

Optimization of Organizational Performance through the Development and Management of Human Talent

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Abstract

A documentary review was carried out on the production and publication of research papers related to the study of the variable Organizational Performance and Human Talent Management. The purpose of the bibliometric analysis proposed in this document was to know the main characteristics of the volume of publications registered in the Scopus database during the period 2017-2022, achieving the identification of 151 publications. The information provided by this platform was organized through graphs and figures, categorizing the information by Year of Publication, Country of Origin, Area of Knowledge and Type of Publication. Once these characteristics have been described, the position of different authors on the proposed topic is referenced through a qualitative analysis. Among the main findings made through this research, it is found that the United States, with 26 publications, was the country with the highest scientific production registered in the name of authors affiliated with institutions in that nation. The Area of Knowledge that made the greatest contribution to the construction of bibliographic material referring to the study of the variables Organizational Performance and Human Talent Management was Business, Administration and Accounting with 73 published documents, and the most used Publication Type during the period indicated above were Journal Articles with 67% of the total scientific production.

Keywords: *Organizational Performance, Human Talent Management, Human Talent Development.*

1. Introduction

In such a dynamic economy, the role played by human talent in contemporary business has become a vital tool that has enabled success in the organizational sector. As businesses navigate the complexities of a globalized economy, technological advancements, and ever-evolving market trends, the importance of cultivating and managing human potential cannot be underestimated. The cooperation that exists between an organization's human capital and its performance at the epicenter of this company directly drives sustainable growth, which seeks to maximize productivity, obtain competitive advantages in changing markets and take into account the innovation factor for better performance.

The organizational ecosystem depends on the harmonious interplay of its diverse talents to create a symphony of productivity and achievement. Effective leadership and talent

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management orchestrate the capabilities of individuals to achieve collective excellence. The optimization of organizational development takes into account the complexities of human behavior, which has at stake the motivations and the development of skills which, together, seek to improve the development and management of companies.

In the search for the optimization of organizational performance, the human talent factor must be recognized as a tool that is not only in charge of business management, but also the bridge of creativity and innovation which seeks to make the most of the skills of this human factor. It requires a paradigm shift from traditional hierarchical structures to more fluid and inclusive models that foster collaboration, continuous learning, and a culture of innovation. This evolution requires a holistic approach to talent development, which encompasses recruitment strategies, skills improvement programs, and being able to manage a more optimal work environment in which it seeks to nurture and take advantage of all human talent.

The epicenter of this transformation encompasses the concepts of human talent development, It involves creating a learning culture that encourages employees to expand their skills, explore new ideas, and embrace challenges as opportunities for growth. Based on this context, the development of human talent requires a much more individual approach where the aim is to be able to exploit skills in a personalized way, to foster a sense of permanence and fulfillment in their professional projects.

As we delve deeper into the multifaceted realm of organizational performance organization through human talent development and management, this exploration will cut across the key pillars of talent optimization. From strategic talent acquisition that aligns with organizational goals to implementing robust performance management systems, we'll unravel the intricate layers that contribute to a thriving and adaptable workforce. In addition, we will examine the role of technology in reshaping talent management practices, fostering agility and leveraging data-driven insights to make informed decisions.

Finally, we can conclude that in the face of the evident changes and challenges present in markets of high demand and volatility in the levels of competition, organizations must ensure that they prioritize the management of human talent as a fundamental pillar in strategic plans that seek not only the internal management of organizations but also that emerge as leaders in the industry to take advantage of the potential of their human capital and optimize development in a successful way. For this reason, this article seeks to describe the main characteristics of the compendium of publications indexed in the Scopus database related to the variables Organizational Performance and Human Talent Management, as well. Such as the description of the position of certain authors affiliated with institutions, during the period between 2017 and 2022.

2. General Objective

To analyze, from a bibliometric and bibliographic perspective, the preparation and publication of research papers in high-impact journals indexed in the Scopus database on the variables Organizational Performance, Human Talent Management during the period 2017-2022.

3. Methodology

This article is carried out through a research with a mixed orientation that combines the quantitative and qualitative method.

On the one hand, a quantitative analysis of the information selected in Scopus is carried out under a bibliometric approach of the scientific production corresponding to the study of the variables Organizational Performance and Human Talent Management. On the other hand,

examples of some research works published in the area of study mentioned above are analyzed from a qualitative perspective, based on a bibliographic approach that allows describing the position of different authors on the proposed topic. It is important to note that the entire search was carried out through Scopus, managing to establish the parameters referenced in Figure 1.

3.1. Methodological design

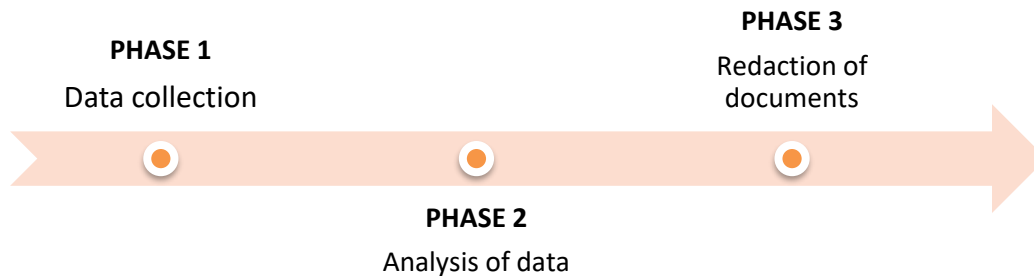


Figure 1. Methodological design

Source: Authors' own creation

3.1.1 Phase 1: Data collection

Data collection was carried out from the Search tool on the Scopus website, where 151 publications were obtained from the following filters:

TITLE-ABS-KEY (organizational AND performance, AND human AND talent AND management) AND PUBYEAR > 2016 AND PUBYEAR < 2023

- Published documents whose study variables are related to the study of the variables Organizational Performance and Human Talent Management.
- Limited to the years 2017-2022.
- Without distinction of country of origin.
- Without distinction of area of knowledge.
- No distinction of type of publication.

3.1.2 Phase 2: Construction of analytical material

The information collected in Scopus during the previous phase is organized and then classified by graphs, figures and tables as follows:

- Co-occurrence of words.
- Year of publication.
- Country of origin of the publication.
- Area of knowledge.
- Type of publication.

3.1.3 Phase 3: Drafting of conclusions and outcome document

In this phase, the results of the previous results are analysed, resulting in the determination of conclusions and, consequently, the obtaining of the final document.

4. Results

4.1 Co-occurrence of words

Figure 2 shows the co-occurrence of keywords found in the publications identified in the Scopus database.

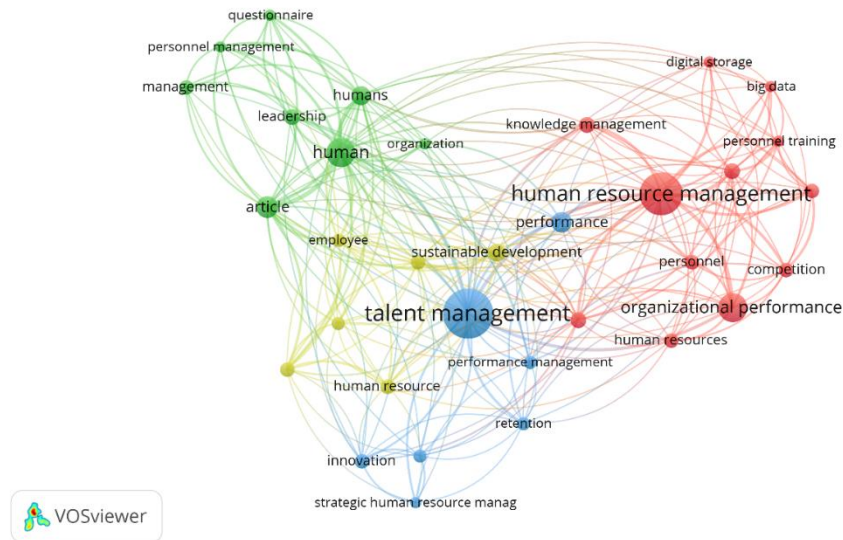


Figure 2. Co-occurrence of words

Source: Authors' own elaboration (2023); based on data exported from Scopus.

Talent Management was the most frequently used keyword within the studies identified through the execution of Phase 1 of the Methodological Design proposed for the development of this article. Human Resource Management is among the most frequently used variables, associated with variables such as Sustainable Development, Decision Making, Business Processes, Organizational Performance, Human Resources, Innovation, Big Data. By recognizing the value of their workforce as a driving force behind innovation and productivity, organizations can position themselves for long-term success in an ever-changing business landscape. At the same time, human talent management requires a deep understanding of the psychological and emotional aspects that drive individual and collective performance. Leaders must navigate the delicate balance between autonomy and guidance, providing a framework that empowers employees while ensuring alignment with organizational goals. This requires cultivating emotional intelligence, effective communication, and the ability to inspire and motivate diverse teams toward a shared vision.

4.2 Distribution of scientific production by year of publication

Figure 3 shows how scientific production is distributed according to the year of publication.

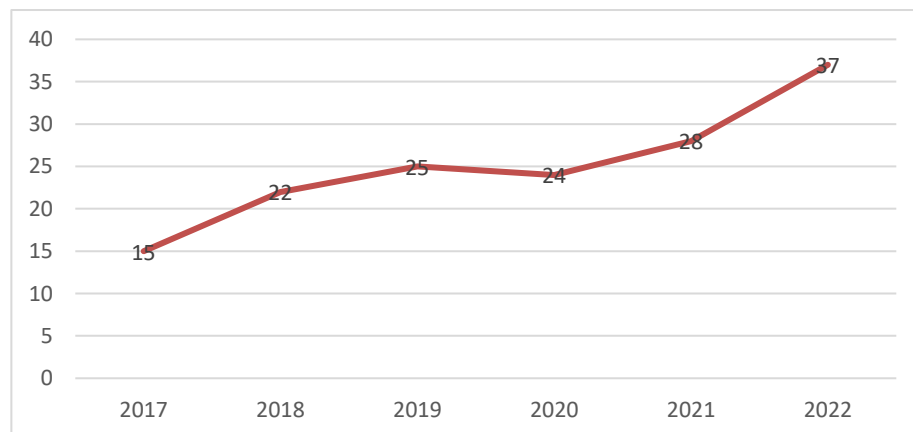


Figure 3. Distribution of scientific production by year of publication.

Source: Authors' own elaboration (2023); based on data exported from Scopus

Among the main characteristics evidenced through the distribution of scientific production by year of publication, the number of publications registered in Scopus was in 2022, reaching a total of 37 documents published in journals indexed on this platform. This can be explained thanks to articles such as the one titled "Integrating artificial intelligence into a talent management model to increase work engagement and company performance" The purpose of the article is to create a multidimensional talent management model with integrated aspects of artificial intelligence in human resources processes to increase employee engagement and company performance. The research was carried out on a sample of 317 Slovenian business managers/owners. The multidimensional constructs of the model include various aspects of the implementation of artificial intelligence in the organization's activities related to human resource management in the field of talent management, especially in the process of acquiring and retaining talented employees, proper training and development of employees, organizational culture, leadership. and reduce employee workload, employee engagement, and company performance. The results show that AI supported the acquisition and retention of talented employees, AI supported proper employee training and development, appropriate teams, AI supported organizational culture, AI supported leadership, reducing employee workload with AI has a positive effect on company performance. and employee engagement.(Rožman, 2022)

4.3 Distribution of scientific output by country of origin

Figure 4 shows how scientific production is distributed according to the country of origin of the institutions to which the authors are affiliated.

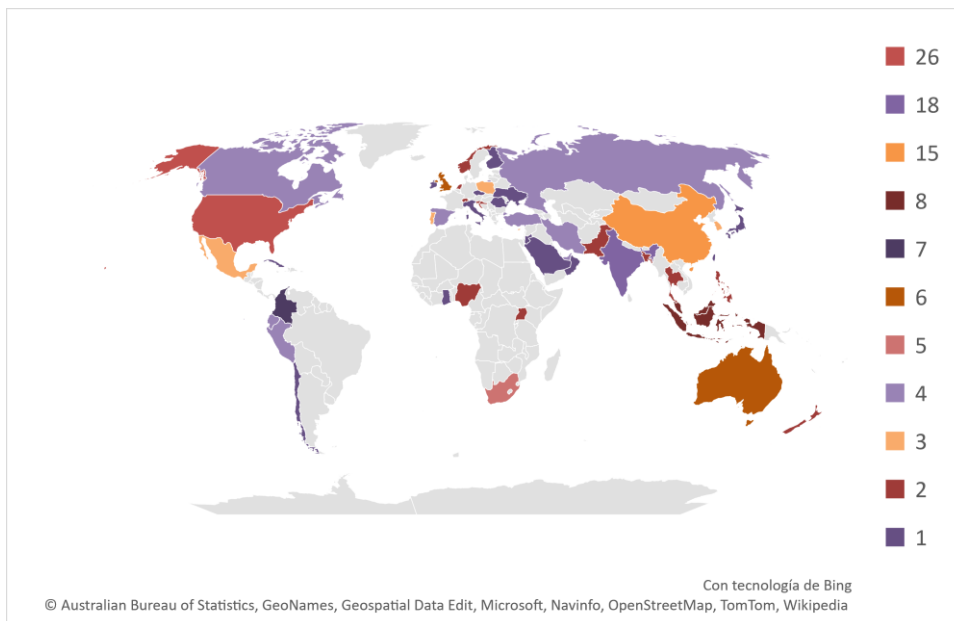


Figure 4. Distribution of scientific production by country of origin.

Source: Authors' own elaboration (2023); based on data provided by Scopus.

Within the distribution of scientific production by country of origin, the registrations from institutions were taken into account, establishing the United States as the country of this community, with the highest number of publications indexed in Scopus during the period 2017-2022, with a total of 26 publications in total. In second place, India with 18 scientific papers, and China taking third place presenting to the scientific community, with a total of 15 papers among which is the article titled "Exploring the Adoption of Green Human Resources and Corporate Sustainability in Nigerian Manufacturing Industry" This study investigated ecological human resource management (GHRM) and corporate sustainability, focusing on manufacturing companies in Lagos State. For this research, the theory of social identity was adopted. The methodology used was a quantitative research using a

questionnaire and data were collected from 336 employees of various industrial companies in Lagos State, Nigeria. The findings of this research showed a significant effect between GHRM's background and corporate sustainability in the manufacturing industry. The study used regression analysis and showed that organizations gain advantages when applying GHRM. Employees exposed to green skills and training reduce waste and reuse materials, improve company image, attract and retain green customers, and reduce adverse environmental effects to improve financial performance. This achievement benefits the company and allows employees to develop their own environmentally conscious orientation and projects.(Adubor, 2022)

4.4 Distribution of scientific production by area of knowledge

Figure 5 shows the distribution of the elaboration of scientific publications based on the area of knowledge through which the different research methodologies are implemented.

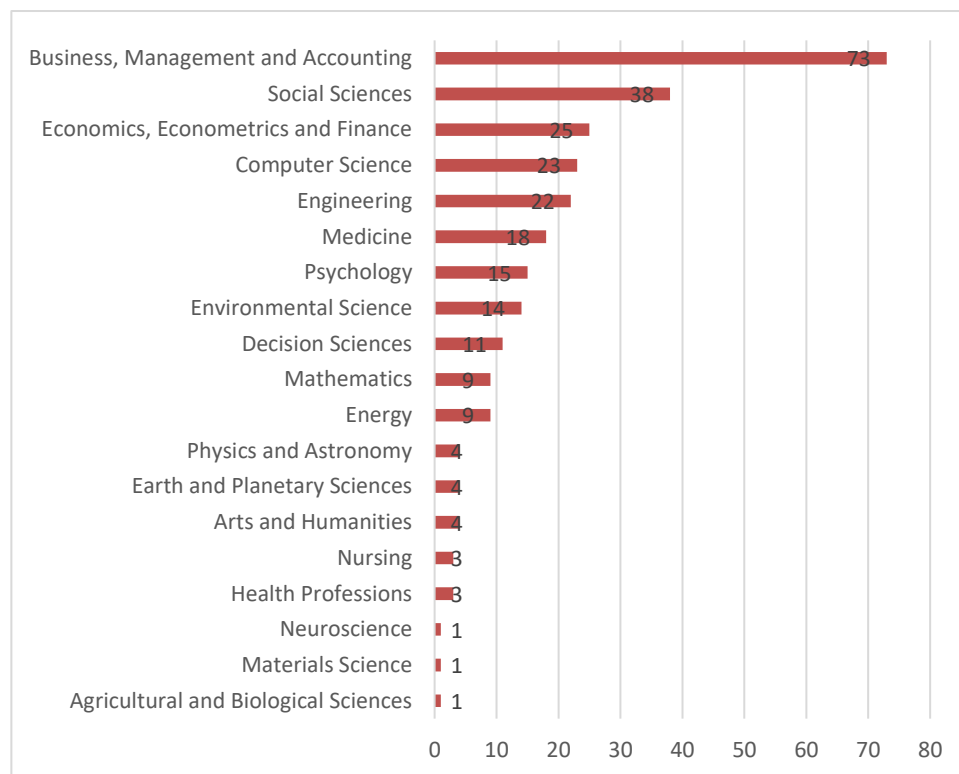


Figure 5. Distribution of scientific production by area of knowledge.

Source: Authors' own elaboration (2023); based on data provided by Scopus

Business, Management and Accounting was the area of knowledge with the highest number of publications registered in Scopus with a total of 73 documents that have based its methodologies Organizational Performance and Human Talent Management. In second place, Social Sciences with 38 articles and Finance, Economics and Econometrics in third place with 25. The above can be explained thanks to the contribution and study of different branches, the article with the greatest impact was registered by Business, Management and Accounting entitled "Reinventing talent management: how to maximize performance in higher education" The purpose of this research was to examine the role of talent management (TM), knowledge management (KM), university transformation (UT) and academic climate (AC) in the increase in the performance of private higher education institutions (IPS). This research applied a quantitative approach by collecting data from 382 professors who worked at various private universities in Indonesia. Online questionnaires were used to collect data using a stratified random sampling method. This data was then analyzed using structural equation modeling: partial least squares. The findings indicated that the systematic application of talent and knowledge management,

university transformation, and academic climate in ISPHs improves organizational performance. Developing a plan to transform your talent and business process is the key to emphasizing its importance in shaping the character and quality of ISSPs. (Ramaditya, 2022)

4.5 Type of publication

In the following graph, you will see the distribution of the bibliographic finding according to the type of publication made by each of the authors found in Scopus.

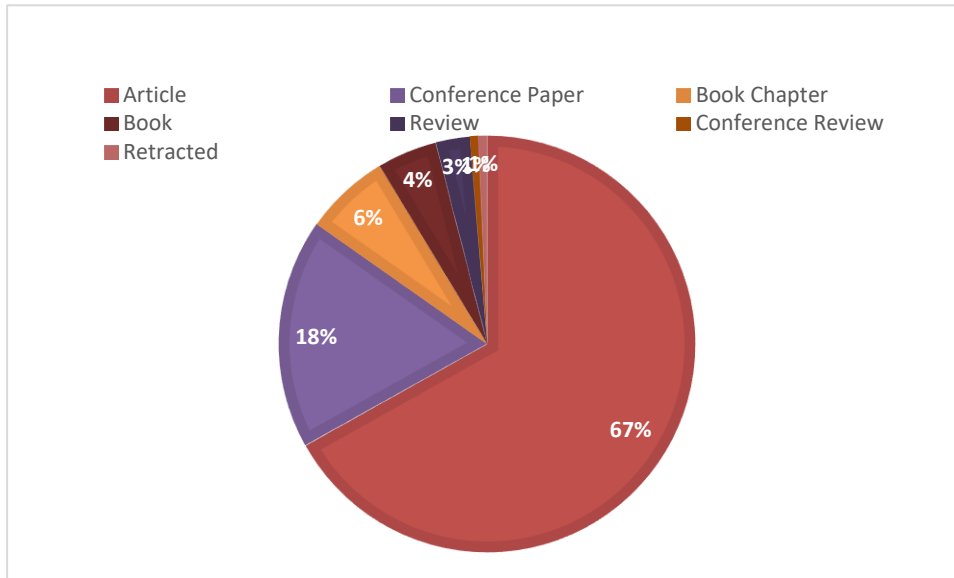


Figure 6. Type of publication.

Source: Authors' own elaboration (2023); based on data provided by Scopus.

The type of publication most frequently used by the researchers referenced in the body of this document was the one entitled Journal Articles with 67% of the total production identified for analysis, followed by Session Papers with 18%. Chapter of the Book are part of this classification, representing 6% of the research papers published during the period 2017-2022, in journals indexed in Scopus. In the latter category, the one entitled "The Mediating Effect of Knowledge Management on Talent Management and Business Performance in Small and Medium-sized Enterprises in Uganda" stands out. This study examines the mediating effect of effective knowledge management (KM) on the relationship between talent management (TM) and organizational performance. This study was carried out among small and medium-sized enterprises (SMEs). Design/methodology/approach: A cross-sectional survey design was used to collect data from a sample of 260 SMEs. The collected data were analyzed using correlations and hierarchical regression to test the mediating effect of KM on the relationship between MT and firm performance. Findings: The findings show that KM mediates the relationship between TM and firm performance. They also suggest that TM contributes to improved performance through improvements in KM. Research limitations: The sample used in the research is not representative of all SMEs operating in Uganda. This limitation presents the challenge of generalizing, and therefore we suggest caution when interpreting the results. We looked at the challenge of a biased sample.(Bagorogoza, 2022)

5. Conclusions

Through the bibliometric analysis carried out in this research work, it was established that the United States was the country with the highest number of records published in the

Organizational Performance and Human Talent Management variables, with a total of 26 publications in the Scopus database. In the same way, it was established that the application of theories framed in the area of Business, Management and Accounting, were used more frequently in the implementation of the development and management of human talent since this part of the organization to improve organizational performance, taking into account this important factor, it is necessary to have a much more critical and dynamic thinking since the bases of these contribute to the success of the organization. which business sector. As the global business landscape evolves, organizations recognize that their most valuable asset is their people, and investing in cultivating human talent is essential for sustained success. A good approach to human talent management allows for a more diverse perspective as they manage to encompass functions such as recruitment, personal development, and ensuring employee commitments. Organizations that prioritize these aspects not only improve the skills and capabilities of their workforce, but also foster a positive and inclusive work culture. In addition, aligning individual goals with organizational objectives ensures a collective effort to achieve overall goals. This synergy creates a motivated, high-performing workforce that adapts to change, is innovative in problem-solving, and resilient in the face of challenges. Good human talent management would not only focus on attracting and retaining the best talent or skills of each individual, but it is constantly improving in order to be at the forefront of new trends in emerging markets and technologies in the digital age. The changing nature of work demands a proactive stance, where organizations foster a culture of learning that fosters continuous skills development and embraces diversity and inclusion.

Finally, we can conclude that the success of an organization with an optimal focus on organizational performance depends on being able to make the most of human capital. The path to optimizing organizational performance through human talent development and management is an ongoing process that requires commitment, flexibility, and a deep understanding of the dynamic interaction between people and organizational goals. By being able to recognize the importance of the work factor in business organizations as a source of innovation and productivity.

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