ABSTRACT

Objective: To determine the influence of human talent management on the development of labor competencies of the administrative staff of a hospital in Peru. This is associated with the Sustainable Development Goal (SDG) “Decent work and economic growth”.

Theoretical framework: Globalization and digitalization generate constant changes that force institutions to orient human talent management towards the development and specialization of workers’ skills, through training and feedback.

Method: The basic study had a quantitative approach and a non-experimental cross-sectional design. The sample consisted of 86 employees, the technique used was the survey and a questionnaire was used for each variable. The ordinal logistic regression test was used for the inferential analysis, considering a significance level < 0.05.

Results and Discussion: The results of the model fit test showed a p-value of 0.000 < 0.05. Likewise, the Nagelkerke coefficient yielded a value of 0.239, determining that there is a 23.9% influence of human talent management on the development of labor competencies.

Implications of the research: Adequate human talent management will allow the development of the competencies of the hospital’s administrative employees.

Originality/value: Human talent management in the development of labor skills in Peruvian hospitals has been little explored, which makes this study an original contribution, given that most research has focused on other contexts.

Keywords: talent, management, competence, ability, skill, Sustainable development goals (SDGs).

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GESTIÓN DEL TALENTO HUMANO EN EL DESARROLLO DE COMPETENCIAS LABORALES EN EL MARCO DE LOS ODS EN UN HOSPITAL DEL PERÚ

RESUMEN

Objetivo: Determinar la influencia de la gestión del talento humano en el desarrollo de competencias laborales del servidor administrativo de un hospital del Perú. Esto está asociado al Objetivo de Desarrollo Sostenible (ODS) “Trabajo decente y crecimiento económico”.

Marco teórico: La globalización y la digitalización generan cambios constantes que obligan a las instituciones a orientar la gestión del talento humano hacia el desarrollo y especialización de las capacidades de los trabajadores, mediante la capacitación y la retroalimentación.

Método: El estudio básico con enfoque cuantitativo y diseño no experimental de corte transversal. La muestra estuvo conformada por 86 servidores, la técnica utilizada fue la encuesta y se utilizó un cuestionario para cada variable. Para el análisis inferencial se utilizó la prueba de regresión logística ordinal, considerando un nivel de significación < 0,05.

Resultados y Discusión: Los resultados de la prueba de ajuste del modelo mostraron p-valor de 0,000 < 0,05. Asimismo, el coeficiente de Nagelkerke arrojó un valor de 0,239, determinando que existe un 23,9% de influencia de la gestión del talento humano en el desarrollo de competencias laborales.

Implicaciones de la investigación: Una adecuada gestión del talento humano permitirá el desarrollo de las competencias de los servidores administrativos del hospital.

Originalidad/valor: La gestión del talento humano en el desarrollo de habilidades laborales en los hospitales peruanos ha sido poco explorada, lo que convierte este estudio en un aporte original, dado que la mayoría de las investigaciones se han centrado en otros contextos.

Palabras clave: dirección, productividad, capacidad, habilidad, capacitación, objetivos de desarrollo sostenible (SDGs).

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1 INTRODUCTION

The context of globalization generates constant changes in entities, which is why they have had to direct the direction of human talent towards the development and specialization of the capacities of the servers to improve their performance through the training and feedback required based on the real needs. Silva et al. (2021) state that the competitiveness of institutions is largely
due to the work competencies of the servers, whose skills, abilities, experiences and aptitudes guarantee sustainability in the system.

The International Labor Organization [ILO] (2020) points out that there is a current trend of globalization of the use of technologies through digitalization and that Covid-19 has forced its implementation, affecting the work capacities of the staff and the organization of work, with negative consequences for low-skilled servers. Public institutions and the state have the challenge of investing in connectivity and professional training in order to reduce digital gaps. The Organization for Economic Cooperation and Development [OECD] (2019) mentions that globalization, technology, migration, and the aging of people create challenges for institutions and countries to invest in positively changing the current skills of public servants; in this regard, according to Fierro et al. (2021), the recruitment and promotion of public entities do not stimulate personal growth and discourage the development of their professional skills, which causes people not to contribute to the achievement of organizational goals. Likewise, Barrios et al. (2020) point out that changes in the environment force institutions to develop professional skills of public servants that allow them to build capacities in an open and flexible way. In the international context, according to the Latin American Center for Administration for Development [CLAD] (2019), Ibero-American countries have not yet developed an adequate human talent management system that allows them to professionalize workers, define results-oriented objectives and implement new technologies, which causes poor service delivery and loss of public value. The “Public Function” Charter identifies institutions as generators of mistrust, due to their inefficiency, corruption and lack of sustainability of their economic growth, finding a link between management and professional management. In the national context, the Ministry of Health (2021) points out that, of the total human resources in health, considering all types of hiring, it can be observed that 57% are healthcare professionals of the total number of healthcare workers, while 25% are administrative professionals of the total number of administrative workers, which shows that the administrative professional level is well below that of the healthcare professional. Likewise, the National Civil Service Authority [Servir] (2018) states
that the professional career of civil servants does not have flexible rules that guarantee promotion to jobs based on their performance, potential and development of skills. In addition, civil servants do not receive complementary training to their initial training that allows them to face the changes that occur in the entity. Finally, it points out that there is insufficient professionalization; trust is the determining factor in the appointments and dismissals of management positions; it is not necessary to prove professional competence or experience. All this causes institutions to provide poor quality services. At the local level, in the hospital where the research was carried out, 14.8% are administrative professionals, 62.7% are technicians and 22.5% are assistants, which means that the hospital does not have administrative professionals who carry out the activities of the eleven administrative systems, who face adaptations to changes and who contribute to the achievement of institutional goals.

Furthermore, Stefani (2024) states that there is an urgent need to improve communication and education initiatives on the SDGs in institutions.

On the other hand, Franzen et al. (2024) point out that Sustainable Development Goal (SDG) 8 by 2030 aims to promote inclusive and sustainable economic growth, employment and decent work for all, because institutions are required to offer productive work with adequate remuneration, job security, social well-being and personal development, in order to contribute to the growth of the public value of the institution and the country's economy. In this way, labor productivity is increased and the unemployment rate is reduced on a national and global scale. For this reason, it is necessary to improve employment opportunities, reduce informal employment and inequality in the labor market, promote safe and protected work environments and improve access to financial services to ensure sustained and inclusive economic growth. Therefore, the purpose of the study was to determine the influence of human talent management on the development of labor skills.
2 THEORETICAL FRAMEWORK

Chiavenato (2019) defines human talent management as a system of five processes where employees are considered partners of the institution, in order to take advantage of all their skills. The research considers the five dimensions: i) the attraction of people, which refers to the entry of employees who have the skills established by the institution with its research, selection and recruitment indicators; ii) the organization of employees who meet the requirements of the positions of the bodies with their integration, performance, requirements and job details indicators; iii) the retention of people, which consists of the conservation of employees through management, compensation, relationships and wellness programs that allow them to remain satisfied and motivated, with their evaluation, benefits, remuneration, climate, quality, safety and union indicators; iv) developing people that allows them to prepare through training and coaching in order to take advantage of all the potential with their training and development indicators; v) the evaluation of staff to know what they do using tools such as accompaniment, guidance and assessment of the behavior of employees with their learning, knowledge, competence, information systems, checks and balance indicators. Olaz (2021) defines work competencies as a set of knowledge, capacities and skills required to carry out work activities and to design positions. The study has considered three dimensions of work competencies; i) the knowledge that refers to what has been acquired theoretically in educational institutions and practices according to their work experience, with general, specific and adapted indicators; ii) the capacities related to the potential that characterizes the employee to act in their work activities, with the indicators of communication, commitment, initiative, decision, self-knowledge, adaptation, learning, self-control, self-motivation, sensitivity, creativity, analysis, synthesis, influence, direction and development; iii) skills are the abilities that the worker has that allow him to perform efficiently at work with the indicators of recognition of multiculturalism and diversity, knowledge of the environment, search for information, management, motivation, leadership, teamwork, presentation of
ideas, proactivity, negotiation, decision making, problem solving, orientation and customer service.

3 METHODOLOGY

A quantitative, basic study was conducted with a non-experimental, cross-sectional design and an explanatory level. The study population consisted of 110 administrative employees of a Peruvian hospital, whose sample consisted of 86 workers with a simple random sampling. Administrative employees with a professional title who work in the hospital under study were included, and administrative employees with a professional title who were not working in the institution at the time of the survey were excluded.

The technique used for data collection was the survey and the instrument used was a questionnaire for each variable. For the variable human talent management, a 30-question questionnaire was used, validated by the judgment of three experts, divided into 5 dimensions (attraction, organization, retention, development and evaluation of personnel). For the variable labor competencies, a 30-question questionnaire was used, divided into 3 dimensions (knowledge, capacities and skills). Each response was evaluated using a Likert scale (1 = never, 2 = almost never, 3 = sometimes, 4 = almost always, 5 = always). Likewise, to determine the reliability of the instruments, the Cronbach alpha coefficient was used through a pilot study with 15 workers. The value of this coefficient for the human talent management variable was 0.956 and the value for the labor competencies variable was 0.863, which indicates a high reliability of the instruments.

The data obtained were transferred to an Excel database and then imported into the SPSS v.25 software to perform the respective data analysis. To perform the data analysis, descriptive statistics were used, through absolute and relative frequencies. Likewise, inferential analysis was used to determine the influence of the independent variable on the dependent variable. For this, the ordinal logistic regression test was used, taking into account a significance level of <0.05.
The research was conducted in accordance with the Code of Ethics of César Vallejo University and was approved by the Ethics Committee (code No. 001334). Each employee was also voluntarily invited to participate in the research, for which they signed a consent form and the ethical principles of beneficence, non-maleficence, justice and autonomy were respected. In addition, the data obtained were not modified or altered; once processed, they were eliminated.

4 RESULTS AND DISCUSSION

Human talent management based on the development of work skills is important because its application allows us to develop and specialize the capabilities of the servers, which will have a positive effect on the improvement of their work and human performance, it will also allow the entity to achieve its institutional goals and society to be satisfied with the health care it receives with quality and warmth (Zambrano and Esquivel, 2022). Therefore, the objective of this research was to determine the influence of human talent management on the development of work skills of the administrative server of a hospital in Peru.

The results show that 50.0% perceive that Human Talent Management is at a process level, 30.2% indicate that it is achieved and 19.8% report that it is at a starting level. While 59.3% perceive that the Labor Competencies have a level in process, 25.6% indicate that it is achieved and 15.1% report that it is at a starting level (Table 1).

Table 1. 
Descriptive analysis of the variables

<table>
<thead>
<tr>
<th>Nivel</th>
<th>Gestión del Talento Humano</th>
<th>Competencias Laborales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frecuencia</td>
<td>Porcentaje</td>
</tr>
<tr>
<td>Inicio</td>
<td>17</td>
<td>19,80%</td>
</tr>
<tr>
<td>Proceso</td>
<td>43</td>
<td>50,00%</td>
</tr>
<tr>
<td>Logrado</td>
<td>26</td>
<td>30,20%</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>100,00%</td>
</tr>
</tbody>
</table>
Likewise, the results indicate that the Chi square value is 19.455 and the p-value is 0.000, which is lower than the statistical significance (p <0.05), that is, it is accepted that the variable data are not independent (Table 2). These findings are corroborated by Arévalo (2020) who points out that there is an association between talent management and competencies. Likewise, Quijandría et al. (2022) mention that human resources management is associated with the development of competencies, in the same way, Ramírez (2024) points out that talent management is associated with competencies, in addition, Intriago (2018) mentions that talent management is associated with the development of professional competencies. This means that human talent management will facilitate the development of the competencies of the administrative servers of the hospital under study.

### Table 2.

**Model Fitment Information**

<table>
<thead>
<tr>
<th>Modelo</th>
<th>Log. Verosimilitud-2</th>
<th>Chi cuadrado</th>
<th>gl</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solo</td>
<td>42.003</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>intersección</td>
<td></td>
<td>19.455</td>
<td>2</td>
<td>0.000</td>
</tr>
<tr>
<td>Final</td>
<td>22.548</td>
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</tbody>
</table>

In Table 3, the results found that the value of the Pseudo R square by means of Nagelkerke is 0.239, this means that there is an influence in 23.9% of human talent management on work competencies. These findings are corroborated by Arévalo (2020) who points out that there is a significant influence between talent management in the competency of executing tasks in "Teleatento". Likewise, Quijandría et al (2022) mention that human resources management is important for developing competencies because it improves the performance of all servers and enhances the administration of the institution, in the same way, Ramírez (2024) points out that talent management influences 4.3% of the competencies. This means that adequate Human Talent Management will allow the development of the work competencies of the administrative servers of the hospital under study.
Table 3.

*Pseudo R squared*

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</thead>
<tbody>
<tr>
<td>Cox y Snell</td>
<td>0.202</td>
</tr>
<tr>
<td>Nagelkerke</td>
<td>0.239</td>
</tr>
<tr>
<td>McFadden</td>
<td>0.120</td>
</tr>
</tbody>
</table>

The study is important because determining that human talent management influences the development of the work competencies of the administrative employees of the hospital under study will allow us to develop and specialize the capacities of the employees, which will have a positive effect on improving their work and human performance, it will also allow the entity to achieve its institutional goals and society to be satisfied with the health care it receives with quality and warmth (Zambrano and Esquivel, 2022)

Among the limitations of the study, it can be mentioned that a comparative study has not been carried out with other Peruvian hospitals, therefore, the results obtained cannot be extrapolated in a generalized way to all hospitals in the country.

According to the results obtained, the hospital director is recommended to strengthen human talent management based on the development of the work competencies of administrative employees in order to improve their performance and enhance their capabilities.

5 CONCLUSION

Human talent management significantly influences the development of work skills, showing an influence of 23.9%, which demonstrates its importance as a determining factor in the development of skills. Therefore, it is recommended to implement the strengthening of human talent management based on the development of work skills of administrative employees in order to improve their performance and enhance their capabilities.
REFERENCES


