

Analysis of the Organizational Culture and the Management of Human Talent in the Universities of Peru

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Abstract

The study analyzes the organizational culture and the management of human talent in the universities of Peru, with the goal of identifying factors, strengths and weaknesses that affect the institutional performance and the development of the members of the university community. For this, a method based on the bibliographic compilation, use of the PESTEL method and the SWOT matrix was used. Challenges were found such as the lack of alignment of values and practices, poor participation and communication, and limitations in the recruitment and staff development processes. To address these challenges, key strategies are proposed, such as encouraging participation and transparent communication, strengthening staff development, improving recruitment processes, and setting up training programs. It is also recommended to set up recognition and collaboration policies. In conclusion, the study highlights the importance of strengthening the organizational culture and the management of human talent in Peruvian universities to achieve an environment conducive to student development, teaching growth, and efficient administrative performance.

Keywords: *organizational culture, talent management, universities, Peru, improvement.*

INTRODUCTION

Organizational culture is a fundamental element in the functioning of entities (Chen, 2022), educational institutions, and in turn in universities. It reflects the beliefs, values, behaviors, and norms shared by the members of an organization, which influences identity, work environment, and performance. In the case of Peruvian universities, it is significant to understand and analyze the organizational culture to identify its distinctive characteristics and its impact on the academic environment (Naveed et al., 2022).

To this end, the organizational culture present in Peruvian universities must be characterized (Grover et al., 2022). To achieve this, a thorough analysis of the values,

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norms and practices that define the work and study environment will be carried out in different stakeholders, such as students, teachers and administrative staff.

First, it examines the values that underpin the organizational culture of Peruvian universities. These values can be related to academic excellence, professional ethics, inclusion, innovation, among others. In addition, the rules and practices that govern the operation of universities are analyzed. This includes aspects such as decision-making, internal communication, personnel management (Ramírez Molina et al., 2022), the relationship with students, among others.

Human talent management plays a fundamental role in the success and development of Peruvian universities (Meléndez Ilatoma, 2020). The recruitment, selection, development, motivation, and retention of academic and administrative staff are key processes that determine the quality and efficiency of educational institutions (Bejarano Rodríguez et al., 2022). Therefore, it is crucial to evaluate how human talent management is carried out in Peru's universities.

Elsewhere, senior management should analyze the recruitment process in Peruvian universities. To do this, you must examine the strategies used to attract and recruit talent, when considering diversity and fairness in selection. At the same time, the selection criteria, the recruitment channels used and the equal opportunities policies must be reviewed, to ensure that the processes are transparent and based on merit.

Another aspect to be evaluated will be the development of academic and administrative staff. Therefore, the training and education opportunities offered by Peruvian universities should be analyzed, as well as the existence of professional development programs. To this end, a review of performance appraisal mechanisms and internal promotion policies should be carried out (Aguinis et al., 2011), which seeks to identify how the growth and development of employees is fostered in the university environment. (Alfonso González, Romero Fernández & Alonso Camaraza, 2023)

These aspects lead universities to make better use of efficient human talent management aimed at enhancing the performance and growth of Peruvian universities (Gökalp and Soran, 2022). By investing in talent attraction, development and retention (Kaliannan et al., 2022), educational institutions can count on a highly qualified and committed team, which has a positive impact on the quality of education, research and contribution to the development of society.

Another point to pay attention to is the organizational culture that plays a crucial role in the functioning and development of educational institutions in Peru. Understanding how organizational culture is perceived by different actors within a university, such as students, faculty, and administrators, and how it influences the learning environment, job satisfaction, and institutional engagement, is of utmost importance to improve educational quality and strengthen the university environment.

In relation to the learning environment, it is analyzed in each institution how the organizational culture influences the quality of teaching and learning, as well as the interaction between students and teachers. Among the points that universities must have complete mastery of are aspects such as institutional support, communication, respect and collaboration, to determine what factors are related to the organizational culture and how they contribute to a positive and enriching learning environment (Egitim, 2022).

In terms of job satisfaction, universities should delve into how organizational culture affects motivation, recognition, (Flores González et al., 2021), opportunities for growth and development, and a sense of belonging for teachers and administrators. To this end, aspects related to human talent management, institutional policies and the work environment must be analyzed, in order to understand how organizational culture impacts the job satisfaction of professionals.

Finally, each university must know how organizational culture influences the level of commitment and loyalty of students, faculty and administrators to the institution. To this end, identification with the values and goals of the university, participation in extracurricular activities, and pride in belonging to the institution must be analyzed, among other aspects, to determine the degree of institutional commitment and its relationship with the organizational culture.

In reference to the above, each entity must be able to have a perception of Peruvian students, teachers and administrators about the organizational culture and its impact on the learning environment, job satisfaction and institutional commitment in Peruvian universities. This makes it necessary to collect information through surveys and interviews, quantitatively and qualitatively, to analyze the relationship between organizational culture and these key aspects. Therefore, the objective of the study is defined as:

- Evaluate and analyze the organizational culture and human talent management in Peruvian universities, by identifying factors, strengths and weaknesses that affect institutional performance and the development of members of the university community.

To this end, the following specific objectives are defined:

- Identify factors, strengths and weaknesses that affect the organizational culture and human talent management in Peruvian universities, through comparative analysis between different institutions and stakeholders.
- Propose strategies and actions to strengthen the organizational culture and improve the management of human talent in Peruvian universities, with the aim of promoting a favorable environment for the integral development of students, the professional growth of professors and efficient administrative performance

MATERIALS AND METHODS

For the development of the study, a mixed methodology combining qualitative and quantitative approaches was used. Bibliographic information was collected from surveys and interviews with students, faculty and administrators at Peruvian universities. Data were analyzed using tools such as the SWOT matrix to identify strengths, weaknesses, opportunities, and threats. Based on the results obtained, strategies and actions are proposed to strengthen the organizational culture, as well as improve the management of human talent. Thus, the methodology allows us to obtain a comprehensive vision that provides relevant contributions to the Peruvian university context.

PESTEL Method

The PESTEL analysis is a strategic planning tool that serves to identify the environment on which the future project will be designed, in an orderly and schematic way. Strategic analysis determines the current situation of the organization, in order to create strategies, take advantage of opportunities, or act on possible risks.

The application of PESTEL consists of identifying and analysing the environment (Giraldo et al., 2022), in order to subsequently act strategically on it, the factors associated with the political class that influence the future activity of the company, the current and future economic issues that influence the execution of the strategy, the socio-cultural factors that help to identify the trends of today's society, the influence of new technologies and the change that may arise in the future are analysed, possible changes related to ecology and changes in legal regulations related to the project, which may have a positive or negative impact.

The first step of a PESTEL analysis is to ask yourself certain questions that give you an idea of which aspects are most relevant and should be taken into account. These are as follows:

- What is the political situation in the country and how can it affect health education?
- What are the prevailing economic factors?
- How important is culture in the market and what are its determinants?
- What technological innovations can appear and affect health education?
- What are the ecological concerns for health education?
- Are there any current laws that regulate health education or can there be any changes in these regulations?

All aspects of this technique are crucial because, in addition to helping to understand the sector, it represents the backbone of strategic management (Figure 1).



Figure 1. Dimensions of the PESTEL. Source: Authors.

This section encompasses elements such as the policies developed in the country, the levels of poverty in the area, inequality indices, economic development, access to resources for its inhabitants, as well as the way in which all this affects health education.

RESULTS

For the analysis of the effects on the development of organizational culture and human talent, it is necessary to identify the various factors that affect both the organizational culture and the management of human talent in the Peruvian university context using the PESTEL method. Political, economic, social, technological, environmental and legal aspects interact and generate significant challenges in the promotion of a favorable organizational culture and in the effective management of human talent. The analysis of these factors provides a comprehensive view of the effects and helps universities to develop specific strategies and actions to strengthen the organizational culture and improve the management of human talent for the benefit of the integral development of the university community (Table 1).

Table 1. Effects on organizational culture and human talent management in universities.

Factors	Description
Politicians	- Leadership policies that limit the development of a favorable organizational culture.
	- Lack of institutional support for the improvement of living standards and participation in decision-making.
Economic	- Attrition of qualified personnel to other institutions with better opportunities

	and benefits.
	- Lack of incentives and stimuli for staff participation and professional growth.
Social	- Tense work climates that affect job satisfaction and institutional engagement.
	- Absence of a culture of recognition and appreciation of human talent.
Technological	- Resistance to change and lack of adoption of technologies that improve human talent management.
	- Insufficient use of technological tools for the selection and development of personnel.
Environmental	- Impact of external events such as the pandemic on human talent management and organizational culture.
	- Lack of a long-term vision and inadequate communication about institutional plans and actions.
Legal	- Absence of specific regulations for the management of human talent in the university environment.
	- Lack of alignment between legal standards and human talent management practices.

Source: Authors' own creation

In the context of Peruvian universities, it is also essential to understand the organizational culture and human talent management to ensure a quality educational environment and sustainable institutional development. Therefore, it is essential to identify the strengths and weaknesses of the organizational culture and human talent management in Peruvian universities, through a comparative analysis between different institutions and stakeholders.

First, a comparative analysis of the policies and practices related to organizational culture in different Peruvian universities was visualized. It examined the values, norms, and principles that guide the actions and behaviors of the university community, as well as the strategies implemented to promote a strong organizational culture. Strengths, weaknesses, opportunities, and threats were identified based on the SWOT analysis (see Table 2).

SWOT Analysis of Organizational Culture and Human Talent Management in Peruvian Universities:

Strengths (F)

- Promotion of an inclusive and collaborative environment.
- Implementation of professional development policies.
- Adoption of effective motivational strategies.

Weaknesses (D)

- Lack of alignment between institutional values and day-to-day practices.
- Lack of effective communication.
- Absence of staff development and recognition programs.

Opportunities (O)

- Identification of best practices and successful approaches used by some Peruvian universities.
- Possibility of adapting specific strategies and policies to the needs of each institution.
- Development of collaborative solutions and approaches to address common challenges.

Threats (A)

- Competition among universities to attract and retain talent.

- Budget constraints that may affect the implementation of development and recognition programs.
- Resistance to change and lack of support from some members of the university community.

Table 2. SWOT analysis of organizational culture and human talent management.

	Strengths (F)	Weaknesses (D)
Opportunities (O)	- Promotion of an inclusive and collaborative environment.	- Lack of alignment between institutional values and day-to-day practices
	- Implementation of professional development policies	- Lack of effective communication
	- Adoption of effective motivational strategies	- Absence of development and recognition programs
Threats (A)	- Competition to attract and retain talent	- Budget constraints
	- Resistance to change and lack of support	
	by some members of the university community	

Source: Authors' own creation

In the quadrant of opportunities, it is necessary to take advantage of existing strengths and address the weaknesses identified in the organizational culture and human talent management in Peruvian universities. To this end, efforts should be focused on improving alignment between corporate values and daily practices, strengthening internal communication, and establishing development and recognition programs for staff.

These actions will contribute to strengthening the organizational culture, improving staff satisfaction and engagement, and fostering a favorable learning environment in Peruvian universities. In addition, by identifying and sharing best practices and successful approaches used by some institutions, strategies tailored to the specific needs of each university can be implemented.

It is significant to note that there are threats, such as competition for talent and budget constraints, that can affect the implementation of these actions. However, by addressing weaknesses and capitalizing on strengths, Peruvian universities will be able to meet these challenges and take advantage of opportunities to promote a strong organizational culture and effective human talent management.

In the context of Peruvian universities, it is essential to have a solid organizational culture and effective human talent management to ensure an environment conducive to the comprehensive development of students, the professional growth of professors, and efficient administrative performance. To achieve this, it is necessary to identify strategies and concrete actions to strengthen the organizational culture and improve human talent management. In this analysis, six proposals will be presented that address the quadrants identified in the previous SWOT.

Strengths-Opportunities (FO) Quadrant:

- Implementation of development and recognition programs: It is essential to design and implement programs that promote the professional and personal development of members of the university community, by recognizing their achievements and fostering a sense of belonging.
- Promotion of effective communication: Establish clear and efficient communication channels to encourage transparency, participation and the exchange of ideas between the different university actors.

Weakness-Opportunity (OD) Quadrant:

- Design of a plan for the alignment of values and practices: Develop a strategic plan that aligns institutional values with daily practices, by promoting coherence and congruence in all actions carried out at the university.
- Implementation of development and training programs in human talent management: Provide training and training opportunities on topics related to human talent management, to improve the skills of those responsible for this area and strengthen their management capacity.

Weaknesses-Threats (DA) Quadrant:

- Overcome budgetary constraints through strategic alliances: Seek alliances with public and private institutions, as well as with international organizations, to obtain additional resources to finance programs and actions aimed at strengthening organizational culture and human talent management.
- Generation of an organizational climate favorable to change: Foster a culture of openness and willingness to change, by providing spaces for dialogue and participation that allow for addressing resistance and overcoming obstacles in the process of continuous improvement.

Through this study, it is expected to identify the best practices and successful approaches used by some Peruvian universities in terms of organizational culture and human talent management. These practices may include promoting an inclusive and collaborative environment, implementing professional development policies, and adopting effective motivational strategies. At the same time, it is expected to identify areas for improvement and common weaknesses affecting universities in general. These areas can include a lack of alignment between institutional values and day-to-day practices, a lack of effective communication, and a lack of development and recognition programs for staff.

The comparative analysis will allow us to understand the differences and similarities between Peruvian universities in terms of organizational culture and human talent management. This can provide a solid basis for the identification of specific strategies and policies that can be tailored to the needs and characteristics of each institution. In addition, this analysis allows us to detect common challenges faced by Peruvian universities in relation to organizational culture and human talent management, which is fundamental for the development of collaborative solutions and approaches.

The findings of this study are expected to be of great relevance both for Peruvian universities and for the academic community and decision-makers in the field of education. The results can be used to design and implement improvement and development programs that promote a strong organizational culture, foster staff satisfaction and engagement, and contribute to a favorable learning environment for all stakeholders.

DISCUSSION

The analysis carried out on the organizational culture and human talent management in Peruvian universities has allowed us to obtain important findings and reflections on the current situation of these institutions in the country. Based on the objectives set, it has been possible to evaluate the perception of the different stakeholders and identify strengths, weaknesses, opportunities and threats in this area. Next, the main aspects found will be discussed and alternatives are proposed to mitigate the effects of the organizational culture and the management of human talent in the Peruvian university context:

- Promote dynamic balance and harmonious relationships between the subsystems of the university organization.

- Encourage the participation of members of the organization in decision-making, based on shared principles, values, and procedures.
- Transmit the organizational culture to the new generations, by ensuring a behavior learned and shared by all members.
- Train and prepare leaders to face incidents, crises and significant changes that may affect the university institution.
- Establish organizational systems and procedures that ensure efficient information management, control, and decision support.
- Foster an entrepreneurial and proactive work environment for both employees and employers, by fostering a culture of innovation and development.

These alternatives proposed by academic experts aim to address and mitigate the negative impacts of organizational culture and human talent management in the Peruvian university context. Through the strengthening of internal relations, the active participation of members, the transmission of organizational culture, the training of leaders, the implementation of efficient systems and the creation of a favorable work environment, the aim is to generate positive change that promotes an environment conducive to the integral development of the university community in Peru.

In relation to organizational culture, it has been observed that there are significant strengths in terms of the promotion of development and recognition programs, as well as in the implementation of effective communication. These aspects are essential to generate an environment conducive to the integral development of students, the professional growth of teachers and efficient administrative performance. However, weaknesses have also been identified in the alignment of values and practices, which indicates the need to design a strategic plan that allows for the establishment of coherence and congruence in all the actions of Peruvian universities.

In terms of human talent management, the importance of having development and training programs in this area has been highlighted, as well as the need to overcome budgetary constraints through strategic alliances. These aspects will contribute to strengthening the capacities of those responsible for human talent management and to obtaining additional resources to finance programmes and actions aimed at this end. Likewise, the relevance of generating an organizational climate favorable to change has been highlighted (Bailón-González and Cedeño-Zambrano, 2022), which implies fostering a culture of openness and willingness to change in Peruvian universities.

It is significant to highlight that the results of this analysis reflect the specific reality of Peruvian universities and may vary depending on each institution. However, the findings provide a solid basis for proposing strategies and actions that contribute to strengthening the organizational culture and improving the management of human talent in the Peruvian context.

In this sense, the following actions are proposed to strengthen the organizational culture and improve the management of human talent in Peruvian universities:

- Design and implement development and recognition programs that promote the professional and personal growth of members of the university community.
- Establish clear and efficient communication channels to promote transparency, participation and the exchange of ideas between the different university actors.
- Develop a strategic plan that aligns institutional values with daily practices, by promoting coherence and congruence in all actions carried out at the university.
- Provide training opportunities in human talent management, to improve the skills of those responsible for this area and strengthen their management capacity.

- Seek alliances with public and private institutions, as well as with international organizations, to obtain additional resources to finance programs and actions aimed at the management of human talent in Peruvian universities.
- Promote an organizational climate favorable to change, by fostering a culture of openness, flexibility, and willingness to learn and innovate in all areas of the university.

These strategies and actions can strengthen the organizational culture and improve the management of human talent in Peruvian universities, by generating an environment conducive to the integral development of students, the professional growth of professors and efficient administrative performance. Therefore, it is significant to highlight that the successful implementation of these recommendations requires a solid commitment on the part of the university authorities, as well as the participation and collaboration of all members of the university community.

It is unavoidable to highlight that this analysis has focused on the reality of Peruvian universities and the proposed recommendations are designed specifically for the Peruvian university educational environment. However, some of the principles and strategies proposed could be applicable in other countries and university contexts, adapting them to the particular characteristics and needs of each institution.

CONCLUSION

It can be concluded that:

- Despite the challenges and obstacles identified, the importance of strengthening the organizational culture and human talent management in Peruvian universities is recognized. These aspects play a fundamental role in the creation of an environment conducive to the integral development of students, the professional growth of teachers, and the efficient administrative performance.
- Key strategies to improve organizational culture and human talent management in the Peruvian university context are visualized. These include promoting effective and participatory communication, fostering transformative leadership, investing in training and professional development, implementing recognition and motivation systems, and strengthening collaboration and teamwork.
- The implementation of institutional policies and programs leads to strengthening the organizational culture and improving the management of human talent in Peruvian universities. This implies the commitment of the authorities, the participation of teaching and administrative staff, and the creation of spaces for dialogue and reflection. Proposed alternatives include promoting balance, participation in decision-making, transmitting organizational culture, training leaders, establishing efficient information systems, and creating an entrepreneurial work environment. These actions are key to achieving a solid organizational culture and effective human talent management.

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