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Strategic Human Resource Management from a sustainable approach¹

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Abstract

This research describes the strategic management of human talent from a sustainable approach. Through documentary review, study and reflection of Theoretical Contributions of disciplinary, classical and current research; With an interpretation of subjectivity as the central point of the concept of human life in conjunction with society. The findings reflect new models for the management of people with Social initiatives, forgetting the environmental, thus prevailing

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new human resources policies; with an emphasis on human rights, diversity and the environment, involving emerging trends adapted to the glocal context.

Palabras claves: gestión estratégica de talento humano, talento humano estratégico, gestión estratégica de talento humano sustentable, enfoque sustentable.

Gestión Estratégica de Talento Humano desde un Enfoque Sustentable

Resumen

La presente investigación describe la gestión estratégica de talento humano desde un enfoque sustentable. Mediante la revisión documental, estudio y reflexión de aportes teóricos de investigaciones disciplinares, clásicos y actuales; con una interpretación de la subjetividad como punto central de la idea de vida humana en conjunción con la sociedad. Los hallazgos reflejan nuevos modelos para la gestión de personas con iniciativas sociales, olvidando lo ambiental, por tanto, se hace imperante nuevas políticas de recursos humanos; con énfasis de los derechos humanos, diversidad y el ambiente, involucrando tendencias emergentes adaptadas al contexto glocal.

Keywords: strategic management of human talent, strategic human talent, strategic management of sustainable human talent, sustainable approach.

1. INTRODUCTION

The management of human talent (MHT) in the early years indicated the state reached of activities executed by people, remaining unchanged despite the new strategic vision in recent times. The approaches to human management are changing worldwide, coming from the business environment, transfer of corporate models and

techniques, both for profit and without it. For COFF and KRYSZYNSKI (2011), SCHULER and TARIQUE (2012), ADUNA, GARCÍA and CHÁVEZ (2013), CUESTA (2015), MAXWELL (2016), ARMSTRONG (2016), ROBBINS (2018), RAMÍREZ, CHACÓN and EL KADI (2018) and WIKHAMN (2019). They are based on the concept that human beings are talents and not resources that can be disposed of at will, with possibilities for development, applicability and contribution, with a view to sustainability in response to the organization's strategy.

In Latin America, it was perceived as a way of working with people, whose objective was based on the diagnosis of functions, evolving into a strategic tool in order to grant the leader, accurate guidance for the productive action of the organization. In South America, countries such as Argentina, Brazil, Ecuador and Peru have implemented MHT in their organizations with strategies to accompany personnel, compensation and retention policies; generating a positive effect towards the achievement of objectives (RAMÍREZ, VILLALOBOS and HERRERA, 2018). This shows that the implementation of strategic organizational elements considering a sustainable approach to MHT are determining factors for the effectiveness and permanence of the company in the market.

Current theories of human management have ceased to correspond to the exclusive domain of one area of knowledge, whether sociology or administration, but are juxtaposed in a mixture of approaches that from different sciences and disciplines are integrated

to produce a new theoretical-practical construct used by the administration to address the subject of study: the actors of the organization. Making possible the establishment of the business strategy, believing in people as a source of sustainable competitive advantage, management culture that shares and defends this belief, human talent leaders who understand the implications of human capital on business situations and can modify the human resources system to solve these problems, allowing to make aware that the function of human management today is to form strategists rather than passive collaborators (FAYOL, 1971; CAPLAN, 2014; DODGSON, GANN, and PHILLIPS, 2015; WHEELLEN, HUNGER, HOFFMAN and BAMFORD, 2018; STAHL, BREWSTER, COLLINGS and HAJRO, 2019; HAMADAMIN and ATAN, 2019).

The term sustainable in the strategic management of human talent, defines operational and administrative criteria (ANSOFF, 1991). These are dimensions that include goals and policies of the organization, consistent with the actions to be fulfilled with the environment (GAVINO, WAYNE and ERDOGAN, 2012; MINTZBERG, QUINN and VOYER, 1997), considering environmental, social and economic aspects, balanced in the search for development and an adequate quality of life (PORTER, 1980; CHAMBERLAIN, 2010; GUTIÉRREZ and GONZÁLEZ, 2012; CAPLAN, 2014; MÜNCH, 2014; CHIAVENATO, 2017; RAMÍREZ, LAY, AVENDAÑO and HERRERA, 2018; VILLALOBOS and RAMÍREZ, 2018). Their involvement provides an ethical foundation,

such as intergenerational justice, intra-generational equity or ecocentric concerns for biodiversity preservation.

In this sense, issues and topics of human strategic management from the theoretical-practical point of view have changed over time, focusing on supporting the development of the capacities of the employees, carrying out management by competences and knowledge, adequately directing human talent, rather than controlling, supervising and simply managing the personnel with a view to obtaining their sustainable performance (MÜNCH, 2014; VILLALOBOS and RAMÍREZ, 2018).

In studies carried out on the strategic management of human talent by SCHIEMANN (2014), the results are due to the need to adopt a particularistic versus universalist approach, to conceptualize and operationalize talent management in the international context, with a view to sustainability. At the same time, for CAPLAN (2014) and RAMÍREZ, VILLALOBOS and HERRERA (2018), it is important to develop strategic human talent for inclusive management focused on promoting sustainable talent, providing knowledge management to maximize the effectiveness of the business process impacting the environmental, social and economic. When studying the authors cited above, it can be said that these situations are occurring in the real sector, conceived as organizations linked to the actions of the nation regardless of their nature, with shortcomings in factors: environmental, social and economic, affecting the management of human talent.

Therefore, the research formulates the following question: How is the strategic management of human talent from a sustainable approach?

It is worth nothing that, by not knowing the sustainable approach associated to MHT, the organizations will probably lose the favorable achievement of their results, which goes beyond the evaluation of the common administrative processes, making it impossible for the best practices of human talent to strategically direct the activities of the organization according to its corporate principles. To this end, the strategic management of human talent from a sustainable approach will make it possible to: plan, develop, execute, evaluate and control systemically the integral processes of the organization, based on the admission, application, compensation, development, retention and monitoring of people, through initiatives that tactically increase the sustainable development of the company.

In this context, it is necessary to describe the strategic management of human talent from a sustainable approach. Through documentary review, study and reflection of theoretical contributions from classical and current disciplinary research; with an interpretation of subjectivity as a central point of the idea of human life in conjunction with society. Focusing the labor performance that can be developed by human talent, conformed by a series of integral and transversal elements that positively affect the systemic areas of the company, developing competitive qualities in human talent to implement policies and create a favorable organizational structure, leading to an allocation of resources that makes it possible to

successfully achieve these strategies, from three dimensions: environmental, social and economic.

2. THEORETICAL FUNDAMENT

2.1 Strategic Management of Human Talent from a Sustainable perspective: a documentary and study approach

Today, human beings are capable of recognizing the effects that their activities have on the non-renewable resources of planet Earth. For this reason, in recent years, organizations have directed their efforts towards significantly reducing the environmental impact that they generate by improving the processes of the resources that they manage and consume for subsistence, thus becoming part of a sustainable approach. For HERRERA, GUERRERO and RAMÍREZ (2018), the documentary and study approach provides a way of understanding reality, using primary and secondary sources that allow doubts, hypotheses or theses to be clarified on a subject of interest such as the case of strategic management of human talent from a sustainable perspective.

The strategic management of human talent (SMHT) of companies in a globalized and constantly changing world requires policies that respond to how to manage with people in a sustainable manner, related to business requirements to retain competitive capabilities. Nowadays, human talent is conceived as tangible and

intangible value, which integrates competencies that give life, circulation and operation to every organization.

For BYARS and RUE (2007), human resource management has broadened its field from being a simple administration of traditional employment activities, labor relations, remuneration and benefits, to being much more integrated with strategic planning of the same. Management involves the activities to be carried out by the individual or in which he or she will participate, related to the recruitment and selection of personnel, career planning, training and development, job analysis and description, industrial health and safety programs, compensation systems, among others, all of which have as their main objective the job satisfaction of both the company and the personnel.

According to CUESTA (2015) and RAMÍREZ, VILLALOBOS and HERRERA, (2018), conceptualize SMHT as the set of decisions and organizational management actions that influence people, seeking continuous improvement during the planning, implementation and control of business strategies, considering the interactions with the environment, with a view to sustainability. At the same time, RAMÍREZ, ESPINDOLA, RUÍZ and HUGUETH (2019), expose that the SMHT, is a new and unfamiliar term, a difficult challenge and at the same time attractive, but much remains to be done. Companies must be dynamic, flexible and adapted to the frenetic evolution of society and markets; they are indispensable capacities to adapt their management in a fast and agile way to avoid becoming outdated.

The data reported in the investigations of PORTER (1980), ANSOFF (1991), MINTZBERG, QUINN and VOYER (1997) CHAMBERLAIN (2010), GAVINO, WAYNE and ERDOGAN (2012), GUTIÉRREZ and GONZÁLEZ (2012) CAPLAN (2014), MÜNCH (2014), CUESTA (2015), CHIAVENATO (2017), RAMÍREZ, VILLALOBOS and HERRERA (2018), RAMÍREZ, ESPINDOLA, RUÍZ and HUGUETH (2019) and RAMÍREZ, LAY and SUKIER (2020), placed clear that the SMHT generates competitive processes from a sustainable point of view, considering integrally all the administrative and operative functional areas of application, being these the labor force, originating assertive decisions, fueling criteria of control to administer responsibly all the resources, shielding the progressive organizational management and of each actor that constitutes it, avoiding any margin of error according to factors: environmental, social and economic.

Taking this into account, the sustainable approach is aimed at preserving the environment by reducing the social impacts that organizations may have through practices that in turn allow them to stay on their feet, without affecting the quality of life of their employees (CRUZ and OJEDA, 2013). In this regard, CHAMS and GARCÍA (2019), express that there are significant contributions in the sustainable approach of companies, where there is an interpretation aimed at open systems that include employees, community and strategic partners, for their prosperity and quality of life, through efficiency and innovation. These authors also emphasize the balance

that must exist between the two paradigms of sustainability: the economic and environmental extremes.

When considering such contributions, for those who research the SMHT from a sustainable approach is a process that articulates the subsystems of human talent, contributing people with distinctive capabilities to the progress of any organization regardless of its nature and principles, establishing a triangulation of factors: environmental, social and economic, developing new practices to do things with the optimization of resources, elements and capacities, obeying the administrative and operational support of human management, favoring the transfer of knowledge and innovation, guaranteeing an integral approach of the human being, both personal as labor, favoring the generation of value in the dynamic corporate productive chain, showing tangible and intangible attributes, adapted to the needs of the environment (Table 1).

Table 1. Attributes of strategic human talent management in organizations from a sustainable approach

<p>Sustainable development of the strategic potential for value generation. Commitment of human management to sustainable strategic plans. To lead and link the organizational strategy towards innovative sustainable working methods. Continuous improvement during the planning, implementation and control of organizational strategies, considering the interactions with the sustainable environment. Attract, select and retain competitive human talent that impacts environmental, social and economic factors in a favorable and innovative manner.</p>

Source: Prepared by the authors (2019)

Based on the attributes of strategic management of human talent in organizations from a sustainable approach, it is essential that business management systems that are aimed at this end, should be first comprehensive, addressing the requirements of organizations, individuals and communities (CRUZ and OJEDA, 2013). In this way, strategic management systems with a sustainable focus seek, according to MARTÍNEZ and BLANCO (2013), to permanently comply with the principles of environmental, social and economic development; starting from productivity as a process to meet the needs of society without leaving aside the needs of the environment.

On the other hand, corporate sustainability has a series of levels (superficial sustainability, value-based and fundamental sustainability), which allow us to describe the presence of sustainability in an organization, enabling the development of strategic management of human talent, reward systems, training processes, values and strengthening the basic assumptions of collaborators, around environmental issues (LINNENLUECKE and GRIFFITHS, 2010).

In this sense, one of the levels of corporate sustainability according to GARCÍA (2017), is the superficial aspect of sustainability, which is manifested through technical solutions, reporting and integration of sustainability principles and provisions to the different processes of the organization (processes, structures and behaviors). It focuses on aspects such as presentation and integration of the organization and its processes, covering structures and guidelines on strategic management. In this way, it is recognized that

this level is the one directly related to the activities of the management area.

This process implies conscious and firm actions on the organizations in order to achieve real goals, which remain productive over time, for the improvement of environmental, social and economic business performance; integrating company activities towards sustainable management, aimed at management commitment and leadership, compliance with current legislation, participation and communication, continuous improvement and transparency and public disclosure. MARTÍNEZ and BLANCO (2013) number three elements of sustainable management: (a) social, (b) environmental and (c) economic. These elements are also mentioned by FUNDACIÓN ECOLOGÍA y DESARROLLO (2007, p.5), where it is stated that "in order to be sustainable in their management, companies must be economically viable, under a healthy social environment". For CARABIAS (2012), and OLMOS and GONZÁLEZ (2013), these approaches are oriented to the:

Economic sustainability: implies a social context in which there is well-being and economic growth, benefiting the community, offering the opportunity to be happy. Under the following criteria: (a) productivity and competitiveness, improving quality standards, which provide differentiating features that can be qualified by the market; (b) committed to efficiency, where resources and capacities are used and taken care of to the maximum; (c) development of innovation, to create lasting solutions; identification of (d) limits of resources,

gradually replaced by renewable resources; and establishing the (e) difference between growth and development, that is, it implies a quantitative increase, and the improvement of qualities. For this reason, it is the capacity of the economies in territorial terms to grow and generate equitable and permanent wealth, which entails high social mobility and integrally strengthens production and consumption with expected balances; starting from the required macroeconomic stability, but focusing on the microeconomic dynamics.

Environmental sustainability: refers to the efficient and rational use of natural resources (water, light, air, flora and fauna), so that it is possible to improve the well-being of societies without compromising the quality of life of future generations. It implies taking into account the limits of resource renewal, nature's cycles, and achieving a balance between human beings and their environment, that is, considering the aspects of life, from the creation of ecological homes and environmentally conscious communities to supply of sustainable food, renewable energy, furniture and low ecological impact clothing.

Social sustainability: this requires respect for the human rights (economic, political, cultural, gender) of all communities around the world. It means supporting initiatives aim to preserve the traditions and rights of regional communities on their territory.

In tackling the documentary and study approach, regarding the strategic management of human talent from the sustainable, it can be said that the economic, environmental and social factors, are linked

among themselves as systemic properties for the competitive strategic management and that despite their articulation, these can be directed in an isolated way, seeing themselves as axes of action, which can be fed among themselves, keeping companies in time, in the face of an aggressive, variant and increasingly demanding market, where supply and demand give rise to emerging models of companies that respond to the needs of the environment, maximizing their resources, capacities and elements, where human talent plays a vital role in the application of innovative goals that impact the final consumer, bringing life to the business networks, stakeholder and cluster.

The documentary and study approach, has allowed to establish the indicators of the strategic management of the human talent, in the economic aspects it approaches aspects that consider the administration of the productivity and competitiveness, efficiency, innovation, renewable resources, growth and development. From the environmental point of view, it guarantees the efficient and rational use of natural resources for the improvement of the well-being of societies, establishing limits for the renewal of resources, through the creation of ecological homes and communities with environmental awareness; as for the social approach, the integral respect for human rights of the living being, cultural preservation and care of its environment (Table 2).

Table 2. Indicators of strategic human talent management from a sustainable approach

Sustainable approach	Indicators of the strategic management of human talent
Economical.	Productivity and competitiveness. Efficiency. Innovation. Using of renewable resources.

	Growth and development.
Environmental.	Efficient and rational use of natural resources (water, light, air, flora and fauna). Improvements in the welfare of societies. Establishment of resource renewal limits. Balance between human beings and his environment. Creation of ecological homes. Environmentally conscious communities. Sustainable food supply, renewable energy, low ecological impact furniture and clothing.
Social.	Respect for human rights. Respect for economic rights. Respect for political rights. Respect for cultural rights. Respect for gender rights. Preservation of traditions and territory.

Source: Own elaboration (2020)

2.2 Strategic Management of Sustainable Human Talent: as an emerging trend

Faced with the new challenges of the current era, organizations have been given space to innovate and reinvent themselves, seeking original ways of doing things, in order to captivate the target market, and with it the search for profitability, loyalty and durability over time. Investigations such as those of PORTER (1980), FAYOL (1971), BYARS and RUE (2007), CARABIAS (2012), GUTIÉRREZ GARZA and GONZÁLEZ (2012), OLMOS and GONZÁLEZ-SANTOS (2013), CAPLAN (2014), CUESTA SANTOS (2015), DODGSON, GANN and PHILLIPS (2015), ARMSTRONG (2016), MAXWELL (2016), CHIAVENATO (2017), RAMÍREZ, LAY, AVENDAÑO and HERRERA (2018), RAMÍREZ, VILLALOBOS and HERRERA

(2018), RAMÍREZ, MARCANO, RAMÍREZ, LAY and HERRERA (2019) and RAMÍREZ, LAY and SUKIER (2020), have placed of manifests initiatives of studies of the human in the labor world, being this relevant to reinforce the thesis of new trends for the management of people with a sustainable approach.

Given this premise, the new emerging trends that involve the strategic management of sustainable human talent are oriented towards flexibility in labor relations, virtualization, gamification, promotion of organizational culture, multipurpose positions, labor instability, self-training, outsourcing, new unionism, self-motivation, human development, labor welfare, happiness, love, resonant leadership and social intelligence. These indicators have an impact on the economic, environmental and social factors, conditioned by the time, schools of thought, and their evolution, in a world in constant change, where the political factor is affected by the aggressive challenges of the world, altering the quality of life of the living being, resulting in their labor action.

When mentioning the *flexibility in labor relations* or deregulation of the labor market, it sets forth moderating criteria of labor rights that remove regulations for hiring and unhiring employees, regardless of the nature of the company. *Virtualization*, is conceived as the use of technological resources to offer services and products, adapted to the needs of the market, giving answers to concrete solutions. According to *gambling*, it is a learning technique that transfer the recreational to the educational-professional area in search

of better results, to absorb knowledge, improve some skill, or reward concrete actions, among other objectives. Referring to promotion of the *organizational culture*, the aim is that personnel appropriates the philosophy of the company, which in turn are the facts that show recognition of them.

Multipurpose positions avoid the customs of a defined work specialty, procedure or defined activity, which sometimes must be adjusted to a flexibility for the development of other functions that can positively affect the workforce of the collaborator, ensuring the integrity of work activities. The *labor instability*, is an effect caused by globalization and technology, considered at the moment like a world-wide tendency of new human generations from the Second World-Wide War, like: Baby Boom, X, Millennials and Centennials, ending with certain paradigms in the companies according to new models to manage and to make organizations, transforming new ways to consolidate goals, schedules, levels of reports, management tools and communication.

Self-training is a decision taken by the employee to train according to his/her needs in his/her career plan, adapting to the requirements of the environment, which ensures that the talent is competitive in the market. While *outsourcing*, is a strategy that large companies have to reduce contractual investments, which leads to the creation of service companies and reach new markets. All this has developed a *new unionism*, adapting to the new changes and seeking a

win-win, without affecting in a particular negative way and own interests, respecting rights and duties.

Moreover, *self-motivation* consists in provoking in the human being the capacity to stimulate himself/herself, doing what he/she loves. The *development of the human being*, integrates the formation of human talent and future projection according to their interests. *Work welfare*, focused on subjective or psychological aspects of the collaborators such as job satisfaction, work relations, bonding to work and personal values. Focused on objective conditions of the business context, such as management systems, physical structure, environmental factors and professional safety.

Concerning the term *happiness*, is a state of mind, which gives human talent joy, enthusiasm, energy and satisfaction. At the same time, *creativity*, given by innovation and creation of strategies to adapt to situations in the environment. *Love*, is the desire, respect and understanding of being before others, without detracting from any kind of affection or contribution, in any situation. According to the *resonant leadership*, it is in tune with people's feelings and channels them in an emotionally positive direction, by sincerely expressing its own values and emotions of the people around it. He manages to connect with his interlocutors and even transforms his moods positively. Regarding *social intelligence*, it implies the use of skills to relate to and influence others in a situation with the environment, it refers to the social sensitivity of people, managing their relationships with others.

3. FINAL CONSIDERATIONS

According to the discussion of the results, it is concluded that: (a) in this last decade, models have been developed in the SMHT, for the achievement of competitiveness of the organizations before conditioning factors, prioritizing in the change of traditional approaches of human management, giving meaning to the needs of its people and market, strengthening differentiating features with strategic systemic character, with social initiatives and forgetting the environmental, (b) the studies in reference show that, the environmental factor challenges the human race, inciting the organizations to make decisions about the environment and its global impact that it generates in the industry, adopting strategies that mitigate the effects of the degradation of the natural resources.

The (c) imperative to establish policies appropriate to the nature of the company, taking into account the personnel to idealize and appropriate its principles, and the performance conferred by their role as articulator of the strategies originated, (d) the theories in reference show that the issue of SMHT from the sustainable, is multi-variable, it has a social impact on the way human beings and their culture think about being, making it difficult to describe the human race and its actions within organizations, due to its traceability according to the time, schools of thought, and its evolution, in a constantly changing world.

Meanwhile, (e) the reflections on the strategic management of sustainable human talent, emphasize respect for human nature, diversity and the environment in which it develops. The authors studied agree that people have their own capacities and that these are the only ones that can propitiate the maximization of resources in the organizations, with a view to the strategic and competitive, where the economic, environmental and social, generates an added value for the quality of life in the world. (f) The use of technology is necessary to support sustainable work, although it could create new knowledge gaps in human talent by not knowing its usefulness, seen as an opportunity to improve the strengthening of skills, managing all types of resources properly, and thus take advantage of potential markets.

At the same time, (g) there are investigations of indications of the sustainable approach within organizations, but the whole world has other occupations that detract from this variable of study, recovering the economic strength before the social and environmental, more if it is referred to the human talent as a socio-strategic, impacting favorably in the human resources practices. Another issue to be highlighted are (h) the new emerging trends that involve the strategic management of sustainable human talent, which are oriented towards flexibility in labor relations, virtualization, gamification, promotion of organizational culture, multipurpose positions, labor instability, self-training, outsourcing, new unionism, self-motivation, development of the human being, labor welfare, happiness, creativity, love, resonant leadership and social intelligence.

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