

## STRATEGIC MANAGEMENT OF HUMAN TALENT IN THE MODERN ORGANIZATIONAL ENVIRONMENT

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### ABSTRACT

The study explores the evolution of Human Talent Management (HTM) from an operational approach to a central strategy in contemporary organizations. Previous studies highlight that human talent includes not only technical skills, but also soft skills that are crucial for organizational success. The method is quantitative and correlational, using structured questionnaires to collect data from 50 medium and large companies. The sample was selected by non-probabilistic convenience sampling. Statistical analysis was performed with SPSS software, evaluating the relationship between HTM and organizational performance variables, such as productivity, sales growth, and customer satisfaction. A high correlation was found between the effective management of human talent and sales growth (0.998), as well as with productivity (0.964). CSR practices are strongly linked to employee satisfaction and a positive impact on the community. This demonstrates that strategic management of human talent enhances organizational performance and positions companies better to compete in a globalized and changing environment.

**KEYWORDS:** Strategic Management, Human Talent, Environment, Organizations.

### INTRODUCTION

In the current context, organizations face significant challenges due to globalization, digital transformation, and the constant evolution of markets. In this framework, the strategic management of human talent has acquired a central role as a key resource to achieve long-term sustainability and competitiveness. Human talent encompasses the set of skills, experiences, knowledge, and capabilities that individuals put at the service of an organization, driving its development and sustainable success (Castro et al. (2023)). According to Cattell (2008), this concept includes both the technical skills and the soft skills necessary for successful performance. On the other hand, Ulrich (1996) argues that human talent comprises those individuals with knowledge and experience that can decisively influence the performance of an organization.

The relevance of effective human talent management lies in the ability to identify and place the right people in the right roles at the right time, providing them with the opportunities and support they need to realize their full potential. Lawler (2010) reinforces this by highlighting that human talent is the sum of the competencies, knowledge, trajectory and commitment of employees, elements that drive value within an organization. The ability of these professionals to solve problems, adapt to changes and align with business objectives positions human talent as a key strategic pillar for organizational success and competitiveness.

In addition, human talent management goes far beyond simple personnel administration. It is a strategic and methodical approach that seeks to attract, develop, and retain high-level professionals, fully aligned with organizational objectives, and committed to their long-term growth and success. According to Cattell (2008), effective talent management allows companies not only to attract top

talent, but also to foster a high-performance culture that promotes innovation and adaptability in an ever-changing business environment. This translates into superior organizational performance, higher productivity, and better financial results (Turner, 2010).

A crucial aspect of this management is the identification and development of future leaders, which ensures solid succession and strategic continuity in organizations (Bersin, 2023). In turn, inclusion, and diversity in the workplace, as highlighted by Forrester & Vigier (2017), play a vital role in creating a more equitable and dynamic environment, where all employees have the same opportunities for development.

Likewise, the historical evolution of human talent management has been significant. From the Industrial Revolution to the present day, there has been a transition from human resource management focused on operational tasks to a more strategic approach. In the present scenario, digitalization and globalization are the drivers redefining business settings, with human talent being the great resource for sustainability and organizational success. Slowly, the exchange between talent management and corporate social responsibility (CSR) broadens within many organizations to enhance commitment not only to financial performance but to social and environmental effects.

As a result, strategic human talent management enhances development on the part of employees, enabling organizations to adapt to change while promoting innovation for long-term sustainability. Organizations embracing themes and their associated trends into talent management invariably increase their competitiveness and remain relevant in the face of continual exposures of globalized and dynamic challenges.

## **HISTORICAL EVOLUTION OF HUMAN TALENT MANAGEMENT**

HRM has undergone great transformation throughout its history; HRM practices and approaches adapted themselves to pass economic, social, and technological changes over time. This journey enabled HTM to consolidate as an indispensable discipline in the business arena, where human capital is recognized as a strategic resource for organizational success.

Initially, human resource management was confined to a few basic and general administrative functions, focusing on hiring, disbursing pay, and complying with labor laws. With the beginning of the Industrial Revolution arose the demand for more efficient worker management and combination of additional theories and practices to increase productivity and job satisfaction. Tronti (2001) notes that, at this stage, it was when the relationship between labor and capital began to be studied, laying the foundations for modern human resource management.

In the subsequent decades, human talent management evolved with the theory of human relations, which had revealed social and emotional needs of workers that ought to have received attention. From this perspective, Chiavenato (2002), in general, stated that it is training and development that most significantly contribute to the improvement of the performance of employees and organizations.

With the 21st century, the arrival and integration of digital and globalization reflected a radical transformation in human talent management. Pérez (2024) believes that with the introduction of technology-related human resource processes termed Digital HR, talent management, from attraction to retention and development, became more efficient as well as more personalized in today's incredibly competitive environments. They were vital in the ability of organizations to respond rapidly to market changes to maintain competitive advantage.

Moreover, change management and organizational transformation take on critical significance for existence today. In a dynamic, evolving business context, the future sustainability of organizations is traditionally seen as heavily reliant upon their strength in managing change competently (González

2021). It is where Human Talent Management plays a pivotal role by not only aligning employee behaviors with widely changing work styles but also aligning their skills and competencies with the organization's strategic intent.

Human talent is interpreted in this sense to be "a set of characteristics that individuals bring into an organization in its wholeness, including knowledge, skills, and competencies, which becomes a totally resourceful strategic value for future success and competitiveness" (Cattell 2008; Castro et al. 2023, Ulrich 1996); thus, these concepts consist of directing technical capabilities along with other soft skills and are a source for achieving excellence in a work environment. Besides people themselves, these are critical thinking, experienced, and visionary personalities that allow one to establish the necessary decisions that would optimize performance concerning fostering innovation and ensuring continuity of sustainable growth in the foreseeable future.

Thus, with the proper management of human talent associated with the adaptability of the organization, this achieves a positive impact on the productivity of organizations and builds an enabling environment for enhancing the position of the organization in the global market.

## **METHODOLOGY**

This study is based on a quantitative approach, which allows obtaining numerical data to evaluate the relationship between human talent management and organizational competitiveness. According to Hernández et al. (2014), this approach is characterized by the objective measurement of phenomena, using statistical techniques that establish associations between variables. In this way, it seeks to evaluate how human talent management impacts key indicators such as productivity, sales growth, customer satisfaction and participation in international markets, professional development, continuous training, job satisfaction, performance evaluation, compensation, social responsibility, impact on the community and employee satisfaction. The design used was correlational, which, as indicated by Sampieri et al. (2014), allows measuring the degree of relationship between two or more variables without establishing direct causality, providing a broader understanding of the interactions between them.

In addition, the study was structured under a cross-sectional design since the data were collected at a single point in time. As Bryman (2016) points out, the cross-sectional design offers a snapshot of the phenomenon studied, facilitating the analysis of the current relationships between the variables. The study sample consisted of 50 medium and large companies operating in globalized markets, selected through non-probability convenience sampling. This method, as indicated by Martínez (2011) and Sampieri et al. (2014), is appropriate when more practical access to the study subjects is needed, allowing the selection of companies that have formal human talent management policies.

For data collection, structured questionnaires were used addressed to the human resources managers of each company. These questionnaires were designed using Likert-type scales, a technique widely validated in social research (Likert, 1932), which made it possible to standardize the answers and facilitate subsequent analysis. In turn, the information was complemented with secondary data from official sources, such as the Superintendence of Companies, where metrics related to productivity and sales growth were obtained.

The data analysis was carried out using the SPSS statistical software, a robust tool that, as Field (2013) explains, is essential for the performance of correlational analyses and linear regressions. Such techniques enabled the identification of the strength and direction of relationships between the variables aiding in better interpretation of human talent management impacts on business performance. As suggested by Creswell (2014) the use of statistical tools was more emphasized for assessing the

significance of the relationship between the independent variable (human talent management) and the dependent variables (productivity, sales growth, customer satisfaction, participation in international markets etc. within those themselves).

To further adequately understand the variables under investigation, it is very important that they are clearly defined and substantiated in the scientific literature. Below, Table 1 presents the major variables in this study with their definitions and theoretical reference.

**Table 1**  
*Study variables*

| <b>Variable</b>                      | <b>Definition</b>   | <b>Theoretical Reference</b>                  |
|--------------------------------------|---|---|
| <b>Human Talent Management (GTH)</b> | Strategic process of attracting, developing, and retaining talented employees to maximize organizational performance.                                   | Chiavenato (2002), Mejía et al. (2006)        |
| <b>Productivity</b>                  | The relationship between the quantity of goods and services produced and the resources used for their production, generally measured in monetary terms. | Castle (2010)                                 |
| <b>Sales Growth</b>                  | Percentage increase in revenue generated by the company over a given period, reflecting its ability to expand.  | López (2012), Ortíz et. al. (2018)            |
| <b>Customer Satisfaction</b>         | Customers' perception of the products or services received, generally measured on a scale of 1 to 100.  | Mejía et al. (2006), Nonaka & Takeuchi (1995) |
| <b>International Market Share</b>    | Percentage of operations or sales that a company makes outside its local market, indicating its global competitiveness.                                 | González (2021), Ortíz et. al. (2011)         |
| <b>Professional Development</b>      | Process of continuous growth of skills, knowledge, and competencies of employees for their better performance and job satisfaction.                     | Chiavenato (2002), Mejía et al. (2006)        |
| <b>Continuous Training</b>           | Training programs and activities that companies provide to their employees to improve their skills over time.   | Nonaka & Takeuchi (1995), Mejía et al. (2006) |
| <b>Job Satisfaction</b>              | Level of employee satisfaction with their work environment, professional development, and organizational policies.                                      | Montoya (2009), Mejía et al. (2006)           |
| <b>Performance Review</b>            | The process of measuring the individual performance of employees in relation to the objectives set by the organization.                                 | Montoya (2009), Chiavenato (2002)             |
| <b>Retribution</b>                   | Financial compensation that employees receive for their work, including salary, bonuses, and benefits.  | Castillo (2010), Montoya (2009)               |
| <b>Social Responsibility</b>         | A set of business practices that seek a positive impact on society and the environment, aligned with corporate values.                                  | Franco et al. (2017), Antelo & Robaina (2015) |
| <b>Community Impact</b>              | The effect of the company's activities on the community where it operates, whether through development  | Peláez & García (2014),                       |

| Variable                     | Definition   | Theoretical Reference  |
|------------------------------|--|--|
| <b>Employee Satisfaction</b> | projects, employment, or social programs.<br>Employees' perception of their satisfaction with the company, reflecting their commitment and well-being in the work environment. | Franco et al. (2017)<br>Montoya (2009),<br>Antelo & Robaina (2015) |

Source: Own elaboration

Table 1 presents a reasonable survey of the variables examined in the study and a proper theoretical basis for each of them. In this sense, the study construes an empirical approach matched with a highly anchored theoretical framework, offering more precise and eloquent conclusions on the association between the management of human talents and the competitiveness of organizations.

In this regard, the scope of the research study is thus framed within descriptive and correlational perspectives. The explanatory and correlational studies might offer explorers an insight into and descriptions of the relationship between the variables selected, while neither searching for nor establishing a cause-effect situation. Creswell (2014) states that it is descriptively and correlational that one would draw a broad view of these phenomena, in this case, how human talent management influences competitiveness; he writes especially for companies that work in the international markets. Even though a cause-effect relationship is not sought after, the findings that might be reached yield very valuable input for major decision-making processes concerning strategic directions for either kind of company.

## RESULTS

The analysis of the data collected shows significant relationships between the different dimensions of Human Talent Management (HRM) and the key organizational performance indicators. First, the relationship between Social Responsibility and HTM demonstrates a strong correlation, as can be seen in Table 2.

**Table 2**  
*Relationships between the different dimensions of Human Talent Management*

| Variable                     | Good game. | Social Responsibility | Community Impact | Employee Satisfaction |
|------------------------------|------------|-----------------------|------------------|-----------------------|
| <b>Good game.</b>            | 1.000      |                       |                  |                       |
| <b>Social Responsibility</b> | 0.978      | 1.000                 |                  |                       |
| <b>Community Impact</b>      | 0.989      | 0.991                 | 1.000            |                       |
| <b>Employee Satisfaction</b> | 0.986      | 0.994                 | 0.990            | 1.000                 |

Source: Own elaboration

As can be seen, Community Impact and Employee Satisfaction have a correlation of 0.990, which suggests that companies with a more robust focus on human talent management tend to generate a more positive social impact, aligned with social responsibility values, while raising their employees' internal well-being.

On the other hand, Table 3, which analyzes Performance Evaluation and Remuneration, reveals equally essential correlations between these variables and human talent management. As shown below:

**Table 3**

*Relationship between performance evaluation and compensation*

| Variable                  | Good game. | Performance Review | Retribution | Job Satisfaction |
|---------------------------|------------|--------------------|-------------|------------------|
| <b>Good game.</b>         | 1.000      |                    |             |                  |
| <b>Performance Review</b> | 0.991      | 1.000              |             |                  |
| <b>Retribution</b>        | 0.988      | 0.983              | 1.000       |                  |
| <b>Job Satisfaction</b>   | 0.990      | 0.985              | 0.974       | 1.000            |

Source: Own elaboration

A powerful relationship is observed between Performance Appraisal and Remuneration (0.983), reinforcing that companies implementing fair and transparent performance appraisals tend to provide better remuneration systems, resulting in higher Job Satisfaction (0.990).

In the Professional Development and Continuing Training field (Table 4), the results were also consistent. The following table reflects the significant correlations found.

**Table 4**

*Relationship between professional development and continuing education*

| Variable                        | Good game. | Professional Development | Continuous Training | Job Satisfaction |
|---------------------------------|------------|--------------------------|---------------------|------------------|
| <b>Good game.</b>               | 1.000      |                          |                     |                  |
| <b>Professional Development</b> | 0.987      | 1.000                    |                     |                  |
| <b>Continuous Training</b>      | 0.991      | 0.996                    | 1.000               |                  |
| <b>Job Satisfaction</b>         | 0.990      | 0.989                    | 0.995               | 1.000            |

Source: Own elaboration

Career Development and Continuing Education are highly correlated (0.996), suggesting that company training policies not only increase employees' competencies but also improve their overall satisfaction, which is crucial for talent retention. Finally, in the analysis of Human Talent Management as a competitive strategy, see Table 5, equally significant correlations were found with organizational performance indicators:

**Table 5**

*Correlation between performance indicators and human talent management*

| Variable                          | Good game. | Productivity | Sales Growth | Customer Satisfaction | International Market Share |
|-----------------------------------|------------|--------------|--------------|-----------------------|----------------------------|
| <b>Good game.</b>                 | 1.000      |              |              |                       |                            |
| <b>Productivity</b>               | 0.964      | 1.000        |              |                       |                            |
| <b>Sales Growth</b>               | 0.998      | 0.968        | 1.000        |                       |                            |
| <b>Customer Satisfaction</b>      | 0.988      | 0.973        | 0.988        | 1.000                 |                            |
| <b>International Market Share</b> | 0.970      | 0.991        | 0.974        | 0.979                 | 1.000                      |

Source: Own elaboration



Sales Growth and Human Talent Management have the highest correlation (0.998), indicating that companies that effectively manage their human talent tend to experience more sustained sales growth. Similarly, Productivity is also positively influenced by HTM (0.964), underlining the fundamental role of this strategy in a company's economic performance.

On the other hand, the Matrix of Relationship of Variables for Social Responsibility in Human Talent Management (Table 6) reflects the close relationship between implementing effective human talent strategies and a commitment to social responsibility. The data shows how strong talent management improves employee satisfaction and positively impacts the community.

**Table 6**  
*Relationship between human talent and social responsibility*

| Variable                     | Good game. | Social Responsibility | Community Impact | Employee Satisfaction |
|------------------------------|------------|-----------------------|------------------|-----------------------|
| <b>Good game.</b>            | 1.000      |                       |                  |                       |
| <b>Social Responsibility</b> | 0.978      | 1.000                 |                  |                       |
| <b>Community Impact</b>      | 0.989      | 0.991                 | 1.000            |                       |
| <b>Employee Satisfaction</b> | 0.986      | 0.994                 | 0.990            | 1.000                 |

Source: Own elaboration

In this table, the correlations show that effective human talent management is strongly related to a more significant commitment to Social Responsibility (0.978), a positive impact on the Community (0.989), and greater Employee Satisfaction (0.986). The highest correlation is between Social Responsibility and Community Impact (0.991), suggesting that companies with socially responsible strategies improve internally and generate significant benefits for the communities in which they operate.

The findings obtained from these matrices confirm the existence of significant relationships between Human Talent Management and multiple key dimensions of organizational performance. The correlations reflect that companies that invest in the efficient management of their employees improve their productivity and competitiveness in international markets and positively impact employee satisfaction and social responsibility.

## STUDY DISCUSSION

### Human talent management as a competitive strategy

Human talent management has emerged as a key factor in companies' competitive strategy in dynamic and globalized markets. This transformation responds to the increasing complexity and speed of changes in the business environment, where simple survival is no longer enough. According to López (2012), HTM is crucial to overcome immediate challenges and achieve sustainable growth in a scenario where traditional advantages, such as access to capital or technology, are no longer differential. In this sense, HTM adopts a central role in organizational differentiation, a flexible and adaptable element that directly impacts the company's ability to react and take advantage of market opportunities.

The data reinforces this idea by showing a significant correlation between the HTM and variables such as Productivity (0.964) and Sales Growth (0.998). This relationship indicates that HTM is not simply a set of operational practices but a strategic component that can increase the value generated by the organization. Productivity, traditionally linked to technological or capital factors, is now intrinsically related to the ability to manage and enhance human talent. When companies

effectively manage their people, they optimize the use of resources and increase their ability to innovate, adapt, and become more efficient. This optimization clearly impacts sales growth, reinforcing the relevance of HTM to achieve positive long-term financial results.

Likewise, Customer Satisfaction (0.988) shows that human talent impacts internal performance and how the company is perceived by its customers. Ortíz et. Al. (2018) highlights that modern HTM must go beyond treating employees as a simple operational cost; You should consider them as a strategic asset that, when well-managed, can improve not only the employee experience but also that of customers. This reflects an alignment between internal efforts and external results, generating a virtuous cycle in which a well-managed and motivated workforce can deliver better service and higher quality products, increasing customer satisfaction and, ultimately, the company's competitiveness.

On the other hand, the International Market Share (0.970) underlines the importance of human talent management aligned with the company's strategic objectives. Castillo (2010) states that HTM goes beyond operational tasks, such as hiring and evaluating personnel, and focuses on how these practices can be aligned with the company's overall strategy. The high correlation between HTM and global market share shows that companies that invest in their human capital improve their performance in local markets and are more competitive internationally. This is because HTM promotes a workforce prepared to meet global challenges, adapt to different work cultures, and respond effectively to the changing dynamics of international markets.

Thus, the results of this study reinforce the importance of Human Talent Management as a central strategy in organizational competitiveness. Positive correlations with key variables, such as productivity, sales growth, and customer satisfaction, confirm that companies that invest in their human capital increase their internal efficiency and are better positioned to meet the challenges of a globalized environment. This approach allows organizations to adapt to changes and anticipate them, ensuring their long-term success. GTH, therefore, is not simply a tool to improve employee performance but a key driver that drives sustainable growth and advantage in highly competitive markets.

### **Human talent management professional development and training**

The historical evolution of human talent training has been a key process in developing sustainable productivity and competitiveness within organizations, especially in the age of knowledge and information. The analysis of the results obtained in the matrix on Professional Development and Continuous Training reveals a deep link between the effective management of human talent and the creation of strategic value in organizations. This link is supported by the strong correlation (0.996) between both variables, which underlines that professional development and training cannot be seen as isolated processes but as a dynamic spiral that sustains organizational growth. Mejía et al. (2006) highlight how intellectual capital is positioned as a strategic asset, and this correlation confirms it: organizations that foster continuous learning improve operational performance and their ability to adapt to changing markets.

A fundamental aspect is how Continuous Training (0.990 correlation with job satisfaction) impacts employees' technical skills and strengthens their organizational commitment. This approach transforms the concept of training into a driver of motivation and talent retention, directly aligning staff well-being with organizational productivity. As Nonaka & Takeuchi (1995) point out, the interaction between tacit and explicit knowledge drives innovation. In this context, continuing education programs act as catalysts that turn individual skills into shared intellectual capital.

The transformation of Continuing Education into a central component of organizational strategy responds to the need to compete in globalized markets, where innovation and adaptability are essential for success, as highlighted by Mejía et al. (2006). In this sense, the correlation of 0.987 between



Human Talent Management (HRM) and Professional Development shows that training aligned with the company's strategic objectives improves operational efficiency and enhances the organization's ability to generate knowledge and remain competitive in the long term.

Similarly, the fact that Professional Development and Continuing Education have such a high correlation indicates that creating competencies is insufficient. The essential thing is that these competencies are integrated into an organizational culture that encourages constant learning. Mejía et al. (2006) argue that organizational learning and decent work must be interconnected, reinforcing the idea that human talent development must go beyond one-off training. True competitive advantage arises when professional development becomes a strategy that permeates all levels of the organization, allowing companies to react to changes in the environment and anticipate them.

In this way, the study's results highlight that human talent management, which focuses on professional development and continuous training, is one of the most effective strategies to guarantee organizational competitiveness in the long term. The high correlation between these variables and their direct impact on employee well-being and company productivity demonstrates that constant learning is a tool for operational improvement and a fundamental axis for sustainability and success in an environment of permanent change. Companies that integrate these practices coherently and strategically are better positioned to compete in global markets, respond to innovation, and ensure sustainable growth.

### **Human talent management performance evaluation and remuneration**

Performance appraisal and remuneration are fundamental elements in human talent management, playing a crucial role in ensuring that organizations maintain their competitiveness and promote the continuous development of their employees. The results obtained in the Performance Evaluation and Remuneration table reveal a strong interrelationship between these elements within Human Talent Management. The high correlation between Performance Appraisal (0.991) and Compensation (0.988) reflects that a well-designed appraisal system not only facilitates the identification of areas for improvement and strengths in employees but also allows for a fairer and more strategic alignment between performance and compensation, which is essential for motivating employees and improving the overall performance of the organization.

According to Montoya (2009), the performance appraisal process is not limited to measuring employee performance but also acts as a critical tool for developing competencies. This process, divided into the planning, monitoring, and evaluation phases for development, ensures that employees receive constant feedback, which is critical to their professional growth. This continuous cycle translates into significant improvements in individual performance and the efficiency and productivity of the entire organization, which is supported by the positive correlation between Performance Evaluation and Job Satisfaction (0.990).

The high correlation between appraisal and remuneration underscores the importance of linking performance appraisals to an appropriate compensation system. As Montoya (2009) highlights, a well-coordinated and transparent evaluation system provides a solid basis for decision-making regarding promotions and professional development plans, reinforcing employees' sense of fairness and motivation. This link between compensation and performance also ensures that rewards align with effort and achieve specific goals, fostering a high-performance organizational culture.

On the other hand, the role of Human Management and the levels of supervision within the organization are key to ensuring the correct implementation of evaluation systems. Leaders must be trained to execute the evaluation process and maintain a constructive and open dialogue with employees. The correlation between Performance Review and Job Satisfaction (0.990) reinforces the

importance of effective communication during the appraisal process. As Montoya (2009) points out, this dialogue allows employees to accept feedback in a more positive way and feel part of the improvement process, which directly impacts their motivation and commitment to the organization.

Continuous monitoring, part of the second phase of performance evaluation, ensures that the goals established at the beginning of the cycle remain aligned with organizational needs. It allows for real-time adjustments if work circumstances change. This streamlines the evaluation process and reinforces its relevance as a strategic tool for the organization. It ensures that assessments are not isolated or routine processes but integral elements of organizational strategy that contribute to individual employee development and the company's overall success.

Performance Appraisal and Compensation are deeply interrelated components that promote employee development and continuous improvement and directly impact the organization's efficiency, productivity, and motivation. The high correlation between these variables reflects that when performance management and compensation are implemented correctly, a more motivating work environment is generated and aligned with the company's strategic objectives, which contributes to its sustained success in the long term.

### **Social responsibility in human talent management**

Corporate Social Responsibility (CSR) and its relationship with Human Talent Management (HRM) represent a key synergy for the success and sustainability of organizations in today's competitive environment. The analysis of the correlation matrix for Social Responsibility in Human Talent Management reveals a significant positive correlation between the level of implementation of HTM and the variables of Social Responsibility (0.978), Community Impact (0.989), and Employee Satisfaction (0.986). These results reinforce the idea that when companies integrate CSR into their corporate strategy, they not only improve their social impact but also positively influence the behavior and motivation of their employees, as proposed by Franco et al. (2017).

In this context, the high correlation between Social Responsibility and Community Impact (0.991) highlights that companies that adopt socially responsible practices manage to generate a tangible impact on their environment, promoting activities that improve their corporate image and benefit the communities where they operate. This finding aligns with the observations of Contreras & Rozo (2015), who point out that, although no theory directly links CSR with GTH, studies have shown that employees perceive a positive change in their behavior when the organization commits to social responsibility, particularly about the environment and social welfare.

The interaction between CSR and human talent acquires greater relevance in a globalized environment, where competitiveness and social responsibility are external demands and internal factors that strengthen the sense of belonging and cohesion within organizations. Antelo & Robaina (2015) argue that employees, beyond being productive resources, are active agents in the implementation of CSR, which is consistent with the high correlation observed in the matrix between Social Responsibility and Employee Satisfaction (0.994). This relationship reinforces the importance of an organizational culture that promotes commitment to the social environment since the well-being of employees is directly linked to the socially responsible practices of the company.

The 3P model, proposed by Silva & Cooray (2014), is confirmed as a valuable tool to understand the interdependence between CSR and GTH. This model, which emphasizes teamwork (Partnership), alignment of objectives (Purpose), and the constant presence of a CSR culture (Presence), finds strong support in the results of the matrix. A solid culture of social responsibility not only promotes better internal cohesion but also contributes to improving motivation and the organizational climate, which are critical to maximizing the potential of human talent.

Likewise, when effectively implemented internally and externally, CSR practices generate multiple benefits for organizations. Peláez & García (2014) differentiate between external CSR approaches, which focus on the community through social development programs, and internal approaches, which seek to improve the well-being of employees through personalized benefits. The correlation between Community Impact and Employee Satisfaction (0.990) highlights how companies that integrate both dimensions not only obtain a better external reputation but also achieve a more favorable work environment, increasing their employees' commitment and productivity.

In this way, integrating Corporate Social Responsibility into Human Talent Management is a key strategy that has a positive impact on the community and reinforces employee engagement and satisfaction. The results of the correlation matrix highlight the interdependence between these two elements and suggest that a coherent CSR strategy not only improves the external perception of the company but also strengthens the sense of belonging and motivation within the organization. This analysis underscores the need for companies to consider CSR not as a complement but as an integral component of their talent management strategy and long-term competitiveness.

## CONCLUSIONS

The historical evolution of human talent management reflects a continuous process of adaptation and transformation, where human resources management has gone from being a purely administrative function to becoming a strategic pillar for organizations. From the beginnings of the Industrial Revolution, when management focused on essential operational functions, to the modern era, where digitalization and globalization have imposed new challenges, HTM has been able to evolve to respond to the changing needs of the business environment. The consolidation of HTM as a strategic discipline has been driven by the growing importance of human capital as a key resource for competitiveness. Today, HTM is not only focused on improving productivity, but also on fostering innovation and organizational adaptability, essential elements for sustainability and long-term success in a globalized marketplace. This historical process highlights the importance of flexible and adaptive human talent management, capable of integrating new technologies and approaches to continue generating value in a dynamic and competitive business environment.

For its part, human talent management has become a fundamental competitive strategy in modern organizations. In a business context marked by globalization and intense competition, companies that manage to effectively align their human resources policies with their strategic objectives have a significant advantage. The strategic approach to talent management not only allows you to attract and retain the best employees but also contributes to the development of capabilities that are critical for long-term competitiveness. The difference between traditional personnel administration and strategic management lies in the recognition of human talent as the organization's most valuable resource. Examples of successful companies, such as Bavaria S.A., show that investing in the professional development of employees, through training and constant challenges, not only improves competitiveness, but also strengthens internal cohesion and promotes a work environment that promotes personal and organizational growth. In short, human talent management, when effectively integrated into business strategy, becomes a key driver for sustained success in a global marketplace.

On the other hand, the training and professional development of human talent have gone from being peripheral activities to becoming central elements in the organizational strategy. Today, organizations recognize that their ability to compete in a globalized marketplace depends largely on their intellectual capital, i.e., the knowledge, skills, and competencies of their employees. This shift in focus towards continuous and strategic training has been instrumental in improving productivity and creating sustainable competitive advantages. The integration of concepts such as organizational

learning and decent work has led to a more holistic approach to talent management, where it is not only sought to improve individual competencies, but also to foster an environment that promotes the integral development of employees. In this sense, the training of human talent has become a key factor for innovation and organizational adaptation, ensuring that companies can successfully face the challenges of a dynamic and constantly evolving environment.

Likewise, performance appraisal and compensation are essential components in human talent management, as they allow organizations to continuously measure and improve the performance of their employees. A well-designed assessment system not only identifies employees' key competencies but also ensures that they are aligned with the organization's strategic objectives. This process is critical to promoting continuous development at both the individual and organizational levels, which in turn improves employee efficiency, productivity, and motivation. Constant feedback and accompaniment in the evaluation process are crucial elements to ensure that the necessary improvements are implemented effectively. In addition, performance appraisal provides a solid basis for decision-making regarding promotions and professional development plans, contributing to the overall success of the organization. In short, human talent management, which includes a robust performance evaluation and a fair remuneration system, is key to maintaining a workforce that is committed and aligned with corporate objectives.

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**Data availability:** The data supporting the findings of this study are available from the corresponding author, upon reasonable request.

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