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## Strategies to optimize the management of human talent. Optimization in the digital age for Latin America.

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### **Abstract**

*In today's global economy, companies face challenges that highlight the importance of efficient human resource management, especially in the "digital age" that digital transformation implies worldwide. A systemic analysis of scientific literature related to the subject was developed. Systems integration in human capital management emerges as a multidisciplinary approach to optimize the performance of human-machine systems. However, no specific strategies for system integration in human capital management in Latin America were found, indicating the need for additional research to fill this information gap.*

**Keywords:** *strategies, management, human capital, bibliographic review*

### **Introduction**

Since the 1980s, when the concept of human resource management effectiveness was proposed, it has become an important element for improving business competitiveness and sustainable development, showing an impact on business performance, organizational innovation, and employee well-being (Heffernan et al., 2022; Yang et al., 2022). In the context of the current global economy, companies are simultaneously facing challenges that highlight the importance of achieving highly efficient human resource management, particularly during what is now known as the "digital era," characterized by the digital transformation of companies worldwide (Zhang & Chen, 2023).

Thus, it is concurrent for companies to change their business models to leverage the exponential changes brought about by the establishment of the digital era, enabling them to act faster and adapt

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more quickly to a constantly changing and accelerating environment (Sharma et al., 2022). This digital transformation has become a fundamental part of corporate strategy, forcing companies to change their way of operating (Heavin & Power, 2018).

Zhang & Chen (2023) pointed out that digital human resource management processes refer to the implementation of state-of-the-art digital technologies in selection, training, development, and evaluation functions. They also emphasized that while this digital transformation offers benefits for business development, potential impacts must be considered, such as the challenges of transitioning between conventional human resource management systems and current ones.

Previous studies have focused on assessing the need for human capital management in the digital era in different types of companies, whether public or private. Zhang et al. (2022) state that as a development strategy and economic driver, local governments need to seize digital era opportunities through the development of a digital economy, tax cuts that promote the digital economy in industrial companies, implementation of policies to attract talent flows and promote a sustainable digital economy, and finally, the promotion of workforce training through programs that enable workers to be fit for digital industries.

Similarly, when analyzing the effects of political human capital management as a system of strategic decisions to increase the competitiveness of the modern state in the conditions of the digital economy, Maltseva et al. (2021) concluded that innovative processes require a comprehensive and strategic approach to managing human capital competencies. This approach necessitates the transformation of policy decision-making systems, reforms for personnel development and education, and the civil preparedness to benefit from digitization, leading to increased competitiveness in the digital economy era.

Based on the aforementioned, it is evident that the integration of management systems can contribute to improvements in human capital management in the digital era by aligning human capital management with business objectives, appropriate technological investment, employee training and development programs, and performance analysis and management.

Therefore, the objective of this study is to conduct a review of improvement strategies for system integration in human capital management in the digital era in Latin America.

## **Methodology**

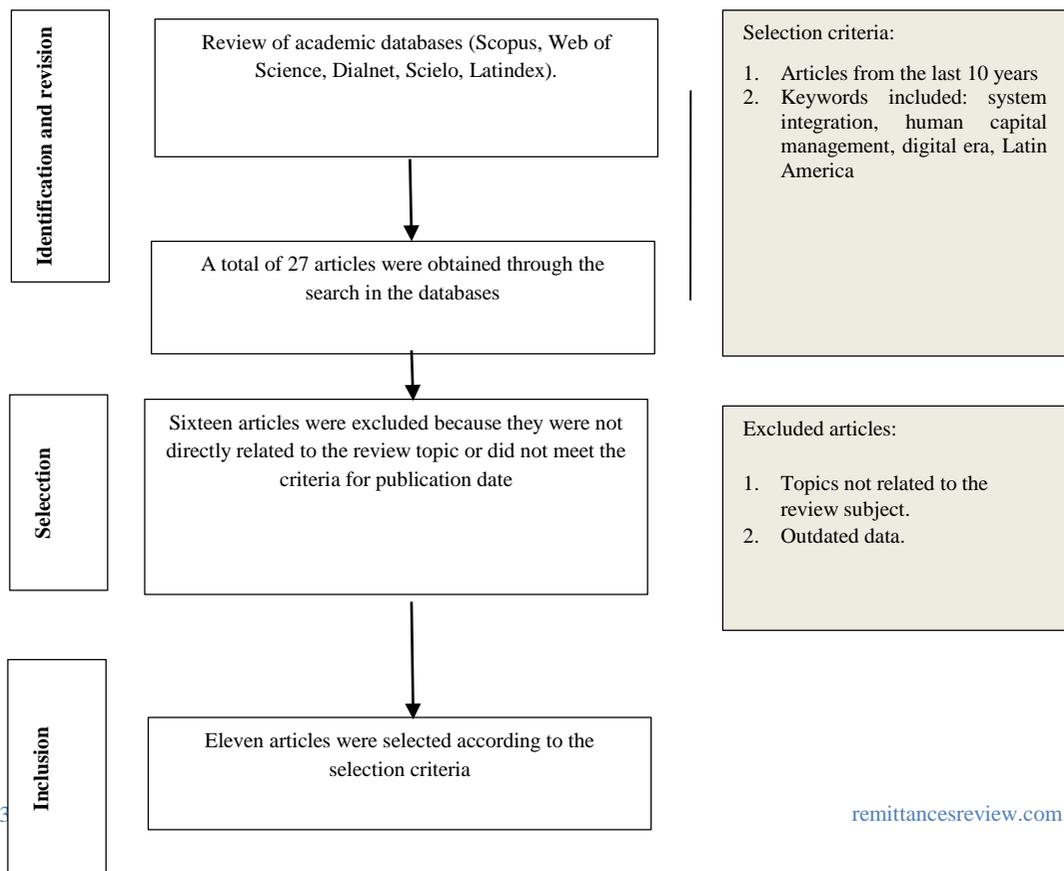
A systematic review was conducted on the trends in system integration strategies in human capital management in the digital era in Latin America as part of improving business performance. The study was carried out under a qualitative approach with a narrative design and descriptive scope

(Sánchez Bracho et al., 2021). According to previous research, systematic literature reviews can integrate a large number of broad studies and help provide a comprehensive overview of the research topic.

The search process was based on queries in major regional and global databases such as Scopus, Web of Science, Dialnet, Scielo, Latindex, among others, using the boolean logical operators "AND" and "OR". The selection criteria included articles obtained from searches using the following keywords in English: system integration, human capital management, digital era, Latin America, and their equivalents in Spanish (Fig. 1).

Additionally, the search was limited to recent years to ensure the inclusion of up-to-date information related to the topic. From the search, a total of 27 articles were found, of which 11 were included for analysis as they showed trends in human resource management in Latin American countries and were compared with studies involving other regions of the world.

**Figure 1.** Design of the search pathway for information on research about system integration in human capital management in the digital era. *Original elaboration*



**Results and Discussion**

A historical review of the main approaches to human resource management in several Latin American countries is presented (Tables 1 and 2).

Table 1. Selected studies on human resource management in some Latin American countries and the world. *Original elaboration*

<b>N°</b>	<b>Title</b>	<b>Publication data</b>	<b>Country</b>	<b>Database and quartile</b>
1	Human resources management in Brazil: tensions and hybridism	Wood Jr., T. (2004). <i>Latinoamericana de Administración</i> , 33: 68-80	Brazil	Scopus Q3
2	Human Management in Colombia: Characteristics and Trends in Practice and Research	Calderón Hernández, G., Naranjo Valencia, J.C. y Álvarez Giraldo, C.M. (2007) <i>Estudios Generales</i> , 23(103): 29-64	Colombia	Scopus Q4
3	Human resource management vs. Human capital management. Differences, coincidences, and contradictions	Zarazúa Vilchis, J.L. (2019). <i>Gestión y Estrategia</i> , 56: 37-50	México	Directorio Latindex, Biblat, MIAR
4	Human Resources Administration Management	Armijos Mayon, F.B., Bermúdez Burgos, A.I. y Mora Sánchez, N.V. (2019) <i>Revista Universidad</i>	Ecuador	Scopus Q3

		y Sociedad, 11(4), 163-170.		
<b>5</b>	Analysis and Proposal of a Human Talent Competence Management Model in the Southern Regional Electric Company	Moreira Sarmiento, M.C. y Paucar-Quishpe, J.A. (2022). Dominio de las Ciencias, 8(2): 3-17		Latindex
<b>6</b>	Human resource management in the public sector in Latin America, 2017-2021: systematic review	Pérez Panduro, S. y Flores, E. (2022) Ciencia Latina Revista Científica Multidisciplinar, 6(2): 3965-4000	Latin America	International Open Access LatinRev
<b>7</b>	Implementation of the action plan for human resources in health and the response to the COVID-19 pandemic	Cho, M. y Levin, R. (2022) Revista Panamericana de Salud Pública, 46: 1-8	Latin America	Scopus Q2
<b>8</b>	Business Intelligence for Human Capital Management	Sousa, M.J. y Días, I. (2020) International Journal of Business Intelligence Research, 11(1):	Portugal	Scopus Q3
<b>9</b>	Human resource management research and practice in Asia: Past, present, and future	Cooke, F.L., Schuler, R. y Varmac, A. (2020) Human Resource Management Review, 30(4): 100778	Asia	Scopus Q1
<b>10</b>	To what extent is corporate social responsibility part of human resource management in the	Xiao, M., Cooke, F.L., Xu, J, Bian, H. (2020)	Asia	Scopus Q1

	Chinese context? A review of literature and future research directions	Human Resource Management Review, 30(4): 100726	
11	Impact of human capital management on organizational performance with the mediation effect of human resource analytics	Kiran, V.S., Shanmugam, V., Raju, R.K., Kanagasabapathy, J.R.	Worldwide Scopus Q4
		International Journal of Professional Business Review, 7(3): 1-27	

**Table 2.** Main contributions of human resource management in some Latin American countries and the world. *Original elaboration*

<b>Tema</b>	<b>Aportes</b>
<b>Human resources management in Brazil: tensions and hybridism</b>	<p>The essay shows, based on the analysis of human resource management in Brazil, that local organizations are managed according to the center-periphery concept, with large organizations with advanced practices located in the center, while as one moves towards the periphery, there are medium and small organizations and informal work that represent very different realities from those in the center.</p> <p>As a conclusion, the essay comments on the distance between the image (discourse) and the substance (fact) of human resource practices in Brazil and the dilemma that professionals in the field face in trying to balance the necessary instrumental orientation for organizational performance with a humanistic orientation focused on the well-being and quality of life of workers.</p>
<b>Human Management in Colombia: Characteristics and</b>	This article addresses the relationship between business modernization and human management in Colombia, describing the characteristics of human management areas and human resource practices related to human resource management.

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**Trends in Practice  
and Research**

It concludes that in Colombia, the few studies on human management practices highlight the need for greater integration between human resource practices and business strategy in large and medium-sized companies. Although economic openness in the country has fostered the development of modernization strategies in human resource management, some aspects such as information exchange and the effects of technology on working conditions have been neglected. However, there is an awareness of the need to develop less reactive strategies and more focused on innovation, supported by the intensive use of knowledge, and human resource policies that facilitate the achievement of organizational capabilities.

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**Human resource  
management vs.  
Human capital  
management.  
Differences,  
coincidences, and  
contradictions**

The article describes the evolution of concepts related to personnel management in organizations, from the focus on Human Resource Management to Human Capital Management, with an emphasis on the similarities and differences between these approaches based on the type of organization and workers involved. It aims to confront the polysemy observed in Administration, particularly regarding the optimization of personnel in organizations.

According to the authors, there is no clear definition between the terms administration and management of human capital, and this varies depending on the country and language.

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**Human Resources  
Administration  
Management**

The study aimed to conduct an analysis of human resource management in business organizations today. It was determined that human resource management not only refers to the mere selection and hiring of employees but is closely related to corporate policies, becoming the primary asset of a company. Thus, the authors point out that Talent Management is associated with human resource management, as it sets the standards for promoting performance processes, personnel evaluation, and training.

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**Analysis and  
Proposal of a  
Human Talent  
Competence**

The study focuses on the analysis of a competency-based management model within the context of organizations, including human talent management, knowledge management, and competency management.

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**Management Model in the Southern Regional Electric Company**

The authors highlight the need for implementing a competency-based human talent management model to improve the organization of the Regional Electric Company of the South. This involves designing an organizational plan that leads to the development of a strategic plan, supported by a technological innovation system and local government leadership, along with a training and development plan for human talent.

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**Human resource management in the public sector in Latin America, 2017-2021: systematic review**

The study was based on a systematic review of scientific literature related to advancements in human resources management in the public sector of Latin America during the period 2017-2021.

The results allowed for the identification of three streams of action. The first stream promotes the professionalization of public administration and criticizes state interventionism. On the other end of the spectrum, there is a tendency to question the meritocratic approach as it is believed to perpetuate inequalities. Finally, the third perspective highlights the benefits and advantages that the private sector can bring to the public sector in terms of human resources management and organizational culture.

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**Implementation of the action plan for human resources in health and the response to the COVID-19 pandemic**

This article aimed to systematize and analyze the response actions related to human resources in health during the pandemic, as reported by 20 countries in the Americas region in the midterm evaluation of the Action Plan on Human Resources for Universal Health Access and Universal Health Coverage 2018-2023 (Pan American Health Organization, 2018). The significance of policies and management of human resources expressed in the Strategy and the Human Resources Plan during health emergencies and normal times is also assessed.

The capacity to plan and manage human resources in health depends on the established and functional structures and competencies of each country. The actions taken against COVID-19 demonstrated the importance of effective management and the installed capacities of health human resources to respond to health emergencies both during times of crisis and normal circumstances. This highlighted the need to review existing public policies to align with the current and future needs

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of health human resources.

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**Business Intelligence for Human Capital Management**

This article presents the results of an exploratory study on the use of business intelligence (BI) tools to aid decision-making in human resource management in organizations in Portugal. The authors highlight that business intelligence is positively associated with decision-making in human capital management. The research also examines the process of information gathered through BI tools from the human resource information system, its impact on the decision-making of human resource managers, and its influence on organizational performance. The study provides insights into practices and gaps, both in terms of human resource management and processes related to business intelligence tools. It identifies various factors that need to work together to facilitate effective decision-making.

**Human resource management research and practice in Asia: Past, present, and future**

The article provides insights on how to address human resource management issues in China, based on an analysis of research published over the past twenty-five years. It covers various aspects related to the psychological contract, work-life interface, corporate social responsibility, multinational corporations and their subsidiaries, challenges in global talent management, convergence-divergence, from state socialism to post-state socialism, and the incorporation of context. The authors suggest areas that should be further investigated, including employee voice, diversity and inclusion, employee well-being and resilience, preparedness and response to crises, and green human resource management.

**To what extent is corporate social responsibility part of human resource management in the Chinese context? A review of literature and future research directions**

The authors emphasize the importance of corporate social responsibility (CSR) in relation to human resource management in the Chinese context. Through this review, they identified several limitations in the emerging body of CSR research in relation to human resource management in China. Therefore, the authors highlight the need for interdisciplinary and multi-level research aimed at solving organizational problems to make CSR-HRM studies more legitimate and relevant for companies and societies. Research on CSR-HRM in Chinese companies should also be situated within the international context with broader implications, as Chinese companies do not operate in isolation. Instead, they are governed, directly or indirectly, by

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international institutions and seek to influence global governance simultaneously, with implications for HRM. Lastly, research on CSR-HRM in the Chinese context should be framed within a broader framework and assess real-life issues and impacts.

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<b>Impact of human capital management on organizational performance with the mediation effect of human resource analytics</b>	Through metadata analysis, the authors emphasized that Human Capital Management is necessary to achieve organizational performance, and companies need to identify the best solution by prioritizing employee experience. Human Capital Management represents the knowledge base of an organization's personnel and serves as a critical source of innovation. Therefore, Human Capital Management can be considered one of the most important intellectual resources of a company, and the higher the level of Human Capital Management within the organization, the higher the level of individual Human Capital Management.
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According to Wood (2004), in Brazil one of the main challenges for human resource managers is to become part of the Brazilian reality, striking a balance between utilitarianism and humanism that translates into the orientation of individuals and resources towards the fulfillment of business objectives without neglecting the satisfaction of human desires for achievement and emancipation. This, according to the authors, is a challenging task.

Similarly, the analysis carried out in Colombia by Calderón et al. (2007) suggests that although there has been development of modernization strategies in human resource management in the country, such as improvements in training for workers, middle management, and executives, as well as in industrial safety and international models, there are still several aspects that remain inadequately addressed, including worker participation, compensation systems, information exchange, and, primarily, taking into consideration the effects of technology on working conditions.

According to Zarazúa (2019), one of the reasons explaining the wide gap in the vision of efficient human resource management is the rejection of both workers and employers towards training, even though training is an essential element for the optimal functioning of any business organization, as it allows workers at any level to acquire knowledge, skills, and attitudes that optimize the organization. Therefore, the management of human capital is increasingly important in shaping corporate policies aimed at planning, organizing, coordinating, developing, and controlling the efficient performance of a company's personnel. Knowledge, experience,

motivation, skills, abilities, and competencies make human resources the main asset of a company, ensuring the functioning of the various areas of the company (Armijos et al., 2019).

Apart from the effect of training and talent development, another important aspect is the approach to human capital management. Some companies use tools and techniques based on a function-based organizational scheme, disregarding the potential of competency-based organizational management (Moreira & Paucar-Quishpe, 2022). On the other hand, an approach based on strategy and planning is key in guiding and strengthening human capital management. Both aspects need to be constantly evaluated to obtain feedback that allows the review and redefinition of policies, institutional structure, and human resource management capacity in order to be able to respond adequately, swiftly, and timely to eventual or everyday situations in an organization (Cho & Levin, 2022).

However, the recent COVID-19 pandemic has affected human capital management practices, which constitutes a new challenge to reconsider the new trends in human resource management (Cooke et al., 2020), accelerating the need to use of systems with Artificial Intelligence (AI) in all sectors, including human resource management, and thus the term e-HRM arises, which manages all human resource activities with reduced administrative and human resource costs and at In turn, it increases productivity and efficiency, and provides opportunities to perform more strategic tasks (Nyathi & Kekwaletswe, 2023; Poisat & Mey, 2017).

Pérez Panduro & Flores (2021) emphasized the need to implement modern management tools that enrich human resource management by incorporating concepts of results, organizational strategy, and, concomitantly, the incorporation of electronic strategies, which together would contribute to improving administrative systems, demanding the involvement of workers as agents of change from both a professional and personal standpoint.

The advancement of technological innovations has had a significant impact on human capital management, and Information Technologies (IT) play a crucial role (Sousa & Dias, 2020). The implementation of Human Resources Information Systems (HRIS) has become a central element in effectively managing human resources functions. These systems allow for the acquisition, storage, manipulation, analysis, retrieval, and distribution of information, effectively combining people and data, two critical resources in a knowledge-based economy that impact overall company performance (Sousa & Dias, 2020).

Additionally, the integration of systems in human capital management arises as a multidisciplinary approach to optimize the performance of human-machine systems, considering the characteristics and capabilities of both human operators and technological systems. This has led to the

development of highly automated systems that require minimal human involvement (Xiao et al., 2020). System integration allows for better-prepared individuals and a more suitable work environment, enabling organizations to meet different hiring requirements, efficiently carry out and deliver transferred processes, act on real-time feedback and learn from it, and develop new ways of working through formal employee training, work-based knowledge, and relevant work experience (Ahmed & Ahmed, 2023).

## Conclusions

The integration of systems in human capital management in the digital era in Latin America can be improved in various ways. However, according to the research, specific strategies within the consulted literature were not found. Instead, information is provided about the challenges and opportunities for the region to improve its competitiveness and achieve sustainable development through regional integration and improvements in education, infrastructure, innovation, and the quality of public services. Additionally, some countries in the region are investing in education and implementing reforms to improve its quality, although there are still inefficiencies that need to be addressed, such as the need for the implementation of an integrated human resource management platform that allows for the automation of many processes between systems and the integration of data from different sources, facilitating decision-making and collaboration between departments. This includes aligning the systems approach with the organization's human resource strategy, so that it supports the company's objectives, and not the other way around. Collaboration between the IT and HR departments is necessary to ensure data security and quality. Employee training in the use of systems is essential for effective and efficient system utilization. Data quality improvement is necessary to make more informed decisions and reduce unnecessary work time due to error correction. Finally, the adoption of new technologies and trends in the industry is important: staying up to date with the latest technology and human capital trends is crucial for improving and maintaining a competitive advantage. For example, artificial intelligence can help automate processes and improve the accuracy of predictions regarding employee turnover.

Lastly, system integration should also include a focus on teamwork and collaboration among employees. A well-integrated system can facilitate collaboration and teamwork in the digital environment, improving efficiency and productivity. In general, the integration of systems in human capital management in the digital era can be a powerful tool to enhance the efficiency and effectiveness of HR processes within an organization.

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