

Training and creativity: integration of human capital and human talent in organizational management

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Introduction

The current business environment places its focus on people, emphasizing Human Capital (HC)—knowledge and skills developed through education and experience—and Human Talent (HT)—innate abilities such as creativity and adaptability—as key pillars of organizational performance (Gómez et al., 2025; Rodríguez, 2024). However, challenges in their integration persist, exacerbated by inequalities in access to educational and professional opportunities, which limit human potential and demand a strategic analysis of their convergence and divergence (Martínez et al., 2024).

Effective management of HC and HT is crucial due to their strategic complementarity in facing 21st-century challenges. Deliberately aligning accumulated knowledge (HC) with innate creativity (HT) has become imperative to optimize performance and maintain competitiveness. This requires integrated approaches that overcome current barriers and foster sustainable organizational development.

Subsequently, in the second phase, a documentary review was conducted using the PRISMA method (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). This approach consists of a standardized set of guidelines designed to ensure methodological quality and transparency in the execution of systematic reviews and meta-analyses. Its primary objective is to guarantee rigor in the identification, selection, and synthesis of studies, thereby promoting a precise and comprehensive presentation of results (López et al., 2025).

As a result of the selection process, 236 documents were identified, from which those showing a direct relationship with the analytical categories of interest were chosen. From this selection, relevant data were extracted and systematized from 172 research articles, 64 institutional documents, and 2 reviews (Aguilera et al., 2020). The combination of search-equation techniques for bibliometric analysis with the application of the PRISMA method in the documentary review provided a solid methodological foundation for the presentation and synthesis of findings, strengthening both the validity and relevance of the research (Castro et al., 2024).

Similarities: convergences between education and creativity

Despite the conceptual distinctions between Human Capital (HC) and Human Talent (HT), a fundamental link exists, grounded in education and training—both crucial for the development of these constructs. The literature confirms that the acquisition of knowledge and skills directly enhances HC, while Human Capital Theory has elevated the value of workforce training, recognizing the positive impact of skilled employees on organizational competitiveness

(Gómez & Velasco, 2024). In parallel, creativitythe core of HT, can be cultivated through educational programs and innovative work environments (Laverde et al., 2020), demonstrating the interdependence between both concepts.

This convergence underscores the need for an integrated approach that combines educational development with creative stimulation, transcending the mere attraction and retention of qualified personnel. Effective HT management requires the creation of organizational conditions that foster innovation and knowledge generation (Rosero & Gómez, 2025), strategically integrating both dimensions to optimize institutional performance and build solid foundations for future challenges.

The simultaneous management of HC and HT thus emerges as a key strategic factor for adaptation and evolution in dynamic business environments. Organizations that successfully articulate these elements not only maximize their current effectiveness but also strengthen their resilience and capacity for innovation (Rodríguez, 2025). Understanding and managing these links become critical determinants for sustainability and competitive advantage in the 21st century.

Differences and synergies between human capital and human

An essential distinction between Human Capital and Human Talent lies in their nature and development. HC refers to the set of knowledge, skills, and competencies that individuals acquire and refine over time through formal education, continuous training, and professional experience. This concept emphasizes the ability of individuals to increase their value and productivity through investments in professional development (Vesga & García, 2020).

Conversely, HT is often associated with innate aptitudes or intrinsic characteristics that distinguish certain individuals, such as creativity, leadership, or emotional intelligence. Traditionally, these qualities have been perceived as traits difficult to cultivate artificially. However, recent research suggests that, through personalized development programs and targeted talent management strategies, it is possible to identify, enhance, and leverage the latent potential within individuals—thus challenging the notion that talent is a fixed and immutable quality (Rodríguez & Pérez, 2025).

The findings confirm that strategic human resource management is fundamental to optimizing the synergy between Human Capital (HC) and Human Talent (HT). This requires an integrated model encompassing the systematic identification of key competencies, capability development through structured programs, and strategic talent retention via stimulating work environments (Barbosa et al., 2021; Rincón et al., 2017). Methodologies such as reverse mentoring and upskilling programs using microlearning emerge as effective tools (Gaspar, 2021), while digital transformation enhances this integration through People Analytics tools that map connections between quantifiable competencies and innovative potential (Gómez & Buitrago, 2024).

The evidence reaffirms the strategic nature of HC-HT integration amid accelerated digital transformation. The future of organizational management will depend on developing analytical frameworks that integrate measurable HC variables with the intangible dimensions of creative talent (Chavarro et al., 2022). Emerging challenges—such as the impact of generative AI on the redefinition of competencies—demand interdisciplinary approaches combining strategic

management, data science, and organizational psychology, thereby defining new frontiers for research in this field (Rincón & Gómez, 2023).

Conclusions

The strategic integration of Human Capital (HC) and Human Talent (HT) stands as a fundamental pillar for ensuring financial sustainability and organizational competitiveness in the 21st century. Specialized literature confirms that HC—built through the accumulation of technical competencies and continuous education—and HT—focused on innate abilities such as creativity and adaptability—are complementary elements. Their articulation through ethical and planned human resource management not only optimizes institutional performance but also contributes significantly to human and social development.

Implementing integrated strategies that simultaneously promote lifelong learning and the identification and development of talent enables organizations to effectively address the challenges posed by globalized and constantly changing environments. This dual approach, supported by empirical evidence, consolidates itself as a robust pathway to strengthen organizational resilience, drive innovation processes, and build sustainable competitive advantages through the comprehensive valorization of human capabilities.

Nevertheless, it is essential to acknowledge this study's limitations to guide future research. The analysis relied predominantly on Anglo-Saxon literature (75% of the sources), which may restrict the applicability of findings in culturally diverse contexts—particularly in emerging economies. Additionally, the scarcity of longitudinal studies measuring the return on investment (ROI) of integrated HC-HT programs hinders the precise quantification of their long-term impact, highlighting the need for further exploration through broader and more diverse methodological approaches.

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