

## TALENT MANAGEMENT - PRACTICES AND CAREER DEVELOPMENT OPPORTUNITIES IN THE I.T FIELD IN ROMANIA

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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. Talent effectively contributes to organizational success, which is why we are justified in saying that it can be the "lifeline" for any organization in the context of globalization.*

*Regarding the evolution of the concept of talent management, the starting point can be found in the organizational context through the McKinsey consulting group, which later attracted the attention of academic theorists. In the desire of McKinsey consultants to emphasize the role of human resources in organizational success, the war for talent formula appeared.*

*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.*

*What we can clearly state at this moment is the fact that talent management is a determining factor that supports the field of human resources. Success depends on the organization in the relationship with the existing human resource, in keeping, motivating and developing it according to its potential.*

*In this research we proposed an analysis of the relationship between talent management practices and the personal and career development of the individual in organizations in the field of I.T. from Romania. Thus, the purpose of the research is to identify how employees in this field perceive their professional development within organizations. In the research methodology, I formulated the research objectives and hypotheses, described the research methods, instruments and sample. The analysis of the results was carried out with the help of the Qualtrics XM Survey platform, and the statistical analysis with the help of the SPSS program (version 22.0), by transferring the data from the Qualtrics XM Survey platform.*

**Keywords:** *talent management, technology, carrer, human resources*

**JEL classification :** *M12, M52, M51, M53, J62*

### Introduction

Talent management develops after the 1990s, starting from a group of consultants from McKinsey & Company, and knows several stages, both theoretically and in organizational practice. The new challenges represent a permanent source of debates, both in the academic world and among practicing specialists in the field of human resources.

In the first part of the research, we proposed some theoretical considerations regarding talent management practices and their contribution to the career development opportunities

of employees in the I.T. field from Romania. The second part of the research is dedicated to the research methodology and the realization of the research itself, in which we will describe the purpose, objectives, hypotheses, methods, tools and sample of the research. We propose the relationship between the implementation of talent management practices and opportunities for personal and career development in the I.T. from Romania.

## 1. Talent management - theoretical framework

Human resource management goes beyond the classic approach to managing human resources within organizations, and is particularly important for its success. We refer here to the recruitment and selection of staff, to their motivation, to personal and professional development.

The concept of talent management was born in the late 90s, starting from a group of consultants from McKinsey & Company, a global management consulting firm, founded in 1926 by James McKinsey (Michaels et. al., 2001 ).

In the year 2005 the Google search engine provided eight million materials and articles written about talent management; as a comparison, in 2015, twenty-five million articles were found; in the year 2019, accessing the Google engine returned seven hundred and sixty million articles on this topic, and in the year 2023 we discover 1.04 billion articles that deal with themes, analyzes about the concept of talent management (Google, 2023).

In fact, the new label of talent management is a modern philosophical trend, an approach to human resource management, which lays the foundations for psychological evaluation in organizations. We refer here both to individual professional performance and to a broader spectrum of the future performance of the organization.

Thus, we can consider that talent management represents a set of practices, which involves the recruitment, selection, retention and development of employees who possess skills and potential.

From the analysis of the specialized literature, we obtain a reconceptualization of the notion of talent management. 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, valorizing and improving them from the position of employees (Rustiawan et. al., 2023).

We must mention the fact that there is no single talent management that applies to every organization in every field. Depending on several criteria (activities, objectives, labor market, organizational culture), talent management can undergo changes.

According to Neacșu's analysis, we can talk about common processes of talent management: Effective planning of the required workforce, Recruitment, Selection, Rapid integration of new employees, Employee development, Continuous concern for keeping those who matter, Effective performance management (Neacșu, 2010).

The specialized literature mentions a creed, which belongs to a talent management, composed of a publicized set of basic principles, values and mutual expectations that guide the behavior of an institution and its people (Berger & Berger, 2018).

An excellent example of a credo is Johnson & Johnson, which consistently ranks among Fortune's Most Admired groups. The Johnson & Johnson company listing states: "*Our credo is more than a moral compass. We believe it is a recipe for business success*" (Berger & Berger, 2018, p.16).

Another successful company with an explicit credo is Microsoft. Microsoft's standards of business conduct are an extension of the company's values, and reflect its continuity: a commitment to ethical business practices and compliance with the law. Employees are expected to be well-informed and exercise judgment when making business decisions, and the standards are designed to help; they make the right decisions for themselves and for Microsoft (Berger & Berger, 2018).

The creeds have been enhanced in recent years to include social responsibility, sustainability, ethical behaviour, innovation and creativity. Starbucks company credo includes references to social and ethical responsibility (Berger & Berger, 2018).

Studies on talent management seek to highlight the advantages that arise when there is accountability in the organization, and also the criteria for occupying a position, the characteristics of employees, the demands of the organization on work.

Following the presentation and analysis of these approaches and definitions of talent management terminology, we deepen the research by defining talent management as a set of organizational practices, processes and values that help the organization to identify, select, retain and -develop their human resources – talent, to achieve their strategic objectives (Quifors, 2017; Collings & Mellahi, 2009; Berger & Berger, 2018, Collings et al., 2019).

## **2. Talent management practices**

After reviewing the literature, it was found that an effective way to develop a talent management system was to identify its core practices. Studies demonstrate that talent management practices are integrated into a system that includes: talent recruitment, talent selection, talent development, talent retention, talent compensation management, talent performance management and talent succession planning (Tepayakul & Rinthaisong, 2016; Collings et. al., 2019).

Making a statistic of how both theorists and practitioners define talent management, several dimensions or practices of it stand out, on which there is a consensus, and which we find in most studies and researches: talent recruitment, personnel selection, staff retention/maintenance, professional development of the organization's staff (Berger & Berger, 2018; Danao & Bortoff, 2022).

The recruitment and hiring of personnel represents a set of effective practices of talent management, and is the basis for assessing the values and personality of individuals, cultural harmonization (cultural fit) (Stahl, 2012). Organizations must have a strategic plan for talent recruitment in the internal organization, motivate internal employees to help search for talent through external recruitment, and use the merit system method for talent recruitment (Strack et. al., 2014; Danao & Bortoff, 2022). As sources of talent recruitment, an organization uses its own specialized websites, participates in Top Employers job fairs, and now uses recruitment agencies and services. To recruit the best talent, organizations must consider recruiting as a marketing function and the candidate as a customer (Florea, 2011). As merit system principles are particularly relevant to talent recruitment, talented employees should be recruited based on merit and appropriate experience (Strack et. al., 2014).

Talent selection is a process of choosing an applicant, who has been selected in the stage of talent recruitment to identify a talented person, to be part of a talent pool, consisting of people prepared for certain tasks and responsibilities (Strack et al., 2014). The talent selection process must be carried out in a systematic way in several organizations, and the selected tests must be reliable, valid, objective, and must be applied in correct norms (Thakur, 2015). The best applicants must be found through a series of assessments such as interviews, written tests, aptitude assessments and psychometric tests among others (Chimphondah, 2023).

A second set of talent management practices consists of training and development. It is found that only diversified programs in which large sums are invested are not enough, and thus, the focus falls on the development of new leaders, the involvement in training of top managers, line managers and from other levels in the recruitment of talent and , later in his development (Collings, 2019). Talent development is not only an employer's problem but also an employee's responsibility in preparing the employee's knowledge, skills, behavior and characteristics that will affect current and future success (Strack et. al., 2014).

Thus, human resources in organizations should have the skills and capabilities to grow people in their jobs, and managers should constantly provide feedback to support and encourage employee development. Talent development can involve activities such as development and training, coaching, mentoring and performance management. In most organizations, the responsibility for employee development is shared between employees and managers (Collings et al., 2019; Strack et. al., 2014).

The third set of practices within talent management is the management of valuable talent retention, which represents a major challenge for multinational corporations. Here we are not only discussing the financial reward, as this does not replace an exciting environment, a long-term career development, the attention and appreciation of the direct manager (Chimphondah, 2023, Stahl, 2012). Talent retention and motivation is the organizational effort to induce talent to remain in the organization using financial incentives, an organizational incentive, and psychological incentives to increase talent satisfaction (Strack et. al., 2014). Talent retention is a process by which talented and performing employees are encouraged to stay with the organization for a maximum period of time. Therefore, it is important that employers, through effective employee retention strategies, create and foster an environment that encourages current employees to stay, which is essential to the long-term health and success of any organization (Strack et. al., 2014).

Talent retention should include a career plan for each employee, multiple compensation packages, professional development opportunities, training programs and flexibility. Career development can also be a key component of the system of talent management practices. Careers are vital to people at all levels of an organization. Managers must promote professional development (Chimphondah, 2023).

### **3. Research methodology**

In our approach talent management represents a set of practices, processes and organizational values, which help the organization to identify, select, develop and retain its human resources - talent, to achieve its strategic objectives.

#### **3.1. The purpose of the research**

In the research carried out, we aimed to analyze the relationship between the implementation of talent management practices in I.T. organizations and personal and career development of employees.

Thus, the purpose of the research is to identify how employees in this field perceive their professional development within organizations.

#### **3.2. Research objectives**

It is necessary to understand why talent management is important and what added value it brings to employees.

We proposed specific objectives that can be summarized as follows:

1. Identification of talent management implementation practices in I.T. organizations from Romania
2. Identification by employees of the way of understanding personal and professional development in the organization.

#### **3.3. Research hypotheses**

Considering the research questions and research objectives, we formulated the following hypotheses:

**H<sub>1</sub>:** There is a significant positive correlation between the evaluation of the effectiveness of the talent management practices implemented in the organization and the capitalization of personal skills and abilities by the organization.

**H<sub>2</sub>:** There is a significant positive correlation between the evaluation of the effectiveness of the talent management practices implemented in the organization and the opportunities for personal and career development.

**H<sub>3</sub>:** There is a significant positive correlation between organizational capitalization of personal skills and personal and career development opportunities.

### **3.4. Research methods**

We chose cross-sectional research, which collects and analyzes data. 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. from the target population.

In the research, a questionnaire was used that will confirm or not the hypotheses of the research, following the data analysis through the SPSS platform. Data will be collected and used for graphs in the Qualtrics XM Survey platform, and then imported for analysis and interpretation in the SPSS platform.

### **3.5. Research tools**

The chosen questionnaire requires both short answers, using a classic, dichotomous Likert scale, as well as five- or seven-point Likert scales with numbered values. The survey consists of 16 questions and was developed and distributed using the Qualtrics XM Survey software platform. The Qualtrics platform helps with sample description and statistical data related to survey participants, statistical analysis of some responses.

### **3.6. Research sample**

The investigated population consists of 115 subjects from the I.T. sector. from Romania from the representative centers: Bucharest, Cluj, Iasi, Timisoara, Oradea. Thus, we have a demographic distribution of those who answered the questionnaire: 30 from Bucharest, 28 from Cluj, 23 from Timisoara, 19 from Oradea and 15 from Iasi.

The participants were selected from the field of I.T. from Romanian and multinational companies that are active on the Romanian market and are among the top I.T. companies, both hiring programmers, web designers, project coordinators or project managers, department managers, general managers, human resources managers in the I.T. field. The questionnaire was applied between October 2022 and February 2023.

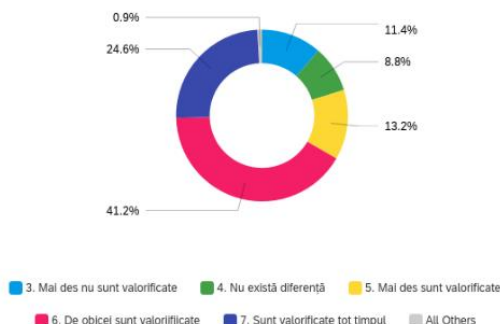
## **4. Research results**

### **4.1. Data analysis**

The data collection and the presentation of the questionnaire results were carried out with the help of the Qualtrics XM Survey platform, and the statistical analysis with the help of the SPSS program (version 22.0), by transferring the data from the Qualtrics XM Survey platform.

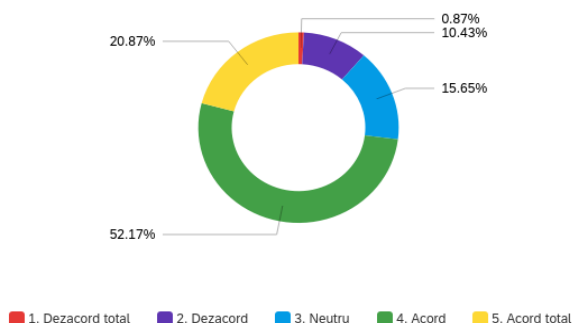
Regarding the opinion of employees in the field of I.T. regarding the valorization of their own skills and abilities by the organization, the data show that employees in the I.T. believe that the organizations they belong to value and promote their skills and abilities for the success of the organization.

Ignoring the neutral answers (there is no difference), graphic figure no. 1 highlights the fact that a percentage of 85.71% of respondents clearly perceive the valorization of personal skills and abilities within organizations in the IT field in which it operates.



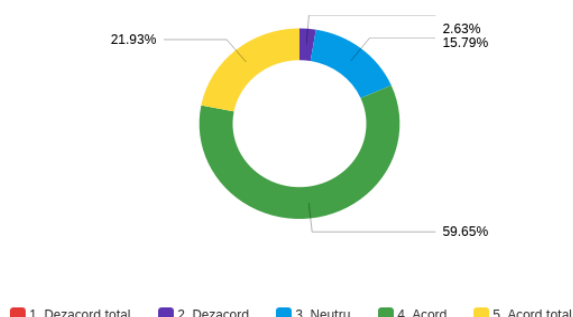
**Figure no. 1** Graphic representation diagram: the perception of I.T. employees regarding the capitalization of own skills and abilities for the organization

Regarding the perception of employees in the field of I.T. regarding the organization's encouragement for employees towards personal development and career development, according to figure no. 2, a significant percentage of 73.04% of employees in the I.T. field believes that the organization's staff are encouraged to discover opportunities for personal and career development within it. Ignoring the neutral response, IT workers 86.59% perceive that the organizations they work in encourage them in terms of personal development and career building.



**Figure no. 2.** Graphic representation diagram: employees' perception of personal and career development opportunities fostered by the organization

Regarding the opinion of employees in the field of I.T. regarding the relationship between the implementation of talent management practices on the one hand and motivation and performance in the organization on the other (Ignoring the neutral answer), figure no. 3 reveals that a significant percentage (96, 90%) of employees in the field of I.T. agree that there is a significant relationship between talent management practices and employee motivation to achieve performance.



**Figure no. 3** Graphic representation diagram: the relationship between talent management - motivation and performance in the perception of IT employees.

#### 4.2. Statistical Processing and Interpretation of Results (SPSS)

The statistical analysis was carried out using the SPSS program (version 22.0). To test the hypotheses, we considered it appropriate to use the Pearson test, of bivariate parametric correlation. One of the conditions to be respected refers to the normality of the distributions. For this we performed the Kolmogorov-Smirnov test. The analysis of the Z K-S indices, as well as the related thresholds, indicates that the normality of the distributions is not respected ( $p < .05$ ; see Table A, appendices). Due to non-compliance with the normality condition of the distributions, we performed the Spearman rho correlation test, a non-parametric equivalent. Table no.1 includes a series of descriptive indicators and the results of the Spearman rho correlation for all three formulated hypotheses. By analyzing the values in the table, we observe a median of 4 and a range of 3 for the dimension of evaluating the effectiveness of talent management practices in the organization, as well as for personal and career development opportunities. Referring to the dimension of valorization of personal skills by the organization, we obtained a median of 6 and an amplitude of 5.

Variables involved	Median	Amplitude	rho	p
evaluating the effectiveness of talent management practices	4.00	3	.366	.000
valorization of personal skills by the organization	6.00	5	.460	.000
opportunities for personal and career development	4.00	4	.608	.000

**Table no. 1.** Spearman rho bivariate correlation results

The results of the Spearman rho correlation indicate that there is a significant positive correlation between the assessment of the efficiency of talent management practices and the capitalization of personal skills and abilities by the organization ( $\rho = .366$ ;  $p = .000$ , statistically significant). A significant positive correlation is recorded between the assessment of the effectiveness of talent management practices and opportunities for personal and career development ( $\rho = .460$ ;  $p = .000$ , statistically significant); the results show us a significant positive correlation between the valorization of personal skills by the organization and opportunities for personal and career development ( $\rho = .608$ ;  $p = .000$ , statistically significant).

Thus, the high efficiency of talent management practices also entails the high frequency capitalization of personal skills by the organization, the evaluation of a lower efficiency of talent management practices would imply the increasingly reduced capitalization of personal skills by the organization. High efficiency of talent management practices also brings with it multiple opportunities for personal and career development, the assessment of lower efficiency of talent management would imply fewer opportunities for personal and career

development. Last but not least, the more frequent capitalization of personal skills by the organization entails multiple opportunities for personal and career development, the less and less capitalization of personal skills by the organization would imply fewer opportunities for personal and career development.

Thus, hypothesis **H<sub>1</sub>** is validated and supported: there is a significant positive correlation between the evaluation of the effectiveness of the talent management practices implemented in the organization and the capitalization of personal skills and abilities by the organization.

Hypothesis **H<sub>2</sub>** is validated and supported: there is a significant positive correlation between the evaluation of the effectiveness of the talent management practices implemented in the organization and the opportunities for personal and career development.

Hypothesis **H<sub>3</sub>** is validated and supported: there is a significant positive correlation between the valorization of personal skills by the organization and opportunities for personal and career development.

In other words, talent management practices have proven their effectiveness by encouraging the organization's staff to discover new opportunities for personal development and career development, and also by making the most of employees' professional skills and abilities.

The answers of employees in the field of I.T. affirms the effectiveness of the talent management practices implemented so far (93.75%) and correlates significantly on the one hand with the opinions regarding the organization's capitalization of employees' skills and abilities (85.71%; Spearman coefficient  $\rho=0.366$ ;  $p=0.000$ , statistically significant) and on the other hand with employees' perception of how the organization encourages employees to discover new opportunities for personal and career development (86.59%; Spearman coefficient  $\rho=0.460$ ;  $p=0.000$ , statistically significant). The correlation is also significant between the valorization of personal skills by the organization and opportunities for personal and career development (Spearman coefficient  $\rho=0.608$ ;  $p=0.000$ , statistically significant).

These correlations are supported by the literature. The effectiveness of the implementation of talent management practices, observable in encouraging and providing new opportunities for personal and career development can represent key components of the talent management system. These practices are associated with employee training and coaching programs. Career is vital for people at all levels of an organization and managers must promote professional development (Chimphondah, 2023).

Talent development can involve activities that can improve performance in current positions as well as preparation for transition to the next level (Collings et. al., 2019; Strack et. al., 2014). The individual - talent expects the employer to honor the promises made. Durability and the fulfillment of mutual expectations are the essential points of success (Collings et. al., 2019).

For the correct management of talent, to provide opportunities for personal and career development, it is important to support the principle of fairness based on skills and abilities (Armstrong in Berger & Berger, 2018). Literature researchers believe that talent reward management must be linked to business and organizational strategies (Strack et. al., 2014). Lazlo Bock has extensive experience at Google and claims that rewarding and recognizing talented people is a priority in this organization. People with vision have been given the opportunity to create their own Google, and the organization helps human resources to become founders, part of a company or team, families, cultures (Bock, 2017). Google has been able to build a dynamic culture, attract global talent, and achieve outstanding performance in employee personal and career development.

Those at Microsoft believe that a talent management involves a constant effort, as organizational changes occur and key messages need to be transmitted, repeated, reinforced, reformulated for the new ones in the company. But what is worth noting at Microsoft is that talent management makes a difference both for people and for the organization (Silzer and Dowell, 2010). Decisions to invigorate or move talent are informed



by considering both job performance and the benefit of the job for personal and career development (Hancock & Schaninger, 2020).

## Conclusions

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.

Through the conducted research, we identified the relationship between the implementation of talent management practices in personal development and the individual's career in IT organizations from Romania. It is a recognized fact that talent contributes to both organizational success and individual personal and career development.

Talent recruitment, retention and development are significant challenges, which is why organizations have begun to invest in overcoming related issues and implementing talent management strategies.

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