



Chapter 16

Methods to Attract and Retain Talented Employees in Romanian Organizations: A Compared Approach Between X, Y, and Z Generations


Nicoleta Valentina Florea

 <https://orcid.org/0000-0002-1154-7744>
Valahia University of Targoviste, Romania

Gabriel Croitoru

 <https://orcid.org/0000-0002-8327-3455>
Valahia University of Targoviste, Romania

Valentina Ofelia Robescu

 <https://orcid.org/0000-0002-2356-6854>
Valahia University of Targoviste, Romania

Daria Florea

Valahia University of Targoviste, Romania

Mihai Bogdan Croitoru

Valahia University of Targoviste, Romania

ABSTRACT

Companies to achieve their objectives need talented employees with unique skills and competencies to obtain competitive advantage. The chapter's goal is to analyze the influence of attracting and retaining talents on organizational performance in Romanian companies. There were also investigated the characteristics of the three generations of talents, perceived through these human resources (HR) processes. Using PLS-SEM 4.0, it was determined that all the attraction and retention proposed variables had a positive and direct influence on organizational performance. The most important influential attraction factors are brand and nondiscrimination (4.63), salary and work conditions (4.60), and as retaining factors the offered training programs and good communication (4.73) and working atmosphere (4.70). The three generations were analysed according to attraction and retention variables, and because their scores were different, HR department could build a future guide based on their specificities in order to attract the best talents and to keep them to achieve long run performance.

DOI: 10.4018/979-8-3693-1938-3.ch016

INTRODUCTION

It is very difficult to find talented employees, especially in this challenging environment, where change is every step, where social, political, economic, and technological factors are constantly and continuously influencing companies environment. In this talent of war environment, through the best in-class attracting and retaining practices, companies are trying to realize their visions and to succeed through talented employees, and perceived them as an important asset, investing continuously in their development. Employees are perceived now as being the core competencies for companies and to attract, retain, and engage talents is very important in order to obtain sustainable performance (Yildiz et al., 2020). Important for companies is to perceive the talented employees with the adequate skills, knowledge and attitudes as employees who are commercially savvy and smart enough to obtain performance in a dynamic and challenging environment (Mofokeng, 2018). It is important not only to attract the talented employees, but especially to invest in them, retain them and recognize their value (Bostjancic & Slana, 2018).

Talent management is the answer of companies to the challenges brought by the present economy (Stuss, 2020). Talent is an important and strategic resource not only for local development but also for regional economic and social development (Shi et al., 2022). In this global environment, it is evaluated the mobility of talented employees, thus, talent is perceived as a vital resource necessary to achieve sustainable development for any country, and attracting and retaining these talented employees all over the world became the strategic way to increase the country's talent reverse (Wang & Shi, 2023). The term „war of talent” was proposed for the first time by McKinsey in 1998, and since then the specialists analysed it in many studies, theoretical or practical (Liu & Tan, 2022). This known phenomenon about „war of talent” became a key element for organizations as long as they want to be competitive (Luna-Arocas & Danvila-del-Valle, 2022), and the talent assets must be also quantitative and qualitative (Howaniec et al., 2022). In order to survive and thrive, the companies must base on talents as it became a critical function in the war of talent period (Park et al., 2022). Exceptional talent is not about the person, is about the journey the employee makes through development, innovation, creativity, becoming the best in order to obtain individual and organizational performance, and moving from today into a new tomorrow, by self-orientation, and success (Dinnen & Alder, 2017).

One of the most important factors that require a special attention are talented people who are working in the organization (Sims R.R., 2002). Competitive advantage belongs to those organizations that know how to attract, select, retain and develop talented employees (Bohlander & Snell, 2007). In the XXI century, human resources are the major source through which competitive advantage is obtained and perhaps an important determinant in achieving the organization's long-term performance. Thus, the success of the organization depends on attracting and retaining well-trained people who can respond to changes in the external environment.

Organizations have realized that their success depends on their ability to attract, develop and retain talented staff (Reich R., 2002). People want to make sure they are valued by their employer and learn from these value for themselves. When are valued, people are more confident and will have potential that will lead them to organizational success (Holbeche & Mayo, 2012).

People are that essential resource that leads to achieving organizational goals and achieving performance (Sims R.R., 2002). In the 1980s the strategy was developed based on the analysis of the link between strategy and the external environment, and the link between strategy and resources and skills held by the organization being neglected; in this current period we will present the vital importance of

32 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/methods-to-attract-and-retain-talented-employees-in-romanian-organizations/348729

Related Content

Gamification: An Employee Engagement Strategy for Organizations of 21st Century

Sonu Kumari (2019). *Management Techniques for Employee Engagement in Contemporary Organizations* (pp. 199-217).

www.irma-international.org/chapter/gamification/221408

Management Game: Gamifying Leadership Learning

Marko Kesti, Aino-Inkeri Ylitalo and Hanna Vakkala (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 1783-1799).

www.irma-international.org/chapter/management-game/295426

Skating on Thin Ice at Enti: HRM or Employee Bullying?

Niveen Labib Eid and Devi Akella (2021). *Cases on Critical Practices for Modern and Future Human Resources Management* (pp. 168-192).

www.irma-international.org/chapter/skating-on-thin-ice-at-enti/271890

Evolving Paradigms in Compensation Through AI-Driven Benchmarking, Skill-Based Incentives, and ESG Integration

S. Pushpalatha and R. Duraipandian (2026). *Strategies for Effective Employee Rewards and Compensation Management* (pp. 179-208).

www.irma-international.org/chapter/evolving-paradigms-in-compensation-through-ai-driven-benchmarking-skill-based-incentives-and-esg-integration/391484

Integrating Generational and Cultural Dynamics in Hospitality Workforces: A Dual Diversity Inclusion Model Approach

Carimo Rassal and Guilherme Rassal (2026). *Talent Management in Hotels and Hospitality* (pp. 143-184).

www.irma-international.org/chapter/integrating-generational-and-cultural-dynamics-in-hospitality-workforces/397651