

Human Talent Management, From Territorial Governance In The Provincial Municipality Of The Convention- Cusco 2022

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ABSTRACT

The management of human talent refers to the development of a procedure, in which all employers, especially the HR area, exhaustively seek to hire a worker, who meets and meets all the qualities for the position to be held, this with the sole purpose of obtaining better results with qualified personnel committed to faithfully complying with the objectives of their employer. (Pérez, 2021).

Specialists argue that to increase labor productivity levels, it is necessary to keep staff motivated, understand that workers are not machines, however, for staff to act efficiently it is necessary for them to have gone through a management process in where it is established that they are capable of achieving good results in their performance positions, this will undoubtedly significantly improve the quality of service they have with the employer and they will be better producers. (ISO, 9001-2015, 2020).

However, to achieve all these qualities within a human team, it is important to ensure that territorial governance within an area unites the efforts of local and regional governments to improve the quality of service to citizens and the population. In this way, any municipality will be able to find the right personnel for the position in community service. (MIDIS, 2020).

Keywords: Governance, human talent management, quality service.

INTRODUCTION

At present, it is essential to select the personnel of the municipality and satisfaction, this process is ¹in charge of the special commission appointed by the Municipal Manager, however, despite the guidelines and the bankruptcy bases, we currently do not have impact personnel that manage to meet the expectations of the employer and the citizens, (Torre, 2021); This leads us to the problem found in each municipality of Peru, above all it leads us to reflect on the management and the process that is carried out to obtain the person, causing damage not only to the institution but also to the population, because the

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The service provided is not adequate, therefore, the governance they issue is not correct.

The department of Cusco is no stranger to this reality, the Municipality of La Convención has demonstrated the inefficiency in the process of human talent management at the time of hiring personnel, despite the hiring processes and public tenders, it has not been able to gather the right personnel for the work area, decreasing the level of quality of service and demonstrating inefficient governance. (Torres, 2005).

It is precisely to avoid and prevent such situations in Peru that municipalities, especially the municipality of the Convention in Cusco, incorporate within their guidelines the bases for the selection process of the Administrative Service Contract, CAS No. 001-2021-MDVK LEGISLATIVE DECREE NO. 1057. (Villa Kintiarina, 2021).

The authors establish that Internal Control is important when hiring personnel, as it verifies and supervises the work and management within the process, improving quality and the impact on production. (Quispe, 2021). The organizational climate is also important to improve quality, but that is where human talent management lies, because it verifies the soft skills of the future worker, which will undoubtedly improve the organizational climate and teamwork. (Álvarez, 2021).

The various antecedents show us that labor competencies within municipal administrative procedures are fundamental, especially because it not only reflects knowledge and work skills but also demonstrates tools and capabilities that manage to overcome difficulties and setbacks within the work area. These skills have been diminished in recent years within the Municipality of the Convention, as they have demonstrated the weak points of the supposed talents within the organization, exposing the poor quality service to the citizen and the population. (Saavedra, 2017).

Leadership is a competence within human talent, this type of skills must be found within the management staff in the public sector, in order to discover the qualities of the personnel, in Colombia, the same thing happens, this quality is essential within the public sector because the management that will be achieved will be timely for the management and recruitment. (Lozano, 2019).

To manage the public and state system, it is necessary to verify the skills and selection procedures, the ministries and the national system, above all it must always be kept in mind and take into account that the service provided is not personal or internal, but public access to the population, that is where it is necessary to hire the appropriate personnel. to provide a quality service to the public, and to improve institutional governance. (Martínez, Vega, Pintado & Guzmán. 2018).

Within the theories, we find 3 variables "human talent management" and "territorial governance", "quality service" in the first instance we will work with the variable "human talent management, of which, as a concept we have the labor competencies within the municipal administrative procedures are fundamental, especially because it not only reflects knowledge and labor skills but also demonstrates tools capabilities that achieve Overcome difficulties and setbacks within the work area. These skills have been diminished in recent years within the Municipality of the Convention, as they have demonstrated the weak points of the supposed talents within the organization, exposing the poor quality service to the citizen and the population. (Saavedra, 2017).

The theory comes from CUESTA, (2010), who maintains the management of human talent is the optimization of workers to perform in a job, with skills such as sensitivity, consideration, and human improvement, and a process of evaluation of compliance with essential requirements to perform in a work area.

This is broken down into various skills, such as the following types listed below;

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The human talent management process within the Municipality of the Convention-Cusco is classified as follows:

The first step for management is the planning of human resources, it is a general plan that is made to identify the need for the number of workers and the positions that the Municipality currently has, so that the specialized area such as the Human Resources area is in charge of such management.

The second step is recruitment, this refers to an effective process of planning and strategies that have the aim of attracting the best applicants for each position and/or vacancy, with the intellectual and soft skills that the position and the Municipality needs, although it depends on each organization, this recruitment can take place in two ways, internal, which promotes among workers the search for and strength of a new job; and external recruitment, where the Municipality ventilates vacancies in order to obtain new workers.

The third step is the competencies, which are nothing more than a group of skills, skills of a human being that allows the development of professional practice, this step is crucial, because it will verify the competencies of the human being. every aspirant. This step has 3 types: The basic competencies, refers to the basic understandings acquired in the development of your profession; Technical Competence, which refers to the professional training for the position, i.e. the need to access the qualification guaranteed by the profession in order to aspire to the position; for example, to the legal area, accounting, human resources, etc.; and transversal competencies; that refer to the work experience acquired over time in the exercise and development of their profession, which are basically personal skills that seek to improve and enrich the specialty.

The fourth step is the 360° assessments, which is a program that brings together capacities, skills, and knowledge that, more than professional, are the soft skills themselves that allow measuring the level of characteristics such as leadership, communication and teamwork.

Finally, the fifth step is strategic planning, which refers to the plan that the recruiter must have with the new staff, that is, to ask and resolve questions such as, what results will be obtained by hiring such personnel? And verify the evaluation according to the report of the previous steps to determine the ideal person within the Municipality. (Mangus, 2022).

Regarding the territorial governance variable, it has been found that the concept is that type of government within a given territory, it is precisely the European theory that shows us in Spain, there is a more marked rigor, due to the perspectives that the government has to improve management and organization skills in the public sector. For them, the greatest attribute is to verify the capacity to work together and the emotional qualities of the worker. (Pereda, López, & Gonzales, 2018).

Within the classification we find:

Territorial governance is classified as follows: Territory;

It hovers over the geographical part, of territorial development, and has had a great evolution over time, within the discipline.

Citizen participation;

It places greater emphasis on the involvement of society within the political field, and implies the decision-making of the population regarding social participation.

Geo-governance;

In this part, it is necessary to specify the inclusion of geographical uses in the decisions of the government and the citizenry, a joint work between society and the population.

In Italy, it is essential to verify and filter talents within public establishments, especially hospitals, knowing and taking into account that it is important to manage the staff who will look after the health of others, and keep in mind that the quality of delivery of nurses and doctors must be promoted and managed, through incentives and public improvements; The constant search for talented behaviors, especially human and responsible, will improve the quality of service in the country. (Dzimhiri, & Molefi, 2021).

In the review of bibliography on human talent management, and its relationship with the linkage of the state sector, under a bibliometric study, 1373 reviews from the years 2003 to 2020 were investigated, where it was verified that human management is driven by management with the aim of improving the competitive advantage between entities, at the private level, and organizations at the public level. (Pagán, Ballester, Sánchez & Guijarro, 2022).

A complete literature review will help verify if the hypothesis is correct, however, when verifying that resources today companies and organizations place emphasis on the choice of personnel that will represent the entity, therefore, it is crucial when verifying and managing personnel. Demonstrating that decision-making at the beginning is critical at the end with the productivity generated by the right and prepared staff. (Farndale, Beomond, Corbett, Xu, 2022).

In Europe, the procedure of looking for new talent is vital, being one more reason of concern for any organization, they are aware that it is fundamental to take challenges and competition in the world, through the decisions that are made at the beginning, it is clear the challenges they have to overcome to improve skills during the pandemic caused by Covid-19, where the majority have preferred to use the benefits of virtual applications and artificial intelligence, leaving aside recruitment, selection and reducing costs, which in the long run could harm jobs. (Reyes, Gómez & Ramos, 2021). The process of Human Talent management in Europe is deepening, automatically this procedure becomes more literal applied to science and technology, making it pertinent to carry them out under the level of ICTs. The exam that is carried out is a filter of professional benefits and characteristics, to give way to the social emotional level, (it should be noted that both are measured through computer science and show exact levels of preparation and fidelity to the job. (Álvarez, 2021).

In Italy, unlike other countries within Europe, they give greater relevance to constant training, for the area of Human Resources of the Municipalities, it is important that the aspirant and worker never stops learning and training, within the area to develop, therefore, he is more concerned with intellectual growth being measured by constant evaluations and exams. (Renteria, 2018). In the same way, in this continent, it can be verified through statistics that there is no public institution that does not apply the management and processes of human talent, this is verified in the quality of service provided by government entities and

the levels of positive results in various public institutions. (Alomia, Castro, Spain, & Ruano, 2018).

Regarding the variable quality services, we have as our main concept; The importance of commerce in relationships, making it clear that bad experiences can affect users and customers, and in some way harm loyalty.

Within the theory we have Quijano (2016) who points out that quality service is super important in commercial relationships, that it is crucial and fundamental to study human talent management as the beginning of quality in service, that, without a quality service, commercial prosperity can never be obtained.

Within the types and classification of quality service, there are: Quality of excellence; It completely meets the expectations of users and customers, creating a good relationship between the two, which improves loyalty.

Quality as a value;

It is important to permanence the value as a characteristic of the company, so that customers will be able to understand that the company, place or institution is recognized for the quality service they provide.

Quality as meeting the expectations of users and consumers;

This corresponds to the goal that the entity or company achieves, and verifies the satisfaction of customers for the service provided, where the users themselves will be able to recognize the success and the brand with the quality of services, in terms of attention from the table of parties, until the end of some procedure, From a personal point of view, you have to meet the expectations of your customers.

The aim of this article is to carry out a systematic literature review on human talent management. So, in order to achieve this and to determine through the systematic review the following question: is it feasible to implement human talent management in the quality service to improve territorial governance?

It should be noted that there is a great need to determine whether the human talent management strategy could work in the Department

In this way, we will be able to understand if this strategy has worked in other countries and we will be able to determine if it could be established in the department of Cusco as a tool to improve institutional governance.

METHODOLOGY

For the writing of this literature article, a systematic review of the literature was carried out, as defined by different authors (Moreno, Muñoz, Cuellar, Domancic, Villanueva, 2018), the reviews that are systematically carried out refer to the coherent and properly organized compilations that seek to verify the reality of a hypothesis. (Begoña, et al, 2018). This, based on its composition, a series of research papers, articles, systematic reviews, and many sources of information that show the reality on a given topic. (Higgins & Green, 2011). Therefore, in order to carry out this systematic model, it is explored and governed based on the regulations of the PRISMA model (Moher, Liberati, Tetzlaff, Altman, & PRISMA Group, 2020).

The search strategy was to find various databases: Scopus, Dialnet, Science Direct, Proquets, and Google Scholar, through the plan where Boolean operators (AND, OR) are used to make conjugations with certain words that are key at the time of choosing them. (Wright, 2004). The descriptors of the search and their equivalents in English were used to obtain articles in both languages. The use of Boolean logic operators (AND and OR) was also added to the strategy. In addition, the filters available in the selected databases were used. The combinations used were: "human talent management AND quality service", "quality

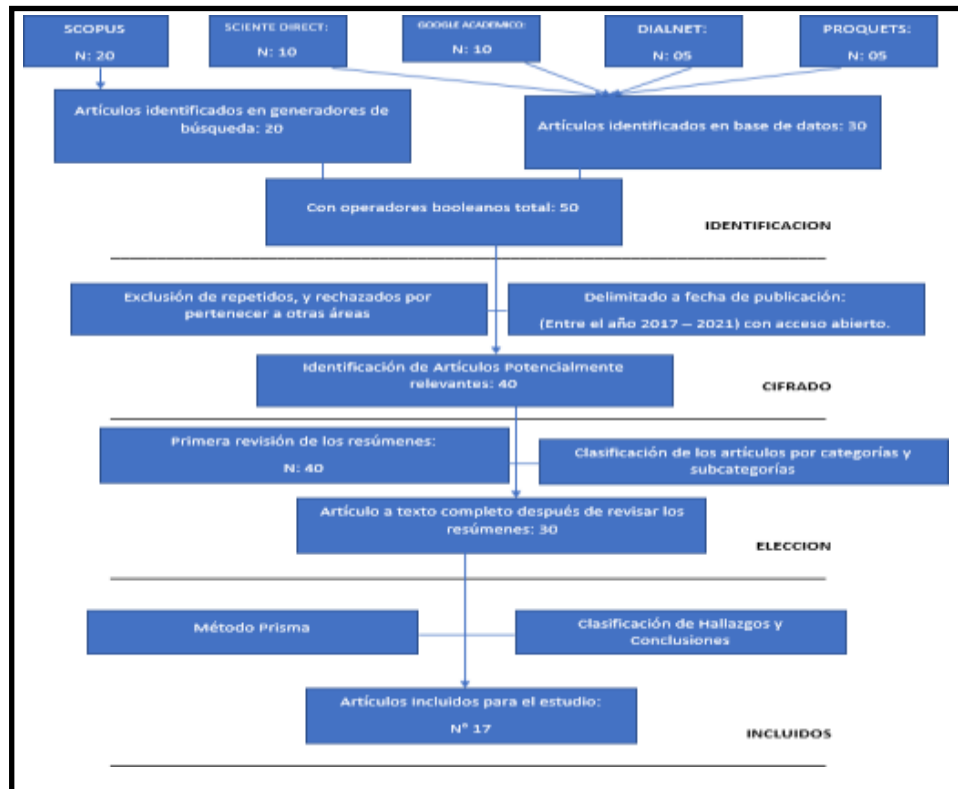
service AND territorial governance", "management process AND municipalities", "human talent management OR administrative management", "state management AND municipal governance". (Larrauri, 2012).

Articles were placed in reference to the following criteria: time, term and date of publication (2017-2021), type of article selected (research of different models: inquiry, normal review, systematic reviews), sources of information (only articles published in journals that are refereed and indexed on official platforms), content (inquiring about human talent management) and regulatory context (territorial governance). (Moncada, 2018).

The 1st and 2nd criteria were controlled in the databases and search engines through suitable keywords and filters. The various criteria were taken into account through books, titles and abstracts of the articles. The inclusion criteria were: (a) language: English and Spanish (b) original articles submitted with a qualitative, quantitative or mixed approach with an experimental or non-experimental design; (c) contain research (in any type of design) that requires an in-depth study of social skills in the public sector (d) publications made in the period of time during the years 2017-2021 (e) open access and full text, (f) digital competences as the main topic. (Rangel, 2015).

As for the exclusion criteria, these were: (a) books, theses, book chapters, editorials and letters to the editor, special articles, research papers that are not directly on human talent management. (b) articles made outside of the years 2017-2021, (c) that are in a language other than English and Spanish, (d) closed access and/or with a cost per view, (f) articles not reviewed by experts. (Arias, Villasis & Miranda, 2017).

Figure 1. Methodology for the systemat review. For its original language: Spanish



DEVELOPMENT

Human talent management refers to the development of a procedure in which all employers, especially the HR area, exhaustively seek to hire a worker, who meets and meets all the qualities for the position to be performed, with the sole purpose of obtaining better results with qualified personnel committed to faithfully fulfilling the objectives of their employer. (Pérez, 2021).

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However, in order to achieve all these qualities within a human team, it is important to ensure that territorial governance within an area unites the efforts of local and regional governments to improve the quality of service to citizens and the population. In this way, any municipality will be able to find the right personnel for the position in service of the community. (MIDIS, 2020).

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depends on each organization, this recruitment can take place in two ways, internal, which promotes among workers the search for and strength of a new job; and external recruitment, where the Municipality ventilates vacancies in order to obtain new workers.

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Regarding the territorial governance variable, it has been found that the concept is that type of government within a given territory, it is precisely the European theory that shows us in Spain, there is a more marked rigor, due to the perspectives that the government has to improve management and organization skills in the public sector. For them, the greatest attribute is to verify the capacity to work together and the emotional qualities of the worker. (Pereda, López, & Gonzales, 2018).

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In Italy, it is essential to verify and filter talent within public establishments, especially hospitals, knowing and taking into account that it is important to manage the staff who will look after the health of others, and they have to that the quality of delivery of nurses and doctors must be promoted and managed, through incentives and public improvements; The constant search for talented behaviors, especially human and responsible, will improve the quality of service in the country. (Dzimbiri, & Molefi, 2021).

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In Europe, the procedure of looking for new talent is vital, being one more reason of concern for any organization, they are aware that it is fundamental to take challenges and competition in the world, through the decisions that are made at the beginning, it is clear the challenges they have to overcome to improve skills during the pandemic caused by Covid-19, where the majority have preferred to use the benefits of virtual applications and artificial intelligence, leaving aside recruitment, selection and reducing costs, which in the long run could harm jobs. (Reyes, Gómez & Ramos, 2021). The process of Human Talent management in Europe is deepening, automatically this procedure becomes more literal applied to science and technology, making it pertinent to carry them out under the level of ICTs. The exam that is carried out is a filter of professional benefits and characteristics, to give way to the social emotional level, (it is possible to

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parties, until the end of some procedure, From a personal point of view, you have to meet the expectations of your customers.

DISCUSSION

It can be determined from what has been analyzed, the great difference that exists in the conception of human talent as a necessity and a fundamental part within the recruitment procedure, both for private and public companies, however, the conception can be differentiated both in Latin American countries and in European countries.

Latin America, carries out a literature review, through which it is configured that the knowledge and development of state achievements, form capacities in the workplace, which in the long run benefits the government of the Colombian country, strengthening achievements and capacities. (Galindo, 2020), in the same way, it is determined to the management of human talent as a fundamental act in the public sector, which is why it is a special course within the leadership competencies in the public sector, this by virtue of the fact that years ago, the management of the talent of the contestants was not studied in depth and for this reason it was suffered when organizing its area. (Lozano & Marín, 2019).

Because of these considerations, countries such as Argentina and Colombia have taken important initiatives, even more so in times of pandemic, where there is a greater number of remote jobs, and where officials take the risk of interviewing staff virtually, since this is what the government decreed.

However, this quarantine has allowed the capacity of the staff who were already working to be brought to the surface, demonstrating their easy change and access to virtuality, demonstrating that management at the time of hiring was important. (Ámbito Financiero, 2021). Leaving Peru as one of the last countries, when verifying the relationship between the perfect search for human talent, and the quality with effectiveness of the service, an in-depth study is carried out in the jungle region, province of Leoncio Prado, in order to locate the information and the application of a survey where it is verified that there is a relationship and correlation. between the two variables, significantly improving management and quality. (López, 2018).

While we know the deficiencies of the state, especially in the capital where in a research work, it was verified that the relationship between the management of human talent, within the educational institutions, is fundamental, in addition a correlational descriptive methodology was used and it was determined that the workers of the institutions are not satisfied at work because they do not find the vocation or the ideal position, exposing the lack of management when it comes to hiring teachers.

On the other hand, in European countries, there is a more marked rigor, due to the perspectives that the government has to improve management and organizational skills in the public sector, for them the greatest attribute is to verify the ability to work together and the emotional qualities of the worker. (Pereda, López, & Gonzales, 2018). For them, it is essential, it is essential to verify and filter talents within public establishments, especially hospitals, knowing and taking into account that it is important to manage the staff who will ensure the health of others, and they are aware that the quality of delivery of nurses and doctors must be promoted and managed. through incentives and public improvements; The constant search for talented behaviors, especially human and responsible, will improve the quality of service in the country. (Dzimbiri, & Molefi, 2021).

For this sector of the population, the procedure of looking for new talent is vital, being one more reason of concern for any organization, they are aware that it is essential to take challenges and competition in the world, through the decisions that are made at the beginning, it is clear the challenges they have to overcome to improve skills during the pandemic caused by Covid-19, where most have preferred to use the benefits of virtual applications and artificial intelligence, leaving aside recruitment, selection and reducing costs, which in the long run could harm jobs. (Reyes, Gómez & Ramos, 2021).

CONCLUSIONS

From the findings found, we can determine that in Latin America, it can be noted that countries such as Colombia and Argentina, although they know closely the need to implement this management, are aware that they have not yet managed to implement it 100%, so they prefer to implement it little by little, so that in the near future they can obtain better results. knowing that it is a mechanism that is just being investigated by public entities, and they are discovering from other countries and other customs the positive results that it brings.

This situation is completely different from what happens in our country, where workers are often not satisfied in their jobs and this is due to the lack of vocation and the lack of management of human talent, which in the long run has allowed the population to receive negative results from personnel who are not suitable for the position they occupy. leaving the population with a lot of concern and with a great need to implement this system in society.

Unlike in Europe, there they have a fully structured system, and the government's own concern is precisely to ensure the management of human talent within its public entities, which has allowed for a significant improvement in services, providing quality and having a positive organizational climate typical of people with a vocation and with the perennial concern of inserting within their officials and public servants, human beings with service and professionalism who achieve better results.

This has been reflected in public and private hospitals where quality care is received and above all it can be visualized in the decision-making of the staff in the human resources area, when concerned about management, however despite the aforementioned there is a concern about virtuality, where artificial intelligence has begun to be used to cover jobs. This is a matter of concern to today's population, where the government has to make important decisions to improve the production of more jobs, and calm the concern of the inhabitants.

The doctrine has shown us that the management of human talent is important in any field, whether public or private, however in both cases the need to hire the right personnel for the job is recognized, being aware of the vocation of each collaborator to obtain better results in the quality of service. Therefore, it can be inferred that if this management were applied within the Municipalities of Cusco, better results would be achieved in the quality of services provided to the population. That is why it is recommended to implement human talent management quickly to obtain better results.

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