

Human talent management and its relationship with business management in an import-export company

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Abstract

The current technological era has generated numerous changes in industry, institutions, and society in general, which requires organizations to constantly adapt and to have interdisciplinary, flexible, and innovative work teams capable of meeting the challenges. Therefore, the objective of this article entitled human talent management and its relationship with business management in an import-export company was to determine the relationship between human talent management and business management in import-export companies in the year 2021. The approach was quantitative, basic type of non-experimental design, cross-sectional and correlational level. For the study, surveys were made to 100 workers of the company Ingelectros Perú S.A. The instruments were validated by expert judgment. The SPSS program was used to process the information. According to the results obtained, it was concluded that there is a high relationship between the study variables. Determining the Spearman's Rho relationship coefficient of 0.861, with a level of statistical significance, $p < .05$. It is also concluded that there is a high degree of correlation between personnel selection and business management ($Rho=0.815$), people development and business management ($Rho=0.849$), people compensation and business management in the collaborators ($Rho=0.780$).

Keywords: Human talent management, business management, imports, exports, etc.

Introduction

Technology has brought many changes in industry, institutions, and society in general, which requires organizations to constantly adapt and to have interdisciplinary, flexible, and innovative work teams capable of meeting the challenges (Ávila Morales et al., 2022). In this sense, thanks to technology, the fusion of the physical with the virtual and digital is observed; humanity is progressing exponentially with technological and scientific advances in the fields of biotechnology, electromagnetics, robotics, artificial intelligence, virtual reality, connectivity, and 3D printing. Causing

structural, economic, political, social, and cultural changes. This, in turn, requires talent and leadership to achieve institutional competence in innovation, participation, ethics, justice, and equity; therefore, institutions must prioritize their research in the study and training of human talent (Ávila Morales et al., 2022).

In a world that presents constant changes in all areas, markets, products, and technology, the management of human talent becomes a key element for the success of a company. That is why the process of creating and managing human talent is the source of dynamic capabilities and sustainable competitive

advantage; however, it is important to keep in mind that human talent management is achieved with the constant and facilitating participation of management, so that it becomes a source of dynamic capacity for the organization and at the forefront of the environment (Acosta and Fischer in Barrios-Hernández et al., 2020). For Sindhura, "Human talent management (HTM) is gaining more importance as a significant component that helps in the competitive atmosphere of business" (2021, p. 3396)

In the business scenario, value has been given to the strategic role of human talent in the development of organizations, in parallel to the changes that drive a transformation in the business reality, enhancing the importance of human talent management, mainly for the adaptation to the environment. The viability of the changes obeys the fluidity in the adaptive process, innovation, and the approach of new internal routines to achieve alternatives in response to the turbulence of that environment (Barrios- Hernández et al., 2017). Human capital management is a drive for the development of human potentials, to create organizational value through people, and is a people-oriented philosophy, where every collaborator must be empowered with knowledge and resources (Sakthivel and Dinakar, 2022)

For Sanchez et al. (2022), the GTH is an essential component in the business environment, because it has managed to have an impact on all organizations and has expanded to other areas such as the social sphere. In this sense, the employee of an organization is no longer seen only as a resource, but as a human talent with potential for competitive management. Similarly, Al Adresi et al. (in Sheela and Jesura, 2020) state that human resource management arrangements and practices have a significant impact on organizational performance.

In its early years, the management of human talent, which pointed out the average resulting from the activities of the personnel, remained unchanged, even though, at present, organizational management has changed its strategic focus. A constant variation in the

approach to human management in the industrial sector can be observed in the world, whose origin comes from the business environment, transfer of corporate models and techniques, both for-profit and not-for-profit (Ramírez et al., 2019).

For scholars of the subject, the GTH is the execution of competencies in a specific area, strengthening the projection, development, and better collective and individual conditions within an organization. In Latin America, it was focused on the objective of the diagnosis of individual functions, walking towards a consolidated development of strategic direction, and facilitating the necessary tools of orientation for the final productive processes (Ramírez et al., 2019). Countries such as Argentina, Brazil, Ecuador, and Peru have developed the GTH in their institutions with strategies of the company to staff, compensation, and retention policies, producing a positive effect towards obtaining objectives (Ramírez et al., 2019).

In Peru, institutions are not exempt from the changes that globalization has brought with its arrival, the lack of perspective to be able to align with the strategic objectives and established goals has the potential to cause serious problems to the organization. In private companies, low productivity and performance; in public companies, deterioration of their corporate image and loss of confidence of the beneficiaries who receive their services.

The fundamental objective of human resources in companies is to direct the collaborators to achieve the goals set by top management and to achieve this it is necessary to establish a sequence of management instruments to lead the choices and activities of the human group that constitutes it to the fulfillment of the goals set. A traditional approach aims at human resources competence, valuing the performance of employees comprehensively. The development and implementation of human resources management policies and processes involving different areas and oriented from a managerial approach positively influence institutional performance. Moreover, managerial leadership has a great positive impact by distorting, reinforcing, or stimulating the perception and

interpretation of human resources policies among employees. It should be noted that the success of the execution of policies in any area of human activity is significantly mediated by the role played by the human talent in their interpretation and implementation (Agudelo-Calderón et al., 2015)

In general, the efficiency in the methods of the organizations that have undergone a crisis undergoes an immediate conversion, from improvement in the administrative techniques to the work team. In addition, it must carry out organizational innovation, in the use of ICTs, productive reorganization and innovation of its processes, and the environment is highlighted as a component of business sustainability, being a human construction; therefore, to ensure its sustainability, it should be able to assimilate itself culturally as a stakeholder, which leads to giving enormous importance to the environment as an incident (Porter in Olis et al., 2021). Therefore, it is imperative to update organizations of all sizes for technological tools, because it now encompasses all functions of the company (Seki et al., 2017).

Companies are competent to propagate and develop, have relative autonomy, have self-regulated and self-managed, rational management, capable of adapting to the factors of the surrounding environment (Koontz et al. in Olis et al., 2021). The company, in permanent interaction with its environment, is exposed to an environment with a large amount of information that changes continuously; therefore, it is necessary to have a management that integrates the administrative processes for the achievement of the company's goals (Márquez et al. in Olis et al., 2021).

It is also important to evaluate the efficiency of the processes, to implement appropriate standards, resources used, and an assessment of all the points that can be aimed at the company. The internal and external changes produce problems for the organization, which can lead to a crisis, or on the contrary produce stimulus for its development and sustainable growth in an increasingly competitive environment (Olis et al., 2021)

On the contrary, in the company Ingelectros Perú S.A. - Los Olivos, there have been several complaints from employees who have not been paid on time. Associated with this, there is an instability of the work team, which has caused a social problem for all employees the management of human talent is absent, directly affecting production and consumers. The company Ingelectros Perú S.A. was created in 2009 and is dedicated to engineering and architectural services, where one of its biggest problems is the high turnover, which causes workers to feel insecure and unmotivated, which is reflected in poor customer service.

The general problem of this research is to know to what extent are human talent management and business management related in the company Ingelectros Perú S.A. in Los Olivos, 2021, whose specific problems are a) To what extent are personnel selection and business management related in Ingelectros Perú S. A. in Los Olivos, 2021? A. in Los Olivos, 2021; b) To what extent are related the development of people and business management in Ingelectros Perú S.A. in Los Olivos, 2021; and c) To what extent are related compensation and business management in Ingelectros Perú S.A. in Los Olivos, 2021?

The present study is theoretically justified as it intends to create reflection and academic discussion, contrast a theory, confront results or perform epistemology of the existing knowledge. In addition, it exposes solution options that will allow the operation and administration of human resources to improve and, at the same time, raise its quality level. In the present research, tools were used that have a degree of reliability and validity.

METHOD

The research has a quantitative approach since it presents the information in numerical form and uses mathematical methods to demonstrate the hypothesis proposed, the study is correlational since it seeks to find the correspondence between the variants; it is basic because it aims to provide scientific knowledge and the search for new knowledge. It is non-experimental, and

cross-sectional since it is carried out at a given time. The method is hypothetical-deductive because it seeks to corroborate the hypotheses and obtain conclusions.

The population is comprised of 100 workers of the company Ingelectros Perú S.A. - Los Olivos, the total population was selected as 100 workers of Ingelectros Perú S.A. - Los Olivos, who will respond to the research survey. The technique that was implemented was the survey, two questionnaires of ordinal scales were used to evaluate the variants of human talent management and business management.

To find the reliability, a pilot test was conducted with 20 employees of Ingelectros Perú S.A.C., and after the data collection, the analysis and data processing was carried out in the SPSS 24 program using Cronbach's Alpha statistic. The instrument obtained a coefficient of 0.93 for human talent management and reached a coefficient of 0.91 for business management, therefore, the instrument is reliable, and was also

subjected to expert judgment to determine its validity. The present article was sustained by ethical and moral principles, also permission was requested from the company Ingelectros Perú S.A. to carry out the application of the human talent management and business management questionnaire.

RESULTS

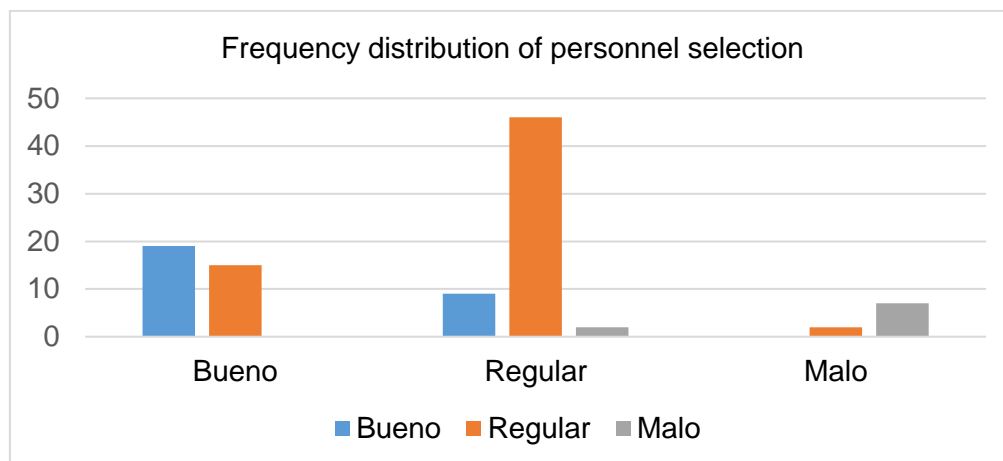
After the data collection, descriptive statistics were used for the levels of the variables, dimensions, and inferential statistics for the contracting of hypotheses. For data processing, the IBM SPSS Statistics 24 program was used and the tables and figures obtained from the database of the questionnaires on human talent management, business management, and their respective dimensions were also obtained. After the descriptive analysis, we will proceed to the hypothesis test through Spearman's Rho correlation, which will be used to test the hypotheses put forward in the study.

Table 1 Absolute and percentage frequencies for personnel selection

			V2 Business management			Total
			Good	Regular	Bad	
V1D1	Good	Count	19	15	0	34
Personnel selection		% within V1D1	55,9%	44,1%	0,0%	100,0%
	Regular	Count	9	46	2	57
		% within V1D1	15,8%	80,7%	3,5%	100,0%
	Bad	Count	0	2	7	9
		% within V1D1	0,0%	22,2%	77,8%	100,0%
Total		Count	28	63	9	100
		% within V1D1	28,0%	63,0%	9,0%	100,0%

Source: Elaborated with the research database.

Figure 1 Frequency distribution of personnel selection



Source: Own elaboration.

The results, in Table 1 and Figure 1, show the levels of personnel selection, the bad level

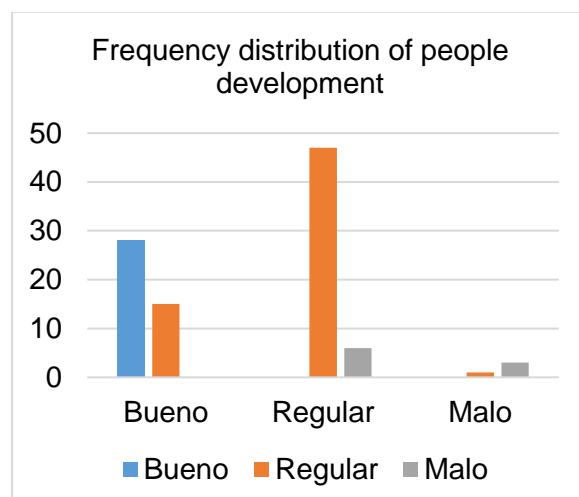
reached 9%, the regular level 57%, and the good level 34% in a lower percentage in the company Ingelectros Perú S.A. in Los Olivos, 2021.

Table 2 Absolute and percentage frequencies for people's development

			V2 Business Management			
			Good	Regular	Bad	Total
People Development	Good	Count	28	15	0	43
		% within V1D2	65,1%	34,9%	0,0%	100,0%
	Regular	Count	0	47	6	53
		% within V1D2	0,0%	88,7%	11,3%	100,0%
	Bad	Count	0	1	3	4
		% within V1D2	0,0%	25,0%	75,0%	100,0%
Total		Count	28	63	9	100
		% within V1D2	28,0%	63,0%	9,0%	100,0%

Source: Elaborated with the research database.

Figure 2 Frequency distribution of people development



Source: Own elaboration.

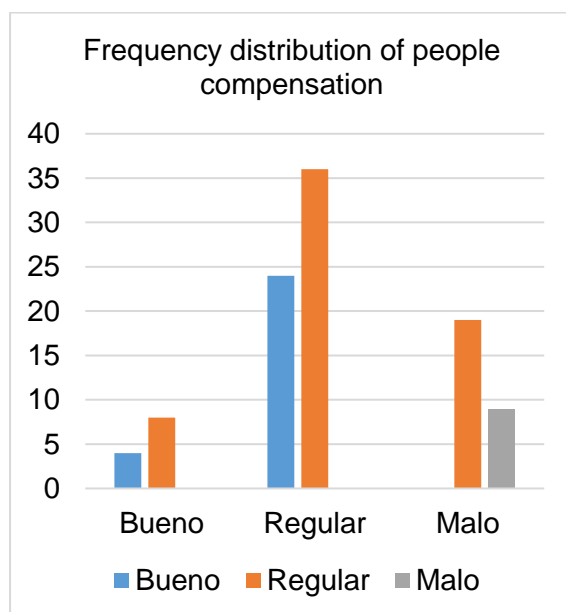
The results, in Table 2 and Figure 2, show the data of the people development dimension, the bad level achieved 4%, the regular level 53%, and the good level 43% in the company Ingelectros Perú S.A. in Los Olivos, 2021.

Table 3 Absolute and percentage frequencies for compensation of individuals

			V2 Business Management			Total
			Good	Regular	Bad	
V1D3 Compensation of persons	Good	Count	4	8	0	12
		% within V1D3	33,3%	66,7%	0,0%	100,0%
	Regular	Count	24	36	0	60
		% within V1D3	40,0%	60,0%	0,0%	100,0%
	Bad	Count	0	19	9	28
		% within V1D3	0,0%	67,9%	32,1%	100,0%
Total	Count		28	63	9	100
	% within V1D3		28,0%	63,0%	9,0%	100,0%

Source: Elaborated with the research database.

Figure 3 Frequency distribution of people compensation



Source: Own elaboration.

The results, from Table 3 and Figure 3 show the data for the dimension of compensation of people, the bad level achieved 28%, the regular level 60%, and the good level 12% in the company Ingelectros Perú S.A. in Los Olivos, 2021.

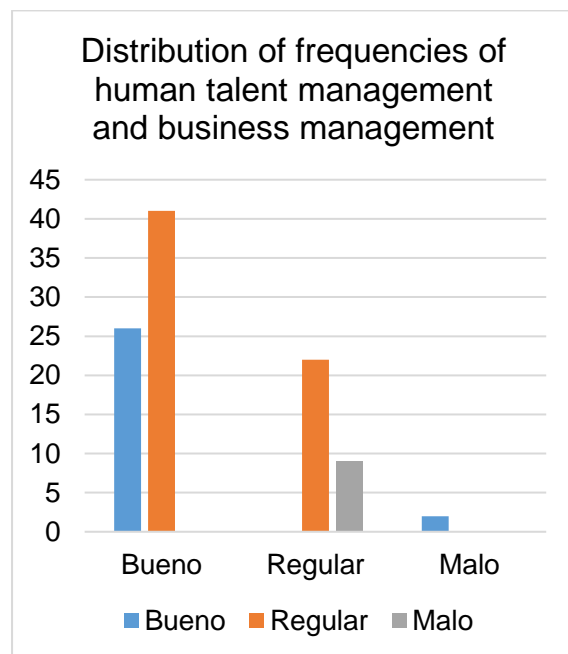
Table 4. Absolute and percentage frequencies of human talent management and corporate governance

			V2 Business Management			Total
			Good	Regular	Bad	
Human talent	Good	Count	26	41	0	67
		% within RH	38,8%	61,2%	0,0%	100,0%
	Regular	Count	0	22	9	31

managemen t		% within RH	0,0%	71,0%	29,0%	100,0%
	Bad	Count	2	0	0	2
		% within HR	100,0%	0,0%	0,0%	100,0%
Total		Count	28	63	9	100
		% within RH	28,0%	63,0%	9,0%	100,0%

Source: Elaborated with the research database.

Figure 4. Distribution of frequencies of human talent management and business management



Source: Own elaboration.

The results, from Table 4 and Figure 4 indicate the data of human talent management and business management, the bad level achieved 2%, the regular level 31%, and the good level 67% in the company Ingelectros Perú S.A. in Los Olivos, 2021.

Table 5. Correlation between human talent management and business management

			Business Management	Human talent management
Spearman's Rho	Business Management	Correlation coefficient	1,000	,861**
		Sig. (bilateral)	.	,000
		N	100	100
	Human talent management	Correlation coefficient	,861**	1,000
		Sig. (bilateral)	,000	.
		N	100	100

Source: Elaborated with the research database.

Table 5 shows the level of correlation between the variables human talent management and

business management. Determining the Spearman's Rho relationship coefficient of

0.861, which indicates that there is a high relationship between these variables, being the level of statistical significance, $p < .05$, the

null hypothesis is rejected and the alternative is admitted. It was demonstrated that there is a high relationship between the variables.

Table 6 Correlation between personnel selection, people development, people compensation, and business management.

			Business Management	Personnel Selection
Spearman's Rho	Business Management	Correlation coefficient	1,000	,815**
		Sig. (bilateral)	.	,000
		N	100	100
	Personnel Selection	Correlation coefficient	,815**	1,000
		Sig. (bilateral)	,000	.
		N	100	100
	People Development	Correlation coefficient	,849**	1,000
		Sig. (bilateral)	,000	.
		N	100	100
	People Compensation	Correlation coefficient	,780**	1,000
		Sig. (bilateral)	,000	.
		N	100	100

Source: Elaborated with the research database.

From Table 6, it shows the level of relationship between personnel selection and business management in the collaborators, determining a Spearman's Rho of 0.815, which indicates that there is a high relationship between the personnel selection dimension and business management, being the level of statistical significance, $p < 0.05$, so the null hypothesis is refuted and the alternative hypothesis is admitted. It is concluded that there is a high relationship. In addition, the degree of correlation between people development and business management in the collaborators is shown, determining a Rho of 0.849, which indicates that there is a high relationship between the personnel selection dimension and business management, being the level of statistical significance, $p < 0.05$, so the null hypothesis is refuted and the alternative is

admitted. It is concluded that there is a high relationship. Similarly, the degree of correlation between the compensation of people and business management in the collaborators is shown, determining a Rho of 0.780, which indicates that there is a high relationship between the personnel selection dimension and business management, being the level of statistical significance, $p < 0.05$, so the null hypothesis is refuted and the alternative is admitted. It is concluded that there is a high relationship.

DISCUSSION

The objective of the research was to determine the relationship between human talent management and business management in the

company Ingelectros Perú S.A. in Los Olivos, 2021. It also seeks to determine the relationship between each of its dimensions of the human talent management variable (personnel selection, people development, and people compensation) with the business management variable.

The questionnaires applied were validated by three experts and a pilot test was conducted to find the reliability with a Cronbach's alpha of 0.93 for the GTH questionnaire and 0.91 for the business management variable.

The results show that the human talent management in Ingelectros Perú S.A. is regular, obtaining 57% in the personnel selection dimension for the regular level, 53% in people development at the regular level, and 60% in people compensation at the regular level. According to the general objective, it was obtained as a result that the variables human talent management and business management present a high and significant correlation with a Spearman's Rho of 0.861, these results show that there is a high correlation between human talent management and business management in the company Ingelectros Perú S.A.

Likewise, according to Falótico et al. (2020), human talent management is important in organizations and should be considered as a changing process in which various elements are immersed, such as intellectual, political, economic, social, and technological elements. The GTH is gaining more importance worldwide and generating interest, therefore, more strategies, plans, and management are being created for the development of human resources more efficiently. He also affirms that it is effective to invest in human talent since it guarantees the availability of essential competencies such as incursion into the current situation, and stability in the business scenario. Ramírez et al. (2019) also state in their study that among the aspects analyzed in their study, the identity of the collaborators concerning the organizational culture and their execution of the functions for the fulfillment of objectives are decisive for the management of human talent.

In the same way, the result obtained for the specific objective shows a high degree of correlation between personnel selection and business management in the collaborators with a Spearman's Rho of 0.815. It is also expressed by Vargas Peña et al. (2015), who mention that in their study on the Early Detection Program in Colombia, there are difficulties in the management of protocols and technical standards by the human talent and the perception of the beneficiaries in the processes of education and information provided. This situation is possibly due to the dynamics in the hiring of personnel and the discouragement of the development of public health programs, in the increase of privatization, which boosted market mechanisms and competition between public and private institutions and promoted efficiency and financial profitability, among other variables, which may be harming the quality of care. For Molina Marín et al. (2016), human talent symbolizes a fundamental resource in the health system and its institutions; consequently, its correct management is essential for a prosperous performance and the achievement of goals.

In this sense, the degree of correlation between the development of people and business management in the collaborators is also observed, determining a Spearman's Rho of 0.849, expressing that a high correspondence is evidenced. In the same way, Hernández-Rincón et al. (2015) mentioned the need to develop competencies and skills in human talent, allowing them to progress and increase their knowledge, attitudes, and aptitudes, to generate a more qualified professional practice.

For the dimension of compensation of people and business management in employees, a high correlation was obtained with a Spearman's Rho of 0.780. Barrios-Hernández et al. (2020) conclude that GTH is required for the development of dynamic capabilities to respond to environmental conditions, recognize opportunities, and establish effective relationships with external actors. In this sense, the skills and motivation of workers play a predominant role in the development of dynamic capabilities, since these require to a large extent the formation of work teams and a

transformational management style. Therefore, the research confirmed the facilitating conditions for the management of human talent, which are: the environment of knowledge interaction among workers and a transformational leadership style.

In the same way, Sheela and Jesura (2020) found in their study that performance appraisal, selection, training, and reward and recognition system significantly influence organizational performance, further indicating that the human talent management practices adopted by the companies resulted in increased profits, development of new products and services, improved productivity and significant organizational performance.

Therefore, human talent management is a transcendental tool in any organization, since it provides the necessary tools to lead the collaborators to the development of policies, programs, and procedures, to achieve an efficient administrative and organizational structure (Vera-Barbosa & Blanco-Ariza, 2019)

CONCLUSIONS

It was determined that there is a high correlation between the variables human talent management and business management in the company Ingelectros Perú S.A. in Los Olivos, 2021. The Spearman's Rho relationship coefficient was 0.861, with a level of statistical significance, $p < 0.05$. It is recommended that the company Ingelectros maintain a suitable working environment that allows a good relationship between employees, also focuses on organizational culture, concentrates primarily on the human and social factors of the company, and provides appropriate conditions for employees to perform their work properly and optimize their productivity.

It is also concluded that there is a high degree of correlation between personnel selection and business management in the collaborators, determined by a Spearman's Rho of 0.815, with a level of statistical significance, $p < 0.05$. Therefore, it is recommended to the human resources area to correctly select personnel, use

tools for good recruitment, evaluate the knowledge, competencies, and commitment that the collaborator can generate with the organization, making guidelines for such improvement.

It is also concluded that there is a high degree of correlation between the development of people and business management in the collaborators, determining a Spearman's Rho of 0.849, being the level of statistical significance, $p < 0.05$. Therefore, the company should carry out activities that benefit the development of people, such as offering training both in the technical field, knowledge and safety, and the personal aspect of leadership, motivation, and teamwork in the different areas of the company.

Likewise, it is concluded that there is a high degree of correlation between the compensation of people and business management in the employees, determining a Spearman's Rho of 0.780, being the level of statistical significance, $p < 0.05$. Therefore, an incentive system should be created to improve the motivation and productivity of employees, as well as to provide all the economic benefits, vacations, bonuses, and CTS. In addition to implementing strategies for labor recognition, incentives, and overtime remuneration based on the work performed to optimize performance.

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