


ARTIFICIAL INTELLIGENCE, A KEY STRATEGY FOR FORWARD-LOOKING HUMAN TALENT MANAGEMENT <https://doi.org/10.56238/sevened2025.008-020>

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ABSTRACT

Artificial intelligence in the last six years has marked a significant change in the management of Human Talent, increasing the productivity and efficiency of human activities. The general objective of the research was to verify the transcendence of artificial intelligence and its tribute to Human Talent, exposing it as a technological strategy that becomes the compass of significant contributions to success and improvement in the organization. The proposed methodology was qualitative through the systematic review of bibliographic documents, the results of which determined an important existing relationship between artificial intelligence and human talent management. Through the descriptive method, it was possible to capture global premises that impact the organization and therefore it is concluded that to implement it it is important professional ethics and a planned strategy that will allow the organization to make decisions, allocate resources and achieve long-term objectives.

Keywords: Human talent. Artificial intelligence. Ethics in AI. Key strategy

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INTRODUCTION

Undoubtedly, the progress of technology and its multiple uses has been the main characteristic of the new organization, based on the challenges of change and continuous improvement of a technological nature (Gavilánez et al., 2024). The use of technological resources facilitates the processes of operation and management of human talent. Artificial intelligence (AI) leads to determining:

Policymakers will have to find a balance between supporting the development of AI technologies and managing procedures and standards in the management of human talent, the risks that these processes may present, and the somewhat suspicious actors who apply them. They have an interest in supporting its extensive adoption, as AI in human talent management can lead to higher labor productivity, economic growth, and social prosperity. Its tools include public investments in research and development, as well as support for a variety of training programs, which can help foster human talent in AI (Chui et al., 2018).

For authors such as Brynjolfsson and McAfee (2014), artificial intelligence will not only improve the lives of administrators and companies, but will also perfect machines and codes that create a new era of development, due to the speed in executing human talent management processes, however, they must subject the organization to a process of transparency in all its areas, in order to demand in accountability that citizens have the satisfaction of believing in public institutions.

Understanding the field of artificial intelligence entails analysing several aspects of knowledge and machines, "although there is no unanimous definition, AI is generally considered to refer to "machines that respond to stimuli in line with the traditional responses of human beings, given the human capacity for contemplation, judgment and intention" (*How Artificial Intelligence Is Transforming the World*, 2018), in this same scenario, the authors point out a potential danger that people and companies would have in aspects related to their privacy or confidentiality respectively (Organic Law on the Protection of Personal Data, 2021).

With respect to this argument, it can be considered that in the department where Human Talent is managed, a lot of personal data is handled that, when exposed, can affect people's lives, this would be the limit of the ethical application of this tool.

Therefore, this application would be unbalanced, which is considered as a set of codes that may or may not affect the values and even the principles of people and society, linked to the new management of human talent in the organization, under the expectation of improving processes to increase efficiency, reduce costs and improve quality and, to make this area more productive and full of more accurate answers in a complex work context where decisions will undoubtedly affect some for the benefit of others.

The change that is seen coming would be related to the recruitment and selection processes of personnel (Ariza, 2023), with lower costs and greater results in the election of candidates who could be part of the organization, this would be the new approach to the management of the human talent department with a futuristic vision, but that at the end of the day could be dangerous in case of the sole dependence on codes and algorithms of a prompt when these are only trusted for a task that demands the reasonableness and transparency of the director of human talent.

If artificial intelligence can analyze cases in a personalized way, it will be a great achievement for the organization, since it will be possible to have important information about each employee and the performance evaluation will be excellent for the commitment that people would have with employers, based on a new learning approach.

Today's learning is characterized in part by being automatic, a key branch of Artificial Intelligence, of a new form of culture that has emerged with the development of the internet and ICT, as well as the commitment that modernizes the employee with a new positive approach to the organization as presented in Figure 1.

Figure 1. Factors that contribute positively to an employee

Modelo Organización Simplemente Irresistible™				
				
Trabajo significativo	Gestión de apoyo	Ambiente laboral positivo	Oportunidad de crecimiento	Confianza en el liderazgo
Autonomía	Objetivos claros y transparentes	Ambiente de trabajo flexible	Capacitación y apoyo en el trabajo	Misión y propósito
Escoger, encajar y adaptarse	Coaching	Lugar de trabajo humanista	Facilidades de movilidad de talento	Inversión continua en personas
Equipos pequeños y empoderados	Inversión en desarrollo de gerentes	Cultura de reconocimiento	Auto dirigido, aprendizaje dinámico	Transparencia y honestidad
Tiempo para relajarse	Ágil gestión del desempeño	Ambiente de trabajo diverso, incluyente y justo	Cultura de aprendizaje de alto impacto	Inspiración
Colaboración y comunicación a través de la organización				

Source: Deloitte University Press (2017)

Understanding this new perspective on how to manage human talent based on artificial intelligence entails several challenges, including that, "the focus of HR has shifted towards building the organization of the future. Companies are hiring young, digitally savvy workers who are comfortable doing things for themselves and sharing information in a transparent way." (Deloitte University Press, 2017, p.88).

The push for technology and artificial intelligence has made "a large number of HR technology providers available, making it possible to analyze data on recruitment, performance, employee mobility and other factors" (Deloitte University Press, 2017, p. 99). Currently, hundreds of artificial intelligences are used for different fields of science, to create presentations, improve personnel selection, training, internal communication, performance evaluation, tasks and duties, class preparation, images, tables, summaries, contents, covers, videos, among others, and that companies and institutions need to adapt to current changes for the use of AI. (Calvopiña & Ramírez, 2024)

In the face of these challenges, it is important to assess that today, "leading organizations consider that diversity and inclusion must become an integrated strategy in the employee experience that increases engagement, improves the organization's brand, and boosts performance." (Deloitte University Press, 2017, p. 107).

So also for Canossa and Peraza (2024) implement AI in companies:

It generates that employees rethink their skills and knowledge to adapt to the new reality of these disruptive technologies, the same must be done at the business level and the management of human talent seeking to obtain the maximum potential of their human capital, AI must fulfill the function of a tool and not a substitute for employees (p. 317)

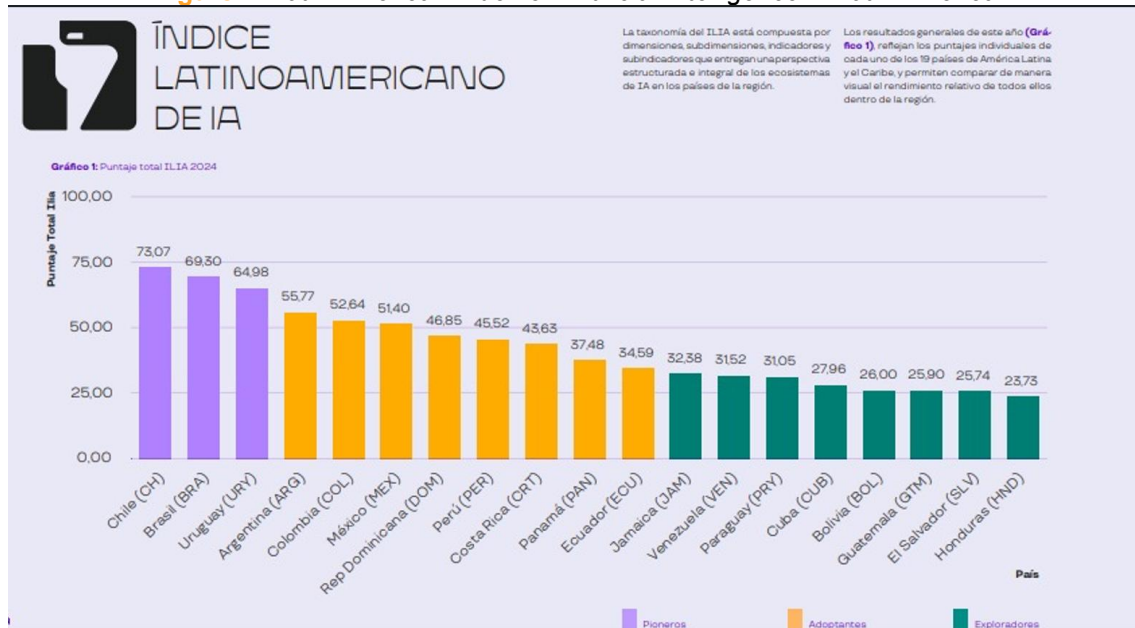
Therefore, as noted in the study of Deloitte University Press (2017):

The nature of work is changing, driven by the acceleration of connectivity and cognitive technology. As artificial intelligence (AI) systems, robotics, and cognitive tools grow in sophistication, nearly every job is being reinvented, creating what many call "the augmented workforce." As this trend picks up speed, companies must rethink how to design tasks, organize work, and plan for future growth (p. 119).

In Latin America, the artificial intelligence index (ILIA) according to Figure 2, developed in 19 countries, classifies them as:

- a) Pioneers (violet color)
- b) Adopters (yellow color)
- c) Explorers (Green color)

Figure 2. Latin American Index on Artificial Intelligence in Latin America



Source: ILIA Country Category (2024)

Note: / Reference for CENIA and ECLAC as well as entities such as FCA, IDB, OAS and UNESCO

As can be seen in Figure 2, Ecuador is located as an adoptive country, which involves advances in research and seeking to invest in these tools. Therefore, it is important to ask in this context, how will AI be able to influence the management of human talent in these times?

Given this, it is convenient to review what he proposes Tambe et al. (2019) on the reality of artificial intelligence, highlighting the following:

- a) The use of data science techniques for HR tasks
- b) The complexity of human resources phenomena
- c) The limitations imposed by reduced datasets
- d) Ethical and legal constraints, and possible adverse employee reactions to management decisions

The objective pursued in this research is to determine the importance of artificial intelligence and its contribution to Human Talent, starting with streamlining repetitive and data-based tasks, such as recruitment and pre-selection of candidates, payroll and benefits management, employee data analysis, performance evaluation, training planning and the current changes that have been developed and that every organization must consider in its strategic planning.

METHODOLOGY

To analyze the proposed objective, a qualitative research called interpretation research was necessary (Arévalo et al., 2020) and the researcher can describe the data found using his or her experience to formalize his or her opinion. This qualitative approach "focuses on understanding the phenomena, exploring them from the perspective of the participants in a natural environment and in relation to their context" (Hernández & Fernández, 2014, p. 358).

The review of important secondary sources such as books, articles and websites contributed to the systematic construction of information related to the current business context as well as in the management of human talent through the dissemination and influence of artificial intelligence.

The research is related to "descriptive studies that seek to specify the properties, characteristics, and profiles of people, groups, communities, processes, objects, or any other phenomenon that is subjected to analysis" (Hernández & Fernández, 2014, p. 92).

The following steps were followed as an investigation procedure:

- a) Identify keywords in the source documents.
- b) Use of databases and indexed platforms.
- c) Identification of relevant material

RESULTS

The idea of working with this computer tool leads to the need for the organization to improve its productivity and efficiency through a human resource that brings together the skills that companies need, as can be seen in Table 1.

Table 1: Strengths of human talent through the use of AI

System	Strengths	Example
Personnel selection	Less time for the hiring process and greater confidence in selecting personnel	Profiles from trusted sites would be selected by means of a prompt
Staff training	Personalized training	Training programs in relation to professional and personal development
Permanence - Staff retention	Worker stability	Staff turnover indicator

Explanation: Firstly, for the personnel selection process, the design of the prompts incorporates analyzing important information as a response, where suitable candidates are evidenced, this, with the shortest time and greater confidence according to the data of the resumes entered in the recruitment platforms. With respect to staff training, personalized

programs will allow people to identify with their own shortcomings and weaknesses to turn them into strengths in favor of the organization. Finally, the permanence of personnel, their stability and retention will determine a lower turnover indicator and a higher career plan indicator in organizations.

With respect to the challenges faced by human talent management and artificial intelligence, the following can be seen in Table 2:

Table 2: Challenges of human talent through the use of AI

Challenge	Description	Examples
Probable Prompt Bias	Results could be affected with inadequate prompt	The prompt can take generalized data when the analysis can encompass only a part of the population
Data vulnerability	Exposure of personal and private results	The likelihood of access to personal information is high
Artificial dependence	Decisions are paved by instructions and algorithms	The results are considered as absolute truth

Explanation: With respect to the probable bias that may be generated in the prompt, it could establish equivocal results, so it is necessary to continuously improve the chain of instructions that, strengthened, can have results that benefit the selection of appropriate personnel. Then, something very likely to create problems encompassed in this word must be analyzed as a challenge, as the data is vulnerable to attacks that could determine the inappropriate use and for purposes contrary to the creation of AI that could affect the human talent area of the organization. Finally, it can be pointed out that overrelying on the decisions of a machine could lead to the people who support the human talent area becoming operational programmers of a process that would already be dependent on running a work instruction. (See Table 3)

Table 3: Future opportunities for human talent through the use of AI

Opportunity	Description	Examples
Continuous improvement process	Better conditions for job performance	Continuous feedback
Human Talent and an innovative vision	There are several innovative tools for selecting and recruiting human talent	There are AI tools for personnel selection
A complementary vision between man and AI	AI complements managerial decision-making	The results obtained from AI will serve as a basis for decision-making

Explanation: The use of Artificial Intelligence can undoubtedly produce incessant improvement in processes through continuous feedback in the organization, which will allow people to be more adequately assessed in their work performance. This scenario will contribute to the possibilities of innovation within the department through creativity,

knowledge and the use of tools such as AI. Finally, the possibility that there is complementarity between the management of Artificial Intelligence and the talent that people have in the organization was considered, given that the results would be overwhelming for the organization by improving the processes in which organizations recruit, select and maintain their main resource, the human resource.

CONCLUSION

The implementation of Artificial Intelligence in many of the organizations generates in workers the possibility of rethinking and developing their competencies, in order to adapt to the new reality, therefore, in human management it is essential to use these new tools that do not seek to replace human reasoning but to be the complement of human talent managers and that must achieve inclusion in the organizational culture of Artificial Intelligence should be considered as a complementary tool for personal work and not as a substitute for human talent, the knowledge that the employee has is a unique characteristic, an intangible resource that is considered an important factor in production, innovation and skill development.

AI today becomes an opportunity to improve each of the processes related to making decisions correctly. The consummation of Artificial Intelligence in organizations also requires a clear strategy and long-term foresight. It is not only a matter of embracing technologies for their novelty, but of integrating them in a way that aligns with the strategic objectives that the organization built and defined, which will promote a change in the substantive and adjective processes of each organization where technologies allow computers to perform tasks that require human cognitive functions such as human talent management subsystems. allowing the manager to have an active role in the processes of interaction of teamwork, perception and understanding of the challenges of the organizational environment, which allows him to develop, give answers and adapt to his position.

Under professional ethics, implementing AI in an organization would respond to a planned strategy, in such a way that when applied in the processes that involve recruiting and selecting personnel, it allows maximizing knowledge, its use through continuous improvement processes, making the most of its strengths and guaranteeing that the information obtained and stored is used appropriately under corporate principles and values that lead the organization to take advantage of the AI challenges.



AI is transforming the way organizations recruit, train, develop, evaluate, and retain their people. Therefore, this tool is a key strategy for human talent management with future scenarios.

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