The Challenges Facing I.T. Organizations from Romania in Implementing Effective Talent Management

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ABSTRACT: History shows that every crisis brings with it numerous challenges in several fields, of which the economic, financial or business is no exception. In the context of the post-Covid crisis and the crisis generated by the conflict in Ukraine, the challenge in the field of talent management in Romania is being significantly reconfigured in many areas.

Technology and the I.T. field are the key factors in organizations efforts to become more flexible and efficient in their operations.

The IT industry in Romania represents one of the most prosperous economic sectors. In this context, identifying, attracting and retaining talent are practices of the research field of talent management that can maintain a certain competitive advantage of organizations.

In this research, we were concerned qualitatively and quantitatively with the identification of some challenges faced by organizations in the implementation talent management strategies Awareness of these major challenges can be a real advantage in the successful implementation of talent management strategies in I.T. organizations in Romania.

KEYWORDS: talent, challenges, talent management, technology, human resources,
JEL classification: M12, M52, M51, M53, J62

INTRODUCTION

In recent years, the need for corporations to be competitive on the global market has seen an emphasis and an increasingly alert pace. Given the circumstance of globalization that has generated economic competitiveness, organizations have to face challenges in attracting and retaining talent.

The human component of organizations has seen an evolution over time, the most pronounced form being the human resource but with a tendency to call it talent.

Talent management develops after the 1990s and knows several stages at the theoretical level and in organizational practice. The new challenges that are associated with a talent management in modern labor markets represent a permanent source of discussion and dialogue both in the academic world and among practicing specialists in the field of human resources.

In this paper we will provide the results of the perception of employees in the field of I.T. in Romania on the challenges faced by organizations in the successful implementation of talent management practices.

In this competitive environment, organizations understand that employee skills are the main driver for success, with lack of talent representing a threat to organizations. Attracting and retaining talent is a substantial issue, which is why companies have begun to invest quietly to overcome related issues and implement various strategies to maintain a healthy talent pool.

We will consider some theoretical considerations regarding the relationship between talent management and the field of I.T.

The research will highlight methodological aspects regarding talent management in I.T. firms. from Romania in which we will describe the purpose, objectives, hypotheses, methods, instruments and sample of the research.

In the final part of the paper, we will analyze the results of the research and carry out an analysis through the prism of specialized literature.

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1. **TALENT MANAGEMENT IN THE I.T. SECTOR IN 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 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, I.T. companies from Romania have experienced a significant increase 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 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).

Thus in Romania the number of employees in the IT sector reached 220,000 in 2022. Their number has increased significantly in cities like Iași or Cluj, but a significant increase is also observed in other developing cities in this field such as Timișoara, Brașov, Oradea (Mitan, 2021).

From the early 2000s to the present, the industry of S.W. & IT followed an upward trajectory (according to figure no. 1), which produces visible effects in the Romanian economy. Every 10 employees in the software and I.T. services industry support approximately 10.5 jobs in the national economy through indirect and induced impact. In the last 5 years, the software and I.T. services industry grew almost 3 times faster than the national economy (ANIS 2021).

Fig. no.1. The impact of the software and I.T. services industry in Romania's economy; Source: ANIS, 2021

According to fig. no.2, the I.T. industry registered an increase in the number of employees in the period between 2015-2020, thus ranking among the top industries in Romania (ANIS, 2021).
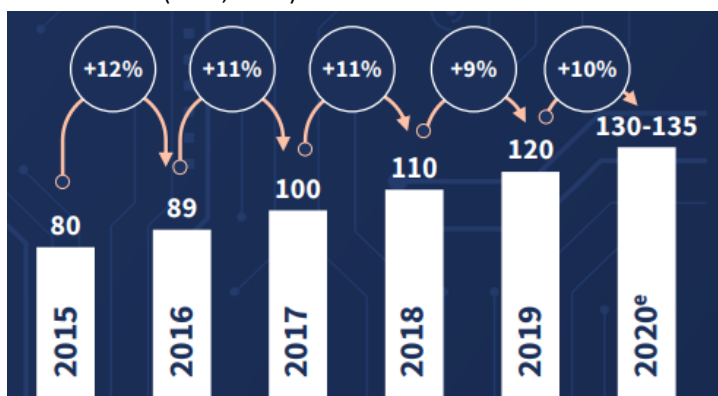

Fig. nr. 2. Increasing the number of employees in software and I.T. services. Source: ANIS, 2021

It is anticipated how the I.T sector will develop. In the following years in Romania supporting the idea that the regions and academic institutions will be winners if they keep up with the I.T. industry which is an increasingly important player in the labor market.

According to an ANIS study, the software and services industry contributes almost 6.2% of the Gross Domestic Product (GDP), according to fig. no.3, which amounts to almost 13.6 billion Euros (Reștea, 2022; Crăciun, 2022;).

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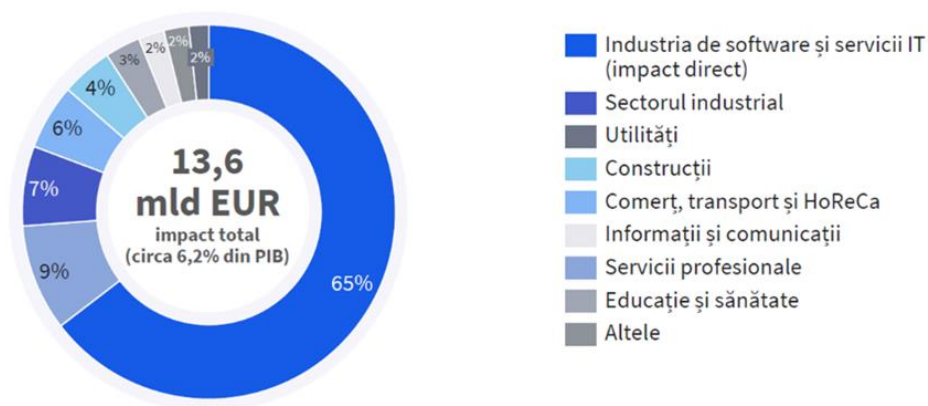
Figure no. 3. The contribution of the I.T. industry to Romania's GDP, Source: ANIS, 2021

Although there is an upward trend in the number of employees in the I.T. industry however, we can consider that the shortage of personnel remains in this field (ANIS, 2021).

The provisions of the ANIS study say that the I.T. industry in 2025 will have contributions of 20.4 billion euros to GDP, in case of additional growth measures (Crăciun, 2022).

According to the ANIS report, the elimination of support measures for the IT industry will lead to an emigration process for I.T. and the IT industry will stop from the accelerated development of recent years (Crăciun, 2022).

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, 2021).

The impact of the I.T. has an effect in the development of society. Solutions created and offered by I.T. 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.

Despite the rapid growth of the Romanian tech market, we still cannot speak of a maximum use of the potential. The workforce in the field of I.T. in Romania is still insufficient so that it cannot cover the needs of the industry. Emigration seems much more attractive than repatriation and this fact generates effects on the economy. Statistical reports confirm this in recent years (Eurostat, 2021).

Companies in the I.T. sector invest in talent management activities but 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.

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.

It can capitalize on talent management to achieve the sustainability of the company's operational environment and increase the company's performance. It can improve the company's skills in recruitment, selection, motivation and talent development processes. I.T. infrastructure refers to a set of technical resources and human resources that represent the basis for multiple applications in the I.T. field.

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 time as most of the time they receive immediate results and profit.

The dilemma for short-term versus long-term organizations is very current and present in the I.T. field, and in these conditions a new type of human resource management is difficult to achieve: long-term goals are blocked by immediate needs that lead organizations to make decisions on short term and call for compromises that will affect both the business strategy and the I.T. industry. (Maxim, 2014; Saleh, & Atan, 2021).

If we bring up talent and the fight for talent, things become like the cause-effect process, since human resources practices will be found in the achievement or not of organizational objectives. There is a fundamental need to propose long-term objectives and to take steps that require investment and patience (Mihai, 2021). This has to be the decision of organizations that

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need to define their strategy: either they want immediate results or they define their strategy to include talent recruitment and development.

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; Reştea, 2021):

a. A process of active and systematized talent recruitment;

b. Investments for talent development and the use of practices recognized for results – personal development programs, opportunities for career development, mentoring;

c. Creating a framework that generates intellectual capital to develop in the organization

d. Rethinking the reward system to attract and keep the people we need (Maxim, 2014; Silzer & Dowell, 2010; Bock, 2017; Hancock & Schaninger, 2020; Reştea, 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.

2. RESEARCH METHODOLOGY

2.1. The purpose of the research

In this paper we aim to identify the challenges faced by I.T. organizations from Romania in the implementation of talent management practices.

2.2. Research objectives

We proposed objectives that can be summarized as follows:

1. Identification of talent management implementation practices in I.T. organizations from Romania

2. Identifying general challenges faced by organizations in implementing talent management strategies

2.3. Research hypotheses

Considering the research questions and research objectives, we start from the following assumptions:

H_1: The challenges in implementing talent management at the organizational level in the I.T. sector is an effective predictor of talent management practices in the organization that should be implemented.

H_2: There is a significant positive correlation between the importance of talent management practices and the creation of a competitive advantage for the organization.

2.4. Research methods

In the quantitative approach, we chose cross-sectional research that collects and analyzes data at a specific stage of the research. Unlike other types of research, cross-sectional research collects data that clearly define a specific time period.

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 management and the implementation of a talent management in the field of I.T.

Table no.1 Quantitative research methods and tools

Method of data interpretation	Explanatory technique	Researching tool
Deduction	Survey	Structured questionnaire

For the quantitative research and analysis, a questionnaire of 16 questions with a Likert scale will be used that will confirm or not the research hypotheses following the data analysis through the SPSS platform. Data will be collected and used for graphing in the Qualtrics XM Survey platform and then imported for analysis and interpretation in the SPSS platform.

The qualitative approach follows from a humanistic perspective to the subjective and individual way through the structured focus group interview. The data interpretation method is presented in table no. 3 which uses inductive reasoning through the structured interview.

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Table no.2 Qualitative research methods and tools

Method of data interpretation	Explanatory technique	Researching tool	Procedures
Induction	Structured interview	Interview guide	Data selection and clasification

The qualitative approach uses the structured focus group interview, which is based on the interview guide consisting of 8 questions, analyzed through the QSR Nvivo software and aims to study the perception of managers and specialists in the field of management and I.T, both theorists and practitioners in Romania, on talent definition and talent management. Their perception of the challenges in implementing talent management programs in organizations is sought.

2.5. Research tools

For the quantitative approach, the investigation is based on a structured questionnaire that was built in direct connection with the objectives and hypotheses of the research. This questionnaire contains 16 questions and requires both short answers using a classic dichotomous Likert scale with numbered values.

In the qualitative research, the structured research interview in focus group was used to discover the perception on the challenges of the field of I.T. in implementing talent management.

The focus group interview is applied to the group of academic management specialists, human resource specialists in I.T. organizations and I.T. managers and consultants.

The focus group interview contains eight open or semi-open questions with certain sub-items to elaborate on the answers. The interview is conducted through the Zoom platform; it was made in May 2023 and took about 2 hours. At the beginning of the interview there were 17 participants who stayed throughout the interview and interacted each answering all 8 questions.

To view the research results of the interview responses as a tool for qualitative research we will use OSR Nvivo12 software. This software is a data volume analysis tool (Muntean & Stancea, 2022).

2.6. Research sample

In the first stage, for the quantitative research through the structured questionnaire we will use a probabilistic sampling model, which means that in the population under study every employee in the targeted field has the chance to be in the sample.

The investigated population consists of 150 subjects from the I.T. sector Romania from the representative centers: Bucharest, Cluj, Iași, Timișoara, Oradea. But our analysis will include 115 respondent subjects who fully answered all the questionnaire questions, the remaining 25 respondents did not answer all the 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 Iași.

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

In the second stage of the research or the qualitative approach, the research participants were chosen by using a non-probability sampling technique. Interviewees are selected based on the purpose and objectives of the research to discover and understand the analyzed phenomena. The sample is made up of 17 specialists, practitioners and theoreticians from the university field of management, human resources and I.T. from Romania coming from university centers such as Bucharest, Cluj, Iasi, Timisoara, Oradea.

3. RESEARCH RESULTS

3.1. Quantitative analysis

The data collection and the presentation of the questionnaire results were carried out using the Qualtrics XM Survey platform and the statistical analysis was carried out using 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 challenges of organizations in implementing a talent management, we present below the distribution of the answers collected (table no.3):

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Table no. 3. The perception of I.T. employees on the challenges for I.T. organizations

Nr. Crt.	Challenges of organisations	1. Totally Disagree		2. Disagree		3. Neutral		4. Agree		5. Totally Agree		Total
1.	Talent war	0.00%	0	6.96%	8	18.26%	21	45.22%	52	29.57%	34	115
2.	Lack of funds	2.61%	3	14.78%	17	38.26%	44	37.39%	43	6.96%	8	115
3.	Lack of time	1.74%	2	9.57%	11	31.30%	36	47.83%	55	9.57%	11	115
4.	Lack of specialized Staff	0.00%	0	6.09%	7	33.04%	38	40.87%	47	20.00%	23	115

The fight for talent between organizations represents a major challenge for organizations (according to table no. 4 and graphic figure no. 3). Ignoring the neutral answer, a significant percentage of 91.48% of respondents consider this aspect significant and a challenge for HR departments operating in the field of I.T.

Employees in the I.T. sector perceive lack of funds as a particular challenge in the implementation of talent management strategies in the proportion of 71.83% (ignoring the neutral answer) according to table no. 4 and figure no. 3.

In table no. 3 and figure no. 4, the respondents consider the lack of time needed to implement a talent management as significant in the proportion of 83.54%, (ignoring the neutral answer).

The lack of specialized HR personnel to implement talent management is considered a challenge faced by organizations. According to table no.3 and figure no.4, ignoring the neutral answer, 90.90% of the respondents consider this aspect a major challenge for organizations in the IT field.
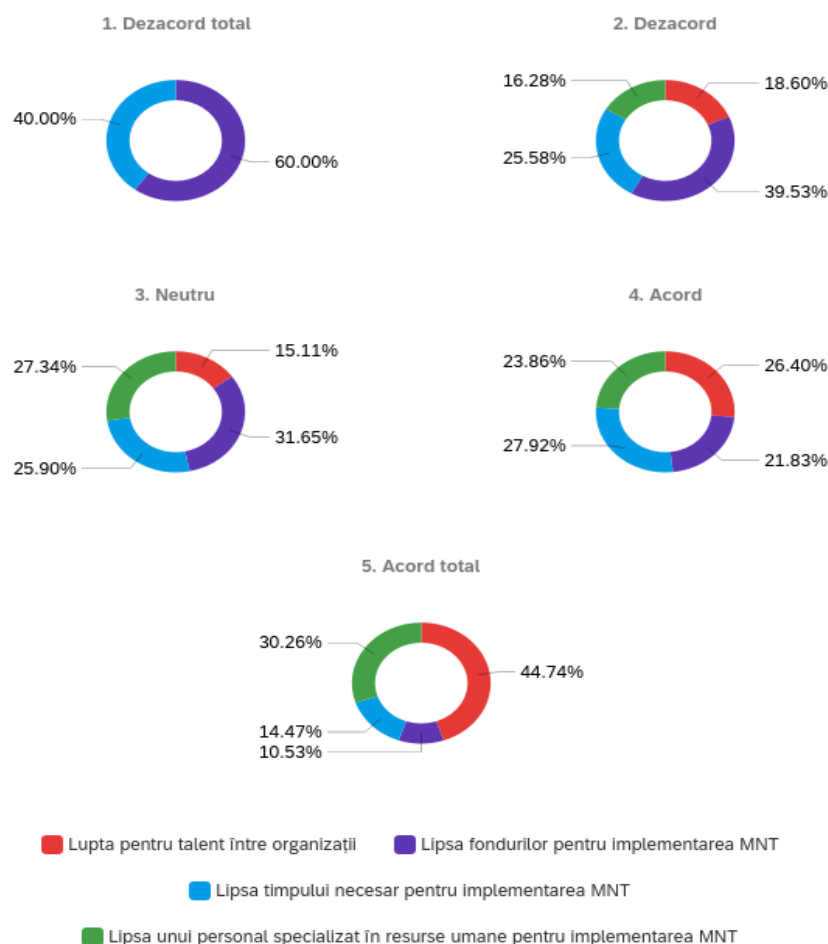

Figure no.4 Chart Graphic Representation: Employee Perceptions of Challenges for I.T. Organizations

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For hypothesis H_1, I considered it appropriate to use simple linear regression for predictive purposes, respectively for explanatory purposes. The use of this statistical analysis imposes a series of conditions, among which the observance of the psychometric qualities of the instrument as well as the normality of the distributions. The results of the Kolmogorov-Smirnov test indicate that the normality of the distributions is not assumed (p Z K-S <.05). But there are studies that indicate that in the case of regression and in general with regard to parametric tests, they remain robust even when the assumption of normality is violated (Schmidt & Finan, 2018; Sava, 2011), therefore, we will run the simple linear regression.

In Table no. 4. a number of general and change coefficients specific to the proposed model are included. In the case of the criterion variable talent management practices in the organization that should be implemented, analyzing the F_{Change} coefficients and related thresholds, we can see that there is an effect regarding the challenges in implementing talent management at the organizational level (F(1,110)=15.96, p=.000, statistically significant).

Table no.4 General and change coefficients of the proposed model

Model	R	R^2	R^2 Adjusted	Standard error of the estimate	Statistical Coefficients of change of Eq				
					R^2_{change}	F_{change}	gl1	gl2	p F_{change}
1	.356[a]	.127	.119	2.21	.127	15.96	1	110	.000[**]

In Table no. 5. the coefficients of the regression equation for the predictor included in the proposed model are included. Squaring the semi-partial correlation coefficient yields the value of the specific coefficient of determination for the relationship between the variables involved, namely a value of rsp=0.1267 associated with a percentage of 12.67%, which tells us that the challenges in implementing talent management at the organizational level, succeed in predicting in equal proportion to this percentage the talent management practices in the organization that should be implemented.

Table no. 5. Coefficients of the regression equation for the predictor included in the proposed model

Criterion variable	Selected model (nr. 1)	Coef. nestd.		Coef. std.	T	p	Corelations		
		B	Er. std.	B			r	r_p	r_{sp}
Talent management practices that should be implemented	(constant)	11.67	1.41		8.26	.000			
	Challenges	.38	.09	.35	3.99	.000	.356	.356	.382

Analyzing the sign of the coefficient, it being positive, we can interpret that as more challenges are identified in the implementation of talent management at the organizational level, the prediction will be stronger in determining the need to implement some talent management practices in organizations in the I.T. sector. Thus, the first hypothesis is supported and validated.

Successful companies in the field of I.T. like Google, Apple or Microsoft, which began to understand the value of talent, faced numerous challenges, especially considering that they were among the first to try to implement talent management practices in the I.T field (Bock, 2017; Silzer & Dowell, 2010).

Theorists who have delved into talent management research globally believe that these challenges facing organizations, specifically those in the I.T. further highlight the need to implement talent management practices for talent recruitment, selection, retention, development and management (Ghosh, 2021; Al Aina&Atan, 2020; Rustiawan et. all, 2023).

Google, Apple, Microsoft wanted by implementing talent management practices so that employees are not only attracted by the salary but to invest more in themselves, to share beliefs and motivations (Momtazian, 2021). Talent management practices become a determining factor for the field of human resources and their implementation, considered a necessity, shows that success in the organization also depends on the relationship with the talent human resource for its retention and motivation, development according to its potential (Berger & Berger, 2018).

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According to the statistical data of the research and supported by the specialized literature, the awareness of these challenges faced by the organizations in the field of I.T. greatly anticipates the success or failure of implementing talent management practices in I.T. organizations. from Romania.

To test the second hypothesis we considered it appropriate to use the Pearson bivariate parametric correlation test. Due to non-compliance with the normality condition of the distributions, we performed the Spearman rho correlation test, a non-parametric equivalent.

In table no. 6, a median of 4 and an amplitude of 3 can be observed for the importance of talent management practices in creating a competitive advantage.

Table nr. 6. Spearman rho bivariate correlation results

Variables involved	Median	Amplitude	rho	p
the importance of talent management practices in terms of competitiveness and organizational value	4.00	3	.460	.000

The results of the Spearman rho test indicate the existence of a positive correlation between the importance of talent management practices in creating a competitive advantage (rho=.460; p=.000, statistically significant).

Thus, we could interpret that assigning high importance to talent management practices significantly contributes to the creation of a competitive advantage. The relationship can also be presented by emphasizing that allocating less importance to these talent management practices in organizations, entails a decrease in the organization's competitive advantage. Therefore, the second hypothesis is validated and supported.

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 and create a competitive advantage for the organization in the I.T. labor market. (Silzer & Dowell, 2010).

Wandia said that competitive advantage is defined as the company's ability to occupy a superior position in a certain field of activity or industry and to be ahead of its competitors in the primary purpose of performance, namely profitability (Wandia, 2013).

The idea is supported that from a talent management perspective, competitive advantage refers to the quality of employees that cannot be copied, as opposed to the company's systems and processes, and boils down to the fact that companies with better, motivated employees have a competitive advantage over competitors. from the field (Kareska, 2023).

To create a competitive advantage, specialized literature supports the idea that organizations need to formulate a compelling value principle in employment, one that is clearly represented by the advantages of working in this organization over other organizations (Berger & Berger, 2018). This will encourage and motivate the employees in the field of I.T. in the organization in which they operate and will create the environment favorable to performance. Specialist theorists and practitioners have come to an agreement that this principle of value in the employment of human resources has three key elements: differentiation which considers the principle of employee value, credibility which is based on providing the employee with trust and motivation by the organization and durability or sustainability the principle of value in employment (Silzer and Dowell, 2010).

The business world is increasingly dynamic with the passing of the years and in such a context organizations have the mission of renewing their organizational ability to obtain a competitive advantage, finding the necessary talent representing a challenge.

It is possible that a firm's ability to create an integrated system that provides a continuous flow of talent always ready to deal with specific strategic and operational opportunities is the only competitive advantage that company has (Avedon & Scholes in Silzer & Dowell, 2010).

It is important to emphasize that this hypothesis, also validated by specialized literature, captures the importance of people in obtaining competitive advantage, the importance of their management, because they are the living part of an organization, without which, after all, it would be non-existent.

A few successful companies that implement talent management programs result in motivation, encouragement and performance being at the top of their fields of activity in the labor market. Home Depot has built a reputation for being knowledgeable about people who can help other people with home problems. The brand of her talent is informing and being useful to others, and therein lies the motivation and encouragement that also brings performance (Silzer & Dowell, 2010). Google has built a reputation for innovation and risk-taking. Their talent brand is characterized by youth, speed, free thinking (Bock, 2017). Microsoft built its reputation by focusing firmly on market dominance. The talent brand is fast, highly skilled and highly competitive people with no-holds-barred ethics (Silzer & Dowell, 2010).

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Regarding the social media platform LinkedIn in the Sillicon Valley community they come up with many innovative solutions for recruiting, motivating talent, using "talent channels": ways of communication, interactions that allow organizations to connect with talent; thus with a single click of the mouse, an organization can become a major player in the war for talent (Hoffman et all, 2016).

We can thus conclude that the tested hypotheses were validated by the study conducted by applying the structured questionnaire to employees in the IT field. in Romania.

3.2. Qualitative analysis

The "Major Challenges Facing I.T. Organizations" dimension in Romania in terms of retaining talent includes the subjects' answers to the question: "What are some major challenges faced by I.T. organizations in Romania to preserve talent?"

Most subjects agree that organizations face numerous challenges in retaining I.T. talent. Subjects perceive the challenges faced by organizations in the field of I.T. in Romania either as an additional motivation to make efforts to retain talent up to challenges that can make it difficult or even difficult to retain talent in organizations in the I.T. field in Romania.

We note here a series of relevant responses from the subjects:

The main challenges are the routine, the salaries, the work environment, the native curiosity to try new positions and new projects.

A fundamental misunderstanding on the part of the employees of the costs of each organization, coming from a lack of education on the financial/economic side and a lack of transparency on the part of the organizations - inefficient and unreliable middle management, without entrepreneurial education, without emotional education, arrogant, etc. - in general, lack of emotional education among people with decision-making power.

Attractive projects, fierce competition

Internal market, acute shortage of qualified personnel

I believe that the competition of companies, more attractive salary offers with more benefits.

Personnel fluctuation

It is currently a volatile market with high fluctuation. The main reasons for migrating from one job to another are the salary, the possibility to work remotely, organization.

Talent leaves companies for many reasons. One of them is poor management, or failure to recognize merits. Overall, people leave the country also because they have problems with the education system and the health system.

The possibility of career growth through promotions and new roles.

The instability of young employees: they tend to leave a company after only a few months for a better salary; - global competition: more and more international companies recruit from Romania and offer telecommuting opportunities at better salaries; - training programs that produce not a small number of graduates and generally under-qualified.

International competition, taking into account the opportunity for remote work.

There is a lot to tell here, but I would mention some challenges and causes: Reasons external to the organizations (that is, which do not belong to them but to the baggage of the employed person) - home education; young people are pampered and are not taught to fight for something, they no longer have any "hunger" or desire to grow, to achieve something, etc. They have everything they need... - instant gratification screwed too much into their lives; I want them all instantly or impatiently. But in real organizational life things are not achieved overnight, and that's when frustrations/frictions arise - lack of serious school education; children are still less prepared than 20 years ago, which means that organizations have to do the school's job and sometimes even the parents' job. Internal reasons of the organization: - faulty management of micro management and control freak typology and at times when there is no need - lack of vision of the leadership - lack of managerial education of the management team - lack of finances of small companies that cannot compete at salaries with older or larger companies.

Strong competition, emigration of talent, salary level and probably organizational culture.

The analysis carried out in this dimension shows that a first category of responses mentions challenges that are directly related to what other competitors offer in the I.T. market (salary, working environment, other benefits, career development, attractive projects, new positions within another organization, organization, remote work).

A second category of answers are related to the organization in which the employees are and in which a series of irregularities can be found that make it difficult to retain talent (routine, work environment, salary, non-recognition of merits, faulty management, lack of managerial education, lack of vision of leadership, lack of finances for such actions to retain talent in small companies in competition with large companies).

A third category of answers regarding the challenges for retaining talent are directly related to employees and aspects related to them and their education (lack of understanding of the organization's costs with employees, poor emotional education,

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lack of well-made specialized professional qualification, employee instability regarding the workplace, lack of education at home regarding work and lack of school education).

But there is also a fourth category of answers independent of these factors that depend on the organization, on the employee but that depend on the development of technology and artificial intelligence, the imbalance on the I.T. market in this period, a new climate that comes to offer new opportunities for maximizing and efficiency of job satisfaction.

We note the following relevant answers:

Perhaps one of the challenges is the battle between technological development and the development of the person as a creator of technology. Artificial intelligence now looks set to become the main competitor for talent aspiring to an IT career. On the other hand, at the moment there is a great demand on the labor market, which from the point of view of competition raises questions about the possibility of selection. In other words, there is room for almost anyone. We expect in a few years to have a balancing of the supply-demand ratio that will lead to an increase in the quality of the human resource selected in this market.

Providing a climate that combines space and ideal professional development and financial conditions, opportunities, attractiveness and adapting them to the professional phases of the talent to maximize satisfaction for a significant period. "The I.T. market from Romania is facing a major imbalance: there are more projects than people to work on them. The year 2023 has brought a slowdown in the growth of the IT sector, and there have been some major layoffs, but the market is far from the equilibrium point."

These challenges are presented in the conceptual map in figure no. 5, which systematizes the responses of the subjects participating in the focus group regarding their perception of the challenges faced by organizations in the I.T. field. in retaining talent.

Analyzing the responses of the subjects, the concept map presents key terms that will have to be considered by organizations in order to be able to implement talent retention programs: staff turnover, lack of managerial, financial, emotional education, organizational culture, global competition, remote work, salary, routine, instant gratification.

This dimension of the subjects' perception of the challenges faced by organizations in the field of I.T. in the preservation of talent is illustrated by the cloud of words in figure no. 5 which contains the words with the highest frequency in this category.
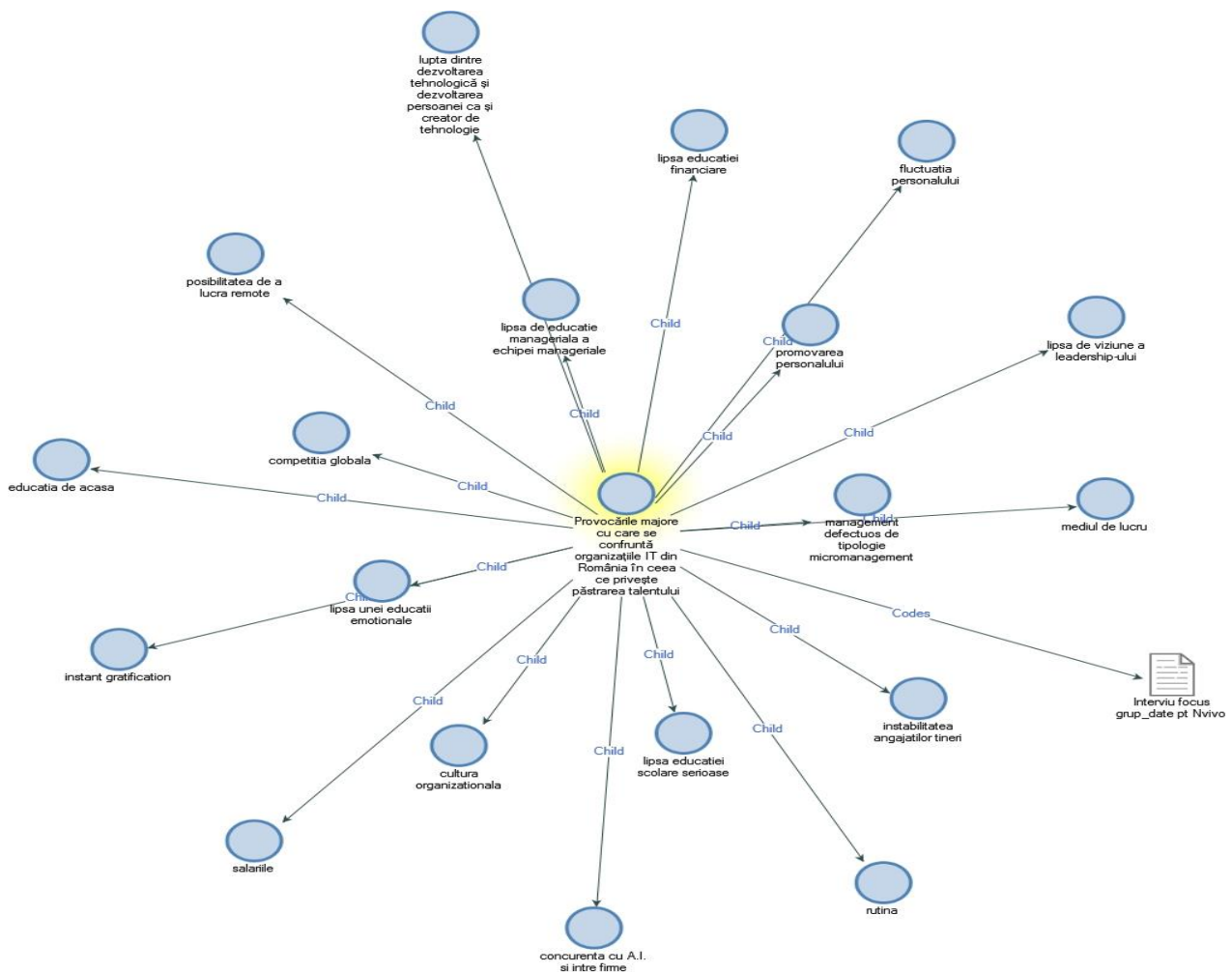

Figure no. 5 Conceptual map of the challenges faced by I.T. organizations. in retaining talent

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Analyzing the cloud of words in figure no. 6 and the subjects' answers, we were able to find differences in the subjects' perception of the challenges faced by organizations in the IT field in Romania in terms of retaining talent.

The challenges of organizations in the field of I.T. are particularly varied and diverse.

The analysis of the word cloud and their frequency leads us to believe that the main challenges for organizations are represented by the lack of education (in the financial, managerial and emotional aspects), the competitive market, new possibilities, projects and opportunities, salary motivation and the work environment.

These aspects help us to see what are the main challenges for retaining talent in I.T. organizations in Romania and causes organizations and human resources specialists and not only to adopt new strategies considering these challenges.

Regarding the challenges that organizations in the field of I.T. in attempts to retain talent in the organization, the responses of the subjects were among the most diverse, resulting in a multitude of challenges.

Figure no. 6 word cloud with the frequency of perception on the challenges of I.T. organizations. in retaining talent

Following the analysis and the answers provided by the subjects in the focus group, the challenges of organizations in retaining talent are oriented in several directions that require special attention in the future, possibly in an in-depth study: on the one hand we refer to the competitive market in the sector IT with whom it is difficult to keep up in terms of salary, increasingly attractive opportunities and projects, career development and an attractive and motivating work environment (remote work); a second direction is represented by the organization from which the employees come, which can tend to marginalization in the field due to the routine, the unattractive and unmotivated work environment, the faulty management due to the lack of managerial, financial, emotional education, the lack of leadership vision ; the employee who includes the personality traits that are not compatible with the organization's objectives, the lack of a thorough, emotional school education, the lack of professional qualification and specialization represents a third direction of challenges; the fourth direction resulting from the analysis is represented by the development of technology and artificial intelligence and the new opportunities that derive from this aspect and that challenge organizations to invest in new strategies and methodologies to retain talent.

Silzer and Dowell's literature studies confirm our analysis of these diverse challenges facing I.T. organizations. They conducted studies on successful companies in the IT field like Google, Apple or Microsoft that have faced these challenges over time (Silzer & Dowell, 2010).

Bock L. as CEO and holder for many years of other decision-making positions in the field of human resources at Google believes that these challenges in retaining talent are worth considering and compel companies if they want to reach or stay at the top in IT sector to develop new strategies for implementing a talent management (Bock, 2017).

The analysis of these specialized literature studies confirms the need to implement talent management programs at the level of organizations in the IT field. (Berger & Berger, 2018; Ghosh, 2021; Al Aina&Atan, 2020; Rustiawan et. all, 2023).

According to the analysis carried out and studies in the specialized literature, treating these challenges faced by organizations in the field of I.T. with seriousness and responsibility greatly anticipates the success or failure of implementing talent management practices in I.T. organizations from Romania (Collings et. all, 2019; Chimphondah, 2023).

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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.

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.

Identifying the major challenges faced by organizations in retaining talent and implementing talent management strategies such as the talent crisis, the lack of specialized staff, the lack of time or funds necessary to implement such programs, the development of technology and artificial intelligence, the employee with his personality traits and his lack of education, the competitiveness of the I.T. labor market represents a realistic and reality-based analysis. In this sense, the organizations in the field of I.T. from Romania are called to create and develop a new management model, a talent management that ensures both the personal and career development of the individual and the development of the respective organization facilitating a competitive advantage, opportunities for personal and career development.

Through the theoretical research we have identified the role and contribution of talent and talent management programs to organizational development, personal development and the individual's career. We considered existing approaches to talent and talent management, talent management components and models.

The approach of talent management in relation to the importance of talent within the organization brings into the practical context of talent management the usefulness of basing and elaborating recruitment strategies on criteria and tools that value talent, skills, competences.

From a practical perspective, the contribution brought by this research aims to propose a set of best practices regarding the recruitment, selection, retention and development of talents within the organization, considering objective methods of approaching the valorization of talent following the recruitment activity. We gained an insight into the value and influence of talent and talent management programs on the organization's capabilities to maintain competitiveness in the contemporary society and economy so influenced by globalization.

The content of the research gives management theorists and specialists 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 by default 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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