


Chapter 21

Organizational Performance Research Model Focused on the Self-Managed Work Team Environment (SMT)

José G. Vargas-Hernandez

 <https://orcid.org/0000-0003-0938-4197>


Tecnológico Nacional de México, ITS Fresnillo, Mexico

Absalón J. Salmeón-Zapata

 <https://orcid.org/0009-0002-2621-2426>

Universidad Cristóbal Colón, Mexico

Omar C. Vargas-González

 <https://orcid.org/0000-0002-6089-956X>

Tecnológico Nacional de México, Ciudad Guzmán, Mexico

ABSTRACT

This study aims to propose a research model of organizational performance focused on the self-managed work team environment (SWTE), work team management and self-management, based on the assumption that self-management of work teams facilitates and accelerates growth in organizational performance. The method used is based on meta-analysis and meta-cognitive-descriptive based on the conceptual, theoretical and empirical review of the literature. The results of the analysis are conclusive in that the management of the self-managed work team environment contributes to facilitating the growth and development of organizational performance.

1. INTRODUCTION

The objective of this study is to determine and analyze organizational performance as a result of the impact of the link with knowledge learning that affects the creation of organizational capabilities and competencies from its own resources, with the purpose of obtaining competitive advantages as a vital

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factor to promote the growth, development and performance of service organizations. In this chapter, we move forward from the existing assumption about the relationship between human talent management and organizational performance, with the objective of determining the existing relationships, as well as the relationship with organizational results in higher education institutions.

The constant shifting of goals, the change of priorities and the structures that act as barriers to the achievement of organizational objectives have made the measurement of the variables, dimensions and indicators of the various factors related to organizational performance more complex, a situation that requires appropriate methods to measure and evaluate it. Each organization needs to measure and evaluate the work it has (Caplow, 1976, in Lusthaus et al., 2002). The objective of the research is to analyze the elements of organizational performance by exploring the impact that human talent management has on its existing links with resources and organizational learning capabilities, orientation to environmental market forces, and the formulation and implementation of competitive strategies.

Service organizations face many challenges that require adaptation to a more globalized and competitive economic environment, through tools to measure and control decision-making processes and organizational performance management, which depends on the ability to take on challenges (Bertolli et al., 2017). It is, therefore, a priority to measure organizational performance to obtain reliable and useful information that leads to the analysis, design, and implementation of strategies aimed at improving it. The interest in determining the capabilities and competencies of individuals in organizations to enhance their competitiveness aims to review the relationship between human talent management in organizations and organizational performance.

Measuring the dimensions of organizational performance is essential for organizational transformation, because it evaluates the results of achieving objectives, identifies the fulfillment of results and deviations, detects the ways of contributing to customer and employee satisfaction, facilitates the understanding of processes and ensures appropriate decision-making (Oliveira & Leone, 2008; Junxiao et al., 2014). Although the analysis and measurement of organizational performance is considered a relevant element in the diagnosis and evaluation of companies, there is debate about the dimensions and indicators that are used (Venkatraman & Ramanujam, 1986; Varadarajan & Vasudevan, 1990). The different perspectives and overlaps of the dimensions of organizational performance are justified by the suitability of the research and its reliability, validity

2. CONCEPTS AND DEFINITIONS OF ORGANIZATIONAL PERFORMANCE

According to Bernal González et al. (2020), there are no unique definitions of the components of the capital and human talent management variable, and what it represents for the generation of sustainable competitive advantages that have impacts on the performance of organizations. The descriptive analysis of the term organizational performance, widely studied in the literature, shows the different meanings, the dimensions used in its operationalization to measure and evaluate, due to its multidimensional nature (Camisón and Cruz, 2008). The definitions of organizational performance measurement are precise in the literature, but the meaning of the concept is not true, although they raise elements that characterize understanding (Bourne et al., 2003).

Organizational performance refers to the results generated by the dynamics of the organization's internal and external factors, which reflect the behavior of elements that are integrally involved in achieving objectives, financial results, structure, environment, innovation, quality, employee and customer

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