

Characteristics of Human Talent as a Competitive Advantage in Organizations

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Abstract

Due to the changing world, we are entering an era where the economy is based on knowledge and the advancement of new technologies, human talent becomes the most valuable resource an organization possesses. The main objective of this work is to make known the value of human talent through literature, from the identification to the management of it through the competence, skills and motivation factors considered the most important, which aligned with the strategy and the purposes of the organization will generate sustainable competitive advantage, as well as the role played by management to relate to people and make the organization go in the same direction to achieve success.

Keywords: Competences, competitiveness, skills, motivation, human talent.

I. INTRODUCTION

For a long time the human talent area was considered as a support area that basically was in charge of choosing the personnel to be hired, developing recreational issues, which showed a clear lack of connection with the vision and strategic objectives of the company, with little adaptation within the changing environment where technological development, globalization, free trade, among other factors that generate a strong impact and transformation [1], which makes the area of human talent essential to achieve organizational objectives. This evolution leads to greater demands on this unit and has forced it to update its practices, roles and structures and become value generators for the company [2].

An important aspect in which human talent plays an important role is organizational transformation to become more competitive and maintain a permanent improvement. [3]. Likewise, the various efforts made by companies in the implementation of some models that allow organizational change or transformation become valuable efforts to strengthen the achievement of its objectives, among them we can highlight the models of change oriented to organizational projection, quality management models, leadership models for people in the company, competency management models, strategic management models for human talent, whatever the model to follow requires the commitment of people and leaders in the organization.

In this sense, it is people who make up and play the most important role in organizations. Therefore, recognizing intellectual capital in the creation of value is becoming an indispensable task because of the benefits that through knowledge and innovation it brings to organizations, directly linking individuals with all the structural components of social, cultural, psychological, organizational, material, economic and technological type to be a participant in the organizational strategy, by transferring their skills, competencies, and talents to achieve corporate objectives [4]. When highlighting the concept of intellectual property in companies, it is necessary to mention that Intellectual Capital is divided into three dimensions: 1) Human Capital: capital that generates value in organizations, potential source of innovation, ideas and knowledge construction, 2) Structural Capital: represented by the knowledge of the members of the organization and integrates the structured knowledge that in turn is shaped by the effectiveness and efficiency of the company and 3) Relational Capital: group of intangibles, also known as External Capital [5]-[8].

In an organization, the loss of machinery, equipment and capital is often solved by charging insurance, a premium or acquiring a loan to get those resources back in case of damage or loss; but when there is an outflow of human talent, this solution method is not possible to adopt, because recovering human talent requires a financial effort and a long process to have the right person in the formation of competitive work teams [9]. To the extent that the employee is difficult to replace due to the shortage of talent, a real war for talent emerges, the growing need to develop management approaches are paramount in the retention and development of talented employees [10].

Consequently, the importance of motivation is the factor that has the greatest impact on the organizational climate, to coordinate strategies with the requirements of the environment generates competitive advantage. To achieve this goal, it is considered that companies must have unique and essential competencies which are skills and abilities unique to the organization, in this direction it is up to managers (line managers) to identify all these capabilities so that it can make the organization meet the objectives [11]. Therefore, motivating the staff of the organization is of vital importance in the management of human talent, to achieve the effectiveness and productivity of staff and enhance the efforts of each

individual and drive their needs for the achievement of their business objectives. People strive to satisfy their needs within the organization, in terms of training, job position, achievement of objectives, organizational climate, achievement of objectives, achievement of incentives among others, each of these needs must be considered from the organizational management of human talent to achieve an excellent work motivation that envisions the fulfillment and satisfaction of the needs of the staff within the company [12].

II. THEORETICAL FOUNDATIONS

II.I Human talent and human talent management

With the changes in economies from the industrial era to modern knowledge-based economies in various societies and the increase in the demand for talented knowledge workers, organizations face a great challenge in the face of the scarce supply of suitable personnel, which means that organizations must compete and increase their capacity to obtain this type of talented workers [13]. Understanding human talent as the combination of several characteristics, aspects and/or qualities of an individual involving knowledge, commitment, and authority, the latter related to leadership and executive competencies [14].

The relevance of human talent in the success of an organization takes a great value and focuses on directing talent towards strategic objectives that provide sustainable competitive advantage, therefore the management of human talent must adapt to this strategy [15]. For [16] the continuous evaluation from the area of human talent management is essential in the work performance to meet the mission goals of the organization and allows to know the training needs of the people and promotes better decision making, in addition to establishing effective communication between those responsible for the management of human talent and their collaborators.

Another great need of human talent management is to explore and identify the talent of people, understanding that people are born, grow and develop their own talents that make them unique and different from others, but in many cases, people do not know or do not get involved to perform that talent, ignoring it, which is counterproductive in the integral development and therefore also for the company [17]. It also highlights the management of human talent in the transformation of information and technology; therefore, the management must have the necessary skills to create policies and strategies that allow the recruitment of new talent knowing and understanding the characteristics of each job [18].

For [19], human talent management in companies is oriented to highlight the skills and competencies that people have. Therefore, it highlights the fundamental role of human talent management in organizations to highlight all the potentialities in the development of activities and functions performed by people within the organization, achieving the fulfilment of the goals and strategies proposed for any proposed work. For his part [20] explains the transition from human resources administration to human talent management, where people

cease to be mere human resources and are now considered as people endowed with intelligence, skills, knowledge, potential, talents, and all those characteristics and values that they may have in their entire being. Likewise, in its integral aspect, human talent management defines the positions and processes: recruitment, selection, training, and performance evaluation.

Human talent management not only seeks to attract new talent but also to retain the talent that is already in the organization by using practices that ensure their permanence in the company through incentives or the valuation of their talent, which is why it is essential for the organization to know what these talents require to increase their job satisfaction and motivation, generating greater commitment and raising productivity standards [21].

The commitment of human talent can be defined as one of the characteristics in the relationship of a worker with the company and that influences the decision of a worker to perform in a bad, good or excellent way their work in a job or if they want to continue being part of the organization, a worker with a high level of commitment and directed with the organizational objectives will make the company more competitive [22]. Likewise, the organized work performance allows projecting a planning system of activities that leads to the achievement of objectives and management that facilitates organizational development, consequently, providing an adequate solution to problems or conflicts that arise in the workplace [23], [24].

In another sense, all jobs are important in an organization but not all have the same impact on the contribution of the strategy, so that in the literature of human talent management claims that the positions of workers should be occupied according to competencies and skills, it is there where talented people excel and get better benefits for the same contribution, they make to organizational objectives giving a plus of competitiveness [25]. Similarly, it is currently highlighted that one of the greatest challenges of modern business management is to investigate how human talent relates to their learning processes, their interests in personal growth and in decision making to add value to the purposes of organizational growth [26].

II.II Competencies

The root of the word competence is related to the Latin verb *competere* (to go to meet, to meet) which in the late 15th century meant to belong to, originating the adjective *competent* and the noun *competence*, to indicate capable or apt. Conceptually, the word *competence* was popularly extended by differentiating it from the concept *aptitude* and was subjected to the characterization of successful people in a job [27]. Competencies activate the actual performance and potential of employees. Therefore, understanding the competencies of employees in organizations becomes fundamental to highlight the benefit of their development in each job [28]. In this sense, it implies that the components of knowledge or knowledge make sense in relation to the whole or group, giving meaning to the word *competence* [29].

Labour competencies, within an organization are possibly one of the most important drivers of success that can guarantee or not the competitiveness of the organization, currently it is not

enough to evaluate human talent only based on their cognitive or intellectual aspects, it is essential to identify their skills and strengths [30]. General competencies are those that are not associated with a particular subject but that help in a great way, i.e., they are those capabilities that the person must develop in a moment of creativity, memory, proactivity, initiative, while specific competencies are those that are focused on a particular subject, they are related to all the knowledge acquired in a formative way to perform in a particular occupation [31]. For [32], generic competencies can be emphasized more in one than in the other, however, they can be studied together from the analysis of managerial management. Also highlighting the five fundamental work characteristics exposed by [33] and that are a reference in this subject 1) motivations, 2) character traits of people, 3) personal abilities, 4) knowledge, 5) skills, all of them determine the behaviour of people and are associated within the work performance. On the other hand, in (Fig.1), [34] presents the main characteristics of competency models. In addition, he attributes the responsibility to the organizations of practice and culture for the implementation of competency models to go beyond theory, making organizations aware of the competencies that should be required in each of the jobs.

Model	Characteristics
HayGroup (1996)	<ul style="list-style-type: none"> • Distinguishes competencies to the extent that they can be developed. • Proposes that competencies include intention, action and result.
Mertens (1996)	<ul style="list-style-type: none"> • They relate to work behaviors and attitude focused on evaluating the individual. • Requires the application of personal attributes (skill, knowledge, aptitude, attitude).
Saravia (2008)	<ul style="list-style-type: none"> • It is based on and evaluated according to the production area. • Training is integrated into the purpose of the organization.
Spencer y Spencer (1993)	<ul style="list-style-type: none"> • It is an important part of people's personality, distinguishing knowledge and ability as visible areas. • It establishes competence as motivation that are hidden in the personality.
Vargas (2004)	<ul style="list-style-type: none"> • Start with a pre-diagnosis to identify competencies. • Separate the work from people management.

Fig.1 CHARACTERISTICS OF COMPETENCY MODELS. ADAPTED FROM [34]

It is important to point out and define the competencies that support the company's strategy, which are designed according to the organization's architecture in which factors such as coordination, responsibility, communication, creativity, and workload management are involved [35]. This allows highlighting the competence of organizational flexibility, which is defined as the ability to respond effectively, quickly, and variably to anticipate or adapt to the different changes that affect the organization both internally and externally [36].

Learning, training and coaching are fundamental in competency-based management within an organization, since companies learn only through people who learn, which means that greater productivity depends on the person's ability to apply this knowledge in the workplace, hence the importance of these characteristics that go from being individual to being organizational, although it does not always mean that individual learning is organizational learning, since each person learns at a different pace.

Therefore, it is of vital importance for the organization to evaluate performance, detect needs, provide feedback, and create and implement training and coaching strategies [37]. In this sense [38] in [39] defines the competency certification

process as the formal recognition of a worker's competencies in his or her occupational area. In other words, a labour competency certificate demonstrates that a worker is competent, through an evaluation of his or her professional performance. With reference to the above, many organizations make efforts to demonstrate that the human talent immersed in them are competent people in their jobs. In Colombia, the Colombian Technical Standard NTC-ISO-IEC 17024:2012 "Conformity assessment. General requirements for bodies that perform certification of people" promotes a reference framework, globally accepted, for organizations that perform certification of people.

II.III Skills

Having personnel with the right skills, located in the right positions, at the right place and at the right time will give a competitive advantage in terms of quality, service, cost, flexibility, and innovation; in this sense, it is essential at the time of hiring to take into account the characteristics and commitments that the person will acquire so that he/she can adequately develop his/her skills [40].

Understanding that skills are the unique capital that an individual possesses, developing and perfecting skills has become a requirement in the organizational and productive part, for this reason it is important to have personnel with multiple skills that allow rotation or diversification of work skills allowing them to minimize monotony and increase motivation, rotation also allows the person to develop new skills and reinforce those learned [41].

Generally, organizations consider the education and work experience of the person to try to know what skills and in what activity he/she could perform. Skills are variable, generally they are not uniform nor are they developed in the same way in all sectors, except in specialized circumstances, the performance of a worker can be measured by the efficiency that he/she has in the workplace and the relationship with the environment within the organization [42]. Therefore, within the time spent by organizations to visualize the skills of human talent, there is an important opportunity described by [43] that focuses on the analysis of the structure of jobs, thus knowing more accurately about the skills, abilities and competencies that people who make up the human talent in companies have and thus achieve that this judicious analysis tends to help human talent in the good job performance in their jobs.

Another aspect to highlight is the quality of life of the worker in all external and internal processes as an integral part in the development of skills, of which five important characteristics are highlighted: 1) social human development: individual skills that the person has to relate harmoniously in the organization, 2) human development from the context: it is linked to the environmental and socioeconomic environment 3) physical-bodily human development: motor, organic, mental skills developed in the workplace, 4) emotional human development, 5) intellectual human development [44]. In this sense, [45] emphasizes that people need to share with others to strengthen their ownership and feelings within the environment in which they find themselves and achieve to meet their personal needs

and, in the workplace, would be established according to the context of the job where they work. This is how to understand the social skills of people are essential in the conformation of work teams, achieving to strengthen each of its fundamental characteristics of the skills that people possess and that become an opportunity for personal growth that tends to improve the achievement of organizational objectives. Therefore, according to the views expressed by [46], the role played by the adequate management of human talent should be based on participation, contribution, and leadership, which allows feedback of these three characteristics in the organization's collaborators.

Within the skills there are several subgroups in which two in particular stand out: innate skills, which are those that people systematically develop in a place and that they find important and invest energy in, this allows them to develop in an outstanding way with respect to other people who perform the same work [47], and specific skills, which are those that come from knowledge and practice, where experience, knowledge and education influence. Therefore, it is concluded that innate skills and specific skills are equally important in an organization, the former emphasizing attitudinal skills and the latter aptitude [48].

On the other hand, it is necessary to value emotional intelligence, this is a very well-known term used in recent years, it is defined as the ability to follow up one's own emotions and feelings and those of the people around, it is an extraordinary complement between the subjective (emotions) and the objective (intelligence) that gives the ability to perceive what other people want, desire and need, mainly used in human talent management [49].

II.IV Motivation

Motivation is an influential factor in the work development of a person, this means that it can be considered as a positive emotional state that represents the particular behavior of the person within the organization, people who are highly motivated have a better performance in the development of their activities [50]. In this sense, work motivation is considered as the stimuli that an individual has that lead him to act in a certain way in his job, the motivation can come from his work or personal environment (friends, family) [51]. Likewise, in the research conducted by [52], the authors state that motivation should be considered in a relevant way to obtain positive results in work teams in organizations.

For the above described, it is important for the organization to analyse and determine which practices or factors affect or promote labour motivation in a positive way, this to generate a competitive advantage since the worker will act and be more efficient in meeting the strategic objectives of the organization [53].

Another form of labour motivation within an organization is incentives, its central idea is since if a worker receives a stimulus or incentive he will perform his job better, this allows organizations to have a control so that workers comply with the expected results and the established standards and that those who have a low level in their performance manage to change that behaviour [54].

In this sense, not all the incentives that workers want necessarily to have to be economic, some are based on professional, social, or family aspects, but it should be emphasized that one of the most important is the economic benefit, hence companies have implemented different types or ways to do so, such as bonuses and benefits that generate great interest and motivation in the employee [55].

Following the considerations exposed by [56], different authors base their ideas on what motivation is and highlights those exposed by [57] where he indicates that they can be summarized as: 1) several theories highlight in different ways aspects of motivation, 2) motivation relates the behavior and performance of people, 3) motivation involves metas and objectives, 4) physiological, psychological and environmental differences are very important factors to study and highlight in people.

Another important factor in work motivation is the organizational climate. An adequate work environment makes people feel comfortable, integrated, and participate in the organization, as well as a pleasant workplace where everything is clean, illuminated, located in a suitable way to perform the tasks entrusted and can find all the tools for the fulfilment of their functions [58].

Likewise, leaders should promote relationships with little distance to power or hierarchical line and generate high levels of trust to ensure that workers do not feel pressured or harassed under a level of compliance without options, on the contrary, that they see the leader as a role model in various aspects such as attention to the needs of subordinates, who is charismatic, decisive, visionary and that reason prevails over emotion [59]. According to the above considerations, it is necessary for the leader to find his style and thus promote motivation in workers, leading each one to his best performance in the workplace and thus be on track for the success of the organization [60].

Another motivational factor within the work environment is the struggle for power in certain jobs in the company which causes workers to compete with each other, resulting in great individual competition and little teamwork, causing distancing and low effectiveness which affects the objectives of the organization, therefore, it is important that the company creates a work culture where dialogue, companionship, empathy, values and knowledge sharing are promoted to create a pleasant work environment and that the staff is more productive [61].

Due to the considerations described above, paying special attention to the motivation of human talent in organizations is crucial for the achievement of their objectives. The lack of motivation of workers leads to dissatisfaction and this is reflected in expressions of bad character, negligence, and retirement [62]. In addition, on many occasions it generates that many projects of the company are not concluded, affecting the objectives of the organization, and triggering not only economic losses but also of human talent [63].

II.V Management

The leadership of the organization allows an adequate decision making to achieve the established objectives, for this reason,

the direction of the organization towards evolution (success), deterioration and disappearance depends on the leaders, leadership goes beyond power (just command and obey) and has become a role model where confidence is transmitted to workers and are directed in the organizational strategy, however, understanding that power does not make the leader but without power there is no leadership [64].

For [65] there are good leaders and bad leaders, and each has its own characteristics; however, within the business approach, the good leader is the one who generates changes in organizations, allows and helps in the transformation, and collaborates in improving the quality of life of people. [65] defines the qualities of good leaders as being charismatic, self-confident, easy to adapt to change, empathetic, easy to motivate others and, likewise, initiative to undertake. (Fig. 2) shows the virtues that make a leader a unique and special person.

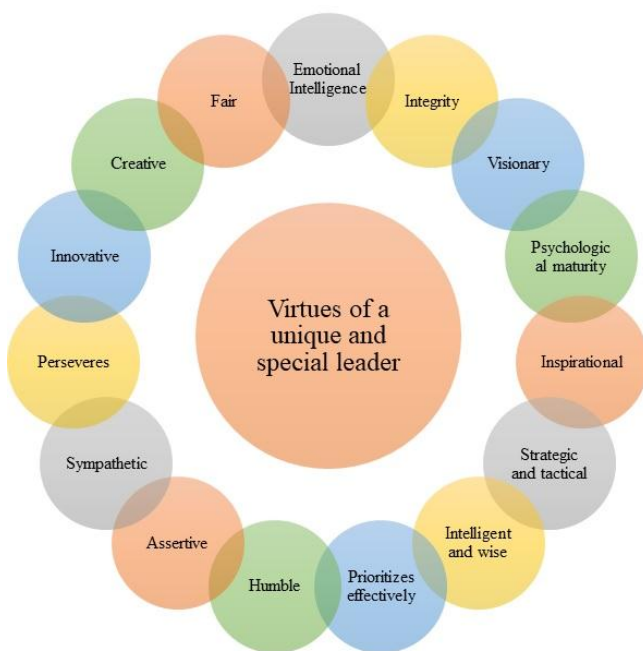


Fig. 2 VIRTUES OF A UNIQUE AND SPECIAL LEADER.
ADAPTED FROM [65]

Likewise [66] indicates that a business leader inspires confidence in his workers, encourages them to innovate, motivates people and facilitates daily tasks. Reinforcing the above theory, human talent management requires a leader who is willing to keep his team motivated, who can positively influence others, who strives to achieve goals and projects these results for the achievement of strategies within the organization. The leader must have the ability to form teams and followers, hence the importance of having clarity of mission goals or projects to undertake, they know how to listen, know how to delegate a role or office, are not egocentric, are not envious, have values and principles, have an open mind, know how to work as a team.

A leader must act in an ethical manner, they are people who are morally very strong, who act in an honest and trustworthy manner, morally strong managers see themselves as role models in the workplace their actions are congruent with what

they say by treating people in a fair, honest and considerate manner, which allows them to be imitated by others, Otherwise they could be ignored because of their inconsistent behavior and ethical pronouncements, an unethical leadership where unfairness, preferences and style that goes against the company's policies prevails can bring several problems to the organization and to the development of its objectives on the contrary an ethical leadership will bring great organizational benefits [67].

It is important that the manager or leader has the capacity to develop the following processes: 1) recruitment, 2) hiring, 3) training and development, organizational culture [68]. There are also several spaces where the manager should perform competencies according to the organization. 1) space for developing innovation competencies (innovation and creativity, adaptability, self-criticism, self-confidence, learning ability), 2) space for developing interpersonal relations and communication competencies (customer orientation, negotiation skills, ability to work in a team, ability to communicate, ability to establish and maintain interpersonal relationships), 3) room for the development of energy and operational effectiveness competencies (result orientation, ability to work under pressure, proactivity), 4) room for the development of competencies referring to business vision (business vision, compliance with procedures) and 5) room for the development of competencies for the use of technology [69].

According to philosophical management, there are four types of dimensions which do not mean that they go in different directions but are complementary and depending on the approach of each organization, the competencies of a manager can be defined and these dimensions are: 1) praxeology (act, behave produce, manufacture the work, the skills the materials, the tools the results the beautiful, the good, useful), 2) epistemology (criticize and validate the judgment of validity the rules and validity the thought process and methods the true), 3) axiology (believe and legitimize the judgment of value the values, legitimacy the conduct and behavior the good), 4) ontology (principles of the foundations theories about reality the reason for being the meaning) [70].

III. CONCLUSION

It is important that organizations become aware of the value of the people that make up the organization. The right human talent is a task that requires a high degree of perseverance in companies, as well as achieving the generation of value that contributes to the achievement of organizational objectives.

Identifying, attracting, and retaining talented people is the most important part of the human talent area, that is why it must be identified which factors affect it through the evaluation of the competencies and skills required for the different positions in the company and the motivation to perform them.

Innate skills are as important as specific skills, highlighting their development in the workplace is fundamental, since the former allow people to spontaneously invest energy in the achievement of organizational objectives and specific skills are essential to ensure the proper development of knowledge and

practices in the tasks entrusted to each person within the work team of the organizations.

Labor competencies become an important driver of success within organizations; therefore, human talent management plays an important role in promoting competencies in people by identifying their skills and strengths to achieve strategic goals and drive organizational growth with a committed work team.

Motivation is an important factor in the work development of a person; therefore, special attention should be paid to obtain promising results in work teams, to generate a competitive advantage and meet the strategic objectives outlined in the organizations.

Leaders are people with special qualities, able and willing to keep people motivated within organizations, positively influencing the proposed goals for the achievement of organizational objectives, can form teams, know how to listen, delegate, have principles and values recognized within the company.

A good leader allows a management of human talent projected to perform strategies that make people are aligned to the vision of the organization for it must play a role with a high degree of leadership and as a role model within the company.

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