

Characterization of Human Management for the Scope of Business Productivity

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Abstract: The following study presents the importance of human management through the reflection of administrative theories and the various modifications that have been presented over time by different socio-economic phenomena. The various principles will be reviewed in this regard, until the way in which the human factor is currently managed where their skills and competencies are recognized as the basis for business growth or development. Although, there is a great deal of information on this thematic axis, there is still much to be done in promoting human talent; in most companies this has not changed the situation of employees and they have to implement all these hypotheses to achieve an impact on business productivity. At present, the human talent management goes beyond simple selection for a position and its consequent performance evaluation; also must be inserted within the organizational processes, factors such as training and motivation, to achieve the permanence of the person and their contribution as a competitive advantage to business activity.

Key words: Human talent, motivation, competencies, processes, competitiveness, training

INTRODUCTION

The importance of human management lies in the possibilities of growth that can be offered to a company, because its object of study is the individual as a factor or variable on which all business processes are supported. For the development of any business activity requires the assistance of a person which with its characteristics and skills contributes to the organization to achieve its institutional objectives (Santos, 2016).

Studies have shown the relationship between employee motivation and increased business competitiveness: because if the employees of the company feel satisfied with the conditions in which they perform their work in the same way they contribute That the company achieves integral growth in all its processes, thus turning its human talent into a competitive advantage (Espinoza and Espinoza, 2016).

BACKGROUND OF THE PERSONNEL ADMINISTRATION

Due to the constant evolution of business and economic structures, it became necessary to find a way to explain the complex relationships at the level of organizations and thanks to the scientific nature given to

the administration at the beginning of the 20th century many researchers presented different approaches and developed different theories to explain this phenomenon (Camejo, 2015).

As observed in Table 1, the postulates in reference have been evolving to the same extent that the needs have changed historically, it is thus as can be appreciated theory ranging from the rationalization of work to the organizational changes of open systems.

Evolution of human talent management: As mentioned, the concept of human talent management has evolved according to the different stages of history, up to what we know today. In antiquity, violence was an element used for task coordination; During the movement of the industrial revolution, various changes were made for the management of personnel and from there the term industrial relations was born as a way of mediating between the objectives of the organization and the employees (Vega-Monsalve *et al.*, 2014).

In the 19th century the Department of Welfare appeared which would be the first equivalent to the Department of Human Resources that we know today. Then comes the concept of personnel management, focused mainly on the management of people according to labor regulations. Between 1960 and 1970,

Table 1: Below compiles, some of the studies or research developed in the field

Theories	Main exponents	Emphasis	Main approaches
Administrative Theory of administration	Frederick Winslow Taylor Henry Fayol	In the tasks In structure and functions	Rationalization of work at the operational level Formal organization. General principles of administration Functions of the administrator
Scientific	Max Weber	In the structure and regulation	Formal organization Bureaucratic rationality Organizational structure
Classical theory of behavior Administration	Hugo Munsterberg y Elton Mayo Abraham Maslow, Douglas Mc. Gregor, Chris Argyris	Of its operation In interpersonal relationships	Informal organization Motivation, communication, leadership and group dynamics Management styles Theory of decisions
Theory of bureaucracy	Edwards Deming, Philip Crosby, Kaoru Ishikawa, Armand Feigenbaum, Joseph Juran	In people	Integration of objectives organizational and individual Commitment, participation, communication, work inequipment and planning aselements of total quality
Theory of relationships	William Ouchi	In technology and people	Participation in the decisions, communication, work in team
Human Behavior theory	Daniel Katz y Robert Kahn Thomas J. Peters y Robert H. Waterman	In human relations as Complement to the administration	Organization as a social system, open in interaction with the environment Relationship labor conditions-workers status Job security Stimulation of creativity and rewards for workers
Organizational Theory of total quality	A.D. Chandler, T. Burns y G.M. Stalker, J. Woodward y P. Lawrence y J. Lorsch Warren Bennis, Edgar Schein, Robert Blake, Jane Mouton	Scientific Cyclical nature of events	Analysis of the functional relationship established between the environment and administrative structures and techniques Planned organizational change. Open system approach

Camejo (2015) and Amelec and Carmen (2015)

the human resources department appeared and from that point on the worker began to conceive of the worker beyond legal terms and was recognized as an essential resource of vital importance for the organization to achieve success and achieve its objectives (Camejo, 2015).

In Frederick Taylor's scientific management theory, the terms of the employee's competencies (selecting the best men for the job), training (instructing them in appropriate methods to increase productivity) and remuneration (offering higher wages to better workers), however, understood the human being as an integral part of the machinery (Tobon *et al.*, 2014).

From the 20th century, there are social changes that affect the labor field inclusion of women, new needs in training and specialization processes, new information systems (Parra and Toro-Jaramillo, 2014). In this study, we will analyze the role of human resources in the development of human resources.

The global phenomena of economic openness and globalization have produced vast changes in the paradigm of human talent management (Hernandez-Palma, 2011) because of the new ways of doing business and starting a business, successful organizations no longer manage human resources or people, instead they manage with people, thereby distinguishing the employee from other resources of the company (financial, material, technological) and gives it the quality of vital asset for development (Jesus, 2016).

FROM PERSONNEL MANAGEMENT TO TALENT MANAGEMENT

It is significant to establish that human resource management must transcend the new paradigm of human talent management; since, the first one is understood as the administrative process for the employee's attachment (resume, interviews, job and personal referrals, hiring, security system affiliation, etc.) while human talent management is focused on accompaniment and employee development during their stay in the organization or productive unit (Gamarra *et al.*, 2015).

Human resources management is then positioned as the administrative process applied to the increase and preservation of effort, practices, health, knowledge, skills, etc., of the members of the structure for the benefit of a subject of the organization itself and of the country in general. In the same way, we can say that it performs the process of helping employees reach a level of performance and a quality of personal and social behavior that meets their personal needs and expectations. Figure 1 shows the suggested cycle for this process.

As it is observed, for the development of the human talent management process, it is necessary to have full knowledge of the various situations that arise during the establishment of an employee-organization relationship, in order to verify that the strategies created for such an end. Within the processes that are part of human talent management we find (Enciso and Villamizar, 2014).

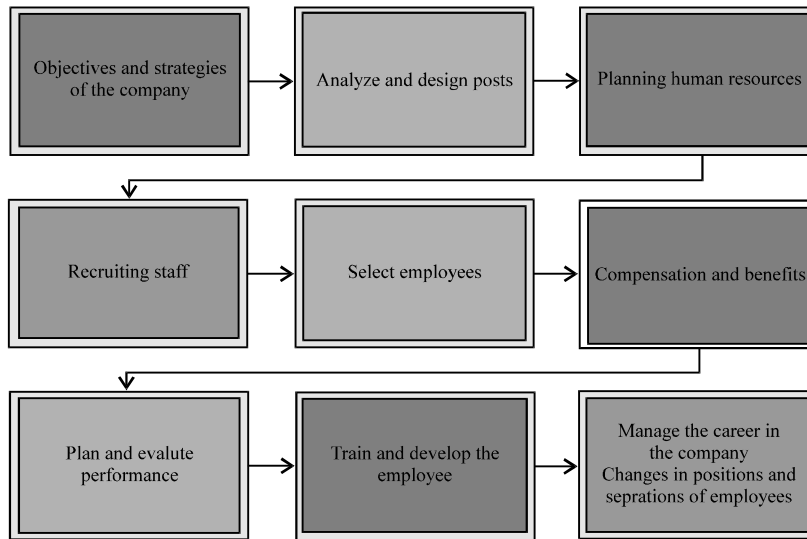


Fig. 1: Human talent management cycle

Job analysis and design: It consists of a study that determines the tasks to be performed in a particular job and the skills and competencies that the candidate must have to perform his work (Fleitas, 2013).

Human resources planning and forecasting: The number of personnel required for the development of the company's corporate purpose is determined, taking into account the mission objectives and projects to be developed (Bermudez-Restrepo, 2014).

Recruitment of personnel: Through this activity, the search for personnel with the required characteristics to fill a vacancy or need within the organizations is initiated, taking into account certain characteristics (Salazar-Duque and Osorio-Espin, 2016).

Selection of employees: In this process the following steps should be followed: request and interview, tests, interview of selection, confirmation of antecedents and references, medical examination and contracting (Lara and Gabriela, 2015).

Training and development: This aims to install the employee and provide the information necessary for the development of their activity as well as develop the necessary competencies for their correct performance. It is composed of certain activities such as: evaluation of training needs, objective, program design, implementation, evaluation and feedback (Orrego, 2015).

Performance evaluation: This is done through a technical and continuous process by the immediate supervisor to review the fulfillment of functions in the workplace; and from which recognition or recommendations for improvement can be established (Nieto-Licht, 2013).

Remuneration and benefits: This study reviews whether the compensation received by the employee is in line with the work, responsibility, legal standards, competencies, workload and performance (Jaramillo Osorio and Aponte Quiroga, 2014).

Career management: The company is attentive to the movements that may occur during the employee's working life such as: promotions, transfers, withdrawals, dismissals or retirement (Aguilera, 2016).

Taking into account the various aspects to be considered in the business environment, for the development of human talent management requires an interdisciplinarity with other areas that work the different aspects of the collaborator: psychology, industrial engineering, occupational medicine, labor law, Computer science, ethics, etc. (Rios, 2013).

CONCLUSION

There is now a widespread tendency to change paradigms and the application of knowledge and new experiences with optimal results at an international level, this is the case of the new vision of human talent management. Through a large number of studies of specialized firms and consultants, it has been shown

that the improvement in the employee's working conditions has a positive impact on business productivity: there are numerous articles and research that show this reality.

The challenge of modern organizations is to involve the worker with the strategies of the company, reminding them of their role within the business cycle and also provide the necessary support for the achievement of their personal goals; which directly proportional, increases productivity in the performance of its work. From the above, comes the term "employee engagement" which could be translated as commitment or loyalty of the employee or in other words, its alignment with the objectives of the organization.

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