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## People Management model from a sustainable approach: theories and reflections

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### Abstract

The research describes the people management models from a sustainable approach. Implementing hermeneutics as a methodology, through the study of theories, allowing conceptual analysis, generating reflections and contributions, around the variable of study. The results show the association of innovative, green models, competitive talent with qualities or aptitudes to relearn and that favorably impact the global environment. It is concluded that the impact caused by sustainable factors affect the life of the living being and its environment, influencing new businesses in the market.

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## 1. Introduction

Today's organizations have turned their attention to their collaborators, due to the leading role they play in the fulfillment of objectives and valuable contributions in the socio-productive processes of goods or services they apply, hence the importance of companies towards human talent processes, under the acquisition of suitable personnel in terms of competencies, training, development, and potentiation of their talents. Therefore, it is necessary to identify the needs of the organization and people to establish a model and/or a system for the management of human resources, a necessary system to achieve objectives regarding strategic management and to adapt to the turbulent changes of the global market. In this regard, people management is directly related to the coordination of company-employee relations, ensuring the increase of personnel efficiency and improvement of the organization's productivity. Research such as [1,2,3,4,5,6,7,8], highlight the trajectory of people management according to its time, denoting how vital this variable of study is nowadays and its incidence in the business context, the *raison d'être* in these new business models.

Therefore, worldwide, the variable of study in reference is perceived as a vital area for the correct administration of intellectual capital, particularly in organizations with a high volume of personnel, seeking to simplify the execution of activities that allow greater effectiveness and compliance of the collaborators, which is why considerable amounts of financial capital are invested in this area, minimizing error costs, in order to sustain the companies, taking into account the development objectives.

In Latin America, several companies engaged in maintaining and improving competitive margins have begun to redesign themselves, adapt to new changes, adopt new ways of doing things, use technology and minimize resources, constant dimensions that have led to the recruitment of human talent to adapt to the business strategy. In Colombia, the application of people management in organizations has prevailed in high profile companies, due to the number of collaborators and their rotation, however, a medium application has been visualized by SMEs, this could be due to the low hiring and lack of economic resources that allow the implementation of models or people management systems, highlighting the progress of this sector in the referenced variable of study, because in previous decades it was not relevant for the companies. What has motivated this new era of normality, to review people management models from the sustainable approach, to know their scope, to characterize sustainable people management, and to compare themselves with the competition, in order to reinvent themselves and stay in the market.

According to [4,9,10,11], human resource management refers to the set of particular activities that encompass areas such as reward, selection, relationship management, resource management, training, and development. Likewise, [12,13,14] consider that people management involves the integration of activities with organizational objectives, highlight indicators that provide value, such as consistency or compliance, communication, commitment, and knowledge.

As mentioned above, the problem in question is the absence of a people management model, which may be caused by the lack of financial resources and knowledge to facilitate the implementation of this system, making it impossible to identify factors and choose an efficient model according to organizational objectives and needs. The consequences are a lack of personnel management that leads to low performance of the company-collaborator, loss of direction and motivation on the part of the collaborators, thus avoiding the leakage of human capital and non-fulfillment of objectives, so it is necessary to rethink the activities and articulate the subsystems of human talent for the full management of the organizations. Given this premise, the following question arises: ¿How are the models of strategic management of human talent from a sustainable approach?

## 2. ¿What are people management models like from a sustainable approach?

Over time, people management models have been changing considerably, undergoing slight adaptations as a result of changes in the environment, the emergence of technology, new business structures, trends in organizational thinking, particular interests for profitability, and taking advantage of supply and demand in new places, both nationally and internationally. All this has originated the creation of business strategies and with it the models of people management from the sustainable approach, giving an important weighting to the economic, environmental,

and social factors, triangulation that makes possible the competitiveness of the companies in the face of the new global challenges. According to [15] a series of models are mentioned:

- (1) Besseyre Des Horts: indicates a methodology in which the work of the staff is to ensure the administration of the organization's capabilities (knowledge, technique, and feeling of the people who make up the organization), creating exercises that allow the obtaining, motivation and development, these being the objectives of such system.
- (2) Werther and Davis: interrelate the activities that are part of human resources management and those organizational objectives, giving rise to an action plan.
- (3) Quintanilla: details components and activities that are developed according to the context of the organization, allowing it to define standards for personnel and their functions.
- (4) Arnoldo Hax: transformational model focused on the organization and the advancement of human resources.
- (5) Harper and Lynch: corresponds to supplying personnel needs, ensuring the quality and quantity required, using a set of activities where personnel is quantified, their performance and potential are assessed, and human talent activities are developed, characterized by exposing those actions and/or activities that lead personnel to be optimal.
- (6) CIDECA: states that internal regulations and policies must be formulated based on the organizational strategic plan. Integrating the actions with the internal processes that constitute the model, improving productivity and achievement of strategic objectives.
- (7) Carlos Bustillo: pigeonholed as integrative and systemic, by the grouping of elements, focused on the motivation of individuals. He also considers the interdependence that occurs in this model, starting with the relevance of recruitment and selection, as well as remuneration and incentives to promote motivation as an instrument for achieving institutional achievements.
- (8) Zayas: it works as an arrangement of interrelationships, where specialized authoritative perspectives and socio-mental angles can be recognized, starting from a socio-specialized methodology.
- (9) Chiavenato: they integrate a process in which human capital is recruited, applied, trained, developed, and controlled. These are characterized by being situational, so they vary according to environmental, economic, human, technological, and other factors, they are not very controllable and the direction of these may or may not influence the direction of the others.
- (10) Diagnosis, Projection, and Control (DPC): it is characterized by diagnosis (d), projection (p) and strategic management control (c), and technological involvement to carry out human resources management activities. It reflects a set of key processes of human management, integrated by technology for its application, which responds to the concepts of relevance of indicators and techniques.
- (11) Model of strategic management of human talent from a sustainable approach: it emerges as a dynamic capacity, considering the potential of these organizations, to solve systemically, the problems, visualizing the opportunities and threats, that allow taking opportune decisions, adapted to the needs of the market and that generate new competitive and innovative business models, administering strategically its resources for the generation of sustainable value.

According to the people management models in reference, all of them coincide in the articulation, retraining, systematization, learnability, and recruiting of human talent, as a socio-productive engine and generator of intangible value in organizations. In this regard, according to these eleven models that were defined, the indicators contemplated by these models are presented, highlighting units or elements that can be taken into account to assess and establish appreciations regarding the variable under study.

Table 1. Indicators of people management models

People management models	Metrics
Besseyre Des Horts.	Sourcing, motivation and development of human talent.
Werther y Davis.	Fundamentals and challenges, planning and selection, development and evaluation, compensation, personnel services, union relations.
Quintanilla.	Integration and socialization, maintenance and development, management and control, psychosocial strategy.
Arnoldo Hax.	Segments of general organization in the association, satisfactory arrangement in the association, control, incentive of the cycle of development and improvement

	of people, development course requirements, guarantee of the effectiveness of the recruitment and selection processes.
Harper y Lynch.	Analysis, job design, motivation, selection, evaluation, training and reward.
CIDEC.	Planning, organization, selection, development, appraisal, reward, social and labour relations and control.
Carlos Bustillo.	Recruitment and selection, description of competencies, job descriptions, objectives, personnel evaluation, training development, promotion, reward and salary.
Zayas.	Key management work characterizes the objectives, authorities and structures of the board of directors.
Chiavenato.	Feeding subsystem, application subsystem, maintenance subsystem, development subsystem, control subsystem.
Diagnosis, Projection and Control (DPC).	Situational factors, stakeholders, human resources policies, results.
Strategic management of human talent from a sustainable approach.	People management, collaborative business studies, community, sustainable levels, research networks, emerging global needs, emerging trends in strategic human talent management, threat and opportunity gaps, sustainability, productivity, innovation, diagnostic, projection and control criteria.

### 3. People management model from a sustainable approach: its factors

Globalization has brought with it significant changes in the market and companies, requiring strategic human talent management (STM) to rethink its policies and regulations on how to manage its personnel under a sustainable approach, in order to meet organizational needs and maintain its competitiveness. Therefore, nowadays, personnel is seen as an element of value that allows the operability, permanence in the market, and success of the organizations. For [15] the GETH from a sustainable approach is a process that articulates the subsystems of human talent, providing people with distinctive capabilities to the advancement of any organization regardless of its nature and standards, establishing a determination of factors: environmental, social and economic, developing new practices to do things with the optimization of resources, elements, and capabilities, obeying the administrative and operational support of human management, favoring the transfer of knowledge and innovation, ensuring a complete approach to the human both personal and labor, propitiating the creation of value to the organizational productive dynamic chain, boasting tangible and intangible attributes, adapted to the needs of the environment [15] (table 2).

Table 2. Attributes of strategic human talent management in organizations from a sustainable approach

Sustainable development of the strategic potential for value generation.
Commitment of human resources to sustainable strategic plans.
Driving and integrating the organizational strategy towards innovative sustainable work models.
Continuous improvement in the processes of planning, implementation and control of organizational strategies, considering interactions with the sustainable environment.
Attract, choose and maintain competitive human talent that impacts environmental, social and economic factors in a favorable and innovative way.

According to [15] these approaches are guided by the: (1) Economic factor, implies a social context in which there is welfare and economic growth, benefiting the community, offering the opportunity to be happy. Under the following criteria: (a) productivity and competitiveness, improving quality standards, which seeks to qualify differentiating features before the market; (b) commitment to efficiency, where resources and capacities are used and cared for to

the maximum; (c) development of innovation, to create lasting solutions; identification of the (d) limit of resources, gradually replaced by renewable resources; and establishing the (e) difference between growth and development, involves a quantitative increase, and improvement of qualities. It is the ability to produce wealth fairly, generating high social flows, and fully consolidate supply and demand in a balanced way, based on macroeconomic theories.

(2) Environmental factor, refers to the rational use of natural resources, minimizing the negative impact on the availability of these, in search of the welfare of future generations, estimating a resource consumption according to various factors such as frequency of resource renewal, environment, and natural cycles and being-environment balance. Broadening the perspective in the diverse human actions, from the construction of homes to the manufacture of products. And (3) Social factor, where it is important to analyze how organizational decisions affect people, their human and fundamental rights of the various stakeholders related to the company, giving rise to various programs for the conservation of cultural wealth and traditions, without leaving aside the economic, political, regulatory and gender factors.

#### 4. Sustainable people management model: reflections and contributions

According to the study of theories and conceptual analysis of people management models from the sustainable approach, researchers have generated a series of reflections and contributions, around the behavior of this variable, because as time goes by, the topic of human talent regains more strength, its scope, value, and application, generating new alternatives to consolidate the objectives of sustainable development, establishing a gear between the social-economic, betting to believe in the intellectual capital to generate profitability, integral health, alliances, and strategic management, new business models, social responsibility, entrepreneurship, innovation, quality of life, equity and global equality.

At the same time, people management models from the sustainable approach are oriented by (1) being related to innovative, green, competitive, and intelligent models, with favorable scopes to the global environment; (2) the impact caused by economic, social, and environmental factors on human talent, have a significant impact on people's lives, affecting work performance, and its effect on the consolidation of results; (3) new businesses in the market are becoming more and more humanized, in order to meet the needs of their target segment and avoid costs in their resources and capabilities, minimizing mistakes that could limit their profitability.

It is now common to see how the human being identifies his (4) competencies, and takes care of training and self-training integrally, strengthening his personal brand, to project himself before the competition, with a fresh, holistic, and enterprising image. This has originated the emancipation and (5) autonomy of talent and its activities, giving rise to businesses without structures, flexible, without roles or positions, schedules and duration, generating in the human talent, that decide on their performance work and where they really want to be. All the above mentioned has originated significant contributions in the organizations, conditioning the labor task for the management of people, where the main protagonist is the human talent and its competences, recovering value of the intangible in the wide world of products and services, demanding innovation in the workplaces and guaranteeing the satisfaction of the client, in pursuit of their loyalty (table 3).

Table 3. Contributions of sustainable people management models

To guarantee the sustainable factors in the organization, and that these contribute to the quality of life of the collaborator.
Identify and potentiate the competencies of the human talent required by the organization to take on new challenges.
Articulate the organizational environment: company, client and community.
Attract, retain and develop new talent.
To nurture innovation in companies and good practices.
Customer loyalty.

#### 5. Conclusions

The aforementioned theory highlights (1) the need to associate the management of people with innovative, green models, competitive talent with qualities or aptitudes to relearn and that favorably impact the global environment;

despite the evolution of the human being, the advances in the reengineering of the models of human talent are slow and in improvised opportunities, detracting from the capacity of the living being in complex environments and uncertainty, destabilizing their lives and that of their environment, (2) referring to the reflections of the management models of sustainable people, are oriented by the impact caused by economic, social and environmental factors on human talent, regardless of the context where they operate, which in the business world can influence its dynamic capabilities, revitalizing opportunities and threats, to make relevant decisions, assertively orient itself to the market, and modify strategic management to take advantage of its resources and capabilities.

(3) The origin of sustainable people management models have been influenced by the creation of new businesses, which seek to maximize their resources with fewer talents, flexible organizational structures and the use of technological tools open to the virtual, even When people's competencies and their personal brand prevail, which strengthen their distinctive traits in organizations, all this has allowed us to rethink past schools of thought and rethink innovative strategies to approach, maintain and attract the market; (4) the people management models in companies face a challenge, and that is to adapt to the autonomy of talent and its activities, exerted by this new wave of mistakes and instability, triggering people to start their own businesses, defining your schedules, work structures, meet your needs and personal interests and strengthen your skills.

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