacjonalizowano korzystne warunki życia i pracy jako standard życia emigrantów. Dane ilościowe od 221 respondentów zostały przeanalizowane statystycznie, a wyniki pokazują, że na poziom życia emigrantów w Republice Czeskiej duży wpływ miało ich poczucie „jak w domu”, a następnie zasady zarządzania zasobami ludzkimi stosowane przez pracodawcę oraz znajomość języka czeskiego. Na podstawie tych ustaleń, aby zwiększyć atrakcyjność instytucji szkolnictwa wyższego i w efekcie zdobyć talenty naukowe z zagranicy, należy usunąć niepotrzebne bariery i poprawić warunki zarówno pracy jak i życia, poprzez wspieranie adaptacji zagranicznych talentów w lokalnym miejscu pracy, naukę języka czeskiego, zapewnienie wystarczających dochodów oraz aparatury naukowej i co więcej kompleksową i skoordynowaną obsługę emigrantów. Dzięki tym ulepszeniom uczelnie mogą być atrakcyjne, jeśli chodzi o podtrzymywanie rozwoju kadr akademickich w oparciu o międzynarodowe talenty.

Słowa kluczowe: migracje akademickie i naukowe, zarządzanie zasobami ludzkimi, wysokiej jakości miejsca pracy, integracja akademicka, trwałe miejsca pracy, emigranci.

捷克共和国高等教育机构的国际教职工管理

摘要：本研究实证分析了捷克共和国 (CR) 高等教育机构 (HEI) 中高技术劳动力的管理问题——外国科学和学术人员。基于Person-In-Environment理论的维度，本研究制定了一个研究框架来研究国际人才的整合以及影响他们适应工作场所和当地社区的因素。对于国际人力资源管理，至关重要的是要考虑外国人才在东道国就业的障碍。本研究将有利的生活和工作条件作为外籍人士的生活标准进行操作。对 221 名受访者的量化数据进行统计分析，结果显示外籍人士在 CR 的生活水平受他们“像在家一样”的感觉影响很大，其次是雇主的人力资源管理和他们对捷克语的掌握程度。基于这些发现，为了增加帮助从国外引进人才的高等教育机构的吸引力，解决办法是消除不必要的障碍，改善支持外国人才在当地工作场所适应、捷克语习得、确保足够的收入和研究设备，最重要的是全面协调的外派服务。通过这些改进，高等教育机构可以吸引国际学术人才来维持人才培养

关键词：学术和科学移民、人力资源管理、优质工作、学术整合、可持续工作、外派人员