

Human talent as a fundamental axis of well-being and business success in Ecuador

El talento humano como eje fundamental del bienestar y éxito empresarial en Ecuador

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ABSTRACT

This study explores the relevance of human talent today, as over the years human talent management has shifted toward maintaining the overall well-being of staff, who represent one of the most valuable assets within any organization. Ecuadorian legislation calls for dignified treatment, stability, and motivation for workers, creating more humane and efficient work environments, since proper human talent management not only drives productivity and innovation but also contributes directly to the emotional and professional well-being of employees.

Keywords: Human talent, well-being, environment, stability

RESUMEN

El presente estudio explora la relevancia del talento humano en la actualidad, ya que con el pasar de los años la gestión del talento humano ha dado un giro hacia mantener el bienestar total en el personal, que representa uno de los activos más valiosos dentro de cualquier organización. La legislación ecuatoriana exhorta al trato digno, la estabilidad y la motivación de los trabajadores, generando entornos laborales más humanos y eficientes, debido a que la adecuada gestión del talento humano no solo impulsa la productividad y la innovación, sino que, también, contribuye directamente al bienestar emocional y profesional de los colaboradores.

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INTRODUCTION

Currently, at the global level, we observe work environments that are dynamic and globalized, where human talent management has had to evolve due to society's progress in terms of needs and making itself heard. That is why, in order to meet the needs of employees, human talent management has become a fundamental strategic pillar for the success and sustainability of organizations. However, Ecuador has been no exception to this evolution, causing companies to face unique challenges and opportunities that shape how they must manage their most valuable asset: people.

In Ecuador, some companies are beginning to see human talent as the most important and critical asset of their organization. Therefore, the management of this new human talent is encouraged by an environment that combines the need for technological adaptation, the search for greater well-being at work, generational diversity, and the economic growth of the company and its workers. For this reason, the human talent department is transitioning from the traditional model to more holistic and strategic approaches, where job attraction, staff retention, worker development and growth, and employee engagement are key to achieving organizational goals.

According to Alles, M (2006), the most successful organizations recognize that motivated, valued, and well-treated employees are the key to achieving high levels of performance and sustainability. This idea is backed by Ecuadorian legislation, which supports this approach by recognizing labor rights that protect the integrity, stability, and development of workers.

This article explores the importance of human talent in companies and how the transition should be made, through compliance with the law, to promote a positive work environment in Ecuador that makes workers feel good and valued.

MATERIALS AND METHODS

This scientific article is based on the results of exhaustive bibliographic and documentary research, which was conceived and carried out with the purpose of analyzing, interpreting, and synthesizing the state of knowledge, theories, and relevant perspectives on a specific topic. The nature of the study falls within the qualitative paradigm, seeking a deep understanding of the phenomena based on a critical review of the material consulted.

The methodological process was structured in different phases, beginning with the inventory of sources or bibliographic review. This stage involved the selection and systematic collection of a wide range of academic and scientific documents. The sources consulted were classified as primary (original research articles, theses, books by leading authors) and secondary (systematic reviews, meta-analyses, catalogs, and databases), thus ensuring a comprehensive view of the topic. Priority was given to

searching specialized databases, institutional repositories, and high-impact academic literature, using a search strategy defined by keywords and Boolean operators, ensuring the relevance and timeliness of the information collected.

Once the documentary corpus had been compiled, the central stage of text analysis and interpretation was carried out. This technique was the core of the research, allowing the essential elements of each document to be broken down, examined, and extracted. A qualitative perspective guided this analysis, focusing not only on the identification of specific data, but also on the understanding of the theoretical approaches, arguments, critical positions, and methodologies employed by the different authors.

To ensure rigor and systematic recording of information, bibliographic and content indexing was used as a fundamental tool. Through these index cards, key data from each source was methodically extracted and organized, including relevant textual citations, summaries of main ideas, critical comments, and the precise location of the information. This process facilitated the comparison of the material and the subsequent organization of the findings into predefined thematic and conceptual categories, which was crucial for structuring the results and discussion of this article.

Finally, the synthesis and integration of the findings allowed us to go beyond a simple description. Through an interpretive approach, connections were established, convergences and divergences between the different theoretical postulates were identified, and a unified and critical view of the object of study was generated. This qualitative and rigorously documentary approach allowed us to generate new understandings from the rereading, contrasting, and deepening of the existing literature, laying the foundations for the conclusions and future lines of research proposed in the development of the work. The transparency and replicability of this methodological process is supported by the explicit statement of the techniques and tools used, as well as the exhaustive list of references accompanying the article.

RESULTS

Currently, Ecuador is continuing its transition to improve the work experience of its people, attempting to unite and advance the joint work of the occupational well-being department and the human talent department (often thought to be the same department, but this is not the case) to enable workers as professionals to exploit or improve their skills, attitudes, abilities, knowledge, and commitment, thereby improving their work every day and making them feel listened to, respected, and valued. According to Robbins, S. P (2017), it is necessary to have these two teams in the personnel department, as the occupational well-being department focuses on the quality of life and general well-being of employees, seeking to improve their satisfaction and health, in accordance with Maslow's theory; while the human talent department focuses on the strategic management of human resources, including recruitment,

hiring, training, i.e., ongoing training, development, recognition, and staff retention. However, when the work of these two departments is well done, it leads to better productivity, a better work environment, and greater employee loyalty.

Maslow's Hierarchy of Needs is a theory used in human resources to cover all aspects and dimensions of the worker. This psychological theory is based on the idea that human beings are motivated by a set of needs that are organized into five levels, from the most basic to the most complex, and that satisfying these needs has an impact on the motivation and professional development of individuals.

Applying this theory in human resources allows for a better understanding of employee motivations and the design of strategies to meet their needs at different stages of their careers, thereby improving commitment, productivity, and talent retention.

Levels of Maslow's pyramid

Physiological needs:

These are the basic needs for survival, such as eating, drinking, and sleeping, and are met in the workplace with adequate pay, healthy working conditions, and flexible schedules.

- Safety needs:
 - The need to feel secure at work, with a stable work environment, clear policies, and opportunities for professional development.
- Affiliation or social needs:
 - The need to interact with others, feel part of a team, and enjoy a good working atmosphere.
- Esteem needs:
 - The need to be recognized for your work, receive praise and positive feedback, and have opportunities to demonstrate your skills and grow professionally.

Self-actualization needs:

The need to reach your full potential, develop your skills, and feel satisfied with your contribution to work and society.

Illustration 1. Maslow's pyramid



Source: Idalberto Chiavenato

Application of Maslow's pyramid in Human Resources:

- Understanding motivation:

Helps identify the factors that drive employees at different stages of their careers.

- Designing talent management strategies:

Enables the creation of training, professional development, and recognition programs that meet the needs of employees at each level of the pyramid.

- Improving talent retention:

By understanding and meeting employee needs, you can reduce staff turnover.

- Increased job satisfaction and engagement:

By meeting employee needs, you promote greater satisfaction and commitment to the organization.

- Improved productivity:

More motivated and satisfied employees are more productive.

In other words, Maslow's theory is a valuable tool for human resource management, as it allows us to understand employees' needs and design strategies to achieve their commitment, professional development, and job satisfaction, which, in turn, improves productivity and talent retention in the organization. With this theory, Ecuadorian companies could begin or develop their journey toward proper human resource management, which is currently lacking and which, according to the Constitution of the Republic of Ecuador and the Labor Code, is mandatory, since Article 33 establishes that work is a right and a social duty and must be carried out under conditions that guarantee dignity, health, safety, and fair remuneration.

For its part, the Labor Code of Ecuador promotes respect for workers' rights, including:

- Job stability.
- The right to a healthy and safe working environment.
- The prohibition of any form of discrimination or mistreatment.
- The employer's obligation to pay fair and timely remuneration.

These legal provisions are aligned with the principles of corporate social responsibility and good human talent management practices.

Following this research, it is understood that good human talent management can drive a company toward success, because its staff will be committed, happy, and fully invested in the organization, enabling it to grow more and more. Conversely, poor management can generate negative results, both internally and externally. When staff feel ignored as individuals, frustrated, with little professional growth, mistreated, or undervalued, a series of problems arise that directly affect the functioning of the organization. According to UNIR (2021), the main consequences include:

- High staff turnover: unmotivated employees tend to leave the company, which generates costs for constant recruitment and training.
- Low productivity: workers who do not feel committed or valued perform less well, which affects operational and financial results.
- Poor work environment: lack of communication, authoritarian leadership, or lack of recognition generate tension, conflict, and demotivation.
- Loss of reputation: a company that treats its employees poorly may be viewed negatively by customers, suppliers, and the general public, affecting its image and positioning.
- Increased absenteeism: Demotivated or dissatisfied employees tend to miss work more often, which reduces team efficiency.

These effects not only damage the internal environment, but also jeopardize the sustainability of the business because staff dissatisfaction is transmitted to the outside world, leading to the loss of customers or suppliers. It is therefore essential that companies recognize that their workers are not an expense, but a strategic investment that must be cared for and valued.

CONCLUSIONS

Adequate collaboration between the occupational well-being and human resources departments in Ecuadorian organizations is essential to optimize the employee experience, since the former focuses on promoting the quality of life and general well-being of staff, while the latter strategically manages professional development and talent retention. It also integrates Maslow's Hierarchy of Needs, as it allows for understanding and addressing the diverse motivations of human beings, from the most basic to the most elevated, which translates into greater commitment, productivity, and job satisfaction.

Furthermore, the implementation of these practices not only improves the organizational climate but also aligns with the current legal framework in Ecuador, which recognizes work as a fundamental right that must be carried out in conditions of dignity and justice. Therefore, applying this comprehensive approach to human talent management in Ecuador represents a crucial step toward a more humane, efficient, and responsible organizational culture.

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