

# Challenges and perspectives of strategic human talent management in public organizations: a systematic review

## Desafíos y perspectivas de la gestión estratégica del talento humano en organizaciones públicas: una revisión sistemática

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### Abstract

This article analyzes strategic human talent management in the public sector, recognizing its relevance for institutional success in a globalized and technologically dynamic context. The main objective is to examine key background information, definitions, and theories related to organizational human talent and strategic management, as well as to understand their impact on the development of public entities. The methodology used is a systematic literature review, following the PRISMA protocol guidelines, with rigorous inclusion and exclusion criteria for the selection of 41 studies published between 2015 and 2023. These studies focus on talent management and organizational strategy in the public sector. The results show that, despite the public perception of inefficiency, human talent represents a strategic factor for institutional effectiveness. However, the lack of soft skills, together with deficiencies in transparency and meritocracy, limits the competitiveness of the public sector. It is evident that investment in training, motivation, and professional development increases staff commitment and improves the quality of services. Likewise, strategic management focused on people and oriented toward diversity and inclusion facilitates adaptation to change, promoting more equitable and productive work environments. Studies conducted in Latin America highlight the value of recognition, support, and retention policies in improving

organizational performance. It is concluded that strategic human talent management is essential for the efficiency and sustainability of public organizations, which is why models focused on staff development and inclusion are required.

**Keywords:** human talent, strategic management, public sector.

## Resumen

El presente artículo analiza la gestión estratégica del talento humano en el sector público, reconociendo su relevancia para el éxito institucional en un contexto globalizado y tecnológicamente dinámico. El objetivo principal es examinar antecedentes, definiciones y teorías clave relacionadas con el talento humano organizacional y la gestión estratégica, así como comprender su impacto en el desarrollo de las entidades públicas. La metodología empleada corresponde a una revisión sistemática de literatura, siguiendo las directrices del protocolo PRISMA, con criterios rigurosos de inclusión y exclusión para la selección de 41 estudios publicados entre 2015 y 2023. Estos estudios se centran en la gestión del talento y la estrategia organizacional en el ámbito público. Los resultados muestran que, a pesar de la percepción ciudadana de ineficiencia, el talento humano representa un factor estratégico para la eficacia institucional. No obstante, la falta de competencias blandas, junto con deficiencias en transparencia y meritocracia, limita la competitividad del sector público. Se evidencia que la inversión en capacitación, motivación y desarrollo profesional incrementa el compromiso del personal y mejora la calidad de los servicios. Asimismo, una gestión estratégica centrada en las personas y orientada hacia la diversidad e inclusión facilita la adaptación a los cambios, promoviendo entornos laborales más equitativos y productivos. Estudios realizados en América Latina destacan el valor de las políticas de reconocimiento, apoyo y retención para mejorar el desempeño organizacional. Se concluye que la gestión estratégica del talento humano es esencial para la eficiencia y sostenibilidad de las organizaciones públicas, por lo que se requieren modelos centrados en el desarrollo y la inclusión del personal.

**Palabras clave:** talento humano, gestión estratégica, sector público.

## Introduction

In the current context characterized by globalization, the knowledge era, and rapid technological development, public entities face significant challenges in managing human talent and effectively implementing organizational strategies. Despite widespread recognition of the importance of human talent for institutional success, many public sector organizations exhibit structural and operational weaknesses in this area. These deficiencies are often associated with non-compliance with existing regulations, such as Legislative Decree No. 276, Legislative Decree No. 1153, and Technical Standard No. 001-2018-SGP, which govern the implementation of process management in Peruvian public administration.

Chiavenato (2020) notes that human talent is an essential element in every organization, influencing various subsystems such as personnel administration, maintenance, development, and internal auditing. However, many public institutions still do not clearly identify the strategies employed to attract, develop, and retain talent. In the case of Ecuador, Saavedra Alberca (2017) observes that strategic management of human talent is a relatively recent practice, adopted by 77.79% of companies in the past seven years.

Calatayud (2019) emphasizes that well-executed strategic management, in compliance with the General Budget Law, can lead to positive outcomes for public entities. In this regard, Lara Tapia (2021) defines strategic management as the process that enables the establishment of long-term objectives, identification of key actions, and allocation of resources, with staff commitment being a determining factor in institutional operational efficiency. Additionally, Anastacio Vallejos et al. (2020) stress that talent management encompasses processes ranging from recruitment to supervision, training, and rewarding personnel, thereby contributing to more informed and effective decision-making.

Employee commitment to the organization not only enhances job performance but also supports the achievement of institutional objectives. In this context, Chiavenato (2020) asserts that the essence of human talent management lies in incorporating individuals with key competencies capable of addressing contemporary challenges. Recognizing staff as unique individuals—beyond mere resources—facilitates the creation of a more collaborative, innovative, and productive organizational environment.

Moreover, retaining talent in the public sector requires comprehensive strategies that address personal, professional, and social aspects. These include strengthening competencies, providing economic incentives,

offering family support, and creating recreational spaces, aligning with the levels of self-actualization proposed in Maslow's hierarchy.

In this framework, the present review article aims to analyze the perspective of organizational human talent and its strategic management in the public sector. First, it seeks to examine the most relevant antecedents and definitions on the subject; second, to understand the importance of these dimensions for the success and development of public entities; and finally, to identify and analyze the most influential theories related to the strategic management of human talent in the context of public administration.

## Methodology

This research was developed under a systematic review design with a qualitative and descriptive approach (Linares-Espinoza et al., 2018), aimed at analyzing the perspective of organizational human talent and strategic management in the public sector. To achieve the objective of identifying antecedents, common definitions, and relevant theories, as well as understanding the influence of these factors on institutional success, an exhaustive search of scientific literature was conducted. The review process followed the phases established in the PRISMA methodology, which includes the identification, screening, and inclusion of relevant documents, ensuring rigor and systematicity in the selection of information (Araya et al., 2017). Clear inclusion and exclusion criteria were applied to ensure the relevance and quality of the sources.

To guarantee the relevance and robustness of the collected information, rigorous inclusion and exclusion criteria were defined to guide the selection of studies. Regarding inclusion criteria, scientific publications from 2015 to 2023 were considered to obtain updated information on human talent management and strategic management in the public sector. Only research articles, systematic reviews, theses, and academic documents from indexed and recognized scientific journals at both national and international levels were included.

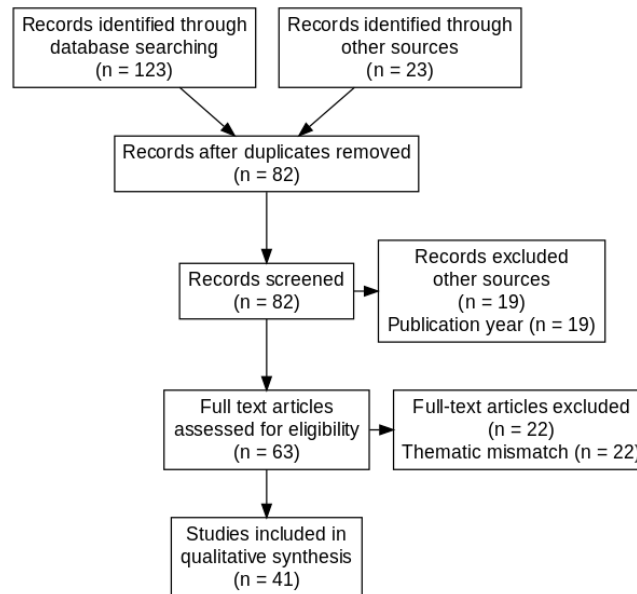
Thematically, priority was given to studies directly related to organizational human talent management, strategic management, and their application in public sector entities, as well as studies exploring relevant theories and practices in this context. Documents written in both Spanish and English were accepted to broaden the diversity of perspectives, considering both quantitative and qualitative research as long as they provided clear data on the relationship between human talent and strategic management in the public domain. Only documents with full text access were included, allowing for comprehensive analysis.

As for exclusion criteria, publications outside the established time range (prior to 2015 or after 2023) were discarded to maintain the currency of the information. Studies not directly related to strategic management or human talent management in the public sector were also rejected, as were those focused exclusively on the private sector without connection to public administration. Abstracts, conference proceedings, non-scientific reports, opinion pieces, editorials, and gray literature that did not meet academic standards were excluded, as were texts in languages other than Spanish or English due to limitations in interpretation and analysis.

Additionally, documents without full text access were discarded, as well as those with evident methodological deficiencies that compromised the validity and reliability of the results. These criteria enabled the selection of a solid and relevant document corpus that supports the analyses and conclusions of the study, ensuring both scientific validity and practical applicability of the findings in the context of strategic human talent management in the public sector.

In total, 41 studies were selected using specific keywords such as "human talent," "strategic management," "organization," and "public sector." The data analysis focused on establishing relationships between human talent management processes and strategic management, identifying significant correlations and common patterns among the reviewed studies.

**Figure 1**  
*Process search diagram for review according to PRISMA*



## Results

First, public entities, whose purpose is to serve the citizenry, are perceived as inefficient by the population. In this context, the role of human talent acquires strategic relevance. According to García Dávila (2023), it is crucial to continuously monitor personnel management to identify areas for improvement and enhance institutional performance.

It is important to note that those responsible for organizational management are key actors in promoting commitment within institutions. Hence, Orihuela et al. (2019) emphasize that these leaders must not only manage but also foster a culture of belonging that strengthens long-term institutional objectives.

In alignment with this, organizations must focus on enhancing and adequately managing human talent as a means to foster staff identification with institutional goals. Cordero-Clavijo et al. (2020) warn that, from a citizen perspective, public services suffer from a lack of quality and warmth, while personnel exhibit deficiencies in soft skills. This limits their responsiveness and reduces competitiveness in the job market. Similarly, Arenas Falótico et al. (2020) underline that organizational change is essential to adapt to the current environment. Institutions must invest in training, motivation, and the generation of innovative ideas to address contemporary challenges.

It is evident that sound organizational decisions have contributed to the efficiency of entities by allowing better internal adaptation. This underscores the importance of professional development, as improving skills not only adds more value but also leads to greater job satisfaction (Carvajal-Pérez, 2021).

In line with this, Ruiz González (2022) states that all strategic planning is meaningless unless it is based on a clear vision, highlighting that to design effective strategies in the public sector, clarity about the objectives to be achieved is essential. It is necessary to reflect on the role we play as agents of change in the face of social transformations. Lara Tapia (2021) summarizes this by stating that, throughout history, humans have continuously evolved to become increasingly productive and efficient, which should inspire continuous improvement processes in public management.

Complementing the above, Aldana Rivera et al. (2018) concluded that, specifically in health institutions as public entities, greater organizational flexibility is required. These should focus on providing better working conditions and development opportunities for nursing professionals to strengthen their commitment and increase personnel retention within the organization.

In this same vein, Calderón Hernández et al. (2017) assert that individuals, as managers of resources allocated for the production of goods and services, must be considered high-value assets within the institutional system. This perspective emphasizes the importance of a human-centered management approach as a driver of change and organizational efficiency. This aligns with the observations of Cachuan Chalco (2015), who points out

that public service still faces deficiencies in transparency and meritocracy, hindering the proper selection of qualified personnel. This situation directly impacts the efficiency of job positions, particularly in regional contexts with greater structural limitations.

It is crucial to emphasize that to guarantee quality public services, institutions must implement management models that promote commitment, motivation, and professional development of their workers (Ramírez Molina et al., 2018), thereby achieving real improvements in citizen service. In this regard, a study conducted in Ecuador by Bacilio Bejeguen et al. (2021) is relevant, as they found that the social commitment of the public sector is directly related to the strengthening of the human factor. They also highlight the strategic value of adopting management styles that integrate workers into a responsible and participatory institutional culture.

Furthermore, Gaspar Castro (2021) argues that human resource management is the operational core of any organization. Effective administration of this component drives personnel performance, strengthens internal cohesion, and improves institutional achievements. To validate this assertion, Olivos Jiménez et al. (2023) analyze various methodologies applied to human talent management in the business sector, noting that public organizations implementing well-structured models achieve better results and higher levels of work effectiveness.

In this same line, Ramírez et al. (2019) identified that various Latin American countries have adopted human talent management policies focused on recognition, support, and retention of personnel. These actions, as confirmed by Ramírez Torres (2023), have had positive effects on goal setting and improvement of organizational performance.

Continuing along this line, it is evident that fully leveraging human potential in public organizations requires incorporating principles of diversity and inclusion, as these dimensions are fundamental to energizing more equitable and productive work environments (Vásquez et al., 2025).

Huanca-Frías et al. (2021) propose that human talent management in public entities should aim to attract top professionals, recognize their merits, and provide growth opportunities aligned with their performance. This vision is fundamental for consolidating a modern, efficient, and people-centered public administration.

In addition, Álvarez Contreras (2020) underscores the need to ensure hiring and management processes are oriented toward incorporating profiles capable of adapting swiftly to changes in the organizational environment. In line with this approach, Almora Quispe (2019) notes that, in the face of digital era challenges, institutions must promote continuous readjustment to ensure their sustainability. Consequently, many organizations have begun investing in the development of strategic competencies that allow them to maintain their relevance and competitiveness.

On another note, Barrios-Hernández et al. (2020) assert that every organization faces ongoing processes of change, requiring adaptability and the implementation of strategies that facilitate the adoption of new management models. This is also reflected in specific cases of institutional success. For example, Arellano Guerrero et al. (2021) demonstrated that effective strategic management of human talent enabled the accreditation of two faculties in a public university in the interior of the country, concluding that there is a direct and significant relationship between these two factors in higher education contexts.

Altamirano Taica et al. (2023) emphasize that strategic planning is essential in both the public and private sectors, as it involves the clear formulation of objectives, their implementation, and evaluation. However, many public institutions exhibit critical failures in this initial stage, compromising their capacity to achieve concrete goals.

In this line, Rodríguez-Serrano et al. (2019) argue that human talent management is a key tool for reducing staff turnover and increasing employee retention. A favorable work environment enhances productivity and strengthens organizational commitment.

In the specific context of analyzing human talent management in local governments, Anastacio Vallejos et al. (2020) conclude that municipalities, as active parts of the state apparatus, are undergoing significant transformations driven by technological advances, changes in public policy, and other social dynamics. These conditions make effective human resource management essential for successfully facing these challenges.

Following this, Huanca-Frías et al. (2021) evaluated 13 provincial municipalities in the Puno region, obtaining “regular” ratings in citizen services. Factors explaining these results include poor planning, lack of clear strategies, and insufficient effective management of human talent, leading to inefficient public services with low impact. In this context, López Malpartida (2022) emphasizes that municipal authorities must be adequately trained in public management, as their leadership directly influences citizen perception and trust. Understanding the issues in the environment and acting with technical preparation is key to improving institutional legitimacy.

González Rosas et al. (2015) highlight the strategic importance of administrative management within regional governments, particularly in municipalities, as part of Peru's third level of government. Their study underscores the relevance of a behavioral approach in public administration, which examines how individuals

perform in their work roles, integrating aspects such as motivation, work organization, and human relationships. This perspective allows for efficiency improvements from an organizational behavior viewpoint.

It is also pertinent to mention healthcare institutions, which represent a fundamental pillar within the public sector. Arango Sánchez & Balabarca Flores (2019) assert that health organizations must focus on developing personnel competencies as a means to generate institutional value. In a highly competitive and globalized environment, strategic planning emerges as an essential tool not only to meet citizen demands but also to ensure quality hospital services.

Similarly, Harold Bernardo et al. (2020) conducted a study on strategic management in the health sector by applying questionnaires to administrative staff. Their findings revealed various inefficiencies in strategic processes. They concluded that Health Service Providing Institutions must strengthen their relational strategies, flexibilize their organizational structures, and promote a culture of continuous improvement as key measures to optimize institutional performance and ensure quality care.

Once these specific areas are addressed, it is necessary to turn attention to the conceptualization of selection, training, and personnel management processes. In this regard, Saavedra Alberca (2017) proposes a differentiated approach between human talent and human resources from a theoretical perspective. In their study, they develop and validate a quantitative model to measure the impact of human talent on organizational performance, based on the Strategic Human Talent Management model proposed by Collings et al. (2017).

Additionally, Carvajal-Pérez (2021) addresses human talent planning as a process consisting of two stages: the first involves identifying the necessary qualities that personnel must possess to integrate effectively into the organization; the second entails precisely determining the number of individuals required to efficiently achieve institutional objectives.

On the other hand, Sanabria Pulido (2015) argues that human talent represents the most valuable asset within a public entity, being an essential factor for its optimal functioning. Properly managing their capabilities allows for the generation of maximum value for the organization.

Similarly, Perry (1996) indicates that appropriate motivation in the public sector not only improves performance but also stimulates the attraction of new talent to government institutions, thereby strengthening their operational capacity. This idea is echoed by Ramírez-Torres (2023), who emphasizes that institutional competitiveness is enhanced when innovation in training is incorporated, new working methods are adopted, and management styles are updated. These elements not only enhance performance but also position public organizations in more dynamic and demanding scenarios.

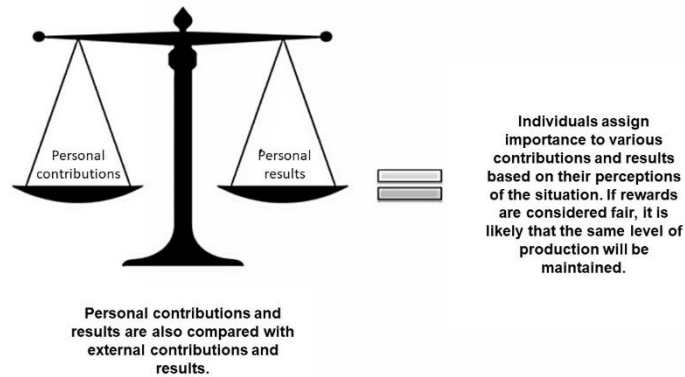
Complementing previous findings, Huaraca-Carhuaricra (2023) asserts that public entities have begun adapting their human resources policies in response to external pressures, reorienting their focus toward performance as the central axis of management. This transition responds to the need to generate greater institutional efficiency in an increasingly competitive environment.

In this same vein, Cui et al. (2018) emphasize that human talent management is a key factor for attracting and retaining qualified employees. This practice not only guarantees the stability of human capital but also increases organizations' capacity to generate sustainable competitive advantages.

Moreover, Zúñiga-Collazos et al. (2021) highlight that public sector institutions must foster an organizational culture based on innovation and collaboration. This orientation allows human talent not only to perform operational functions but also to actively contribute to creative problem-solving and continuous process improvement.

In this context, it is relevant to consider the contributions of the Equity Theory proposed by Adams (2015), which posits the importance of employees' perception of fairness regarding the treatment they receive in their organizations. From this perspective, the focus is on understanding how human talent management and its strategic alignment directly impact institutional effectiveness, providing valuable information for decision-making.

**Figure 2.**  
*Equity Theory*



**Source:** Adams (2015)

In the practical application of this theory, it is crucial to value employees' opinions about the organization. According to Adams, the sense of equity profoundly affects their levels of commitment, motivation, and performance. Therefore, it is recommended to implement initiatives aimed at projecting a positive institutional image, strengthening internal communication, participatory leadership, and feedback channels. These actions not only increase the sense of belonging but also facilitate more effective and sustainable strategic management in the public sector.

## Discussion

The analysis of the reviewed articles reveals significant convergence regarding the importance of strategically managing human talent in public organizations. As Chiavenato (2020) posits, human talent is the central axis of any entity, whether public or private. This comprehensive approach considers personnel not as mere resources but as individuals with unique aspirations and capabilities, whose potential can be optimized through proper management. This perspective underlies most of the analyzed studies, which recognize talent management as a key strategic function for institutional achievement.

Saavedra Alberca (2017) and Calatayud (2019) provide empirical evidence of the increasing incorporation of human talent management practices in Latin America, particularly in the state sphere. Both studies highlight the direct relationship between this management and strategic planning, emphasizing the importance of establishing clear objectives, fostering staff commitment, and aligning performance with organizational mission.

Complementarily, García Dávila (2023) and Orihuela et al. (2019) stress the urgency of strengthening internal management processes, while Cordero-Clavijo et al. (2020) propose implementing continuous monitoring systems in human resources units and quality departments. Far from being accessory tasks, these actions are fundamental for evaluating the effectiveness of institutional policies and ensuring a flexible, efficient organizational environment capable of responding to changing contexts.

In this regard, Carvajal-Pérez (2021) offers a relevant perspective by highlighting the need for any institutional transformation process to be grounded in a clear vision, a well-defined mission, and principles of transparency. Change in public entities must be human-centered, recognizing personnel as key agents in the transformative process.

Furthermore, studies by Gaspar Castro (2021) and Olivos Jiménez et al. (2023) agree that effective human talent management directly impacts organizational performance and must be guided by ethical and normative criteria. Attracting, developing, and retaining the best professionals requires solid policies, transparent processes, and strategies coherent with institutional and social realities.

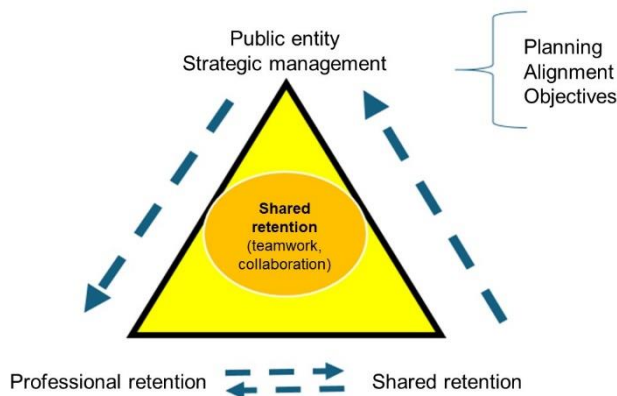
Lara Tapia (2021) emphasizes that strategic management involves defining long-term objectives and ensuring employees actively commit to achieving them. This highlights the importance of participatory leadership, effective communication, and a strong organizational culture as mediating elements between institutional strategy and its implementation.

Despite observed advances—such as Saavedra Alberca (2017) noting that 77.79% of Ecuadorian organizations have adopted human talent management models—challenges persist, particularly regarding the retention of qualified talent. From Maslow's motivation theory, the author proposes the "success triangle,"

Quisque, R. & Contreras, R. (2026). Challenges and perspectives of strategic human talent management in public organizations: a systematic review. *Revista InveCom*, 6 (1). 1-11. <https://zenodo.org/records/15670820>

composed of three vertices: strategic management, professional retention (through incentives like salary improvements and continuous training), and shared retention, which can be decisive for ensuring long-term institutional sustainability.

**Figure 3.**  
*Success triangle*



In this same vein, Calatayud (2019) argues that strategic management only achieves its real impact when valued by at least half of the staff. This internal perception is essential, as recognition and trust from personnel towards institutional management directly influence workplace climate and collective outcomes.

Offering a comprehensive vision, Anastacio Vallejos et al. (2020) identify the main processes associated with human talent management: recruitment, selection, orientation, rewards, development, and performance evaluation. They also emphasize the importance of building competency databases and addressing workers' needs from a Maslow-based hierarchy perspective, which contributes to strengthening motivation and individual performance, positively impacting institutional success.

Consistent with this, Camacho Marín et al. (2020) present empirical evidence supporting this perspective. Their study reveals a positive and significant correlation between human talent processes and strategic management ( $p = 0.000 < 0.05$ ;  $Rho = 0.423$ ), demonstrating that greater integration of human talent in institutional strategy increases the likelihood of achieving organizational objectives.

Consequently, those responsible for institutional leadership in the public sector must prioritize implementing human talent management strategies based on meritocracy, transparency, and continuous improvement. Retaining the most qualified professionals not only ensures operational stability but also turns human capital into a driver of innovation, leadership, and commitment to the public interest.

### Conclusions

The analysis conducted leads to the conclusion that public organizations currently face an environment characterized by high levels of complexity, uncertainty, and constant change. These conditions generate external pressures that affect not only the structure and functioning of institutions but also the sense individuals find in their work within the public system. In this context, the role of contemporary technocrats becomes relevant, whose actions are based on a logic of instrumental rationality focused on efficiency, calculation, and benefit maximization, often with little attention to the ethical, human, or social dimensions of their decisions.

This technocratic rationality tends to favor administrative modernization processes that, while they may represent significant technical advances, often remain superficial, avoiding deeper structural transformations. Modernization, therefore, risks becoming a merely formal practice if not linked to a critical analysis of the political, economic, and social context, and to a situated understanding of the real challenges facing public institutions.

In this sense, adopting strategic approaches to human talent management emerges as a key avenue for overcoming these limitations. Modern and strategic talent management must not be limited to incorporating administrative tools; it should aim to strengthen human capital as a driver of institutional transformation. This involves questioning internal processes, reviewing leadership, and ensuring that reforms respond to the true needs of the organization and the society it serves.

Additionally, it is emphasized that strategies for attracting, developing, and retaining human talent must encompass both extrinsic incentives—such as salary improvements, stability, and training opportunities—and intrinsic motivational factors, including a sense of purpose, recognition, and the social impact of public work. These elements are crucial for consolidating highly committed teams capable of driving institutional development with an ethical, participatory, and common good-oriented perspective.

Ultimately, strategic human talent management represents not only a technical tool but also a deeply political and ethical dimension of public administration. Its proper implementation can make the difference between a functionalist bureaucracy and a truly innovative, human-centered administration committed to social transformation.

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