



## RESEARCH ARTICLE

# THE PERCEPTION OF EMPLOYEES IN I.T. REGARDING THE IMPLEMENTATION OF TALENT MANAGEMENT PROGRAMS IN THIS FIELD

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### ABSTRACT

In the context of globalization and in circumstances that have generated an economic competitiveness, organizations in the field of I.T. from Romania are in particularly opportune situations in terms of recruiting, selecting, retaining and developing talent. It is a widely recognized fact that talent contributes to organizational success so that talent acquisition has proven necessary in business strategies. Recruiting, retaining and developing talent is a significant issue, which is why organizations have started investing in overcoming related issues and implementing talent management strategies. Talent management is recognized as a priority so that organizations in the field of I.T. are faced with this challenge to develop talent management systems that lead to the progress of the organization or produce its performance. Talent cannot be copied and is what creates value for the organization. Both quantitatively and qualitatively through the structured interview and then the statistical analysis we will identify the perception of employees in the I.T. from Romania regarding the implementation of talent management practices as well as their involvement in talent management programs at the level of organizations.

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## INTRODUCTION

Human resource management goes beyond the classic approach to managing human resources within organizations or companies and is particularly important for the success of an organization. In recent years, the world of multinational corporations has identified a critical factor that can ensure success in terms of human resources, which is also evident in financial terms. This factor is considered to be what is missing for organizations to achieve their intended goals and experience long-term success. In such a context we discuss about talent and talent management. The subject of talent management began in the organizational context through the McKinsey consulting group and attracted the attention of academic theorists as well. It is noted the need for a new paradigm oriented more towards the human resource and the investment in it to create results and organizational performance. The emergence of the notion of talent management, attributed to the McKinsey group in the 90s, continues to be of particular concern to HR specialists. The interest presented by talent management both for the academic environment and for professionals in the field of human resources constitutes a challenge that contributes to the development of both the concept and its application. We can thus consider that a talent management remains a significant field in the analysis of specialized literature and at the same time a challenge for the field of human resources in the current context that requires special attention. Talent management is recognized as a priority for today's organizational leaders, with them devoting 20%-50% of their time to this activity.

Thus multinational corporations have developed talent management systems that lead to the progress of the organization or produce its performance (Collings, 2016). In this paper we aim to identify the perception of employees in the field of I.T. from Romania on the implementation of talent management programs or practices in these organizations, as well as the degree of their involvement in these programs. In this sense, we will conceptually approach the terminology of talent management as well as its importance for the I.T. field.

### War for talent and the importance of talent management

The concept of talent management was born in the late 90s (1997) starting from a group of consultants from McKinsey & Company, a consulting company in the field of global management, founded in 1926 by James O. McKinsey (Michaels et al, 2001). The group of consultants from McKinsey & Company wanted a paradigm shift in human resources and invented the war for talent formula with the intention of emphasizing the importance that must be given to human resources within organizations to ensure their success. Consultants from McKinsey & Company focused their approach on the importance of filling positions in the organization with type A performers (performing for the organization) and eliminating type C performers (considered non-performing) (Scullion & Collings, 2011). Although in the researches of these consultants the concept of talent management was not expressed clearly and explicitly, however, most multinational corporations and national companies began to show a special interest in talent management and for an international

collaboration, in the common approach of this new trend in human resources management. Among the key factors that influenced the emergence and development of talent management, Scullion and Collings mention in particular those that led to the implementation of talent management programs in multinational corporations (Scullion & Collings, 2011):

- The significant role played by managerial talent in ensuring success in multinational corporations, this is reflected in the increase in global competition and the need to learn and innovate.
- Competition for talent among employees has shifted from the national to the global level, so that talent must be coordinated and located in specific global operations of the organization.
- The managerial and professional talent crisis has emerged as a new human resource challenge for organizations.
- The talent management crisis determined the successful implementation of strategies.
- The growth and development of new business markets has emphasized the need for a managerial talent model that can operate effectively regardless of culture and geographic distance (Scullion & Collings, 2011).

In this context, talent management has become an integrated process in human resources strategies that aims to attract, motivate, hire and maintain talent in the organization. In a very competitive, uncertain and dynamic global market, large corporations are faced with major challenges and decisions regarding talent management, which is increasingly becoming of strategic importance in human resources policies. Organizations are in a continuous struggle for success resulting in a competition among themselves for the most talented employees. The policies of applying and developing a talent management is different from one organization to another, especially because it is in direct correspondence with the needs, strategies and objectives of the organization. The organization is considered an institution that integrates talents; its role is neither the acquisition nor the creation of organizational talent; this is the role of the individual (Kaliannan *et al.*, 2023). Talent management represents the idea of increasing performance using the most important resources of the organization - employees.

In an effort to attract valuable human resources, corporations began to understand the strategic value of talent and its impact in ensuring the success of the organization and began to create and implement programs and management systems known in human resource management as talent management. Successful companies like Microsoft, PepsiCo, 3M, Google, are permanently concerned with talent management and the benefits that derive from the implementation of talent management at the organization level (Bock, 2017; Silzer & Dowell, 2010). Successful organizations like Apple and Google, renowned for a strong company culture and ideology, attract a workforce that doesn't just work for a paycheck. Employees share the same beliefs and motivations and therefore invest more of themselves in achieving excellent results and contributing to the overall success of the business (Momtazian, 2021). We must mention that there is no single talent management that applies in every organization and in every field. Depending on several criteria (activities, objectives, labor market, organizational culture) talent management can undergo changes. In today's corporations and organizations, within human resources, it is necessary to identify, coordinate and organize talents, which, as I said, involve talent management. The specialized literature emphasizes the fact that we are in the presence of a conceptual crystallization, from which we can treat both the definitions and the very concept of talent management as being structured in three distinct semantic niches, as follows:

- as a first argument, talent management is distinct from the concept of management human resources;
- secondly, through its object we observe an obvious focus on the development of talent groups, based on the design of staffing needs of employees and the management of employee progression through functions;

- as a final argument, talent management aims at managing talented people (Ghosh, 2021, Al Aina & Atan, 2020).

From the analysis of the specialized literature, we obtain a reconceptualization of the notion of talent management, in the sense that it encompasses the processes and strategies for identifying and establishing the organization's priorities from the perspective of the composition of human resources, capacities, skills and experiences, respectively identifying, attracting, maintaining, valorization and improvement of them from the position of employees (Rustiawan *et al.*, 2023).

**Talent management – conceptual framework and directions:** As we can see, the specialized literature of the last decade that addressed talent management has expanded and grown considerably. This led to genuine criticism of the concept of talent management, noting the lack of a consistent definition and adequate theoretical development. Most criticism concerns the lack of clarity of the term. Lewis and Heckman identified three main directions in defining this concept which actually represents a conceptual framework in which talent management is discussed (Lewis & Hackman, 2006). The first direction is that human resource management often tends to be confused with talent management. Thus, many times, studies in this field are limited to specific human resources practices (Lewis & Hackman, 2006). The second direction emphasizes the stage of talent development, following the challenges faced by the employee but also the progress made by each (Lewis & Hackman, 2006). A third direction focuses on the management of talented people (Lewis & Hackman, 2006). The specialized literature argues that all positions in an organization must be filled with top performers, type *A performers* and the elimination of non-performing type *C employees* (Scullion & Collings, 2010). There is, however, a fourth direction in the definition of talent management, recently emerging and under development, which emphasizes the need to identify key positions that have potential and that can bring added value (those who make the difference) thus creating the company's competitive advantage (Dayel *et al.*, 2020). This approach starts from the idea that the starting point for any talent management system is the systematic identification of key positions that contribute to sustaining the company's competitive advantage, and not necessarily from talented individuals (Boudreau & Ramstad, 2005; Hulesid *et al.*, 2005). Another essential point of this direction is the development of talent with high potential to occupy the positions that contribute to sustaining the competitive advantage of the organization.

The majority of management specialists, both from the academic environment and from practitioners, consider as a starting point the identification of positions that produce a competitive advantage of the organization, following the development of talent with potential and that achieve special performances. Last but not least, the loyalty of talented employees to the organization is sought through their continuous motivation (Nieto-Aleman *et al.*, 2023). We could say that the new label of talent management is actually a modern philosophical approach to human resource management that begins to lay the foundations for psychological evaluation in organizations. We refer here both to the individual professional performance but also to a wider spectrum of the future performance of the organization. Thus we can consider that talent management represents a set of practices that involves the recruitment, selection, retention and development of employees who possess skills and potential.

**Talent management in the field of I.T. from Romania:** Talent management is a basic tool in management in general and in human resource management in particular. IT industry has become a pivot of world innovation providing world-class technology around the globe. Also, the impact created by the I.T. on people's lives is significant. Information technology plays a vital role in economic growth on a global or national level, it generates a positive metamorphosis on the economy so that it is important to facilitate the development of activities for a long-term development. In this context the I.T. industry in Romania, it is identified with one of the fields that are on the rise and that contribute significantly to the country's economy

(Bilea, 2020). In this context, the recruitment, selection, retention and development of talent are practices of the research field of talent management programs that can maintain a certain competitive advantage of organizations. Despite the global financial crisis, IT companies in Romania have experienced a significant growth both in terms of the number of employees and in terms of investments and economic profitability. IT industry from Romania attracts numerous projects and opportunities. Thus we can say that in Romania the I.T. industry it is an essential area of the country's economic development. Regarding the evolution of the I.T. market from the last decade, the data published by the National Institute of Statistics (INS) in 2018, indicate a continuously growing number of employees in the I.T. industry in Romania, and turnover and profit increased significantly (Bilea, 2020).

In the last year, the number of employees in the I.T. sector from Romania exceeded the figure of two hundred thousand employees, this means a significant increase in recent years despite the emerging crises (Reștea, 2022). But it should be noted that although there is an upward trend in the number of employees in the I.T. industry, we can consider that the shortage of personnel remains in this field (ANIS, 2021). The implementation of talent management programs can complete the package of measures to support the I.T. sector in Romania and will maintain a high rate of growth of the I.T. industry, which will keep Romania competitive regionally and internationally (Restea, <https://economedia.ro>, 2021). The impact of the I.T. has an effect in the development of society. Solutions created and offered by I.T. have facilitated collaboration, communication, opportunities for personal development. It can facilitate the development of human resources, the development of the digital society, the facilitation of innovation, the support of local communities. Companies in the I.T. sector invest in talent management activities but we cannot identify a majority of those which are directly interested in this aspect. It is necessary that talent management systems for the I.T. sector to receive a well-structured form in the organizations in the field. Although the employees of I.T. are satisfied with the fact that talent management practices exist, however the main goal is to improve them. Employees perceive development opportunities as a strength of a talent management but the full truth considers the integrative approach of a talent management in the best practices (Sangeetha & Rajakarthy, 2016).

Keeping employees in the I.T. represents a real challenge in today's competitive business environment, and employers are beginning to realize the value of the people they bring to the organization. Talent has become more mobile and organizations are challenged to plan how they coordinate and retain talent so that there is positive economic impact. Talent management represents the company's ability to recruit, select, develop and retain talent to achieve its goals and to carry out its business strategies. I.T. industry is particularly dynamic and in terms of human resources management we face a series of challenges such as identifying and attracting human resources, keeping and developing them. Confronting these challenges is a race against the clock as most of the time they receive immediate results and profit. In order to create and maintain a pool of talent, it is needed a clear strategic vision of what exactly talent means and methods that can be implemented successfully. From the analysis of specialized studies, we identified several steps used by organizations in general for talent and talent management (Maxim, 2014; Silzer & Dowell, 2010; Bock, 2017; Hancock & Schaninger, 2020; Reștea, 2021):

- A process of active and systematized talent recruitment;
- Investments for talent development and the use of practices recognized for results – personal development programs, opportunities for career development, mentoring;
- Creating a framework that generates intellectual capital to develop in the organization
- Rethinking the reward system to attract and keep the people we need (Maxim, 2014; Silzer & Dowell, 2010; Bock, 2017; Hancock & Schaninger, 2020; Reștea, 2021).

It implies own management of the employees who work in this branch. Talent management is an important practice to attract workforce in the organization. The impact of talent management strategies is remarkable on the results and productivity of the organization and employees. Properly aligning talent management strategies with organizational goals and creating a culture where employee work is valued, will facilitate a competitive environment for a long time.

## RESEARCH METHODOLOGY

We aim to research how employees in the field of I.T. from Romania are involved in talent management programs and what is the perception of IT employees regarding the implementation of talent management programs in I.T. organizations. in Romania.

**Research hypotheses:** Considering the objectives of the research, we start from the following assumptions:

**H<sub>1</sub>:** The use of talent by the management of the organization as a significant criterion in the recruitment of employees, is an effective explanatory factor of the involvement in talent management practices in the organization.

**H<sub>2</sub>:** There is a significant positive correlation between employees' perception of the talent management practices in the organization that should be implemented and the talent management practices actually implemented in the organization.

**Research methods and tools:** In this paper, we chose cross-sectional research that collects and analyzes data at a specific stage of the research. As a method of data interpretation we will use deduction and in this type of reasoning we used the survey as an explanatory technique in the research because the range of action is greater and it uses the questionnaire to gather information. The information is collected through standard procedures and the people who are part of the sample are chosen according to a scientific criterion, i.e. from among the people active in the I.T. field from the target population. The survey will be carried out through the structured questionnaire, a tool of the quantitative approach that is specific for the collection of data about talent, talent management and the implementation of a talent management in the field of I.T.

**Research sample:** Our analysis will include 115 respondent subjects who fully answered all questions of the questionnaire, the remaining 25 respondents did not answer all questions. Thus we have a demographic distribution of those who answered the questionnaire: 30 from Bucharest, 28 from Cluj, 23 from Timișoara, 19 from Oradea and 15 from Iasi. The participants were selected from the IT field from Romanian and multinational companies that are active on the Romanian market and are among the top IT companies, both programmers, web designers, project coordinators or project managers, department managers, general managers, managers of human resources in the field of I.T.

### Research results

I distributed and applied the structured questionnaire using the Qualtrics XM Survey software platform ([https://qacademics.qualtrics.com/jfe/form/SV\\_40VTeuWuajZTkUu](https://qacademics.qualtrics.com/jfe/form/SV_40VTeuWuajZTkUu)). The data collection and the presentation of the questionnaire results were also done with the help of the Qualtrics XM Survey platform, and the statistical analysis was done with the help of the SPSS program (version 22.0) by transferring the data from the Qualtrics XM Survey platform. Regarding the ways in which recruitment is perceived by employees in the I.T. field we present below the distribution of the collected responses:

According to the answers presented in table no. 1 and graphic no. 1, in I.T. organizations in Romania, recruitment is based more on experience or studies.

Disregarding the almost identical response, those who consider experience and education more significant in the recruitment process of employees in the field of I.T. represents 65.93%.

**Table no. 1 Distribution of subjects' perception of recruitment**

Nr.crt.	Response	%	Number
1.	1.Experience, Diploma	13.91%	16
2.	2. Usually, experience or study	17.39%	20
3.	3. More often experience or study than talent	20.87%	24
4.	4. Almost the same	20.87%	24
5.	5. More often talent than experience and study	20.00%	23
6.	6.Usually talent	6.09%	7
7.	7. Talent	0.87%	1
	Total	100%	115

According to table no.1 and ignoring the almost same answer, those who consider talent significant in the recruitment process in the field of I.T. represents 34.06%. The perception of employees in the I.T. sector proves once again that the talent that specialized literature mentions, provides added value to the organization is neglected (Drăgan, 2016). Regarding the involvement and the method of involvement of employees in the field of I.T. in talent management practices at the organization level, we present below the distribution of the collected answers:

The statistical data in table no. 2 show that employees in the field of I.T. were the beneficiaries of talent management programs implemented in the organization in a percentage of 42.98%, which means that some I.T. consider talent a valuable asset also a percentage of 42.98% of employees in the I.T. sector. they even participated in the implementation of talent management practices. 28.95% of them designed and implemented strategies for talent management programs. What we can ascertain from the statistical analysis (table no. 2) is the large percentage represented by those who were neither beneficiaries of talent management programs in the organization (56.14%), nor participants in the implementation of talent management practices (55.26%) and in proportion to 69.3% did not reach the situation of defining strategies and realizing the design for the implementation of a talent management. This low percentage of involvement in the implementation of the talent management strategy (28.95%) was somewhat expected according to the presentation of the sample of respondents from the research methodology where the percentage of those who hold key positions in the management of I.T. organizations. it was significantly lower than that of the other employees (36 managerial staff, 79 executive staff).

Regarding the opinion of employees in the field of I.T. regarding talent management practices that should be implemented in the organization, we present below the distribution of the answers collected:

In the analysis of the answers, according to table no.3 and figure no.2, employees have various opinions about the talent management practices that should be implemented in I.T. organizations from Romania. Regarding the practices that organizations in the field of I.T. should implement and develop within human resources departments, employees in the field of I.T. observe a major need in the practice of talent retention and development. Table no. 2 shows the distribution of the perception of IT employees. on the practices that should be implemented. Disregarding the neutral answers, we find that employees in the I.T. sector, 98% believe that the practice of recruiting talent is a must in I.T. organizations. The statistical analysis establishes that 98.92% consider the implementation of personnel selection significant. Regarding retaining and motivating talent, the percentage of respondents ignoring the neutral answer is 96.11%. The percentage of 100% is given to the need to implement talent development practices in the organization. Regarding the opinion of employees in the field of I.T. regarding talent management practices implemented in the organization, we present below the distribution of the answers collected:

We ignore the neutral responses and obtain the following results of the opinion of employees in the field of I.T. regarding the talent management practices being implemented in the organization. According to table no. 4, employees in the field of I.T, over 80% believe that their organizations are implementing talent management practices. In proportion of 81.52% those who work in the field of I.T. consider that talent recruitment is a practice present in the organization where they come from. 85.71% of respondents claim that talent selection is implemented at the organization level. 82% of IT staff believe that their organization implements practices to motivate and retain talent. The personnel in the field of I.T. 84.37% state that their organizations are interested in and implement talent development practices.

**Statistical processing and data interpretation:** Regarding the first hypothesis H1, we can see table no. 5. includes the general and change coefficients specific to the proposed model. In the case of the criterion variable talent as a significant criterion in recruitment, analyzing the  $F_{\text{Change}}$  coefficients and related thresholds, we can see that there is an effect in terms of involvement in talent management practices in the organization ( $F_{(1,108)}=13.21$ ,  $p=.000$ , statistically significant). The specific coefficient of determination for the relationship between the variables involved has a value of  $rsp=0.1089$  associated with a percentage of 10.89%, which tells us that talent, as a significant criterion in the professional recruitment process, manages to explain in a proportion equal to this percentage involvement in talent management practices in the organization. Analyzing the sign of the coefficient (positive) we can interpret that as employees consider talent as a significant criterion in recruitment, their involvement in talent management practices in the organization will be higher.

Therefore, the first hypothesis is supported and validated. The unpredictable situation on the labor market during the Covid-19 pandemic crisis and post-Covid-19 pandemic crisis reminded us all of the need to evolve with the times, and the traditional recruitment process was long overdue for an update and a change. A transformation of the way of recruiting and valuing talent is observed, recruiting based on talent understood as skills, competences, performance rather than on other criteria such as studies and paper qualifications (Cotelnic & Scarlat, 2020). By revising roles with a focus on skills, aptitudes, exploring the internal talent pool and using data to guide efforts, it creates premises for a talent-based recruitment process and involves abandoning other criteria that are traditional or have no basis in moral and ethical principles to validate the transparency of the recruitment process (Schmidt, 2021). Statistical analysis of data that reflects the opinion of employees in the I.T. field on how organizations in the field of I.T. from Romania carry out the recruitment process face to face with reality in which experience and studies are preferred (65.93%, according to table no. 13 and figure no. 19) in contrast to talent as the basic criterion in recruitment (34.06%). The relationship is one of cause and effect of the criteria in the recruitment process in the field of I.T. and staff involvement in I.T. organizations in talent management programs and their implementation.

Drăgan stated that talent is the staff that will create and give value to the organization (Drăgan, 2016, Vatne, 2014). The specialized literature is concerned with the contribution of talent to the development potential of the organization (Kroon, 2022). Considering talent as an essential criterion in recruitment, talent management programs always emphasize the paradigm shift in recruitment to create added value for the organization and increase its performance, and expect the field of I.T. to be that factor of innovation in the field of human resources management. Statistical analysis confirms that involvement in talent management programs from program beneficiary to implementation team participant and even strategic designer of some talent management programs is directly related to placing talent at the top of the list among recruitment criteria in I.T. organizations from Romania. In Romania it is a performing one, economically prosperous, with important contributions to the state budget (ANIS, 2021).

**Table 2. Participation of IT employees when implementing practices of talent management**

Nr. Crt.	The mode of involvement in talent management practices	I was involved	I was not involved	Total
1.	Strategic designer of the Talent Management program in the organization	28.95%	33 69.30%	82 115
2.	Participant in the implementation of Talent Management practices	42.98%	50 55.26%	65 115
3.	Beneficiary of a Talent Management program carried out in the organization	42.98%	49 56.14%	66 115

**Table 3. Perception of the practices that should be implemented in I.T. organizations**

Nr. crt.	Talent management practices	1. Total disagreement	2. Disagreement	3. Neutral	4. Agreement	5. Total agreement	Total
1.	Talent recruiting	0.00%	0 0.88%	2 13.16%	15 51.75%	59 34.21%	39 115
2.	Talent selection	0.00%	0 0.87%	1 19.13%	22 51.30%	59 28.70%	33 115
3.	Talent retention	0.88%	1 1.75%	3 10.53%	12 33.33%	38 53.51%	61 115
4.	Talent development	0.00%	0 0.00%	0 6.19%	7 29.20%	35 64.60%	73 115

**Table 4. Practices implemented in I.T. organizations. from Romania**

Nr. crt	Talent anagement practices	1. Total disagreement	2. Disagreement	3. Neutral	4. Agreement	5. Total agreement	Total
1.	Talent recruiting	1.74%	2 13.04%	15 20.00%	23 50.43%	58 14.78%	17 115
2.	Talent selection	0.00%	0 11.30%	13 20.87%	24 50.43%	58 17.39%	20 115
3.	Talent retention	2.61%	3 10.43%	12 26.96%	31 41.74%	48 18.26%	21 115
4.	Talent development	2.63%	3 10.53%	12 16.67%	19 49.12%	56 21.05%	25 115

**Table 5. General and change coefficients of the proposed model**

Model	R	R <sup>2</sup>	R <sup>2</sup> adjusted	Er. std. of estimation	Statistical coefficients of the change of equation				
					R <sup>2</sup> change	F <sub>change</sub>	gl1	gl2	P F <sub>change</sub>
1	.330 <sup>a</sup>	.109	.101	1.12	.109	13.21	1	108	.000**

**Table 7. Spearman rho bivariate correlation results**

Variabile implicata	Mediană	Amplitudine	rho	p
talent management practices that should be implemented	18	11	.263	.005
effectively implemented talent management practices	15	14		

But what we can recognize is that it is in a competitive position in the global job market with multinational I.T. organizations, from this perspective of competition as well as development and achievement of superior performance. Organizations must be able to create a recruitment strategy to attract and hire the best candidates. In this way, growth opportunities can be offered to retain talent and establish succession plans, promotion, development, creating added value compared to other organizations in the field (Danao & Bortoff, 2022). The participation of the organization's staff in the field of I.T. in talent management programs will increase significantly to the extent that talent will constitute an essential criterion in the recruitment process of the respective organization. Regarding the second hypothesis  $H_2$ , in table no. 7 we can see a median of 18 and an amplitude of 11 for the talent management practices that should be implemented in the organization, a median of 15 and an amplitude of 14 for the talent management practices that are actually implemented in the organization. The Spearman rho correlation coefficient is  $\rho=.263$ ;  $p=.005$ , statistically significant, which indicates that there is a positive correlation between the talent management practices that should be implemented in the organization and the talent management practices that are actually implemented in the organization. In a succinct interpretation of this result, we could argue that in fact we find some overlap between the vision of the talent management practices that should be implemented and those actually implemented, these evolving similarly at a significant level. Thus, the second hypothesis is validated and supported. The statistical data containing the responses of employees in the field of I.T. support this hypothesis regarding the significant correlation between the talent management practices that should be implemented and those that are actually implemented. Regarding the talent management practices that should be implemented, the opinion of the employees in the field of I.T. register percentages between 96.11% and 100% (according to table no. 16 and figure no. 20).

Statistical data on talent management practices already implemented in I.T. from Romania register percentages between 81.52% and 85.71% (according to table no. 17 and figure no. 21). This aspect is supported by specialized literature, the talent management practices that should be implemented being one of the topics at the top of the list of debates in the field of human resources globally (Strack *et al.*, 2014). Most studies support the need to implement common practices that belong to talent management: talent recruitment, talent selection, talent development, talent retention (Tepayakul & Rinthaisong, 2016; Collings *et al.*, 2019). Following the statistical analysis, the Spearman rho correlation coefficient is  $\rho=.263$ ;  $p=.005$  so that the significant positive correlation demonstrates both the opinions about what should happen to make the organization's activity more efficient and obtain competitive advantage, as well as the actual implementation of these practices in I.T. organizations from Romania. This means that organizations must dose their efforts to develop as much as possible a strategic talent recruitment plan in the internal organization, motivate internal employees to help search for talent through external recruitment, and use the merit system method for recruiting talents (Strack *et al.*, 2014; Danao & Bortoff, 2022). Recruiting talented people is critical to the success of organizations (Berger & Berger, 2018). Employers must be concerned that the methods used contain scientific approaches in developing talent acquisition strategies. This starts with a deep understanding of the business and business strategy to know what to implement (Ghosh, 2021). Talent is the big differentiator – something that cannot be quickly copied by other organizations.

The winners in this talent war will have sound talent strategies and talent production pathways. They will ensure that excellence in talent recruitment continues into the actual selection processes and stages to achieve a level of efficiency i.e. placing the employee where they can perform best and develop.

Providing the right talent is only the beginning of the equation, it is the beginning of a relationship. (Joyce in Silzer & Dowell, 2010, p.123; Berger & Berger, 2018).

## CONCLUSION

We can consider that talent management practices represent an important vector of organizations in this context and the personnel in the field of I.T. is motivated to participate in their implementation or to benefit from the implemented talent management programs. The specialized literature constitutes an argument of the participants in the structured questionnaire defining talent management in relation to its basic components. Talent management is perceived according to our analysis as a set of practices from recruitment, selection, retention and development of talent to achieve organizational goals, this fact being confirmed by the specialized literature. By clearly understanding what a talent management program is, realizing the significance of these programs and their components, people will want to be even more involved either as beneficiaries or in their implementation in IT firms. The content of this work gives theorists and specialists in the field of management the opportunity to approach new development directions to strengthen the idea of the need for talent and the implementation of talent management for the purpose of retaining and developing talent and thus developing the organization. Addressing the importance of talent management strategies, talent management, the advantages of talent management, the present paper constitutes a support in the foundation and determination of the success of the implementation of talent management strategies within an organization.

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