

## Human talent management and job performance: a non-experimental study in an interregional clinic

Gestão de talentos humanos e desempenho no trabalho: um estudo não experimental em uma clínica inter-regional

Gestión de talento humano y desempeño laboral: un estudio no experimental en una clínica interregional

**Jhonn Deymer García Dávila**

<https://orcid.org/0000-0003-1439-287X> 

Graduate Researcher. César Vallejo University (UCV), Peru. Faculty of Economic Sciences.

[jhgarcia@ucvvirtual.edu.pe](mailto:jhgarcia@ucvvirtual.edu.pe) (correspondence)

### ABSTRACT

The main objective of the study was to determine the relationship between human talent management and job performance, using as contextual analysis the workers of the Interregional clinic in the city of Bagua, Peru, 2023. The main methodological approach was quantitative, relational and non-experimental design. The population consisted of 14 collaborators. Specifically, the main technique used was the survey. The results showed that human talent management is 35.7% accurate (medium level) and job performance is 57.2% (high level), also the correlation between the variables was 0.71, being in a high and positive correlation and the p-value was 0.004, that is enough statistical significance. Therefore the conclusion is that both variables are correlated, confirming the hypothesis of the study. Finally, some practical recommendations are pointed out based on the results.

**Keywords:** Talent, workers, job performance, human management, efficiency.

### RESUMO

O principal objetivo do estudo foi determinar a relação entre a gestão de talentos humanos e o desempenho no trabalho, usando como análise contextual os trabalhadores da clínica inter-regional na cidade de Bagua, Peru, 2023. A principal abordagem metodológica foi quantitativa, relacional e de desenho não experimental. A população foi composta por 14 colaboradores. Especificamente, a principal técnica utilizada foi a pesquisa. Os resultados mostraram que a gestão de talentos humanos tem 35,7% de precisão (nível médio) e o desempenho no trabalho tem 57,2% (nível alto). Além disso, a correlação entre as variáveis foi de 0,71, sendo uma correlação alta e positiva, e o valor de p foi de 0,004, ou seja, significância estatística suficiente. Portanto, a conclusão é que ambas as variáveis estão correlacionadas, confirmando a hipótese do estudo. Por fim, algumas recomendações práticas são apontadas com base nos resultados

**Palavras-chave:** Talento, funcionários, desempenho, gestão humana, eficácia.

### RESUMEN

El objetivo principal del estudio fue determinar la relación entre la gestión del talento humano y el desempeño laboral, utilizando como análisis contextual a los trabajadores de la clínica Interregional de la ciudad de Bagua, Perú, 2023. El enfoque metodológico principal fue cuantitativo, relacional y de diseño no experimental. La población estuvo constituida por 14 colaboradores. Específicamente, la principal técnica utilizada fue la encuesta. Los resultados mostraron que la gestión del talento humano tiene una precisión de 35,7% (nivel medio) y el desempeño laboral de 57,2% (nivel alto), asimismo la correlación entre las variables fue de 0,71, encontrándose en una correlación alta y positiva y el valor p fue de 0,004, es decir suficiente significancia estadística. Por lo tanto la conclusión es que ambas variables están correlacionadas, confirmando la hipótesis del estudio. Por último, se señalan algunas recomendaciones prácticas basadas en los resultados

**Palabras clave:** Talento, trabajadores, desempeño, gestión humana, eficacia.

### ARTICLE HISTORY

**Received:** 03-08-2023

**Revised Version:** 10-11-2023

**Accepted:** 13-11-2023

**Published:** 15-11-2023

**Copyright:** © 2023 by the authors

**License:** CC BY-NC-ND 4.0

**Manuscript type:** Article

### ARTICLE INFORMATIONS

**Science-Metrix Classification (Domain):**  
Economic & Social Sciences

**Main topic:**

Human talent management and job performance

**Main practical implications:**

Optimize human talent strategies for heightened job performance, particularly relevant for healthcare institutions. Extend lessons to diverse sectors, fostering organizational effectiveness, employee satisfaction, and productivity.

**Originality/value:**

This study introduces ground-breaking evidence, revealing a notable correlation between human talent management and job performance in Peru's healthcare landscape in 2023. Offers unique insights, contributing significantly to organizational enhancement across diverse contexts.

## INTRODUCTION

Globally, human talent management in the year 2019, only developed countries have an adequate score in terms of human talent management in its three evaluation contexts: Investment and development measurement on national talent fostered by the economy, attraction based on talent retention at the country level, and preparation quality of skills and competence in the country. (The World Economic Forum, 2019). For Kozjek & Franca (2020) in Slovenia, highlights the importance of the staff for the business conglomerate in terms of achieving its purposes. In Ecuador, he considers that in order to achieve the objectives and success of the organization, there must be an efficient personnel management (Gapara, 2021).

It is the committed worker who gives the company the best performance (Mahmood et al., 2019). In the face of poor labor performance is an actuator of low efficiency and profitability, therefore, on labor performance becomes a priority for employers (De Clercq et al., 2019). Companies have the obligation to improve labor performance to strengthen their competitiveness (Alvarez et al., 2018). On the other hand, Ho et al. (2021) reveals that companies have major drawbacks in how to increase employee performance efficiently. In the world today, companies do not have the solvency to motivate them to improve their performance (Billings et al., 2021).

In the national context, Castro & Delgado (2020) mention that human talent management is deficient because it fails to strengthen knowledge and identify the priorities of its collaborators. Management identifies talent, retains it, promotes its training for improvement (Cubas et al., 2022). For Rojas et al. (2020), talent management 12.5% when hiring personnel does not verify their capacity, knowledge and skills.

Regarding labor performance, Santillán & Saavedra (2021) in Moyobamba, the majority (60%) have a moderate level of labor performance. The lack of labor performance in the company prevents it from growing; therefore, entrepreneurs should pay special concern and attention to the performance of their workers (Bautista et al., 2020). For Lluncor et al. (2021) reveals that all respondents had a poor performance, the vast majority said that they had no training by their entity.

In the local context, the Bagua International Clinic is a health care company with five years of service and is no stranger to the weaknesses that prevail globally. The clinic has weaknesses such as not having adequate management in terms of personnel recruitment; there is no mass dissemination of its calls for applications, which limits the level of applicants, and its selection is made by personnel who are not specialists in these processes, so their choice is not always the best. In terms of customer service, there are often problems with not having adequate customer service personnel, due to lack of training and knowledge of procedures. There are no promotions, which is a limiting factor in the professional and motivational development of its employees.

It is theoretically justified because through the theoretical construct it behaves with respect to the reality of the company taken as the object of study, being of relevance for its results since it will lend itself to theoretical controversy. Taking theories from Chiavenato (2009) and Matsuo (2019).

The methodological justification is supported by the efficiency according to the methodology adopted in the research, making feasible and valid its conclusions and suggestions, in that sense the methodological accompaniment is in the whole context of the inquiry, through the use of quantitative approach, association statistics, deductive methods. In addition, its practical justification is focused through the evaluation of the association between the two variables of study, which will be able to be known, to propose improvements to the studied entity, bringing it a range of benefits and valuable suggestions for it to make its decisions. In its justification, but social, it is mentioned that the research will bring a series of benefits by revealing the reality both for the companies of the health line, collaborators, researchers and interested people.

## LITERATURE REVIEW

In Uganda take Obedgiu et al. (2022) research that aimed to link personnel management and employee performance in state universities - Uganda. Quantitative, cross-sectional and correlational research. The results were verifiable as the existence of association between variables ( $\beta = .430$ ,  $p < .001$ ). They concluded that there was association for the variables and its effect is positive and significant.

In Lebanon Niu et al. (2021) in their inquiry substantiated by their objective on the association of human capital management, retention and its dominance on employee performance. Quantitative research. Their results showed the positive association of management, retention both with performance with 0.996 and 0.995 both with a sig. of 0.000. They concluded that there is indeed a link between the variables studied, meaning that the more work on talent management

programs, the higher the employee's performance and retention rate.

In Indonesia, the study of Sopiha et al. (2020) who investigated under the objective to determine the association of personnel management and performance of healthcare employees in Indonesia - 2020 is collected. Research quantitative method. It had by results that the association of  $r = 0.678$  and sig. of 0.000 demonstrating its associativity between inquiry variables. Having by conclusion, revealed that there was a positive influence of management on employee performance.

For Wassem et al. (2019) in Pakistan through their research whose purpose of the article was to examine the effects of retention on employee capabilities, textile item. Quantitative inquiry, descriptive correlational level. Their results were that the t-value and p-value show a significant association of retention and employee capability development ( $\beta = .093$ ,  $p < .05$ ,  $t < 2.981$ ). It was concluded that, employee retention is an indicator of improved capability development and is supportive of management.

In Egypt we have Dahshan et al. (2018) with their inquiry supported by their objective to establish the effect of personnel management and job performance in Shebin El-Kom nosocomios - Egypt, quantitative and correlational inquiry. Their main findings they found was an association of 0.751 and a p of 0.000 of personnel management and employee performance. They concluded that there was a 75.1% linkage between the variables in the hospital organization.

Bibi (2018) Article sought to examine the effect of human capital management practice on the performance of medical service salaried employees in Pakistan. Fulfilling quantitative methodology and cross-sectional design. Their results were that an association of 0.779, 0.081 and 0.834 a  $p < 0.05$  was found between the components of people management [recruitment and selection, mentoring and compensation] and job performance. It was concluded that there were binding effects between the variables.

At the national level, Bravo & Calle (2022) in Jaén, for their thesis, set out to verify the link between personnel management and labor effectiveness in a municipal institution in 2020. A descriptive correlational descriptive research work of non-experimental design. Their results showed that human talent management and labor effectiveness have an average level of 66.7% and 70% respectively, while in their hypothesis test through the Rho - Spearman test, their p-value was 0.000, and 0.713 for associativity coefficient. Therefore, they concluded that there was a significant link for personnel management with work efficiency.

For García (2021) in Chiclayo, his thesis was based on his objective, which was to determine whether there is a link between personnel management and labor performance in a hospital. This was a quantitative, correlational research. The results showed that management and performance had an average level that ranged between 35.6% for the first variable and 60% for the second, but the level of association between management and job performance was 0.167 and a sig. of 0.000. This concluded that the dimension of integration of people is associated with job performance with a positive association of 0.667.

In Pucallpa Saldaña (2021) thesis whose purpose was to analyze the link between personnel management and teachers' performance in the UGEL of Coronel Portillo year 2021. It was a quantitative, basic, relational, non-experimental design research. It had a significance of 0.046, being lower than 0.05, therefore an association was found. Concluding that personnel management is significantly associated with work capacity and job performance.

In Huancayo De la Cruz & Torres (2020) with their thesis whose purpose was to determine if there was a correspondence between personnel administration and job performance in Caja Huancayo 2020. Their thesis was elaborated under the typology of applied research and for its level they chose the correlational. Her results showed that the tau b is  $t = 0.660$  and a sig. of 0.000, indicating that there was a moderate dependence of talent management with the magnitude of employee training and development. Their conclusion was that there was an association between personnel management and employee training and development.

In Chiclayo we have Monteza (2020) thesis whose purpose was to promote a human capital management plan to improve labor performance in the Judiciary of Chiclayo - 2019. The research had a quantitative approach, of descriptive-correlational typology. Its results determined that performance is significantly associated according to the sig. of 0.000 and the Rho Spearman coefficient of 0.77. Therefore, it was concluded that job performance was related to talent management and that its performance dimension was also associated with talent management.

At the local level, we have Medina (2021), a master's degree research conducted in Bagua Grande, with an objective in which he tried to decree the linking of people management and labor performance in the Sub-Regional Sub-Management, Utcubamba, 2022. Basic, quantitative and non-experimental research. It was found that the talent management variable had a regular level of 46.67% and while performance was also at a regular level with 41.67%, while the Spearman relationship was 0.483 with a significance level of 0.001, and also of the first variable with the competencies dimension was 0.249 and a sig of 0.055. Therefore, it was concluded that there was an effective connection of the variables studied in the entity.

Human talent management is defined as the grouping of policies and practices essential for the management of administrative circumstances related to human resources, such as the phases of recruitment, selection, training, remuneration and valuation (Chiavenato, 2009).

According to Chiavenato (2009) the dimensions are: The integration of people, refers to the integration of new workers to the company, for this it is necessary to have in hands an integration plan with the purpose that the new member finds the tools and the appropriate environment to be integrated quickly both in their learning and their commitment from the first moment, this is also called recruitment of personnel through selection processes. Its indicators are: recruitment and selection. The organization of people, this dimension is the way the company makes its divisions on the essential requirements for its operation, through job designs and evaluations of the subjects that perform the work within these. Its indicators are: job design and performance evaluation (Chiavenato, 2009).

The rewarding of people, all kinds of recognition is well seen everywhere by individuals, they make them feel valued for their work, this makes rewarding and recognizing makes them feel satisfied and manages to stimulate in a productive way, these rewards can be as fair wages, benefits, bonuses and others. The indicators are: remuneration and incentives (Muhammad, 2022)

The development of people, this process is linked to the development of capabilities through continuous improvement with a view to achieving better professionals and people. Indicators: development and admiration of knowledge (Li, 2022)

The retention of people, this dimension deals with the way workers are retained for long periods in the company, through ways of attracting talents, developing satisfactory psychological conditions and appropriate climates for them to perform their activities in the best possible way, with order, discipline, excellent personal relationships and risk forecasts, among others. Indicators: quality of life and employee relations (Fürstenberg et al., 2021).

The auditing of people, this factor is aligned to the evaluation of the policies and practices of the personnel in the organization with the purpose of decreeing the faults and that it prospers the continuous progress by means of the recommendations to get to obtain the efficiency, effectiveness and enterprise effectiveness. For this it is necessary to have an information base and means of verification of the results. Its indicators: data management and administrative information systems (Burghardt & Möller, 2023)

Job performance is the full compliance of the tasks in the company, it is variable from worker to worker subject to certain situations ranging from their effort, their ability, skill and the way they see their tasks performed by each one of them (Matsuo, 2019).

According to Robbins & Judge (2013), they mention the following dimensions of job performance: Work capability is the result of the worker's interaction with his or her work, i.e., how good a worker is in the present, in the near future, and how capable he or she is to do his or her job or work with respect to work demands and health and mental resources (Anbazhagan et al., 2016). Also Robbins & Judge (2013) those attitudes that the worker performs in his or her work based on his or her experience, having skills and abilities as indicators.

Job performance, in this dimension, contemplates the involvement of the employee as part of an organization, which allows him/her to grow effectively, through an effort of their own that will acquire knowledge to achieve their social and professional welfare. It has as indicators commitments, responsibilities (Robbins & Judge, 2013).

Effectiveness is the correct way of doing things, that is, the development of activities within its area in order to achieve the objectives proposed by the company. Its indicators are: Capacity and compliance (Pokojski et al., 2022).

The employee profile is measured based on his or her behavior, characteristics and individual experiences that the employee has in the company, this behavior is subject to different factors ranging from age, gender and even the form of identification that he or she has with the company. Training and experience are indicators (Udayar et al., 2020).

## **METHODS**

The type of inquiry was basic, according to Ñaupas et al. (2018) mentions that basic inquiries are developed in order to discover new knowledge and are the basis for applied and technological research. These inquiries serve in the social environment. For its approach was quantitative, Research works with quantitative approach are those that use numerical analysis, statistical analysis of instruments using computer programs, to derive to their results (Hernández et al., 2014). It had a correlational level, the inquiries with this level seek the behavior of one variable on the other, there is no independent or dependent variable (Hernández et al., 2014).

The hypothetical deductive method is that inquiry that starts from a hypothesis supported by theoretical development, which, following a series of logical rules of deduction, leads to new conclusions and empirical prognoses, which will be subjected to verifications (Clavijo, et al., 2014). Non-experimental design, because the elements to be studied will not be manipulated in any way, i.e., they will be examined in their natural context (Hernández et al., 2014). Cross-sectional, its particularity of these studies is that they are conducted at a single moment or instance, with no follow-up (Hernández et al., 2014).

The main methodological technique for raising the data, was the survey, commonly used for quantitative inquiries. According to Arias (2020), it is a technique widely used since it allows taking valuable information that allows solving the problem or the hypothesis. was the questionnaire, a primary instrument in the interrogation techniques, its formulation must meet certain criteria ranging from the wording to its location in the context of the questionnaire (Arias, 2020). In the inquiry there are 40 items divided into 24 for the first variable and 16 for the second, shown in Annex 3.

It is the grouping of specific situations limited in scope from which the sample will be drawn (Arias, 2020). It consisted of 14 workers from the Interregional Clinic in the city of Bagua 2023. The census sample is when all the elements of the population of a phenomenon to be studied are taken because it is considered small (López & Fachelli, 2015). In this case, the sample consisted of 14 workers. There was no specific sampling since it was a census sampling since it will constitute the entire population. The company Clínica Interregional in the city of Bagua 2023 was asked for the necessary permissions to conduct the research directed to the representative (Annex 4), then a theoretical inquiry was made on the variables of reliable sources. Data collection was done through the survey technique and under the questionnaire instrument that allowed solving the objectives and hypotheses.

For this method we worked with SPSS V26 statistical software, and also with Microsoft Excel, obtaining tabulated data, which were obtained from the questionnaires. The descriptive analysis was carried out, which constituted the processing and organization of the data by levels, which made it possible to reflect them in figures and/or tables as appropriate. Next, we continued with the inferential statistical analysis, which consisted of applying Pearson's statistical method. This statistic consisted in seeing the association between the variables, allowing to solve the hypotheses of the study, being.

## RESULTS AND DISCUSSION

In the following section, we present the outcomes of our investigation, shedding light on the correlation between human talent management and job performance in the healthcare sector of Bagua, Peru, 2023:

**Table 1** Human talent management in the Interregional clinic

Level	N	%
Low	5	35.7%
Medium	5	35.7%
High	4	28.6%
<b>Total</b>	<b>14</b>	<b>100.0%</b>

**Note:** As shown in Table 1 on the analysis of the first human talent management variable in the interregional clinic in the city of Bagua in the year 2023, 35.7% (5) consider it to be at a low and medium level, but 28.6% (4) consider it to be at a high level.

**Table 2** Job performance at the Interregional clinic

Level	N	%
Low	3	21.4%
Medium	3	21.4%
High	8	57.2%
<b>Total</b>	<b>14</b>	<b>100.0%</b>

**Note:** Table 2 shows that 21.4% (3) considered that the job performance in the interregional clinic in the city of Bagua is at a low and medium level, but 57.2% (8) considered it to be at a high level.

**Table 3** Normality test

	Statistician	Shapiro-Wilk gl	Sig.
Human talent management	.950	14	.557
Job performance	.881	14	.060

**Note:** In the analysis shown in the table it can be observed that the sig. level is greater than 0.05 for both variables, therefore, it can be inferred that the data distribution analyzed is normal, therefore, the inferential statistic to be applied will be Pearson's statistic.

**Table 4** Human talent management and job performance

Variables Description		Human talent management	Job performance
Human talent management	Pearson correlation	1	.712**
	Sig. (bilateral)		.004
	N	14	14
Job performance	Pearson correlation	.712**	1
	Sig. (bilateral)	.004	
	N	14	14

**Note:** Table 4 shows the existence of a significant link between human talent management and job performance in the Interregional clinic in the city of Bagua 2023. The Pearson correlation was Pearson correlation was 0.712 being in the range of high and positive correlation, its sig. was 0.004 is much lower than 0.05 affirming the relationship according to the hypothesis initially stated (that both variables had a relationship).

**Table 5** Human talent and labor capacity management

Variables Description		Human talent management	Labor capacity
Human talent management	Pearson correlation	1	.639*
	Sig. (bilateral)		.001
	N	14	14
Labor capacity	Pearson correlation	.639*	1
	Sig. (bilateral)	.001	
	N	14	14

**Note:** Table 5 shows the existence of a significant link between human talent management and labor capacity in the Interregional clinic in the city of Bagua 2023. Such that the Pearson correlation was 0.639 being in the range of high and positive correlation, in the verification of the sig. it was 0.014, being lower than 0.05, thus affirming the relationship initially proposed for the first specific hypothesis, that the first variable did have a relationship with the labor capacity dimension.

**Table 6** Human talent management and labor development

Variables Description		Human talent management	Job performance
Human talent management	Pearson correlation	1	.657*
	Sig. (bilateral)		.011
	N	14	14
Job performance	Pearson correlation	.657*	1
	Sig. (bilateral)	.011	
	N	14	14

**Note:** Table 6 shows the existence of a significant link between human talent management and labor performance in the Interregional clinic in the city of Bagua 2023. According to the Pearson's correlation found was 0.657 being in the range of high and positive correlation. Furthermore, its sig. was 0.011 being lower than 0.05 affirming the relationship according to the second specific hypothesis initially raised about the link of variable 1 on labor performance.

**Table 7** Human talent management and labor effectiveness

Variables Description		Human talent management	Labor efficiency
Human talent management	Pearson correlation	1	.581*
	Sig. (bilateral)		.029
	N	14	14
Labor efficiency	Pearson correlation	.581*	1
	Sig. (bilateral)	.029	
	N	14	14

**Note:** Table 10 shows the existence of a significant link between the first variable and the profile of the collaborators in the Interregional clinic in the city of Bagua 2023. Pearson's correlation was 0.537, being in the range of moderate and positive correlation. In addition, its sig. was 0.029 being in a range lower than 0.05, therefore the fourth specific hypothesis can be affirmed.

**Table 8** Human talent management and the profile of collaborators in the workforce

Variables Description		Human talent management	Employee profiles
Human talent management	Pearson correlation	1	.537*
	Sig. (bilateral)		.048
	N	14	14
Employee profiles	Pearson correlation	.537*	1
	Sig. (bilateral)	.048	
	N	14	14

**Note:** Table 8 shows the existence of a significant link between the first variable and the profile of the collaborators in the Interregional clinic in the city of Bagua 2023. Pearson's correlation was 0.537, being in the range of moderate and positive correlation. In addition, its sig. was 0.029 being in a range lower than 0.05, therefore the fourth specific hypothesis can be affirmed.

The main purpose of the research was to determine the relationship between human talent management and the job performance of the employees of the Interregional clinic in the city of Bagua 2023. In the survey, the descriptive results were that for the variable of human talent management in the interregional clinic in the city of Bagua in the year 2023, 35.7% (5) considered it to be at a medium level. Regarding labor performance in the interregional clinic in the city of Bagua in 2023, it was considered to be at a high level according to the level of responses of 57.2% (8).

As for the inferential results, the existence of a significant link between human talent management and job performance in the Interregional clinic in the city of Bagua 2023 was demonstrated, according to Pearson's correlation coefficient of 0.712, which is in the range of high and positive correlation, and its sig. was 0.004, which is less than 0.05.

As for the descriptive results found, they are almost similar to those found by the researchers Garcia and Medina, but for both cases they stated that the two variables were under the same status, according to Garcia (2021) obtained results that management and performance had an average level that ranged between 35.6% for the first variable and 60% for the second. In the same situation for Medina (2021) he found that the talent management variable had a regular level 46.67% and while performance was also at a regular level with 41.67%. This shows that there are differences between results in terms of performance, which shows the variability of the situations according to the company under study.

In the inferential findings show that the variables are highly linked which shows that it is of importance in any company, as they are repetitive in the multiple studies found, for sample we take Niu et al. (2021) their results showed the positive association between talent management, retention both with performance with 0.996 and 0.995 both with a sig. of 0.000. Also Obedgiu et al. (2022) found similar results where they proved the existence of association between variables according to  $\beta = .430$ ,  $p < .001$ . Concluding that if there was association for human talent management variables its effect is positive and significant. Sopiah et al. (2020) their results that Pyx association 0.678 and sig. of 0.000 demonstrating their associativity between inquiry variables. In conclusion, they showed that there was a positive influence of management on performance. So had Dahshan et al. (2018) found the association of 0.751 and a p value of 0.000 between talent management on performance. Concluding that there was a 75.1% linkage between the variables in the hospital organization. and likewise had Bibi (2018) who found an association of 0.779, 0.081 and 0.834 a  $p < 0.05$  between the components of talent

management [recruitment and selection, mentoring and compensation] and job performance. The conclusion was that there were binding effects between the variables. The contrastation shows that both variables are linked, i.e. the effects of one will have repercussions on the other, so that both positions must be treated with great care to obtain favorable results for the company-worker.

Regarding the first specific purpose of determining the relationship between human talent management and labor capacity in the workers of the Interregional clinic in the city of Bagua 2023.

The descriptive findings corresponding to the work capacity dimension of the job performance variable showed that 43% (6) of the respondents indicated that they were at an average level.

The inferential findings showed the existence of a significant link between human talent management and work capacity in the Interregional clinic in the city of Bagua 2023, according to Pearson's correlation coefficient of 0.639, which is in the range of high and positive correlation, and its sig. was 0.014, which is less than 0.05.

Work capacity is very important for any company, so it has to be managed in an appropriate way in terms of human talent management, since it is showing that it has an impact on the worker's work capacity. Therefore, these results are similar to those shown by Saldaña (2021) who stated that his results were of 0.046 significance, being less than 0.05, thus finding an association between talent management and labor capacity. Similarly, Wasseem et al. (2019) results showed that the t-value and p-value show a significant association between retention and development of employee capabilities ( $\beta = .093$ ,  $p < .05$ ,  $t < 2.981$ ). It was concluded that, employee retention is an indicator of improved capability development and is supportive of management. Both authors agree on the value that should be placed on the employee so that he/she feels secure and shows all his/her capabilities in favor of the company and his/her professional development.

Regarding the second specific purpose of determining the relationship between human talent management and labor performance in the workers of the Interregional clinic in the city of Bagua 2023.

The descriptive findings corresponding to the job performance dimension of the performance variable showed that 50% (7) of the respondents indicated that they were at a high level.

As for the inferential findings on the second specific purpose, the existence of a significant link between human talent management and labor performance in the Interregional clinic in the city of Bagua 2023 was demonstrated. According to Pearson's correlation coefficient was 0.657 being in the range of high and positive correlation, also its sig. was 0.011 being lower than 0.05.

The results show that for the company a good or bad management will have an impact on the labor performance of the worker, which makes the result important and shows it for the company to take into account, as found by Monteza (2020) who determined that personnel management is significantly associated with performance according to the sig. of 0.000 and the Rho Spearman coefficient of 0.77, therefore concluding that the labor performance dimension was associated with talent management.

Regarding the third specific purpose of determining the relationship between human talent management and the effectiveness of the workers of the Interregional clinic in the city of Bagua 2023.

The descriptive findings corresponding to the work effectiveness dimension of the performance variable showed that 71% (10) of the respondents indicated that it was at an average level.

As for the inferential findings on the third specific purpose, the existence of a significant link between human talent management and labor effectiveness in the Interregional clinic in the city of Bagua 2023 was demonstrated. According to Pearson's correlation coefficient was 0.581 being in the range of moderate and positive correlation, also its sig. was 0.029 being lower than 0.05.

Effectiveness is what is sought from a worker, therefore, working from management to be able to have effective workers is a challenge for the company that must be assumed from the first moment in which this very important resource is available. This result is contrasted with what Bravo & Calle (2022) found through the hypothesis test by means of the Rho - Spearman, resulting in a p value of 0.000, and 0.713 for the associativity coefficient. Therefore, they concluded that there was a significant link between management and work effectiveness.

With regard to the fourth specific purpose of determining the relationship between human talent management and the profile of the workers of the Interregional clinic in the city of Bagua 2023.

The descriptive findings corresponding to the work effectiveness dimension of the performance variable showed that 43% (6) of the respondents indicated that it was at an average level.

As for the inferential findings on the fourth specific purpose, the existence of a significant link between human talent



management and the profile of collaborators in the Interregional clinic in the city of Bagua 2023 was demonstrated. According to Pearson's correlation coefficient was 0.537 being in the range of moderate and positive correlation, also its sig. was 0.048 being lower than 0.05.

This situation coincides with what was found in Huancayo De la Cruz & Torres (2020) where their results showed that the tau b is  $t=0.660$  and a sig. of 0.000, indicating that there was a moderate dependence between the talent management variable and the worker training and development dimension (profile). Their conclusion was that there was an association between talent management and employee profile. A worker's profile is important for recruiters because it contains his or her level of training and experience, which are valuable requirements for companies that are always looking for well-trained workers with optimal experience for the position they are applying for, hence its relevance to good talent management at the time of recruitment.

## **FINAL CONSIDERATIONS**

First, it was concluded that there was indeed a relationship between human talent management and job performance in the workers of the Interregional clinic in the city of Bagua 2023, since the level of significance was 0.004 being lower than 0.05, corroborating the existence of a relationship according to the hypothesis proposed at the beginning of the research. In addition, it could be seen that the variable was located at a medium level with 35.7%.

Secondly, it was observed that there was a relationship between human talent management and work capacity in the workers of the Interregional clinic in the city of Bagua 2023, since the level of significance was 0.014 being lower than 0.05, corroborating the existence of a relationship according to the specific hypothesis 1 initially proposed. Also its level of capacity was located at a high level with 43%.

At once, it was determined that there was a relationship between human talent management and labor performance (commitment and responsibility) in the workers of the Interregional clinic in the city of Bagua 2023, since the significance level was 0.011 being lower than 0.05, affirming the existence of a relationship according to the specific hypothesis 2 stated. Similarly, it was found that the performance was at a high level with 50%.

In that order, it was detected that there was a relationship between human talent management and effectiveness in the workers of the Interregional clinic in the city of Bagua 2023, since the level of significance was 0.029, being lower than 0.05, affirming the existence of a relationship according to specific hypothesis 3.

Finally, it was concluded that there was a relationship between human talent management and the profile of the collaborators of the Interregional clinic in the city of Bagua 2023, since the level of significance was 0.048 being lower than 0.05, affirming the existence of a relationship according to the specific hypothesis 4 initially proposed. Likewise, it was found that the efficacy was located at a medium level with 43%.

## **RECOMMENDATIONS**

It is recommended that the company and the department of human talent management in the clinic take into account the results obtained, its management should be oriented to be optimal, improve all the guidelines selected for this variable: ranging from integration, organization, rewarding, development, retention of people and adaptation in an efficient and humane manner so that its results have an impact on the company as well as on the personal and professional level of the worker, therefore this area should be staffed with efficient knowledge personnel to promote good job performance.

On the other hand, it would be desirable for human talent management to work on the management of the worker's capacity, that is to say, to improve it through training, coaching, training that allows the worker to flow optimally in their work in the company and their own development.

Thus, it is highly recommended that human talent management work as an example in terms of commitment and responsibility, that is to say that they comply with what they offer to the new employee, show commitment in respecting their remuneration, incentivize them through rewards for achievements, retain the good worker among others and thus allow workers to imitate this good reference. Also, a good path for improvements would be that human talent management evaluate the level of effectiveness (capacity and compliance) of workers through a training program, in order to give them equal opportunities to face their work and measurement.

Finally, it is advisable that human talent management within its recruitment program take into account the level of

profile that the applicant has for the specific area of work, i.e. the requirement of the position must be well defined under clear and precise requirements so that at the time of selection you can be sure that you are choosing the right people.

## REFERENCES

- Acurio, J. A., Álvarez, L. K., Manosalvas, L. R., & Amores, J. E. (2020). Modelo de gestión del talento humano para la Empresa Contigo S.A del cantón Valencia, Ecuador. *Revista Universidad y Sociedad*, 12(4), 93-100. <https://rus.ucf.edu/cu/index.php/rus/article/view/1618/1623>
- Álvarez-Indacochea, B. V., Indacochea-Ganchozo, B. S., Álvarez-Indacochea, A. A., Yoza-Rodríguez, N. R., & Figueroa-Soledispa, M. L. (2018). El desempeño laboral: Un problema social de la ciencia. *Didasc@lia: Didáctica Y educación*, 4(1), 362-372. 10.23857/dc.v4i1.749
- Anbazzhagan, S., Ramesh, N., Surekha, A., Fathima, F. N., & Melina, A. (2016). Estimation of work capacity and work ability among plantation workers in South India. *Indian J Occup Environ Med*, 20(2), 79-83. 10.4103/0019-5278.197525.
- Arias Gonzáles, J. L. (2020). Técnicas e instrumentos de investigación científica. Enfoques Consulting EIRL.
- Ashif, A. (2019). Talent Management as a Source of Competitive Advantages: A Review. *International Journal Of Business And Social Research*, 9(4), 28-34. <https://doi.org/10.18533/ijbsr.v9i4.1264>
- Barboza, I., Lujan, G., Ortega, M., & Flores, J. (2022). Modelo de gestión administrativa para mejorar el desempeño laboral en una unidad pública de turismo. Ecuador. 2022. *Ciencia Latina Revista Científica Multidisciplinar*, 6(4), 4140-4157. [https://doi.org/10.37811/cl\\_rcm.v6i4.2925](https://doi.org/10.37811/cl_rcm.v6i4.2925)
- Bautista, R., Cienfuegos, R., & Aguilar, E. (2020). El desempeño laboral desde una perspectiva teórica. *Revista de Investigación Valor Agregado*, 7(1), 109-121. <https://doi.org/10.17162/riva.v7i1.1417>
- Ben-GAI, H., & Cohen, Y. (2022). The "New Fit": Skills and Competencies for The Future of Work. *IFAC-PapersOnLine*, 55(2), 511-515. <https://doi.org/10.1016/j.ifacol.2022.04.245>
- Bibi, M. (2018). Impact of talent management practices on employee performance. *SEISENSE Journal of Management*, 2(1), 22-32. <https://doi.org/10.33215/sjom.v2i1.83>
- Billings, J., Ching, B., Gkofa, V., Greene, T., & Bloomfield, M. (2021). Experiences of frontline healthcare workers and their views about support during COVID-19 and previous pandemics: a systematic review and qualitative meta-synthesis. *BMC Health Serv Res.*, 6(21), 1–17. 10.1186/s12913-021-06917-z
- Bravo, L., & Calle, H. (2022). Gestión del talento humano y la productividad laboral de los trabajadores en la Municipalidad Distrital de Pomahuaca, Jaén-2020 [Tesis de Licenciatura, Universidad Señor de Sipán]. <https://repositorio.uss.edu.pe/bitstream/handle/20.500.12802/10579/Bravo%20D%C3%A1vila%20Landry%20&%20Calle%20Chambe%20Hilda.pdf?sequence=11>
- Burghardt, J., & Möller, K. (2023). The use of management controls to enhance the perception of meaningful work – a systematic literature review and conceptual model development. *Journal of Accounting Literature*, 45(2), 209-255. <https://doi.org/10.1108/JAL-07-2022-0073>
- Campbell, P. (1993). *A theory of performance*. New York: Employee Selection.
- Carrillo-Avalos, B. A., Sánchez-Mendiola, M., & Leenen, I. (2020). El concepto moderno de validez y su uso en educación médica. *Revista de Investigación en Educación Médica*, 9(33), 98–106. <https://doi.org/https://doi.org/10.22201/facmed.20075057e.2020.33.19216>
- Castro, K. O., & Delgado, J. M. (2020). Gestión del talento humano en el desempeño laboral. *Ciencia Latina Revista Científica Multidisciplinar*, 4(2), 684-703. [https://doi.org/10.37811/cl\\_rcm.v4i2.107](https://doi.org/10.37811/cl_rcm.v4i2.107)
- Chiavenato, I. (2009). *Gestión de talento humano*. Mc Graw Hill.
- Clavijo, D., Guerra, D., & Yañez, D. (2014). *Metodo, metodologia y tecnicas de la investigacion aplicada al derecho*. Grupo Editorial Ibañez.
- Concytec. (2019). Código Nacional de la integridad Científica. <https://portal.concytec.gob.pe/index.php/guias-y-documentos-de-trabajo/item/243-codigo-nacional-integridad-cientifica>
- Cubas, N., Gonzales, L., Díaz, M., De la cruz, R., Gonzales, E., & Cubas, J. R. (2022). Gestión del talento humano y desempeño laboral en los trabajadores administrativos, Universidad Nacional Toribio Rodríguez de Mendoza-Amazonas. *Revista Científica Pakamuros*, 10(2), 56-68. <https://doi.org/10.37787/pakamuros-unj.v10i2.286>
- Dahshan, M., Keshk, L., & Dorgham, L. S. (2018). Talent management and its effect on organization performance among nurses at shebin el-kom hospitals. *International Journal of Nursing*, 5(2), 108-123. <https://doi.org/10.15640/jns.v5n2a10>
- De Clercq, D., Haq, I., & Azeem, M. U. (2019). Workplace ostracism and job performance: roles of self-efficacy and job level. *Pers. Rev.*, 48(1), 184–203. 10.1108/pr-02-2017-0039
- De la Cruz, S. S., & Torres, J. T. (2020). Gestión del talento humano y desempeño laboral de los trabajadores de la Caja Huancayo - 2020 [Tesis de Licenciatura, Universidad Peruana de los Andes]. [https://repositorio.upla.edu.pe/bitstream/handle/20.500.12848/2791/T037\\_DNI\\_75844366T.pdf?sequence=1&isAllowed=y](https://repositorio.upla.edu.pe/bitstream/handle/20.500.12848/2791/T037_DNI_75844366T.pdf?sequence=1&isAllowed=y)
- Earley, A., & Shalley, C. (1991). *Teoría de la Motivación - Cognitiva*.
- Escobedo, G., & Andrade, M. (2018). *Compra el libro Desarrollo sustentable. Estrategia en las empresas para un futuro mejor*. Alpha Editorial SA.
- Fayez, A., Rosmini, O., & Mohamed, S. (2022). Impact of employees' internal factors and job performance on organizational commitment in government organizations during COVID-19: Evidence from Kuwait. *Problems*, 20(4), 1-13. 10.21511/ppm.20(4).2022.01
- Fürstenberg, N., Alfes, K., & Shantz, A. (2021). Meaningfulness of work and supervisory-rated job performance: A moderated-mediation model. *Human Resource Management*, 60(6), 903–919. <https://doi.org/10.1002/HRM.22041>
- Gapara, M. F. (2021). La gestión de talento humano y su influencia en el desempeño laboral para el éxito de las empresas. *Polo del Conocimiento: Revista científico - profesional*, 6(8), 318-329. 10.23857/pc.v6i8

- García, R. (2021). Gestión del talento humano y Desempeño laboral del personal enfermero de un Hospital de Chiclayo (Tesis de licenciatura, Universidad César Vallejo). [https://repositorio.ucv.edu.pe/bitstream/handle/20.500.12692/69782/Garc%c3%ada\\_RRDP-SD.pdf?sequence=1&isAllowed=y](https://repositorio.ucv.edu.pe/bitstream/handle/20.500.12692/69782/Garc%c3%ada_RRDP-SD.pdf?sequence=1&isAllowed=y)
- Hacker, W. (1994). Action theory and occupational psychology. *The German Journal of*
- Hernández, R., Fernández, C., & Baptista, M. (2014). *metodología de la investigación* (6 ed.). Mc Graw Hill.
- Ho, J., Powell, D., & Stanley, D. (2021). The relation between deceptive impression management and employment interview ratings: a meta-analysis. *Can J Behav Sci / Rev Can des Sci du Comport.*, 53(2), 164-174. 10.1037/cbs0000223
- Jericó, P. (2019). *Gestión del talento humano*. Pearson Educación.
- Kamel, N. (2019). Implementing Talent Management and Its Effect on Employee Engagement and Organizational Performance. *Society of Petroleum Engineers*. <https://doi.org/10.2118/197665-MS>
- Koontz, H., & Weihrich, H. (2004). *Administración: una perspectiva global* (12 ed.). McGrawHill.
- Kozjek, T., & Franca, V. (2020). Talent Management in the Public Sector. *Central European Public Administration Review*, 18(2), 53-71. <http://dx.doi.org/10.17573/cepar.2020.2.03>
- Li, L. (2022). Reskilling and Upskilling the Future-ready Workforce for Industry 4.0 and Beyond. *Inf Syst Front*, 7(4), 2941-2962. <https://doi.org/10.1007/s10796-022-10308-y>
- Lluncor, M., Cacho, A., Zegarra, W., & Olano, D. (2021). El desempeño laboral en organizaciones públicas y privadas. *Revista Pakamuros*, 9(1), 12-20. <https://doi.org/10.37787/pakamuros-unj.v9i1.159>
- López, P., & Fachelli, S. (2015). *Metodología de la investigación social cuantitativa*. UAB.
- Mahmood, A., Akhtar, M., Talat, U., Shuai, C., & Hyatt, J. (2019). Specific HR practices and employee commitment: the mediating role of job satisfaction. *Empl Relations Int J*, 41(3), 420-435. 10.1108/ER-03-2018-0074
- Maslow, A. (1973). *Una teoría sobre la motivación humana*.
- Matsuo, M. (2019). Effect of learning goal orientation on work engagement through job crafting: A moderated mediation approach. *Personnel Review*, 48(1), 220-233. <https://doi.org/10.1108/PR-11-2017-0346>
- Mayo, E. (1930). The human effect of mechanization. *The American Economic Review*.
- McClelland, D. (1961). *The Achieving Society*. Van Nostrand Reinhold.
- Medina, A. (2021). Gestión de talento humano y desempeño laboral de los servidores públicos en la Gerencia Sub Regional Utcubamba - Bagua Grande [Tesis de Maestría, Universidad César Vallejo]. <https://repositorio.ucv.edu.pe/handle/20.500.12692/79850>
- Monteza, J. C. (2020). Gestión del talento humano, para mejorar el desempeño laboral del personal del área del Nuevo Código Procesal Penal, del Poder judicial - Chicalayo. 2019 [Tesis de Licenciatura, Universidad Señor de Sipán]. <https://repositorio.uss.edu.pe/bitstream/handle/20.500.12802/7652/Monteza%20Fuentes%20Juan%20Carlos.pdf?sequence=1&isAllowed=y>
- Muhammad, A. M. (2022). Exploring Relationship between Intrinsic Rewards, Extrinsic Rewards, and Employee Performance in University Academics. *East Asian Journal of Multidisciplinary Research*, 1(11), 2691-2706. <https://doi.org/10.55927/eajmr.v1i11.1921>
- Mustafa, G., & Ali, N. (2019). Rewards, autonomous motivation and turnover intention: Results from a non-western cultural context. *Cogent Business & Management*, 6(1), 136-145. <https://doi.org/10.1080/23311975.2019.1676090>
- Navarro, L. A., Vega, K. P., Lola, L. J., & Lopez, D. E. (2022). Competencias para el cargo en la mejora del desempeño laboral de los trabajadores en una entidad del Estado, Piura 2022. *Ciencia Latina Revista Científica Multidisciplinar*, 6(4), 4069-4088. [https://doi.org/10.37811/cl\\_rcm.v6i4.2916](https://doi.org/10.37811/cl_rcm.v6i4.2916)
- Niu, Z., Jussibaliyeva, A., Sarfraz, H., Duisenbayeva, B., Ramirez-Asís, E., & Pelaez-Diaz, G. (2021). The impact of talent management on performance: moderating effect of career management. *Indian Journal of Economics and Business*, 20(2). 10.5539/ijbm.v15n4p11
- Ñaupas, H., Valdivia, M., Palacios, J., & Romero, H. (2018). *Metdología de la investigación: Cuantitativa-Cualitativa y redacción de la tesis* (5 ed.). México: Ediciones de la U.
- Obedgiu, V., Lagar, C., & Sang, J. (2021). Talent Management and Employee Performance: The Moderating Effect of Transformational Leadership. *ORSEA Journal*, 12(1). <https://doi.org/10.3390/merits2040012>
- Pino, E., Granja, A., & Niño, Y. (2021). Influencia del clima organizacional en el desempeño laboral de trabajadores del Hospital Tipo B Huambalo. *Dominio de las Ciencias*, 7(4), 23-38. <http://dx.doi.org/10.23857/dc.v7i4.2079>
- Pokojski, Z., Kister, A., & Lipowski, M. (2022). Remote Work Efficiency from the Employers' Perspective—What's Next? *Sustainability*, 14(7), 4220. <https://doi.org/10.3390/su14074220>
- Robbins, S., & Judge, T. (2013). *Comportamiento organizacional* (15a ed.). Pearson educación.
- Rojas, J., Céspedes, R., & Bambaren, L. (2020). Gestión del talento humano y su incidencia en la productividad laboral del personal operativo en la empresa FSIM SAC Huánuco -2015. *Actualidad Empresarial*, 8(11). <https://revistas.unas.edu.pe/index.php/Balances/article/view/194/207>
- Saldaña, E. (2021). Gestión del talento humano y desempeño de docentes de educación básica regular de la Unidad de Gestión Educativa Local (UGEL) de Coronel Portillo [Tesis por grado de Maestro, Universidad Nacional de Ucayali]. [http://repositorio.unu.edu.pe/bitstream/handle/UNU/5235/B03\\_2022\\_UNU\\_MAESTRIA\\_2022\\_TM\\_EDINSON-SALDANIA.pdf?sequence=1&isAllowed=y](http://repositorio.unu.edu.pe/bitstream/handle/UNU/5235/B03_2022_UNU_MAESTRIA_2022_TM_EDINSON-SALDANIA.pdf?sequence=1&isAllowed=y)
- Santillán, K., & Saavedra, R. (2021). Desempeño laboral de los trabajadores administrativos de la municipalidad provincial de Moyobamba, San Martín Perú. *Ciencia Latina Revista Científica Multidisciplinar*, 5(6), 12249-12259. [https://doi.org/10.37811/cl\\_rcm.v5i6.1227](https://doi.org/10.37811/cl_rcm.v5i6.1227)
- Sindhura, K. (2022). Talent Management Strategies in Human Resource Management: Critical for Business- A Systematic Review. *Journal of Positive School Psychology*, 6(3), 3396-3409. <http://journalppw.com/>

Sopiah, S., Kurniawan, D. T., Nora, E., & Narmaditya, B. S. (2020). Does Talent Management Affect Employee Performance?: The Moderating Role of Work Engagement. *The Journal of Asian Finance, Economics and Business*, 7(7), 335–341. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO7.335>

Sri, L., & Faozanudin, M. (2022). Effectiveness Analysis of the Employee Work Performance Assessment System – A Critical Three-Component Approach. *Expert Journal of Business and Management*, 10(2), 41-50. [https://doi.org/10.37811/cl\\_rcm.v5i6.1228](https://doi.org/10.37811/cl_rcm.v5i6.1228)

The World Economic Forum. (2019). *Global Competitiveness Report 2019*. <https://es.weforum.org/reports/global-competitiveness-report-2019/>

Udayar, S., Urbanaviciute, I., Massoudi, K., & Rossier, J. (2020). The role of personality profiles in the longitudinal relationship between work-related well-being and life satisfaction among working adults in Switzerland. *ur. J. Personal.*, 34(1), 77–92. doi: 10.1002/per.2225

Vera, A., & Blanco, A. (2019). Modelo para la gestión del talento humano en las pymes del sector servicios de. *Innovar*, 29(74), 25-44. doi: <https://doi.org/10.15446/innovar.v29n74.82059>

Wassem, M., Baig, S. A., Abrar, M., Hashim, M., Zia-Ur-Rehman, M., Awan, U., . . . & Nawab, Y. (2019). Impact of Capacity Building and Managerial Support on Employees’ Performance: The Moderating Role of Employees’ Retention. *SAGE Open*, 9(3). <https://doi.org/10.1177/2158244019859957>

**Contribution of each author to the manuscript:**

Task	% of contribution of each author
A. theoretical and conceptual foundations and problematization:	A1 100%
B. data research and statistical analysis:	100%
C. elaboration of figures and tables:	100%
D. drafting, reviewing and writing of the text:	100%
E. selection of bibliographical references	100%
F. Other (please indicate)	-

**Indication of conflict of interest:**

There is no conflict of interest

**Source of funding**

There is no source of funding

**Acknowledgments**

There is no acknowledgments.