

## HUMAN TALENT: A SIGNIFICANT CONTRIBUTION TO ORGANIZATIONAL COMPETITIVENESS

 <https://doi.org/10.56238/sevened2024.037-213>

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### ABSTRACT

The objective of the research was to analyze the connection between human talent and competitiveness in organizations, using a document-type methodology that arises from the review and analysis of scientific references to determine that, if an organization has achieved a performance above the competition, this favors the obtaining of opportunities in the market. This competitive advantage differentiates an organization from others and allows it to ensure that its strategic objectives can be met in the medium and long term.

**Keywords:** Human talent. Competitiveness. Organization. Competence. Yield.

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## INTRODUCTION

In a business environment characterized by globalization and rapid technological evolution, human talent is focused on being a crucial element within organizations. There is the theory of resources and it is related to capabilities and suggests that competitive advantage is based on the ability of companies to manage their most valuable resources, among which is human capital according to Barney (1991) cited by (Fong et al., 2017).

## METHODOLOGY

The research was proposed under the qualitative approach (Hernández et al., 2014), corresponding to an interpretative paradigm through the bibliographic review of several articles related to the topic exposed, classifying them according to their relevance. The review has been important to develop the topic exposed and to deepen the importance of Human Talent in the organization since competitiveness requires people with capabilities, skills and a sense of belonging in organizations.

## RESULTS

According to Ramírez (2023), findings are evident that make indisputable the need for a well-structured human talent management that can be aligned with organizational objectives to improve effectiveness and thus competitiveness in the complicated business world where adaptation strategies that differentiate the large organization are faced and where the following stand out:

### a) Importance of Human Talent Management

Since organizations invest capital in selecting the ideal and highly updated profile in specific capabilities to achieve the objectives and for the company to obtain performance standards in the competition in the national and international markets.

### b) Work Life Cycle

Each phase that the human talent department develops, from selection to evaluation, involves processes of continuous improvement and constant training that allows the worker to achieve his or her own personal goals in one of the promotions that the company offers in general.

### c) Strategic Alignment

The contributions generated by labor productivity and competitiveness must be aligned with the organizational strategies and resources of companies, which suggests that



human talent management should be an integral part of strategic planning. It is important that the alignment between the company and labor competence is adequate and efficient, since the goals set by the former need to be achieved from the latter, which must be evidenced in a comprehensive process around the organization.

#### **d) Tools & Training**

A well-trained employee is efficient in the process of contributing to continuous improvement and therefore makes him very competitive in the labor market where the investment of organizations is transformed into economic fruits and an improvement strategy over his competition, achieving relevant achievements in the medium term.

This certainly complements the analysis of (Patiño & Sánchez, 2024), who point out that the work environment or healthy environment provides a sense of commitment of the worker with the employer. It is also pointed out that personal and work life must generate an environment of balance in order to perform a task; Communication is the link between all employees and the employer so that ideas, decisions, complaints and/or recommendations flow. Tied to these criteria, it is considered that professional development is important to cement a commitment to human capital, as well as the support required by the Human Talent department to prepare, train and adapt personnel to their job, where know-how will guarantee the safety and stability of the person. allowing to eliminate tense or stressful situations that harm work performance and therefore the competitiveness of the organization.

Human capital can have an economic link where two important characteristics will be evidenced, as he points out Flores et al. (2024):

#### **a) Skills and Competencies**

It is necessary to point out that human talent must have the skills to perform their tasks, which contributes to the competitiveness and productivity of the organization.

#### **b) Staff Development**

The development of people leads to the company being competitive and efficient, that is, that employees can have opportunities to grow professionally and personally, which in turn has a positive impact on productivity, since a satisfied employee usually works and takes care of his or her position more than an unsatisfied one.



In summary, human capital is a determining factor and perhaps the most important for the profitability of companies, since its development and motivation are essential to improve productivity, organizational performance and competitiveness. In this same sense, Cañarte et al. (2018), considers that the worker is fundamental for organizational competitiveness since he or she is the soul of the company and his or her productivity and growth depend directly on his or her motivation and job satisfaction.

On the other hand, competency-based management linked to current coaching at the business level are important tools in development and work performance. It is supported as a basis just as the other authors point out that there must be a favorable organizational climate, which includes motivation, participation and identification of personnel with the organization. This can be achieved through the implementation of development policies, promotion programs and evaluation of the work environment that must be prepared by specialists considering an initial evaluation of the situation as a baseline and then reviewing the results achieved.

However, job competitiveness is affected by employee job satisfaction, since if there is job satisfaction, there is a greater probability of higher job performance, two associated and widely studied variables, as stated by Cañarte et al. (2018). Therefore, it is essential for organizations to invest in the development of human talent to remain competitive in the market. In the end, human talent is the key to the competitiveness of any organization, and its development and job satisfaction are essential to achieve success in the face of growing and devouring competition.

About that Vallejo and Calderón (2023) They consider that human talent plays a crucial role for the management, quality and competitiveness of companies. Managing human talent is important with respect to the purposes of the organization, focused on exploiting the skills, abilities and competencies they acquired, producing added value to the value chain that the company has. Consequently, it must have a highly trained and motivated human talent that promotes identity with the organization and contributes to the fulfillment of the strategic objectives set. Of course, if the thinking and contribution of the workers in decision-making is considered, it grants the formalism of identification and strategically the contribution that the workers make when they are taken into account, it has been in many cases the solution that was sought for a long time and that, when there is a change in the direction from vertical to horizontal, call for the success of the company's results.

Proper human talent management allows companies to stay in the market and achieve success. This contributes with knowledge and skills at the service of a company,



with whose experience, capacity and creativity, improves institutional performance.

Therefore, human talent is the greatest source of competitive advantage. To be competitive is to stay relevant and resilient in the face of competitive pressures and changes in the environment. That is, it is accepting challenges, they like to constantly stand out and exceed planned objectives.

The impact of human talent management is to optimize the capabilities of its employees, enhance soft and hard skills, improve organizational culture, job satisfaction and economic value.

According to García et al. (2024) Worker productivity can be improved when there is:

- a) Identification of Competencies
- b) Training and Education
- c) Recruitment and Selection
- d) Induction and Career Plan
- e) Incentive Programs
- f) Continuous Evaluation and,
- g) Rewards

It is evident that organizational efficiency has been related to the management of human talent, due to the participation of workers who put on the shirt and generate value in the organization that maximizes its performance and contributes to competitiveness (Sánchez et al., 2023).

When complementing the previous paragraph, it is inevitable to put artificial intelligence in context as a current approach that involves decision-making where the employee participates, who becomes the cornerstone of the company and determines the competitiveness of the entities.

According to Recalde et al. (2023), the most relevant findings regarding human talent management in terms of organizational competitiveness can be summarized as:

**a) Crucial Link**

There is necessarily a connection that relates human talent to the competitiveness that organizations want to obtain and that can undoubtedly be reflected in the economic figures of companies.



### **b) Innovation**

An important element in competitiveness is innovation and it is characteristic of people who work in companies to create, design, undertake and improve products and services based on the worker incentive approach.

### **c) Sustainable Competitive Advantage**

The advantage that differentiates organizations is related to the work environment in which workers work and the level of incentives they receive and that is channeled to achieve strategic objectives by knowing that the incentive transforms them into productive, however, there are limits that must be considered in the way they are granted.

### **d) Identification of areas qualified as key**

In every organization there are areas that link the recruitment of suitable personnel to processes that the company requires, this process is important because it selects the human talent that will be part of the protection, organizational improvement and its incentive process that can lead to the improvement of its competitiveness.

### **e) Innovation**

Value creation is undoubtedly related to human talent, so it is important that staff have incentives and above all a career plan that allows them to grow personally and professionally capable of generating leaders who can lead the organization to be competitive in the market.

Therefore, an adequate management of human talent as a strategic element in corporate effectiveness and the achievement of a lasting competitive advantage will strengthen organizations that are ready to face the challenge of promoting human talent.

The key trends in human talent management that promote organizational growth can be summarized as: collaborative work, horizontal hierarchical structures, culturally adaptable personnel, alignment of individual and organizational interests, and ability to adapt to change (Villadiego & Calics, 2022).

These trends reflect the need for strategic human talent management that responds to a constantly evolving environment and that enhances human capital, considering it as the most valuable asset that the organization possesses.

However, organizations face several challenges in adapting to the accelerated changes in society, among which the following stand out:



### **a) Adapting to technology**

The speed of evolution of ICT information and communication technologies in recent years requires organizations to integrate new tools and platforms to improve efficiency, effectiveness and internal communication.

### **b) Work flexibility**

Currently, the circumstances of evolution of organizations due to external effects such as the COVID-19 pandemic, have caused staff to adapt to flexible working conditions, considering in this sense different or unusual working hours that have even promoted a type of flexible remote work relationship that is carried out from a place other than the office, such as teleworking.

### **c) Skills development**

A process subsequent to training by approval of human talent is the acquisition of competencies and skills to face the challenges of work scenarios, where it is important to highlight that it is a sustained, necessary and mandatory process for organizations with a vision of the future and competitiveness.

### **d) Personal-work emotional balance**

Personal factors can affect the performance of a worker and therefore influence productivity and job competitiveness, so it is essential to medically and psychologically assess the staff to rule out problems, in fact, it is even an obligation to have medical examinations before, during and after having hired personnel, as well as the assessment of cognitive characteristics and personality.

### **e) Incentives for teamwork**

Large organizations stand out because they face challenges and problems as a team and the current trend is to abandon the individualistic work scheme and offer incentives and rewards to work teams.

### **f) Change management**

Learning and its constant perfection entail commitments from staff to improve the organization and make it competitive if there is human talent committed to carrying out change processes that help the organization, many do not accept this challenge and must



step aside but it is necessary due to the conditions that arise in world economies. It is important to subtract the negative impacts of changes.

Therefore, these challenges demand a proactive and strategic approach to human talent management to ensure that organizations not only endure, but flourish in a dynamic and competitive environment. Regarding the most outstanding organizational trends in human talent management, it can be mentioned that some coincide with what was established in previous paragraphs and are the following:

**a) Teamwork**

The importance of forming interdisciplinary teams that collaborate effectively to achieve a common goal is emphasized.

**b) Horizontal hierarchies**

It is considered that for better coordination and achievement of objectives, flexible horizontal structures should be addressed so that an open channel is developed and the promotion of incentives.

**c) Flexible workforce**

As explained in previous paragraphs, it is important to change, adapt and be flexible in the workforce according to changing environments.

**d) Person-company balance**

Parity commitment is essential, since joint work encompasses continuous improvement and promotes the adaptation and competitiveness of organizations.

**e) Ability to adapt to change**

It means the adaptation of the worker to complex situations, but with fidelity.

As for knowledge, it represents a significant support to meet strategic objectives, for the benefit of the development of the company that can even influence the competitiveness and improvement of the organization (Montoya Agudelo, César Alveiro et al., 2021).

This advantage, being competitive, allows to face the different challenges faced by the organization, in selection, training and evaluation, therefore, in the organization there



are personnel who have knowledge that pushes progress and competitiveness, guided by the strategic business schemes.

According to Chávez and Vizcaíno (2017), human talent is seen as a valuable and intangible resource in organizations, mainly composed of the knowledge, capabilities, and skills that people have.

Employees have undergone a major shift by being part of the essential components that drive competitiveness. Consequently, human capital considers the intellectuality and skill that allow it to achieve efficiency (Chávez & Vizcaíno, 2017).

In this sense, managing human capital in strategic conditions for the organization means recruiting competent applicants with talents in favor of the organization that is in permanent continuous improvement. In conclusion, human talent is considered a strategic resource that contributes considerably to the competitiveness and economic value of organizations.

As there is investment in human capital, the worker can grow and be more competitive in the labor market, since the company considers a career plan based on performance and the objectives achieved (Chávez & Vizcaíno, 2017), producing commitments and visible results in the value chain, innovation and the challenge of continuously improving and being competitive in the market (Vázquez et al., 2023).

Human talent is a cardinal factor for the evolution, improvement and generation of value of the organization in its sector. This promotes long-term survival, as well as staying relevant and resilient in the face of competitive impositions from the environment.



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