

# ECONOMIC MANAGEMENT FOR THE IMPROVEMENT OF THE DIGITAL TRANSFORMATION OF HUMAN TALENT IN COMPANIES IN THE SOUTH OF COLOMBIA.

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## Summary

*This work shows the effectiveness of the implementation of management for the improvement of the digital transformation of human talent in organizations, based on the quality assurance model of improvement of management indicators to implement them in different scenarios with human resources directions.*

*First, it begins with a brief contextualization of human talent based on management indicators. Second, this essay shows how is the process of consolidating the total quality of the human talent sector of an organization. Subsequently, the classes of approaches to the central theme of the document are developed. Then we will proceed to explain the central theme which is the development of management indicators for the management of the digital transformation of human talent based on the development of total quality that deals with the design of administrative strategies that direct the work of human resources, which includes each phase or stage and that makes possible a greater efficiency in everything that is proposed to be carried out in the fulfillment of the proposed goals, for the good performance of human talent in organizations.*

**Keywords:** Digital transformation, Human talent, management indicators, digital transformation indicators.

## State of the art

Among the works published internationally was found the work of Páez, Tomás & Gómez, Luis & Raydan, Enrique, "New human resources management. Digital transformation and productivity" of the University of Murcia, in 2010, conducted research related to digital transformation and its indicators in the human resources dependency of organizations, *"the competitiveness and productivity of countries depends fundamentally on the digital transformation and training of human resources and how to manage this asset. This publication contains the concepts and tools of a new paradigm in human resources management and hopes to be a contribution to the efforts made in this direction in the Andean subregion"* (Páez 2010 p, 12-24), in this one he mentions, this work presents appreciations related to digital transformation and productivity in the area of human resources and allows to approach in a commensurate way the curricular proposal of the essay.

On the other hand, the research allowed to find that the Military University, is observed in Quijano and Arana, in the research project "The digital transformation of processes and human resources

(CPRH) as a component of the digital transformation of the human system of the organization: conceptualization and measurement of research aims to *"explore theoretically and empirically the concept and measure of the digital transformation index of the processes and human resources of organizations (ICPRH) as part of the digital transformation of the human system of the same. This index operationally integrates the results in people, and the characteristics of the organization, typical of the concepts of digital transformation of working life and human capital respectively."* (Quijano 2015, P 48-87). This project is concluded as the projection in the digital transformation in the prospective in human resources of the labor atmosphere in the midst of several companies that seek total quality in the execution of the processes.

In this line of research, the Free University presents in its repository the presentation of n Najul, Human capital in customer service and the digital transformation of service, in this, it is presented as a general objective *"to reflect on three important aspects for organizations to reach a high level of competitiveness in the modern market. The first aspect is the analysis of the customer service system and its importance in achieving the companies' own and collective objectives. The success of a company depends fundamentally on the demand of its customers. In second place is the look at the digital transformation of customer service and its relationship with an adequate capture and training of human capital, framed in the management of human resources in relation to these two subsystems."* As a result of research, an analysis of human talent as a key factor to attract and retain highly motivated individuals is presented and addressed" (Najul, 2011 p. 3)

This monograph is an opportunity to contribute from the postulates of customer service the policies of total quality in the area of human resources.

Continuing with the research line, Gutiérrez can be seen in the repository of the University Foundation of the Andean Area with his article; Relationship between total quality management and Human Resources Management in SMEs. The need for a change of culture, in which he deduces that: *"the need to investigate the internal congruence between the requirements of the total quality management system and the other management subsystems has been raised. On the other hand, the role that the human and social factor plays in the development and improvement of the digital transformation of the service is not sufficiently known if together with the above we take into account that SMEs have more inconveniences when implementing total quality management systems we have the elements that encourage and justify the interest of this research work as a study of human resources practices that improve results in terms of digital transformation in small and medium-sized enterprises."* (Gutierrez, 2009 p, 6)

Following this line of research, it is found in Traba "Theory (and practice) of organizations Tools for the management of digital transformation" in it is related and created as a primary objective *"to compile a series of independent works used in the chair of Business Management, which serve as a basis of study for the development of the subject. These works take several of the themes of the Programme and are complemented by an extensive bibliography on some points, as can be seen in the list attached in the Annex, but above all they clearly raise the administrative philosophy that inspires those in charge of the activities."* (Block 2020, p, 8)

These projects deepen and give a panopticon that relates the problems described below and orient the research to the search related to the line of research according to the selected topic

#### **PROBLEM:**

Within the topics addressed in the thematic axis in training, there is a certain affinity related to foresight and human resources, and from that chosen approach, the following work shows the perspectives of talents based on the development of capacities, facing the role of talent management or the criteria of the position, providing the ideal services or products of the company and making transformation training plans in that sense, this work seeks to carry out research on how to enhance management in human talent in an organization. (Block 2020, p, 8)

Currently, with new technologies, new discoveries and globalization, organizations are constantly changing, which requires the strategies and resources necessary to develop processes to achieve the proposed goals. This also means the need to have employees with skills and knowledge to adapt to reality and current needs, which ensures that the company achieves successful results and fulfills

its mission. This generates the need for a talent management model, which should promote continuous growth and the strengthening of employees, since according to Cerna (2006), "human resources are a developable capacity that can be an advantage. It can be said that the knowledge and experience possessed by the staff involved in each job is not enough." (Cerna, 2006 p, 85-97). On the other hand, in each job that a company performs, it is important to define the professional characteristics of people before the different roles that people play in the provision of excessively positive services or products, this in order to obtain effective results. This is only possible by applying appropriate talent management models related to the vision and mission of the organization. For the above reasons, and considering that knowledge and skill requirements vary from position to position in the organization; but at the same time, all employees and all subordinates focus on achieving the same organizational goals. (Cerna, 2006 p, 85-97).

Considering that the work or position in the company goes beyond theoretical knowledge, but also involves other aspects at the individual level, such as the experience, skills and abilities of the worker, so it is necessary to talk about their capabilities. In general, not only personal possessions should be mentioned. It also involves the construction of the knowledge mentioned in actions, tasks or performance, especially the determination of the construction of knowledge in the environment or context. (Woolfolk A, 2010, p.162) defines competence as "the ability of a dominant culture to determine behaviors that are considered 'normal' or appropriate. (Woolfolk A, 2010, p.162)

The essay will have a purely qualitative stance, because the work or position in the company goes beyond theoretical knowledge, but also involves other aspects at the individual level, such as experience, and skills of the worker, so it is necessary to talk about their capabilities and qualities. In general, not only personal possessions should be mentioned. It also involves the construction of the knowledge mentioned in actions, tasks or performance, especially the determination of the construction of knowledge in the environment or context. (Woolfolk A, 2010, p.162) defines competence as "the ability of a dominant culture to determine behaviors that are considered 'normal' or appropriate.

The information is obtained through the collection of information in databases, using tools and research projects related to those of the position of the following essay. The following data collection methods are suitable for qualitative research that is advanced in human talent management. Document review, also the interviews conducted in depth with experts in senior management and the method of observation within the investigations. (Woolfolk A, 2010, p.162)

#### **DESCRIPTION OF THE ACTUAL PHENOMENON OR PROBLEM**

Within the training in question, it is assumed and deduced that the main asset of any organization resides in the people who make it up. Therefore, digital transformation, productivity, profitability, customer satisfaction and company image depend to a large extent on the training, coordination and motivation of employees. For the company to function properly, the people who integrate it must know, want and be able to work normally, therefore, poor personnel management can cause countless problems that can damage the performance of the organization.

As for the description of the problem, it is borne in mind that improving the digital transformation of the service is essential in an adequate provision of the service provided by any company, the problem lies in the fact that the problems related to talent and the digital transformation of human talent are always solved in the direction of the organization, that is, with managers, they are the furthest from the same problems, when in organizations that demonstrate in their indicators total quality, large problems are defragmented into small problems. (Woolfolk A, 2010, p.162)

These small problems in organizations such as the Colombian education sector, Quality assurance, to solve these, small work teams are created, they are given a small budget and usually solve these discrepancies the same collaborators, after which the results are measured.

Therefore, based on the experience of the education sector in question, it is worth noting that the change initiative must be under the important leadership of the office and the human resources office, committed to continuity. Initiating changes and creating expectations that can then not be met can lead to frustration and worsen the initial situation. Implantation must be professional and fully diagnosed before it can be selected for each situation (a combination of one or more).



(Woolfolk A, 2010, p.162)

### **RESEARCH QUESTION**

Therefore, the following research question arises:

How to implement management indicators to improve the digital transformation of human talent in organizations?

### **OBJECTIVES:**

The following general and specific objectives are set out below.

#### **GENERAL**

Propose based on academic and organizational evidence, management indicators for the improvement of the digital transformation of human talent in organizations

#### **SPECIFIC**

- Identify information related to management indicators for the improvement of the digital transformation of human talent in research
- Evaluate through the application of digital transformation indicators, the information found related to management indicators for the improvement of the digital transformation of human talent in organizations
- Select management indicators for the improvement of the digital transformation of human talent in research.

### **THEORETICAL FRAMEWORK**

For the proper characterization of the problem previously posed, the research is categorized into three broad categories

#### **HUMAN RESOURCES**

Human resources according to Dolan is a department within the company that manages everything related to personnel. This will include everything from recruitment, selection, hiring, onboarding or welcoming, training, promotion, salary, contracts and layoffs. In short, the human resources department must work for all the people of the company's human team. Human resources are critical for any company that needs to grow and hire the best employees for each position or to help the company's employees continue to develop, train and grow. (Dolan, 1999 p, 74-85)

The first person to coin the term human resources was the economist John R. Commons (John R. Commons), who said in the book "Wealth Distribution" published in 1984 that until 1910 and 1920, the term became popular and companies began to treat their workers as capital assets within the company.

Between the end of World War I (1914-1918) and the Great Depression (1929-1933), we can imagine the rise of the human resources department, during which time new laws emerged that forced companies to perform certain social functions and the department began to develop and merge with the current state. (Commons, 1984, p.35-39)

Men and women are essential elements for an organization to achieve its goals. In the process of achieving organizational goals, never lose the high dignity of people. Only by paying close attention to human needs can an organization develop and grow. The relationship between people and organizations is a fundamental factor. As Calderón, Naranjo and Álvarez (2010) explain, a company is a possible place for people to discover one of the most important human activities: work.

Therefore, it should be borne in mind that, no matter how large or small, any company must have a director or human resources department. This is essential because it is the only department in charge of managing the people who make up the company and ensuring the health of employees. (Commons, 1984, p.35-39)

- Improve the skills and abilities of employees.
- Improve team performance
- Securing employees' career plans
- Hire new talent



- Ensure interpersonal and internal communication
- Assumes the administrative burden of the team
- Observe company culture and employer branding

## INDICATORS

Management indicators are quantitative expressions of the behavior and performance of the process, compared to certain reference levels, their magnitude may indicate deviations from appropriate corrective or preventive measures. It is clear that to use the indicators it is necessary to establish a complete system from the correct understanding of facts or characteristics to the correct decision making in order to maintain, improve and innovate the processes for which they are responsible.

In its first years of implementation, its use and application in organizations was more as a tool to control operational processes, than as a management tool to support decision making. Therefore, the establishment of a system of indicators should involve the operations and administrative processes of the organization, and should be based on performance agreements based on tasks and strategic goals.

It is worth clarifying that an indicator is a measure of the state of a given event or time course. Together, these indicators can provide an overview of the company's process, business, patient health, or sales, indicators are key methods for providing process feedback, monitoring the progress or execution of a project or strategic plan, and other aspects. They are especially important if your response time is immediate or very short, because corrective actions can be taken in a timely and timely manner.

It is not necessary to keep many indicators under continuous control, but only the most important key indicators. Metrics that easily cover overall business performance should come first. The basket of indicators can be higher or smaller, depending on the type of business, your specific needs, etc. Indicators can be used in a timely and up-to-date manner, so that a given situation can be properly controlled. For this reason the success of the management index concept is due to the development of the total quality concept that was founded in the United States and successfully applied in Japan. (Dolan, 1999 p, 74-85)

In this sense, Dolan, Schuler and Valle (1999, p. 12) have identified six fundamental trends and crises in the development of the role of human talent management in achievements within business ecosystems:

1. Increased competition.
2. The costs and advantages related to the use of human talent.
3. The productivity crisis.
4. Increasing the pace and complexity of social, cultural, and regulatory changes, Demographic and educational. (Dolan, 1999 p, 74-85)
5. Symptoms of alterations in the functioning of workplaces.
6. Trends for the next decade.

### Characteristics of management indicators:

Management indicators must meet requirements and elements to be able to support management to achieve the objective. These characteristics can be:

- Simplicity

It can be defined as the ability to define the event to be measured, in a way that is inexpensive in time and resource.

- Adequacy

Understood as the ease of measurement to fully describe the phenomenon or effect. It must reflect the magnitude of the event analyzed and show the actual deviation from the desired level.

- Validity over time

It can be defined as the property of being permanent for a desired period.

- User engagement

It is the ability to be involved from the design, and must be provided with the resources and training necessary for its execution. This is perhaps the fundamental ingredient for staff to be motivated





around compliance with the indicators.

- Usefulness

It is the possibility of the indicator to always be oriented to look for the causes that have led to it reaching a particular value and improving them.

- Opportunity

Understood as the ability for data to be collected on time. It also requires that the information be analyzed in a timely manner in order to act. (Dolan, 1999 p, 74-85)

### TRANSFORMATION IN COMPANIES

By analyzing the history of mankind, it is possible to observe a number of changes in various aspects of life. For example, the invention of textile machinery greatly increased productivity. Railways double the speed of people and goods. For its part, the internal combustion engine and its use in cars not only shorten the distance, but also shorten the concentration of people affects economic, social and cultural aspects. The four successive revolutions of information have fundamentally changed the way we store information and transform it into knowledge, and we make information reach more people. (Petrick 1997, p, 146)

For all of the above situations, every company or organization should try to adapt to this changing environment. To do this, you must first review your environment and think strategically about your mission (*raison d'être*) to determine your strategic path (vision and strategic goals) for the coming years and determine the necessary competitive advantages. Develop, redesign the organization and adjust all its efforts to move in the desired direction. All of these are based on new management skills and empower people to do their jobs better. Not facing this new environment or operating inappropriately can cause serious problems and can lead to the demise of the organization.

Therefore, it has already been mentioned that the changes brought about by globalization and the demanding world have brought challenges to humanity, because we must improve and change in order to successfully adapt to a constantly changing world. Therefore, this section leaves the organization aside and focuses on people, their tasks and challenges. A lot has been written about this topic, so I won't discuss it in depth here, I'll just emphasize its importance. First, it is important to point out the five ideal skills/qualities in your organization (Petrick 1997, p, 146)

- communication skills (oral and written)
- strong work ethic
- teamwork skills (working well with others)
- initiative
- analytical skills

At the first level, digital transformation in organizations focuses on the fact that mission starts with reliability. Personality, your personality (role) and behavior (ability). When you trust a person's character more than their abilities, in the end, you will rarely trust that person. The opposite result is also the same: if you trust a person's ability to do things but don't trust their character, that person will become unreliable. This binomial, character and capacity drives us to look at our inner self so that it becomes the basis for building a harmonious relationship with others without blaming and accusing others to demonstrate inner disharmony. (Petrick 1997, p, 146)

The starting point is to look for a balanced behavior, which manifests itself as the coherence between what is said and what is done. Rojas (2001) said: "There is nothing worse than getting lost without internal visibility. That's why, to be happy, the first thing you have to do is find yourself." Behind the behavior is the personality, which has been consolidated since childhood, and here the experience, the environment and the hereditary aspects are accumulated. In this way, the personality is composed of physical, psychological, social and cultural elements that influence each other; is a set of current and potential behavioral patterns that reside in the individual and move between genetics and the environment. (Evans, 2000, p, 67)

Rojas (2001) divides personality into two parts: character and temperament. The first is part of the acquired character, which is formed throughout life due to psychological, social and cultural influences. As for temperament, it is part of heredity, directly related to hereditary behavior patterns and, therefore, directly related to neurobiological roots.



The high digital transformation is a condition that every service must have to achieve greater performance in the fulfillment of its activities and durability, and comply with the norms and rules necessary to meet the needs of the client. (Rojas, 2001, p, 211)

The internal digital transformation of the company is an important factor that satisfies customers, employees and shareholders, and provides practical tools for comprehensive management. It is now necessary to meet the standards of digital transformation in order to compete in the growing market.

However, after all these tremendous efforts, the mentality of the company has undergone tremendous changes, this is a cultural change, that is, the personal qualities of each worker and shareholder of the company have changed. Therefore, it can be said that personal qualities are the way you work on your day to day and the way to get the job done correctly the first time. To improve personal qualities, it is necessary to constantly check attitudes, behaviors, skills, commitments, values and working methods.

Currently, within the organization, the issue of following the digital transformation model has become critical, and that is why dedicated departments have been created. His task is to oversee that all tasks set by the department to raise standards are fully implemented. The digital transformation department must ensure that the other departments comply with policies, especially production policies. (Evans, 2000, p, 67)

The department should have a manager and a digital transformation consultant. When companies export the products they sell, it is normal for them to perform digital transformation audits of the product.

Therefore, to increase the rates of personal digital transformation within organizations, our attitudes, behaviors, commitments, competencies, values and working methods must be continuously reviewed. It is therefore necessary to do so with certain guidelines. (Evans, 2000, p, 67)

- *Set personal objectives of digital transformation, that is, establish goals that allow to improve the current level of performance.*
- *Establish personal digital transformation accounts, which allow you to know where an individual is regarding a plan to improve their digital transformation standard.*
- *Check the satisfaction of others with the efforts made to meet their demands.*
- *Discover the root causes that can generate errors in performance, to reduce, correct and / or eliminate them completely.*
- *Perform the tasks more effectively, which implies knowing the scope of our work and the results it gives are expected.*
- *Use resources well, avoiding wasting time, money, materials and other resources that correspond to us to manage.*
- *Get involved in the work and keep the promises.*
- *Reinforce self-discipline, efficiently finishing what you start.*
- *Demand digital transformation from yourself and others.<sup>1</sup>*

#### **HUMAN TALENT EXPERIENCE**

As for these experiences it is pertinent to discover that the greatest part of the work done by the organization in question was to improve the treatment with employees, maintaining a line and a constant communication channel to maintain an environment of assertiveness in terms of the management of communication, this, within any company is essential for everything to work correctly.

However, this is especially true in difficult times, when people are prone to have doubts, rumors and assumptions about the stability of the job or salary and even the viability of the company.

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<sup>1</sup> Evans, J. R., Lindsay, W.M., Fragoso, F. S., & Díaz, G. H. (2000).



Among other things, because this internal environment is more or less transparent, it can be transmitted to other co-workers through gossip or gossip, for this reason it is important to clarify doubts from the main head, have an adequate deal with each and every one of the employees regardless of their hierarchy, in Quality assurance, more specifically in his production plant, every day the owner, greets his collaborators one by one, enters like any other official to his work, there are no secrets about the scaffolding of the company, each person knows that there are different options to promote human talent through personal growth, there are no great secrets, the key is communication, feeling a valuable part of a company, therefore the management without being abusive must be warm and cordial, with it better tools for consolidating digital transformation are achieved. (Hernandez 2018, p, 2)

From the application of this. It is a mistake to think that internal communication is a luxury enjoyed by large companies, on the contrary, since 205 productivity has increased, related to the lack of unjustified absenteeism, a greater number of materials, greater work tools by 21% each year, with linear behaviors on the rise. This deduces the importance of what was mentioned above. (Hernandez 2018, p, 2)

### CONCLUSIONS

- In any organization, the talent management department must aim to design and apply strategies that minimize weaknesses and enhance their strengths from the different strategies proposed to achieve the objectives of the company.
- The management of digital transformation in the area of human resources is a series of actions designed to have a relevant positive impact on the realization of the general objective and vision of the organization, its performance and the realization of its commercial proposal. This is an important tool for business operations. The development of digital transformation plays a vital role within the organization. Therefore, it is part of their intangible assets.
- The capacity for the implementation of management indicators for the improvement of digital transformation can be defined as the set of knowledge, experiences, attitudes, values and skills to perform a specific activity or function in a given context for the improvement of human talent in organizations. Allowing the establishment of accountability mechanisms and generating behaviors within this area can promote the successful execution of the organization's own functions.
- Any competency-based digital transformation management model in human resources must be based on observable and unobservable human capital behavior, which is critical to achieving workplace goals. Therefore, today's companies may consider facing every challenge. The probability is high. Once again, the changes that can be produced by the advancement of development and the needs of the global market require a system of training and permanent development of human resources to achieve the necessary competitiveness. Constantly increase your digital transformation processes and position and maintain time in the market.

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