



INNOVATION AND ITS INFLUENCE ON HUMAN TALENT AND ORGANIZATIONAL PERFORMANCE

HAROL LORA-GUZMÁN¹. JAIME GONZÁLEZ-DÍAZ². DIEGO CARDONA-ARBELAEZ³ CLARA BRITO-CARRILLO⁴

¹PhD in Social Sciences, mention in Management. Professor at the Universidad Libre, Cartagena. Email: harolds.lorag@unilibre.edu.co. Orcid: 0000-0001-6945-0999.

²PhD in Social Sciences, mention in Management. Research professor at the Universidad del Sinú. Email: jaimegonzalezd@unisnu.edu.co. Orcid: 0000-0002-9441-5543.

³PhD in Administration. Professor at Universidad Libre, Cartagena and Universidad de Cartagena. GISEMA Group Leader. Email: diegoa.cardonaa@unilibre.edu.co. Orcid: 0000-0002-9123-0156.

⁴Magister en Desarrollo y Gestión de Empresas Sociales. Docente de la Universidad de la Guajira. Email: clarabrito@uniguajira.edu.co. Orcid:0000-0001-8788-7326.

Abstract

This paper is a literature review on innovation and its influence on the performance of human talent in organizations. The proposed methodology is developed from the search in the Scopus database, between 2016-2022, inclusion and exclusion criteria were applied in the search. The proposed objectives were to determine the number of documents developed in the indicated timeline, in the same way in which area or sector, as well as the countries and journals in which these documents are located. The results show that the development of documents on innovation and human talent for a better organizational performance has a significant growth, and China and the United Kingdom are identified as the countries from which most of the published articles originate.

Keywords: innovation, human talent, organization, performance.

INTRODUCTION

Today, innovation is a key factor in organizational success. In an increasingly competitive environment, companies that fail to adapt to market changes and are unable to offer new products and services run the risk of falling behind and losing market share. Therefore, innovation is fundamental for the growth and expansion of organizations since it allows companies to differentiate themselves from their competitors. In fact, if a company focuses on creating new products or services from its portfolio, it can stand out in the market, which translates into greater sales opportunities, in addition to communicating an interesting corporate image, attracting new customers, and building loyalty among existing ones.

Innovative organizations are oriented to the development of new technologies and new methods that allow them to reduce costs and production time. This leads to a better operational efficiency, allowing them to be more competitive in terms of cost structure. Likewise, innovative practices also have an impact on the quality of the products and services offered, as well as on their design and creativity in organizational processes, which are key aspects for the development of organizations.

Theoretical references

When innovation and its influence on the organization's performance are related, some studies point out that companies that promote innovation processes have a positive effect in economic terms and in terms of human talent as a productive factor. The positive impact on human behavior materializes because the company successfully uses technological innovation to improve the performance of human resources. The ability to innovate is a built-in characteristic necessary to aspire to compete and strengthen one's position in the market, and it is not easy to achieve, due to the financial and structural demands involved (Leyva et al., 2020; Rojano et al., 2022).

In the same vein, other authors manage to demonstrate the mediating role of innovation between people's talent management and organizational results. In other words, they highlight the importance of some internal factors of an organization to lead to better organizational performance (Rio et al., 2022). On this point, there are authors who agree in highlighting innovation and entrepreneurship as



mediating variables between the commercial, operational, and financial management activities of companies in certain economic sectors (López and Garza, 2019; Martínez et al., 2017).

Regarding the relationship between innovation and human talent management (selection, coaching and training, compensation, evaluation and development), some scholars highlight the challenge for human talent management to enable the organization to obtain sustainable competitive advantages through the use of protocols consistent with its strategic direction, which makes it possible to identify the capabilities and competencies of workers to improve their performance and the development of innovation (López et al., 2018; Cortina et al., 2019).

Among the studies that highlight the mediating role of innovation with other organizational variables, there is one that highlights its impact on exports of a sample studied. In particular, it emphasizes the mediating role of technological innovation, in terms of its size and scope, with positive effects on the export performance of the firms studied (Azar and Ciabuschi, 2017).

In the same direction, but this time from the point of view of organizational innovation and marketing innovation, researchers describe the positive, significant and superior impact of these types of innovation on business performance. These authors point out that the positive effect of innovation is more visible in companies that are in early stages of growth than for companies that are considered consolidated, and also highlight cost, market and regulatory barriers as obstacles to the development of innovation for some companies. Therefore, it is recommended to pay attention when formulating strategies, emphasizing innovation processes (Acuna and Castillo, 2018).

This importance of innovation in the formulation of strategic direction is highlighted by other authors who indicate how entrepreneurs perceive greater benefits from innovation in terms of products, processes, management, or marketing. Moreover, this gain in intellectual capital and innovation can enable greater precision in the operational and financial forecasts necessary for the achievement of organizational objectives (Magdaleno et al., 2019; Khalique et al., 2018).

Returning to the organizational topic, other researchers highlight how decentralized organizational structure fosters innovation, due to the distribution of decision-making rights facilitated by this type of organizational design. That is, innovation can emerge when employees are empowered, especially in the context of organizational operations (Marín and Cuartas, 2016).

On the other hand, there are authors who document how organizational commitment has a positive and significant impact on the degree of orientation to organizational learning and innovation, and how these in turn have a positive and significant influence on the performance of small and medium-sized companies (Martínez et al., 2018; Pastor, Rodríguez and Collado, 2019). This is clear in other research that details how innovation evidenced in the technological muscle of a company allows it to obtain better results. That is, a company with technological capabilities would be in a better position to increase its level of efficiency, and to achieve better performance and positive results (Ferrer, 2018; Vega et al., 2020).

Likewise, innovation contributes in various ways to the dynamic relationship between market performance and new products, just as learning and the formulation of new business solutions are part of the company's development. The above closely linked to the manager's attitude and his incentive system, as well as good relationships with suppliers, contribute to the development of innovation in the company and even have an impact on other business activities (Machová et al., 2016).

It is important to highlight the contribution of innovation to efficiencies directly in the operations area of different companies. Thus, the result of innovation in the productive process is established, as the innovative changes in the company's operating systems, and defining processes in their most critical service levels, demonstrated the benefits of the improvements applied to the fundamental values of the companies analyzed (Ruiz et al., 2020).

When relating innovation and its influence on the performance of the organization, it is possible to find voices that highlight how innovation plays an important mediating role with the management of human talent for business development, without ignoring that it also has a predominant role in other business processes such as commercial, operational, and financial management, with its consequent positive effect on organizational performance. The above indicates that innovation should be a

fundamental part of the strategic direction of any organization, as well as how a decentralized organizational design that empowers the work team facilitates innovative processes; of course, all of the above will require managerial commitment and orientation to organizational learning.

Table 1. Research contributions on innovation and its approaches.

Authors	Approach	Relation
Leyva, Espejel y Cavazos 2020	Innovation has a positive effect in terms of economic and human talent management.	Innovation and human talent
Río et al., 2022	Mediating role of innovation with human talent management	
López, Urquiola, y Capa, 2018	Mediating role of innovation with human talent management	
López y Garza, 2019; Martínez, Tamayo, y Gamero, 2017	Innovations mediating variables with commercial, operational, and financial management	Innovation and business performance
Azar y Ciabusch, 2017	mediating role of innovation on export performance	
Acuna y Castillo, 2018	organizational innovation and marketing innovation positively and significantly impact business performance	
Ferrer, 2018; Vega, Martínez, y García, 2020	Innovation increases efficiency and improves performance and results.	
Machová, Huszárík, y Šimonová, 2016	Innovation and business development	
Ruiz, et al., 2020	Innovation and operational efficiencies.	
Magdaleno, Zamores, y Zesati, 2019; Khalique, et al, 2018	Innovation and strategic direction	Innovation and management
Marín y Cuartas, 2016	Innovation and organizational structure	
Martínez, Vega y Eternod, 2018; Pastor, Rodríguez y Collado, 2019	Innovation organizational commitment organizational learning	

Source: Own elaboration.

According to the above, innovative practices have a very strong relationship with respect to the way in which companies must assume the dynamic and volatile environment, from the human talent and organizational strategic approach that allows them to remain relevant in the market and meet the expectations of customers.

METHODOLOGY

The research is oriented to a literature review on the interest that exists around innovation and human talent and its contribution to the performance of the organization. For this reason, it was set as objectives to determine in a range of time (2016-2022). The interest of the academy from the level of publications, as well as to identify the countries from where these documents originate, as well as to determine the journals and universities in which the largest number of articles and the most representative authors who publish on the subject are concentrated.

For this reason, a systematic search of articles in English published in the period between 2016 and 2022 was conducted. The material used for the literature review on innovation and its influence on the performance of human talent in organizations was compiled through the Scopus databases.

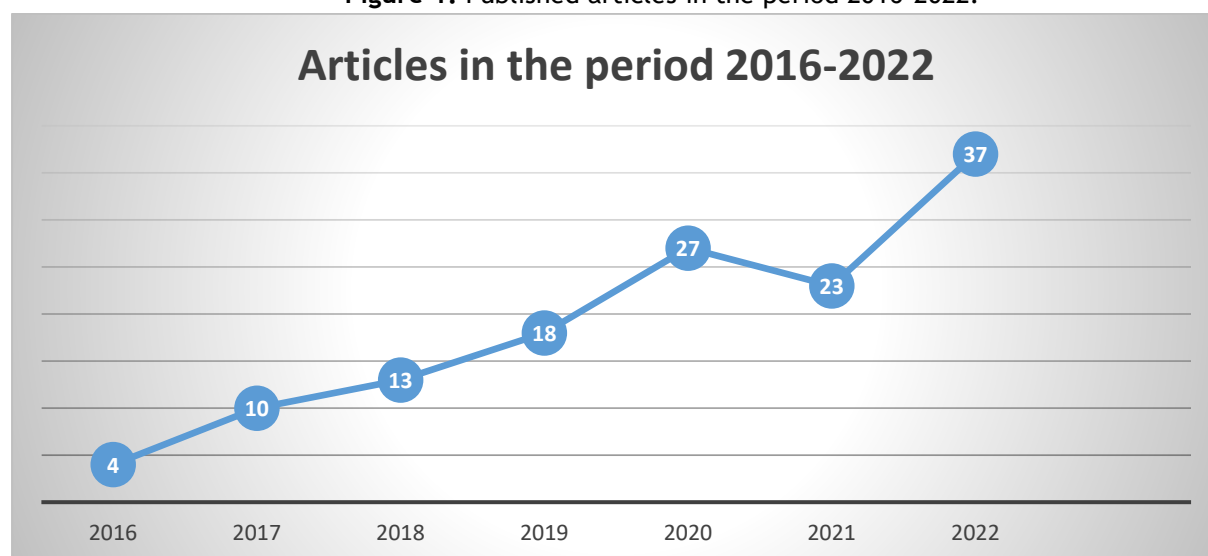
The search strategy considered the inclusion criteria based on the objectives set for this review, in addition to keywords such as: “innovation in human talent,” “human talent management,” “innovative processes.” The search equation used was TITLE-ABS-KEY (innovation AND its AND influence AND on AND the AND performance AND of AND employees).

The selection process that was carried out was the review of complete articles, considering titles and keywords. Gray literature such as conference papers and books were excluded.

RESULTS

Below is the data on publications that have been generated in the 2016-2022 timeline, from the Scopus database.

Figure 1. Published articles in the period 2016-2022.



Source: own elaboration based on the Scopus database.

Figure 1 shows that in 2016 there were 4 publications, which were increasing to reach the year 2022 with 37 publications, which shows the interest of the academic community about innovation from the indicator of documents published year by year, which becomes ascending.

Likewise, the following illustration shows the journals in which the articles dealing with the above-mentioned topic have been published the most.

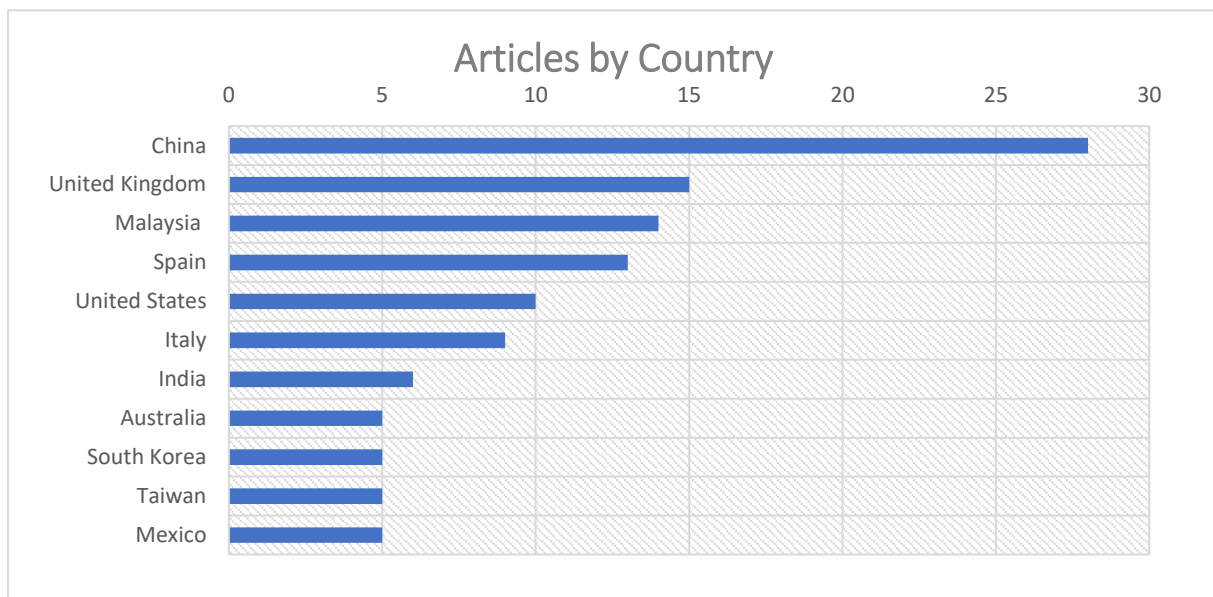
**Table 2.** Journals with the most articles on innovation and human talent.

Journals	Sustainability in switzerland	Frontiers in Psychology	Technological forecasting and social change	Interdisciplinary journal of information knowledge and management	International Journal of Environmental Research and Public Health	Plos one	Agricultural economics czech republic	Cogent business and management	European Journal of innovation and management	Human resource management
YEAR	Documents	Documents	Documents	Documents	Documents	Documents	Documents	Documents	Documents	Documents
2016	1	1	1	1	1	1	1	1	1	1
2017	1	1	1	1	1	1	1	1	1	1
2018	1	1	1	1	1	1	1	1	1	1
2019	2	1	1	1	1	1	1	1	1	1
2020	9	1	1	1	3	1	1	1	1	1
2021	6	1	2	1	1	1	2	1	1	1
2022	8	4	1	1	1	2	1	1	1	1

Source: adapted from the Scopus database.

In Table 2, the European and North American journals in which the largest number of articles on innovation and human talent and their influence on organizational performance are concentrated. This means that journals such as Sustainability in Switzerland and Plos One, as well as Frontiers in Psychology, for example, represent the above.

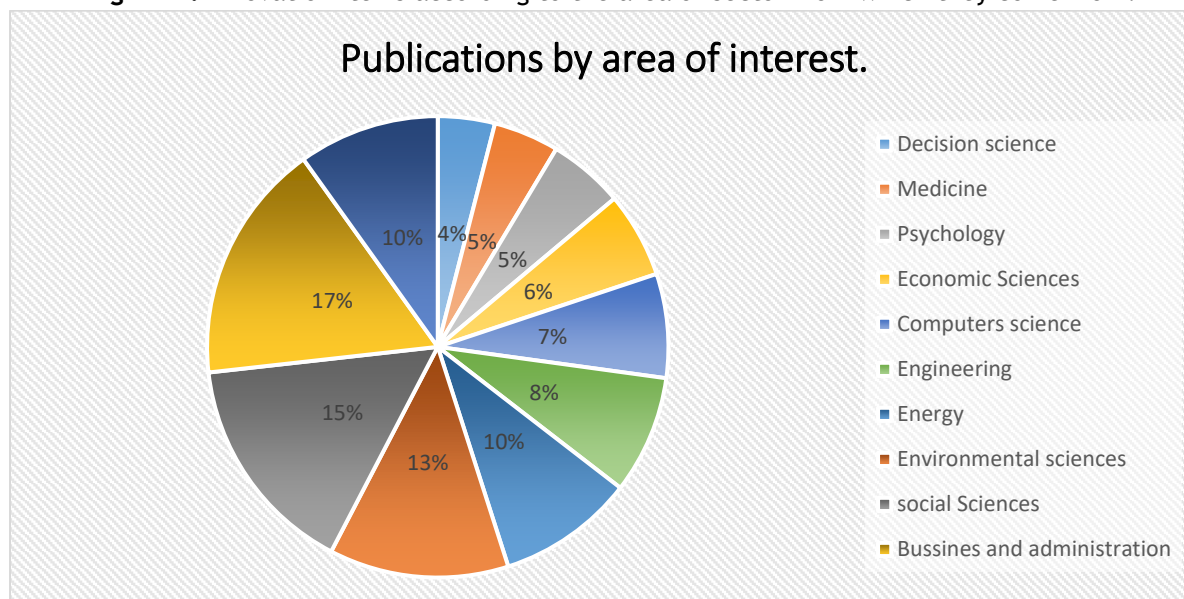
On the other hand, the following figure shows the articles according to the origin of the authors in terms of the countries from which they come from.

Figure 2. Articles by country.

Source: adapted from the Scopus database.

Fig. 2 shows that the countries that generate the most articles according to their origin are China in first place, followed by the United Kingdom, Malaysia, Spain and the United States. Much lower down is Mexico from Latin America. This shows the great interest of authors from the Asian giant in innovation topics. From the African continent there is no evidence of academic production on the subject and from Latin America it can be said that its participation is very poor.

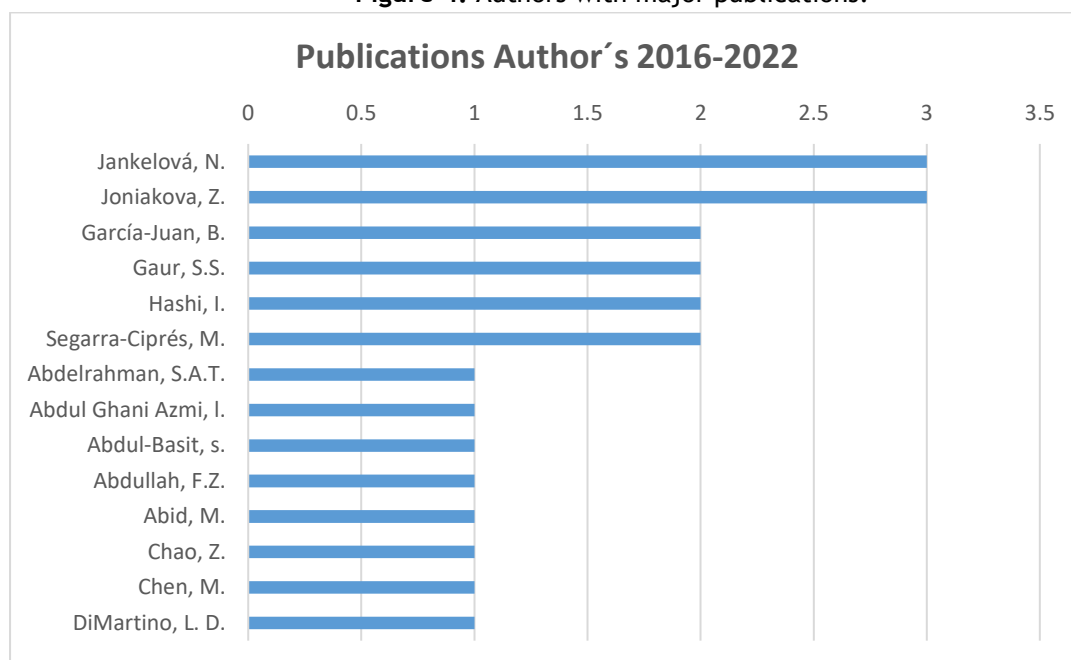
The following figure illustrates in which areas or sectors the authors have focused their analysis of innovation management and its contribution to organizational development.

Figure 3. Innovation items according to the area or sector from which they come from.

Source: adapted from the Scopus database.

According to Figure 3, the areas of business and management, as well as economics and computer sciences are the ones that most concentrate the studies developed on the subject of innovation and human talent for organizational development. The fields of engineering and energy also show great interest in the subject.

Finally, the following figure shows the most representative authors and the largest number of publications on the area of innovation and human talent and their influence on organizational performance.

Figure 4. Authors with major publications.

Source: adapted from the Scopus database.

According to this figure, the authors with the highest academic production on innovation are Jankelová, N. and Joniakova, Z. with three publications each in the period of time (2016-2022)

analyzed, followed by García-Juan, B.; Gaur, S.S.; Hashi, I.; and Segarra-Ciprés, M. with two publications each. Together, these authors represent the largest number of publications on the subject.

CONCLUSIONS

Innovation in organizations is a topic of great interest for the academic community, and this is evidenced by the way in which academic production has managed to generate significant growth year after year according to the results obtained from the Scopus database.

China, through its researchers, demonstrates its interest in researching and analyzing topics associated with innovation, being the first country with the largest number of (48) articles, far ahead of the other countries or territories; followed by the United Kingdom with (15) articles, Malaysia (14) articles and the United States with (13) articles.

The journals in which the largest number of academic productions on innovation and its influence on the performance of organizations is concentrated are located in Europe and North America.

It is important to highlight that Latin America has very low participation through its researchers or journals and does not manage to position itself at a global level according to the results analyzed from the Scopus database. This demonstrates the need for this continent to invest more in studying everything related to innovation management in companies.

REFERENCES

- [1] Acuna-Opazo, C., & Castillo-Vergara, M. (2018). *Barreras a la innovación no-tecnológica: efectos sobre el desempeño empresarial en una economía emergente. Contaduría y administración*, 63(3), 0-0.
- [2] Azar, G., & Ciabuschi, F. (2017). *Organizational innovation, technological innovation, and export performance: The effects of innovation radicalness and extensiveness. International business review*, 26(2), 324-336.
- [3] Cortina, J. D. R., Arias, C. R., Espitia, N. L., & Cardona-Arbeláez, D. C. (2019). *Prospective and territorial development in island areas: empirical evidence from Bocachica-Colombia. Problems and Perspectives in Management*, 17(4), 176.
- [4] Ferrer Dávalos, R. M. (2018). *El comportamiento organizacional y su relación en los procesos de innovación tecnológica. Academo* 5(2), 169-178.
- [5] Khalique, M., Bontis, N., Shaari, J. A. N. B., Yaacob, M. R., & Ngah, R. (2018). *Intellectual capital and organisational performance in Malaysian knowledge-intensive SMEs. International Journal of Learning and Intellectual Capital*, 15(1), 20-36.
- [6] Leyva Carreras, A. B., Espejel Blanco, J. E., & Cavazos Arroyo, J. (2020). *Efecto del desempeño del capital humano en la capacidad de innovación tecnológica de las pymes. Innovar*, 30(76), 25-26.
- [7] López-Lemus, J. A., & Garza Carranza, M. T. D. L. (2019). *Las prácticas de gestión empresarial, innovación y emprendimiento: factores influyentes en el rendimiento de las firmas emprendedoras. Nova scientia*, 11(22), 357-383.
- [8] López-Fernández, R., Urquiola-Sánchez, O., & Capa-Benítez, L. B. (2018). *Prácticas de recursos humanos e innovación en las PyMES de alojamiento turístico en Machala, Ecuador: Un estudio exploratorio. Pasos. Revista de Turismo y Patrimonio Cultural*, 16(3), 833-842.
- [9] Magdaleno, J. A. R., Zamores, S. M., & Zesati, R. E. F. (2019). *La influencia de la estrategia empresarial en el capital intelectual y la innovación de la pequeña y mediana empresa. Repositorio de la Red Internacional de Investigadores en Competitividad*, 13, 1099-1115.
- [10] Machová, R., Huszárik, E. S., & Šimonová, M. (2016). *Selected aspects of innovation policy for small and medium sized enterprises. Journal of International Studies*, 9(2).
- [11] Marín-Idárraga, D. A., & Cuartas, J. C. (2016). *Organizational structure and innovation: analysis from the strategic co-alignment. Academia Revista Latinoamericana de Administración*, 29(4), 388-406.
- [12] Martínez Serna, M. D. C., Vega Martínez, J. E., & Eternod Domenech, V. (2018). *The influence of organizational commitment and learning orientation on innovation in SMEs. Contaduría y administración*, 63(3), 0-0.
- [13] Martínez-Román, J. A., Tamayo, J. A., & Gamero, J. (2017). *Innovativeness and its influence on growth and market extension in construction firms in the Andalusian region. Journal of Engineering and Technology Management*, 43, 19-33.



- [14] Pastor Pérez, M. D. P., Rodríguez Gutiérrez, P. I., & Collado Agudob, J. (2019). *El papel de la orientación al aprendizaje en la innovación y el desempeño: Un estudio en micro, pequeñas y medianas empresas en San Luis Potosí (México)*. *Contaduría y administración*, 64(SPE1), 0-0.
- [15] Río-Cortina, J. L. D., Acosta-Mesa, R. E., Santis-Puche, M. A., & Machado-Licon, J. (2022). *El efecto mediador de la innovación entre la gestión del talento humano y el desempeño organizacional*. *Información tecnológica*, 33(2), 13-20.
- [16] Rojano Alvarado, Y. N., Contreras Cuentas, M., & Cardona-Arbelaez, Diego. A. (2022). *Resiliencia del sector turístico en época de crisis por COVID-19: El caso de la región Caribe colombiana*. *Saber, Ciencia Y Libertad*, 17(2). <https://doi.org/10.18041/2382-3240/saber.2022v17n2.9277>.
- [17] Ruiz, Y. A. R., Sánchez, J. F. L., Cruz, S. E. D., & Rizo, A. S. (2020). *Influencia de la innovación en el proceso productivo*. *Revista Científica de FAREM-Esteli*, (33), 64-78.
- [18] Vega, J. E., Martínez, M. D. C., & García, J. J. (2020). *La influencia del compromiso organizacional y la orientación al aprendizaje sobre innovación y desempeño en los agronegocios*. *Revista Espacios*, 41(17).