

## HUMAN CAPITAL IN ORGANIZATIONS

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### ABSTRACT

*The present material addresses an essential issue for Cuban companies : the need for the functioning of the companies Human Capital development that they count on. That is why the implementation of the System of Management and Management in state enterprises and senior management organizations must achieve a significant organizational change within the same and fully managed the systems that comprise it. In this sense, the Human Capital Management System plays a very important role since the success of any venture depends mainly on the flexibility and capacity for innovation that the PEOPLE involved in the organization have. Reflect on the Human Capital Management as well as the integration of several processes taking into account that the HC is the main asset of the company and therefore the most competitive resource is the purpose of this work.*

**Keywords:** *Organization, Human Capital, Human Capital Management System, Labor Competencies.*

### INTRODUCTION

The modern and contemporary business world is not the same as yesterday. The changes have become a constant that influences the day-to-day operations of the company, so each of the components that integrate it must be molded with the ultimate purpose of adjusting optimally to those transformations. One of the fundamental

components, if not the most important, of the companies is the individuals responsible for performing the different functions. Each person is responsible for a specific part of the total work, so it is necessary that the assigned tasks can be performed by the worker, that is, that they adapt to their interest, their skills and their experiences. To guarantee the results, it is not enough to determine the functions and their requirements to each worker, since the success of the work depends on the capacity and degree of participation of the human element. It is useless to plan the work with all the techniques if you do not have enough personnel prepared or able to do it. An indispensable tool to face this challenge is the Management by Competences. Such a tool allows us to move towards Human Capital Management, which is crucial for increasing productivity and quality, and prepares us for the necessary change in the corporate culture and the development of values of the individuals involved in what to do of the company .

## **DISCUSSION**

Human Capital (HC) is considered by many, the main asset of the company, and therefore the most competitive resource. Their selection, retention and development are essential for the fulfillment of the mission of any organization. The efficient management of the same, and integration of all elements related to the organization's strategy is the key to success in the pursuit of business excellence.

The implementation of the strategic management of the HC is an imperative for organizations especially in the current globalized international economic scenario. In our country during the economic recovery, there have been controls, audits, labor inspections, among others, that show inconsistency between the key activities of human capital management, objectives and productive results and Human Capital Management (HCM) as well As well as the lack of clear priority to this role in Cuban companies.

Therefore we consider that the GCH should be conceived as the integration of several processes such as:

- Labor competences :

They are the basis of this model. They symbolize what is and what does the company and the existing links between its workers. Top management directs and controls the identification of competencies that distinguish the peculiar

characteristics of the company, called distinctive competencies, the processes of the main activities and the competences related to the jobs.

- Work organization :

Integrates the human resources with the equipment and materials in the work process (productive, services, information or knowledge), through the application of methods and procedures that allow to work in a rational, harmonic and uninterrupted way, with adequate levels of safety, health and ergonomic requirements, to achieve maximum productivity, efficiency and effectiveness in the company and meet the needs of society and its workers. It is based on comprehensive studies aimed at designing processes and jobs, and increasing value added.

- Human resources selection and integration :

The company's senior management establishes the human resources selection and integration policy, based on current legislation, controls the effectiveness of the techniques and procedures that are applied and evaluates its contribution to the fulfillment of the objectives and its business strategy. Through the selection, the candidates are chosen from the most suitable and highly qualified recruits to perform both existing and newly created positions, corresponding to the competencies profile of the positions.

- Training and development :

Based on the determination of the needs of each worker, the training is in function of the development of the suitability and the labor competence, for the achievement of the objectives, aligned to the business strategy. It is conceived as an investment and not as an expense, emphasizing the application of acquired knowledge, skills developed, efficiency and effectiveness of companies.

- **Material and moral stimulation :**  
It is governed by the principle of distribution "of each according to his ability, to each according to his work," in combination with moral stimulation aimed at strengthening the revolutionary consciousness and motivation to achieve a high economic and social. The salary is the main material stimulus. Whoever brings more quantity and quality to society should receive more.
- **Safety and health at work :**  
It is oriented to create the conditions, capacities and culture so that the worker develops his work efficiently and without risks, looking for ergonomic conditions, avoiding events and damages that can affect his health and integrity, to the patrimony of the company and the environment.
- **Performance evaluation :**  
Continuous and periodic evaluation process for all employees to meet the demonstrated suitability, competencies and results of the work to achieve the objectives of the company, carried out by the immediate supervisor, based on the self-assessment and the criteria of the employees. Colleagues working in the area.
- **Institutional communication :**  
The strategic integration of human resources management with the effective participation of workers can only be achieved through communication processes that achieve consensus and unity of action in the company to materialize the strategy, assimilate and develop the necessary competencies, innovation and seek solutions to problems. The management formulates, applies and controls the communication strategy of the company, in which the communication man to man is key.
- **Self-control:**  
The principles that underpin self-control are preventive, educational and value promoters, and are aimed at verifying the results of the integrated human resources

management system. The optimization of each of these processes is possible only through an adequate use of information and communication technologies.

The social impact of the optimization of the processes of Human Capital management in companies can be observed through two factors : one for the intellectual growth and elevation of the material well-being of its collective of workers; and another for the economic efficiency of the entity, which in Cuba, reverts to the benefit of society.

### **Why is it necessary for the company to develop Human Capital?**

One of the main competitive advantages that can differentiate one company from another is the ability of people within the organization to adapt to change, to let go of the fear that produces the unknown, to change internally, to innovate continuously and to know your company to guarantee results, But for this it is necessary to strengthen the training and continuous learning of them which will result in measurable experiences and more, evidenced through a system of competencies.

### **Why is it necessary to develop Competency Management?**

The management by competences is the axis and one of the main tools in the development of the Human Capital. It makes the difference between what is a training course, and the treatment of training as a strategic option of the organization, relating to the rest of the programs and objectives of the organization and managing to define a structure that encompasses training and experience Which are necessary to define for the requirements of a post, since these constitute the organizational basis of the production work processes and the services through which the fulfillment of the requirements for entry and performance evaluation and The skills of a worker or a professional are identified.

It would be important considering the challenge imposed by globalization and the development of learning processes to improve work performance, that organizations seek ways to consolidate and validate the knowledge or experiences of a greater number of their HC in a way more understandable and acceptable to all workers in the company, identifying and acting on the actions necessary to achieve the required profile,

fundamentally through self development, therefore it is necessary to develop habits and skills of self-learning, with different tools that have a sensitive impact on labor and social behavior, capable of transforming the environment positively with tangible results, appreciable in the worker, the organization and in society.

### **What do we expect with the development of Competency Management?**

The development of Competency Management presupposes the improvement of performance from a greater mastery of what is done, prepare to be able to climb better positions in the labor angle, to achieve more complex and important performances, to use tools that allow to continue the preparation in Independently, facilitate adaptation to the changes imposed by development, make participation in the collective achieve continuous improvements in the area of work.

In Competency Management, organizations will have defined and accepted standards to make their recruitment and selection processes more efficient; support processes of performance evaluation, stimulation and in general, to guide their investment in the development of their HC.

We consider that the true management of the HC in an organization is not carried out by the human resources department but by the heads and managers of the different work teams and therefore they are the true directors of HC. It is necessary to design a Management System of HC in each organization that integrates all the activities related to managers, technicians and workers as a result of a systemic approach and in this one must intervene highly qualified specialists and trained in this subject, together with the managers and specialists of the company.

We cannot end these considerations without mentioning the attention given to human capital by our Commander in Chief Fidel Castro, expressing in repeated moments that our women and men of work are the main wealth of Cuba.

Today the development of HC is urgent and it must be a continuous effort and above all shared by all involved from the government, education, training, in such a way that an alliance between them results in the urgent increase of productivity, as a way To increase in quantity and quality our assortments increase profits and achieve economic invulnerability improving the quality of life of our people.

## CONCLUSIONS

- The HC is the main asset of the company and therefore the most competitive resource of the organization.
- The implementation of an Integrated Human Capital Management System constitutes a pillar for the continuous improvement of the results of the organizations by allowing them to achieve a superior work performance
- Competition Management is an indispensable tool to deal with the speed with which changes occur in all spheres of life.

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