AfricanJournalofBiological Sciences

Theimportanceofprocessmanagementandhumantalentinthequalityof service: literature review

Laimportanciadelagestiónporprocesosyeltalentohumanoenlacalidad del servicio: revisión bibliográfica de la literatura

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Summary

The aim of this literature review article was to analyse the importance of process management and human talent in service quality: a literature review of the literature. The methodology used was a qualitative approach, documentary analysis method, the sample consisted of the body of scientific literature on process management and human talent in service quality, using criteria such as original sources and review articles in several languages from journals indexed in Scopus and Scielo. Specific search terms and Boolean operators AND, OR Y NOT in search engines were used to access relevant information from the last five years. The results show that process management is of vital importance to the organisation, just as human talent influences the quality of service in a university higher education institution. It is therefore concluded that the integration of process management and human talent in a public universitycan significantly improve the quality of service offered to students, faculty and staff by optimising operations, ensuring satisfaction and strengthening institutional reputation.

Keywords: Management, human talent, service quality, students, university.

Resumen

Mediante este artículo de revisión bibliográfica, se tuvo el objetivo de analizar la importancia de la gestión por procesos y el talento humano en la calidad del servicio: una revisión bibliográficadelaliteratura, la metodología empleada fuebajo el enfoque cualitativo, método de analisis documental, la muestra estuvo conformado por el acervo documental de laliteratura científica sobre la gestión por procesos y el talento humano en la calidad delservicio, utilizando criterios como fuentes originales y artículos de revisión en varios idiomas de revistas indexadas en Scopus y Scielo. Se emplearon términos de búsqueda específicos y operadores booleanos AND, OR Y NOT en motores de búsqueda para acceder a información relevante de los últimos cinco años. Los resultados muestran que la gestión por procesos es de vital importancia para la organización, así como el talento humano tiene influencia en la calidad de servicio de una institución de educación superior universitaria. Por lo que se concluye que la integración de la gestión por procesos y el talento humano en una universidad pública puede mejorar significativamente la calidad del servicio ofrecido a estudiantes, profesores y personal, mediante la optimización de operaciones, que garantizan la satisfacción y fortalecen la reputación institucional.

Palabrasclaves: Gestión,talentohumano,calidaddeservicio,estudiantes, universidad

1. INTRODUCTION

In an increasingly competitive and demanding business environment, companies areconstantly seeking to improve the excellence of their services to meet the needs and expectations of their customers, and it is in this scenario that process management and human capital emerge as two essential pillars to achieve this purpose (Agudelo, 2019).

Process management focuses on the identification, documentation, analysis and optimisation of the processes that make up a company, which is why this approach allows the efficiency, effectiveness and quality of work to be enhanced, while reducing costs, errors and waiting times. (Medina et al., 2019)all based on the benefits (Gutiérrez et al., 2022) for both thecompanyandthecustomer(Salimbeni,2019).Ontheotherhand,humantalentisrelatedto

the skills, knowledge and experience possessed by the employees of an organisation (Ramírez et al., 2019). In this sense, a talented and committed team is fundamental to the success of any company, as they are the ones who execute the processes and maintain direct contact with customers (Calle, 2021).

The research is justified on the grounds that process management, human talent and servicequalityarevaluableareasofknowledge,inthatorganisationsrecognisetheimportance ofeffectivemanagement oftheseprocessesto achieveoptimalservicequality,becauseithasa direct impact on customer satisfaction, loyalty and the overall success of an organisation, This paper conducts a literature review of the literature that examines the importance of the interaction between process management and human talent in servicequality.This leads to the objective of analysing the importance of process management and human talent in service quality: a literature review, in which the main findings of the research carried out on this topic are presented, and the practical implications for companies seeking to improve the quality of their services are analysed.

RESULTS

Importanceofprocess managementandhumantalentinservicequality

In this sense, it is important to define process management as a systematic approach to design, implement, evaluate and improve the processes of an organisation (Macêdo et al., 2024). Process management improves the quality of service in the institution by identifying and optimising key processes, thereby increasing user satisfaction and institutional reputation (Gómez & Rodríguez, 2024a). In addition, process management helps the university to be more efficient and effective in resource allocation and decision-making (Guerra et al., 2024).

Ontheotherhand,humantalentalsoplaysanimportantroleinthequalityofservicein a public university (Hernández-Andreu et al., 2024). University staff are the ones who interact directly with students and other users, and their attitude and behaviour can significantly affect thequalityofservice.Effectivehumantalentmanagementcanhelptheuniversityrecruit,train andretaintherightpeople,whichcanleadtoincreasedusersatisfactionandabetterreputation for the university (Alcalá-Otero et al., 2024). In addition, effective human talent managementcan help foster a culture of service and collaboration in the university, which can further improve the quality of service (Rocha et al., 2024).

Effectiveprocessmanagementandhumantalentareespeciallyimportantinthecontext of a public university (Anaisse et al., 2023). Public universities often face unique challenges, such as the need to balance quality service delivery with limited resource allocation and the need to comply with government policies and regulations (Soares et al., 2023). In addition, effective process and human talent management can help the university to be morecompetitive and attract the best students and employees (Fava et al., 2023). Consequently, process management and humantalent areessential tools to improvethequality ofservicein a public university and ensure its long-term success.

Implementation of management by processes and human talent in a public university.
Theimplementationofprocessmanagementinapublicuniversitycanleadtosignificant improvementsinservicequality.Oneofthekeystepsinthisprocessistheidentificationofthe university's key processes (Benavides-Moreno et al., 2023). By identifying these processes, theuniversitycandevelopaclearunderstandingofhowworkisdoneandidentifyareasfor improvement. Thiscanhelpstreamlineprocesses,reducewasteandultimatelyimprovethe qualityofserviceprovidedtostudents,facultyandstaff.Byadoptingaprocess-based managementapproach,theuniversitycancreateamoreefficientandeffectiveorganisation that is better equipped to meet the needs of its stakeholders.

In addition to process management, the recruitment and development of human talentis also crucial to improve the quality of service in a public university (Midolo-Ramos et al., 2023). By hiring talented individuals who are passionate about education and have the skills and knowledge to excel in their roles, the university can create a motivated and engaged workforce. Furthermore, by investing in the development of this talent, theuniversity can help its employees grow and develop their skills, which can lead to better job performance and servicequality(Assisetal.,2023).Thisapproachtohumantalentmanagementcanhelpcreatea positiveand supportivework environment where employees feel valued and supported in their professional growth.

The integration of process management and human talent management is essential to ensure high quality service by aligning the university's key processes with the skills and capabilities of its staff, resulting in a more efficient and effective organisation, ready to meet the demands of its stakeholders (Da Silva et al., 2023). This involves focusing on developing trainingprogrammesthathelpemployeesunderstandhowtheirworkfitsintothebroader

context of the university's processes, as well as creating performance metrics that measure the effectiveness of these processes and the contribution of the workforce (Solano-Castro et al., 2023). By adopting a holistic approach to management that takes into account both processes and people, the university can create a culture of continuous improvement, focused on delivering a high quality service to all stakeholders (Giraldo et al., 2023a).

Impact of process and human talent management on the quality of service in a public university.

The implementation of process management and human talent in a public university has improved service quality metrics (Ferreira et al., 2023). By establishing clear processes and procedures for service delivery, the university has been able to optimise its operations and ensure a consistent and high quality service for students and faculty. This has resulted in improved satisfaction rates and feedback from both groups, as evidenced by studies such as those carried out by (Renan et al. en 2019). By measuring and tracking these metrics, the university can continue to identify areas for improvement and make data-driven decisions to improve the overall quality of its services.

In addition to improving metrics and satisfaction rates, the implementation of process managementandhumantalenthasalsohadapositiveimpactontheuniversity'sreputationand community relations (Moreira & Rodrigues, 2023). By demonstrating a commitment toproviding high quality services and investing in the development of its employees, the university has earned the trust and respect of its stakeholders. This has led to increased collaboration and partnerships with other organisations, as well as a greater sense of pride and commitment among faculty and staff. Studies such as those conducted by researchers in Mexico (Marin-Gonzales & Carrera, 2023) y Venezuela (Becerra Vásquez et al., 2023) have highlightedtheimportanceofhumantalentmanagementinimprovingpublicmanagementand labour performance, underlining the potential long-term benefits of this approach.

The impact of process management and human talent on service quality is not limited to the university environment. Research in other sectors, such as mobile banking, has shown that the impact of process (Pedraja-Rejas et al., 2023) and professional education, have also demonstrated the potential benefits of this approach. By focusing on the theoretical underpinnings of human talent management and its impact on service quality, as seen in studiessuchasthosecarriedoutbyresearchersinPeru(Bernardes&Ferreira,2023)and

Colombia (Faustino et al., 2023) Organisations can develop more effective strategies to deliver high quality services and improve overall performance. As more organisations recognise the value of this approach, we are likely to continue to see its impact on service quality in a wide range of environments.

The implementation of process management and human talent in service quality has proven to be crucial to the success of public universities. By identifying key processes, recruiting and developing talented individuals, and integrating processes and human talent, universities have seen improved service quality metrics, increased satisfaction among students and faculty, and a positive impact on their reputation and community relations. It is clear that effective process and human talent management is essential to the continued success and growth of public universities and beyond.

The importance of process management and human talent in service quality is that of process management, which plays a decisive role in ensuring high service quality. According to Juran (1995), service quality refers to the ability to satisfy customer needs, expectations and requirements (Viola & Sales, 2022). Effective process management helps organisations to optimise their operations, identify inefficiencies and improve overall service delivery. By implementing standardised processes and procedures, organisations can ensure consistency in service quality, reduce errors and increase efficiency.Processmanagementalsoallowsorganisationstomonitortheirperformanceandmakedata- driven decisions to improve service quality over time. It is therefore essential that organisations prioritise process management to ensure the delivery of high quality services.

Human talent management is another critical factor in ensuring high service quality (R. C.Silva & Caldas, 2023). Human talent refers to the skills, knowledge and capabilities of anorganisation's employees. Effective human talent management involves recruiting, training and retaining employees who possess the skills and experience necessaryto deliver high quality services. It also involves providing employees with ongoing support, feedback and opportunities for growth and development. By investing inhuman talent management, organisations can ensure that their employees are equipped to provide the best possible service to their customers, resulting in higher levels of customer satisfaction and loyalty.
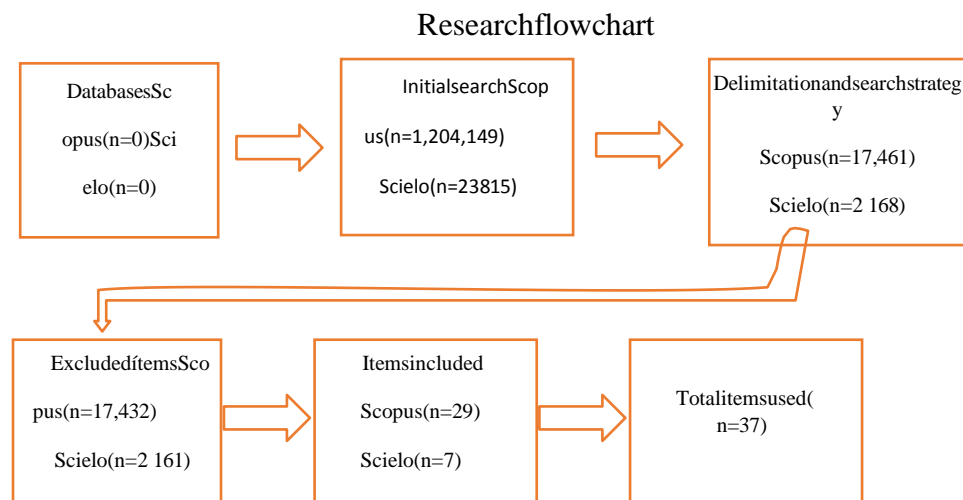
Process management and human talent management is essential to ensure a high quality of service (Camargo & Pinzon, 2022). Effective process and human talent management complement each other to create a culture of continuous improvement in organisations. Employees trained instandardisedprocessescanimplementproceduresconsistently.Effectivehumantalentmanagement

requires well-defined processes to ensure consistency in staff recruitment and development. By integrating the two, it fosters the identification of opportunities for improvement and drives organisational success (de Oliveira Borges Neto et al., 2023). It is therefore crucial that organisations prioritise both process management and human talent management to ensure high service quality.

Researchers are exploring a wider range of topics and methodologies, reflecting the increasing complexity of organisational challenges inthis area.This diversification has important implicationsfor future research, as it highlights the need for interdisciplinary collaboration and a holistic approach to process management and human talent development (Xavier et al., 2023). By integrating knowledge from diverse fields, researchers can develop more comprehensive and effective strategies to improve service quality and optimise human resource management. In addition, this growing body of research can inform policy and practice, providing valuable information for organisations seeking to improve their performance and competitiveness (G. C. C. Silva et al., 2023).

METHODOLOGY

Thisstudyadoptsamethodologybasedonthedocumentaryreviewofthe literatureonprocess management and human talent in the quality of service, in this sense the following criteria were adopted, it was delimited by original sources and review articles in several languages, Spanish, English and Portuguesearticlesfromjournals indexed in thedatabases of Scopus and Scielo. The search engines were: management, human talent and quality of service, management,humantalent,qualityofservice,aswellasarticlesfromthelastfiveyears,using the Boolean operators AND, OR and NOT in the advanced search, which allowed access to quality information.

Researchflowchart

DISCUSSIONOF THE RESULTS

The results presented highlight the importance of process management and human talent in improving service quality in a public university. Process management, as a systematic approach to identify and improve key processes, can contribute significantly to user satisfaction and institutional reputation, while increasing efficiency and effectiveness in resource allocation and decision making(Gómez & Rodríguez, 2024b; Macêdo et al., 2024).

On the other hand, human talent plays a crucial role in direct interaction with students and users, influencing the quality of service. Effective human talent management, including appropriate recruitment, training and retention of staff, can have a positive impact on user satisfaction, the reputation of the university and the promotion of a culture of service and collaboration (Alcalá-Otero et al., 2024; Hernández-Andreu et al., 2024).

In the specific context of a public university, where challenges such as limited resources and the need to comply with government regulations are faced, process and human talent management become even more critical. These tools not only help address the unique challenges of public universities, but also position them to be more competitive and attractive to students and high-level workers (Anaisse et al., 2023; Fava et al., 2023).

Therefore,theimplementationofprocessmanagementandhumantalentinapublicuniversity can generate significant improvements in the quality ofserviceoffered to students, faculty and staff (Benavides-Moreno et al., 2023). Identifying the university's key processes is fundamental to understanding how work is done and finding areas for improvement, whichcan optimise processes and improve the efficiency and effectiveness of the organisation (Benavides-Moreno et al., 2023). On the other hand, the recruitment and development of humantalentiscrucialtocreate amotivatedandcommittedworkforce,capableofdeliveringa high quality service (Midolo-Ramos et al., 2023). Investing in staff development can improve job performance and service quality, creating a positive and supportive work environment (Assis et al., 2023).

Consequently,theintegrationofprocessandhumantalentmanagementisessentialtoalignthe university's key processes with the skills of its staff, resulting in a more efficient and effective organisation (Da Silva et al., 2023). This involves developing training programmes and establishing performance metrics to measure the effectiveness of processes and the contributionoftheworkforce(Solano-Castroetal.,2023).Byadoptingaholisticapproach

that considers both processes and people, the university can foster a culture of continuous improvement and deliver a high quality service to all stakeholders (Giraldo et al., 2023a).

The implementation of process management and human talent in a public university has resulted in a substantial improvement in service quality metrics, according to Ferreira et al. (2023). Optimising operations and ensuring high quality service through clarity in processes and procedures is reflected in the satisfaction of students and teachers, as indicated by the studies of Renan et al. (2019). Also, Moreira & Rodrigues (2023) have found that this management has improved the reputation of the university and its relations with the community, fostering collaboration and partnerships. The importance of human talent management in improving job performance has been highlighted in research in Mexico and VenezuelabyMarin-Gonzales&Carrera(2023)y BecerraVásquez etal.(2023), respectively. Process management, as described by Juran (1995),is crucial to ensurehigh quality serviceby standardising processes that enable efficiency and consistency in service quality. On the other hand, the management of human talent, according to R. C. Silva & Caldas (2023), is fundamental to maintaining high standards of service in recruiting, training and retaining qualified employees. The integration of process management and human talent management, emphasised by Camargo & Pinzon (2022) and Oliveira Borges Neto et al. (2023), is essential to create a culture of continuous improvement and organisational success. Diversification in research, as suggested by Xavier et al. (2023) y G. C. C. Silva et al. (2023), reflects the complexity of organisational challenges and the need for an interdisciplinary and holistic approach to improve service quality and human resource management. In summary, process management and human talent are vital elements for improving service quality in various organisations, with significant potential to positively influence different sectors.

CONCLUSIONS

In conclusion, the integration between process management and human talent is essential to ensure optimal service quality in organisations. This union enables the establishment of efficient processes supported by the expertise of employees, strengthening collaboration, communication, continuous improvement and innovation. This synergy not only improves service quality, but also drives growth and competitiveness by adapting to a changing environment. Investing in people development and process optimisation enables organisations todifferentiatethemselvesinthemarketplaceandmeetcustomerneedseffectively,

highlighting the strategic importance of process management and human talent in organisational excellence.

The implementation of process and human talent management in a public university can lead to significant improvements in the quality of service offered to students, faculty and staff. Identifying key processes and developing staff appropriately are crucial steps to optimise the efficiency and effectiveness of the organisation.

The integration of process and human talent management is essential to align the university's key processes with the skills of its staff, resulting in a more efficient and effective organisation. Developing training programmes and establishing performance metrics are key strategies to measure the effectiveness of processes and the contribution of the workforce.

Process and human talent management in a public university has been shown to substantially improve service quality metrics, optimising operations and ensuring high quality service. This integration has led to increased student and faculty satisfaction, enhanced institutional reputation and strengthened community relations.

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