

Business Strategy for Human Talent, at the Cantonal Agricultural Center for Progress of Sarapiquí CACPROSA, Based on the Organizational Structure.

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Abstract: This study aims to generate a human talent business strategy to enhance staffing in CACPROSA, supported by an adequate organizational structure. Through a qualitative approach with case study design and interviews with the four administrative managers of the organization, the current state of staffing, its strengths and weaknesses, the relationship with the organizational structure, and the existing monitoring and evaluation mechanisms were analyzed. The results reveal a predominantly informal human talent management, with the absence of structured job planning, verbal hiring, lack of standardized processes of selection, induction, evaluation and development of personnel. 100% of the interviewees agreed on the urgent need to create an area specialized in human talent management. It is concluded that the lack of a formal structure and clear policies has limited the operational efficiency and development of the staff in CACPROSA, generating reactive and unprofessionalized practices. As a main recommendation, it is proposed to formally create the Human Resources Management area, accompanied by a business strategy that contemplates technical and structured processes in all stages of the human talent management cycle, aligned with a new organizational structure that guarantees efficiency, sustainability and institutional well-being.

Keywords: Business strategy, human talent, organizational structure.

1. INTRODUCTION

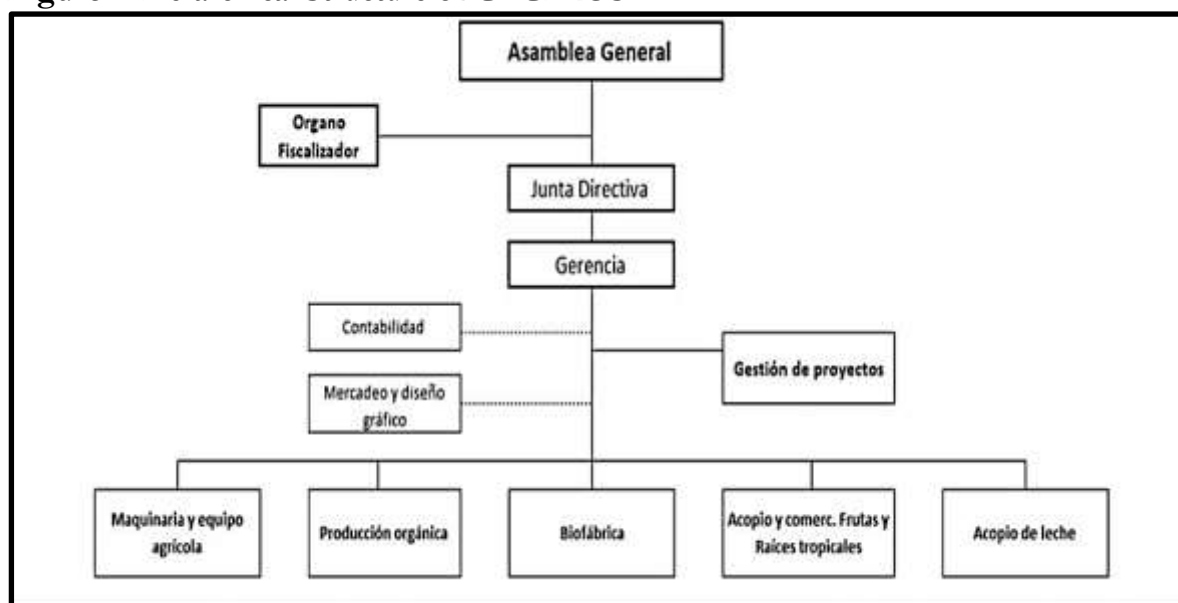
Currently, human talent management has been consolidated as a strategic axis for the sustainable and competitive development of organizations. This management goes beyond the traditional processes of hiring or personnel administration, by focusing on attracting, developing, retaining and motivating human capital based on institutional objectives. For such a strategy to have a real impact, it must be aligned with the organizational structure, which defines communication flows, decision-making, and responsibilities within the entity. (Pané Mena & Gomar Sánchez, 2024) (Setiawati et al., 2025)

The Cantonal Agricultural Center for the Progress of Sarapiquí (CACPROSA), located in the province of Heredia, Costa Rica, is a non-profit organization that has contributed significantly to the strengthening of the agricultural sector, especially in the cultivation and marketing of bananas. Despite its key role in generating employment, especially for Nicaraguan women and

immigrants, CACPROSA faces structural and organizational limitations that directly affect the management of its human talent.

Currently, the hierarchical structure of CACPROSA is made up of a General Assembly of Affiliates, as the highest decision-making body, followed by a Board of Directors, which delegates administrative and operational functions to the president. The latter serves as General Manager and is the one who, together with the Project Management Area, empirically and partially assumes the responsibilities of human talent. Other key figures operate around it, such as the executive secretary, the head of Logistics and the head of the Biofactory, who perform technical and operational functions, but without a systematic articulation to a department specialized in personnel management. This structure, although functional in its origins, does not adequately respond to current demands in terms of organizational management or human talent. See Figure 1

Figure 1 Hierarchical Structure of CACPROSA



Source: Current Hierarchical Structure of CACPROSA

The absence of a formal area of human talent has led to multiple weaknesses: informal recruitment and selection processes, verbal hiring without legal support, lack of job profiles, absence of induction plans, irregular training, subjective performance evaluation, and lack of clear policies for staff well-being, retention and development. These conditions generate organizational risks and limit CACPROSA's human potential, compromising the operational efficiency and sustainability of its services.

In this context, it is urgent to design a human talent business strategy that not only addresses the aforementioned deficiencies, but is also articulated with a renewed organizational structure, which allows for an effective response to the challenges of the productive environment. To this end, this study aims to solve the following questions: *What is the current state of staffing in CACPROSA and what are its main strengths and weaknesses?*, *How is CACPROSA's organizational structure related to the processes of selection, incorporation and retention of personnel?*, *What strategic actions of human talent can be implemented to optimize the coverage of positions, productivity and staff development at CACPROSA?*, *What monitoring and evaluation mechanisms are*

appropriate to measure the impact of a human talent strategy on organizational efficiency at CACPROSA?

Answering these questions will make it possible to propose a comprehensive and viable strategy that strengthens CACPROSA's human capital, facilitates the planning and professionalization of its internal processes, and promotes a fairer, more efficient and adaptable organizational model to the growth of the agro-industrial sector.

2. LITERATURE REVIEW

The sections of the literature review are classified into three (3) large sections that have to do with the evolution of human talent management, the strategic management of human talent and the organizational structure.

2.1 Evolution of human talent management

Human talent management has undergone a significant transformation over time, going from being an operational and secondary function to becoming a fundamental strategic axis for the development and sustainability of organizations. This evolution has not only responded to changes in production and social models, but also to the recognition of the integral value of people in achieving business objectives. (Paiva de Báez, 2024) (Paiva de Báez, 2024)

In its beginnings, during the Industrial Revolution, personnel management focused exclusively on administrative tasks such as paying salaries, controlling attendance and basic recruitment. People were seen as simple task executors, without considering their needs, emotions, or abilities. This mechanistic approach was promoted by Frederick W. Taylor with his theory of Scientific Management, which sought to maximize efficiency through the study of time and motion. Although he brought a more rational view to the work, he completely ignored the human and social component of it. (Paiva de Báez, 2024) (Lundberg Jiménez, 2023)

The paradigm began to shift with the approach to Human Relations, driven in large part by Hawthorne's experiments, developed between 1924 and 1932 by Elton Mayo and his collaborators at the Western Electric Company. These studies showed that social factors, employee care, and recognition directly influenced productivity. From then on, the well-being of the worker, motivation, teamwork and communication began to be valued as essential elements for organizational success. (Zuluaga-Buriticá & Castellanos-Polo, 2023) (Zuluaga-Buriticá & Castellanos-Polo, 2023)

Over time, in the 1970s and 1980s, a more structured vision of the area was consolidated under the name of Human Resources Management. Authors such as and contributed to systematize the key processes of the area: recruitment, selection, training, performance evaluation and labor relations. In addition, motivational theories such as Abraham Maslow's Hierarchy of Needs, Frederick Herzberg's two-factor theory, and David McClelland's theory of acquired needs were incorporated, which enriched the understanding of human behavior at work. (Dessler & Varela, 2011) (Chiavenato, 2011) (Mondy, 2010; Robbins Stephen P, 2013)

Starting in the 90s, the area took a crucial step towards the Strategic Management of Human Talent, integrating directly with organizational objectives. He was one of the most influential authors at this stage, proposing that the human resources area should act as a strategic partner, facilitator of change and defender of talent. In this context, people ceased to be seen as "resources" to be considered agents of change, intellectual capital and a source of sustainable competitive advantage, as Jay Barney proposed with his Theory of Resources and Capabilities. (Ulrich, 2020) (Franco-Curiel, 2023)

Today, in the digital age, human talent management incorporates technological tools, data analytics, hybrid work models, diversity management, and comprehensive well-being initiatives. It is an approach focused on the employee experience, where purpose, humanized leadership and organizational culture are key to attracting and retaining talent. In short, this evolution shows that organizations that recognize the value of human talent and place it at the center of their strategy have greater possibilities to adapt, innovate and grow sustainably. In a competitive and changing environment, human talent management is no longer a support area but a key source of competitive advantage. (González et al., 2020) (González et al., 2020)

2.2 Strategic management of human talent

Strategic Human Talent Management (STHM) has emerged as an essential component in modern organizations, consolidating itself as an articulating axis between institutional objectives and the development of human capital. Unlike traditional approaches, which focused on administrative functions, the GETH seeks to align personnel management policies and practices with the organization's overall strategy, ensuring that people not only execute tasks, but also bring value, innovation, and sustainability. (Fajardo et al., 2020) (Fajardo et al., 2020)

This strategic approach is based on the recognition that people are not just another resource, but intangible assets that generate sustainable competitive advantage. Authors such as São Paulo have been fundamental in proposing that the human resources area should act as a strategic partner, agent of change, administrative expert and defender of talent. To this end, it is essential that talent management is integrated into the organizational strategic planning process, actively participating in decision-making. (Fajardo et al., 2020) (Ulrich, 2020) (Apolo-Pérez et al., 2021)

The GETH comprises interconnected stages such as talent planning, recruitment and strategic selection, skills development, performance evaluation by results, knowledge management, career and succession plans, and retention of key talent. All of this must be supported by transformational leadership, flexible organizational design, and a culture aligned with corporate values. (Fajardo et al., 2020)

In the current context, marked by digitalization, automation, remote work and constant change, the GETH must also assume an adaptive approach, based on data, employee experience and organizational agility. Thus, strategic indicators are required that measure not only individual performance, but also the impact of talent on organizational results. Strategic Human Talent Management is much more than an operational function: it is a transformative element that drives competitiveness, sustainability and innovation in organizations. As companies understand that their success depends on the people who make them up, the role of human talent as a strategic driver becomes not only relevant, but essential. (Apolo-Pérez et al., 2021; Fajardo et al., 2020; González et al., 2020)

2.2.1 Stages of human talent management

Human talent management is a strategic process that encompasses a set of interrelated stages, whose purpose is to attract, develop, motivate and retain the people who add value to the organization. These stages allow aligning the capabilities of the staff with the institutional objectives, ensuring operational efficiency, positive work environment and organizational sustainability. The main phases that make up this comprehensive process are described below. (Carvajal-Pérez, 2021)

- Human Resource Planning is the process by which the organization anticipates its future personnel needs, identifying the amount and type of talent required to meet strategic

objectives. It includes the analysis of skills gaps and the development of action plans to fill them. (Carvajal-Pérez, 2021; Fajardo et al., 2020)

- Personnel Recruitment, this phase consists of attracting potentially qualified candidates to fill available vacancies. It can be done internally (promotions or transfers) or externally (sources such as job portals, social networks, job fairs, among others). (Apolo-Pérez et al., 2021; Carvajal-Pérez, 2021; Fajardo et al., 2020)
- Personnel selection, as the process of evaluating and choosing, among the recruited candidates, the one who best fits the profile of the position and the organizational culture. It includes interviews, psychotechnical tests, techniques and validations of references. (Apolo-Pérez et al., 2021; Carvajal-Pérez, 2021; Fajardo et al., 2020)
- Personnel Hiring refers to the formalization of the labor relationship between the organization and the worker, under the current legal frameworks. It includes the signing of the contract, the affiliation to social security and the delivery of the necessary documentation. (Apolo-Pérez et al., 2021; Carvajal-Pérez, 2021; Fajardo et al., 2020)
- Staff Induction, is the initial stage of integration of the new employee, where they are informed about the mission, vision, values, policies, rules and procedures of the organization, as well as about their specific functions and the team with which they will work. (Apolo-Pérez et al., 2021; Carvajal-Pérez, 2021; Fajardo et al., 2020)
- Analysis and description of the positions that consists of studying and detailing the tasks, responsibilities, requirements and conditions of each position. It is a key tool for staff selection, performance evaluation, remuneration and development. (Apolo-Pérez et al., 2021; Carvajal-Pérez, 2021; Fajardo et al., 2020)
- Staff training that involves the design and execution of training and updating programs aimed at improving the technical, human and organizational competencies of human talent, in order to increase their productivity and adaptability. (Apolo-Pérez et al., 2021; Carvajal-Pérez, 2021; Fajardo et al., 2020)
- Performance Evaluation, as the process by which the fulfillment of individual objectives and the level of performance of each employee is measured, generally based on indicators, goals and competencies. It serves to provide feedback, recognize and improve. (Carvajal-Pérez, 2021; Fajardo et al., 2020; González et al., 2020)
- Retention of human talent, represented in the set of strategies aimed at keeping key employees in the organization, minimizing turnover. It includes competitive working conditions, positive organizational climate, development opportunities, and effective leadership. (Carvajal-Pérez, 2021; Fajardo et al., 2020; González et al., 2020)
- Recognition and well-being of staff that includes policies and programs that promote work-life balance, as well as recognition of individual or collective effort and achievement. It encompasses incentives, benefits, occupational health, and integration activities. (Carvajal-Pérez, 2021; Fajardo et al., 2020; González et al., 2020)
- Career and succession management, which refers to plans to identify and develop the potential of employees with a view to occupying key positions in the future. It includes growth trajectories, promotions, rotations, and mentoring or coaching programs. (Carvajal-Pérez, 2021; Fajardo et al., 2020; González et al., 2020)
- Responsible Dismissal, which has to do with the process of ending the employment relationship in an ethical, respectful and legal way. It includes exit interviews, settlement,

delivery of labor certifications and in some cases, guidance for labor reintegration. (Carvajal-Pérez, 2021; Fajardo et al., 2020; González et al., 2020)

2.2.2 Theories of human talent management

Human talent management has evolved from an operational approach to a key strategic function in organizations. To theoretically support this transformation process, various theories are addressed that explain the value of human capital, its alignment with organizational strategy, its potential as a source of competitive advantage, and the role of motivation and institutional legitimacy in people management, such as those shown in **Table 1**.

Table 1 *Theories of human talent management.*

Theory Name	Description of the theory
Human Capital Theory (Becker, 1964)	This theory holds that investment in employee education, training, and health significantly increases their productivity and, therefore, their contribution to organizational growth. According to Becker, human capital is comparable to physical capital, as it requires investment and generates returns, positioning talent as a key asset for economic and business development. (Quintero-Montaña, 2020)
Human Resources Theory (Chiavenato)	Chiavenato stresses that people should not be seen only as operational resources, but as human beings with transformative potential. This theory underlines the need to integrate human talent with the culture, strategy and organizational structure, promoting participatory, ethical management oriented to the integral development of the individual and the organization. (Mendoza-Zambrano & Villafuerte-Holguín, 2021)
Theory of Resources and Capabilities (Barney, 1991)	From the perspective of resource and capability theory, human resources can constitute a sustainable competitive advantage when they possess valuable, rare, inimitable, and organized (VRIO) characteristics. Strategic talent management, in this framework, involves identifying and strengthening the key competencies of the staff that differentiate the organization from its competitors. (Ruiz-Carta, 2021)
Theories of Motivation (Maslow, Herzberg and McClelland)	These theories explain work behavior based on individual needs. Maslow proposed a hierarchy of needs that starts from physiological needs to self-realization; Herzberg distinguishes between hygienic and motivating factors that affect job satisfaction; and McClelland focuses on three fundamental needs: achievement, affiliation, and power. These perspectives allow us to design incentive systems and personal development programs aligned with the motivations of human talent. (Vanegas, 2024)
Theory of Strategic Alignment (Ulrich, 1997)	Ulrich states that the human resources area must act as a strategic partner in the organization. To do this, it must align its practices and policies with corporate objectives, contributing directly to results through performance management, talent planning, and value creation from people. (Álvarez-Gaviria, 2024)
Theory of Organizational Legitimacy (Villamizar, 2021)	This theory proposes that the institutionalization of human talent management practices responds to environmental pressures, such as social norms, market expectations, and regulatory frameworks. In this sense, properly managing human capital not only improves internal performance, but also reinforces the legitimacy and reputation of the organization in the eyes of its stakeholders. (Villamizar Loaiza, 2021)

Note. Own elaboration based on (Álvarez-Gaviria, 2024; Mendoza-Zambrano & Villafuerte-Holguín, 2021; Quintero-Montaño, 2020; Ruiz-Carta, 2021; Vanegas, 2024; Villamizar Loaiza, 2021)

2.3 Organizational Structure

The organizational structure represents the formal framework that supports and coordinates the activities within a company. According to , it is a system that defines how tasks are divided, grouped and coordinated, establishing hierarchical levels, lines of authority and communication mechanisms. This structure not only determines internal efficiency, but also directly influences the organization's ability to adapt to the environment and meet its strategic objectives. (Pineda-Pizarro & Erazo-Álvarez, 2021) (Robbins & Coulter , 2018)

According to (Brull -Alabart & Gil-Estallo, 2010) Mintzberg in 1979, he identified different structural configurations such as; the simple, functional, divisional and matrix structure; which respond to various organizational needs. For its part, it stresses that an adequate structure must be based on principles such as the specialization of work, departmentalization, the chain of command, the stretch of control and the centralization or decentralization of decisions. (Chiavenato, 2011)

In today's business contexts, characterized by constant change and the need for innovation, the organizational structure must be flexible, integrative, and process-oriented. According to , organizations that adopt horizontal, team-based or project-based structures achieve greater responsiveness to the challenges of the environment. Thus, the organizational structure is not just a hierarchical diagram; It is a strategic tool that allows human, technological and financial resources to be aligned with institutional objectives. Its proper design is key to improving performance, internal communication and job satisfaction, thus strengthening the competitiveness of the organization. (Daft, 2011)

3. METHODOLOGY

This study has a qualitative approach to the collection and analysis of information, which will allow the creation of the human talent business strategy to enhance the staffing in CACPROSA, supported by the organizational structure. The method is inductive-deductive; deductive because it works on the variables at a general level to later issue conclusions and inductive because it starts from the particularity of the variables to create a human talent strategy at a general level for CACPROSA (Bernal-Torres, 2016) .

The design is a case study since it aims to collect qualitative data that will be analyzed to finally elaborate a complete data interpretation that facilitates the creation of the business strategy of human talent for CACPROSA (Hernández-Sampieri et al., 2014) . The sources of information that will be used to collect the information will be primary, secondary and tertiary, the primary ones are current directors of CACPROSA. The secondary ones are books, scientific articles, dictionaries, virtual libraries, CACPROSA reports, among others, and the tertiary sources of information will be databases such as Scopus and open access such as Scielo, latindex, redalyc, etc. that provide information related to the research topic, as well as the repositories of the different universities to which access can be made (Bernal-Torres, 2016) The participants and the population are the total administrative staff of CACPROSA, which are exactly 4 administrative staff. The sample is non-probabilistic since the choice of elements does not depend on the probability but on the causes related to the characteristics of the study

to create the business strategy for the provision of CACPROSA's human talent. The technique or instrument to collect the information will be an interview composed of 14 questions that were formulated according to the variables and the review of the literature. (Hernández-Sampieri et al., 2014)

The phases or stages to prepare the study were classified into five (5), in the first, the problem statement was elaborated, in the second an exhaustive review of the literature was carried out. In the third stage, the research instrument was applied. In the fourth, the data are analyzed and conclusions and recommendations are written, and in the fifth stage, the final report or research article is made (Bernal-Torres, 2016).

4. RESULTS

In the section on results, the results of the interview that were applied to the four (4) directors of CACPROSA are presented in **Table 2**. According to the findings, the current state of the staffing in CACPROSA is analyzed, its main strengths and weaknesses, the relationship between the organizational structure of CACPROSA with the processes of selection, incorporation and retention of personnel, the strategic actions of human talent that are implemented to optimize the coverage of positions, productivity and the development of personnel in CACPROSA as well as the monitoring and evaluation mechanisms applied by CACPROSA.

Table 2 Results of the CACPROSA Directors Interview

Variable	N o	Questio n	Dominant category	% Do min ant Cat ego ry	Non- dominan t category	% Non- domi nant categ ory	Tota l, of Exe cuti ves inter view ed	Key finding
Human Resources Planning	1	Is there a formal definition of the number of positions required?	In the formally defined	75	Defined, but not written	25	4	There is no formal planning of positions in the organization.
Human Resources Planning	2	Are the requirements and competencies defined by position?	They are not formally defined	75	Empirically defined without a document	25	4	There are no documentarily defined job profiles.

Staff Recruitment	3	How is staff recruitment carried out?	Informal recruitment according to need	50	Appointment by the Board of Directors	25	4	Recruitment is informal and responds to specific needs.
Personnel selection	4	How is the staff selected?	Based on previous knowledge and experience	50	Selection by interest or abilities	25	4	Personnel selection is based more on affinity and prior knowledge than on a technical process.
Recruitment of staff	5	How are the staff hired?	Contratació n verbal o informal	75	Interview without resume	25	4	Contracting is carried out without documentary support or defined processes.
Staff induction	6	Is there an induction process?	There is no formal induction process	75	Induction by experienced staff	25	4	There is no structured staff induction process.
Analysis and description of the positions	7	Is there an analysis and job description?	Externally supported description available	75	Ignorance or not applied	25	4	There are job descriptions, but they are not widely known or applied.
Staff training	8	Is there a training and development plan?	There is no formal plan, only occasional trainings	50	Management with eventual external support	25	4	There is no structured training plan, it is managed according to opportunity.
Performance evaluation	9	Is the performance of employees	Subjective evaluation by the board	50	Manager's Verbal Report	25	4	Performance appraisal is informal and non-standardized.

		evaluate d?						
Human talent retention	10	What strategies do you apply to retain talent?	Training and recreational activities	50	No clear strategy	25	4	Principles and values are applied as a retention strategy, but without formal structure.
Staff recognition and well-being	11	Are there recognition and welfare policies?	Informal or non-existent recognitions	50	Special days are celebrated	25	4	Recognition is sporadic and not institutionalized.
Organizational structure	12	Is there an area or intention to create talent management?	There is no formal area, but the need is recognized	50	Not contemplated or not necessary	25	4	There is interest in creating an area of human talent, but it has not materialized due to lack of resources.
Career and succession management	13	Are career or succession plans developed within the organization?	It is not formally developed	100	Not applicable	0	4	There are no clear career or succession management policies or practices.
Responsible disengagement	14	Is there an established process for staff dismissal?	There is no formal process	100	Not applicable	0	4	The dismissal of personnel is not regulated, it is handled informally.

Note: Own elaboration

4.1 Current Status of Staffing at CACPROSA: Strengths and Weaknesses

The analysis of the interviews with the directors of CACPROSA shows that the organization lacks a formal planning of the required positions. 75% of respondents stated that there is no clear definition of the number of positions, and the profiles with requirements and

competencies are not formally documented. This indicates a staffing process based more on empirical experience than on technical guidelines.

Personnel recruitment is carried out informally and according to specific needs in 50% of cases, while 25% indicated that the appointment is made by the Board of Directors. The selection is mainly based on the previous knowledge and experience of the applicants (50%), evidencing a preference for affinity rather than for specific competencies.

In terms of hiring, verbal or informal practice predominates (75%), without supporting documentation or structured interviews. In addition, 75% indicated that there is no formal induction process, limiting the integration of new employees.

A particular situation is observed in the analysis and description of the positions, where 75% indicate that there are descriptions prepared with external support, although these are not applied in a generalized way. Likewise, on the subject of training, 50% of the interviewees stated that there is no structured plan, carrying out only specific actions.

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4.2 Relationship between organizational structure and selection, onboarding, and retention processes

Regarding the organizational structure, 50% of managers recognize the need to establish a human talent area, although there is currently no formal unit in charge of these processes. This situation is reflected in the way in which selection, hiring and onboarding activities are executed, which are managed with a non-systematic and non-standardized approach.

Talent retention processes are supported by recreational activities and occasional training (50%), without a clear strategy. Staff recognition is informal or non-existent according to 50% of respondents, and only a few special dates are celebrated. This informality in the mechanisms of recognition and retention is directly related to the lack of a structure that guides and formalizes these actions.

4.3 Current human talent actions and their effect on job coverage, productivity and staff development

The current state of human talent practices shows a trend towards reactive management, based on specific needs. Training is carried out occasionally, without strategic planning, which limits

the integral development of the staff. Job profiles, as they are not documented, make it difficult to adequately fill vacancies and assign responsibilities according to objective criteria.

Informality in hiring and the lack of induction have an impact on less clarity in roles and processes from the entry of personnel. Likewise, the absence of a career development and succession policy, reported by 100% of respondents, shows that the projection of personnel within the organization is not contemplated.

4.4 Current mechanisms for monitoring and evaluating human talent management

In relation to monitoring and evaluation, the results show that performance evaluation is subjective and carried out by the Board of Directors in 50% of cases. 25% mentioned that a verbal report is prepared by the manager, without applying standardized methodologies or instruments.

Finally, regarding the dismissal of personnel, 100% of the interviewees stated that there is no formally established process, so this stage is also handled empirically and not regulated.

5. DISCUSSION

The findings reveal that the staffing in CACPROSA presents significant structural limitations. The absence of formal planning of positions, profiles, and competencies by position makes it difficult to align organizational needs with the capabilities of the available human talent. This reflects a reactive management, more focused on the immediate solution than on strategic projection. Informality in recruitment, selection, and hiring shows a common pattern in small-scale organizations or organizations with incipient structures, where processes tend to be based on relationships of trust, prior knowledge, and centralized decisions. However, this approach reduces objectivity, increases staff turnover, and limits the professionalization of processes, thus weakening the effectiveness of human capital endowment. (Apolo-Pérez et al., 2021; Fajardo et al., 2020) (González et al., 2020) (Carvajal-Pérez, 2021) (Chiavenato, 2011; Dessler & Varela, 2011; Mondy, 2010; Robbins Stephen P, 2013)

The lack of a formal structure for the management of human talent in CACPROSA has a direct impact on the weakness of the processes of incorporation, retention and development of personnel. Despite the fact that managers recognize the need to create an area in charge of these issues, their absence has led to informal, disjointed practices that depend on individual initiative. This situation limits the implementation of systematic retention and well-being programs, as well as the institutionalization of recognition mechanisms. The activities that are carried out (occasional trainings, special celebrations) lack continuity and a strategic focus. Poor formalization also affects the organization's ability to generate a work environment that is predictable, motivating and aligned with institutional objectives. (Brull -Alabart & Gil-Estallo, 2010; Daft, 2011) (Brull -Alabart & Gil-Estallo, 2010; Daft, 2011) (García-Vidal et al., 2023)

The absence of a formal training plan, the absence of career policies, and hiring without technical criteria are limiting the development of skills, operational efficiency, and productivity at CACPROSA. The dependence on external resources for activities such as job analysis or training management indicates a weak autonomy in the human talent function, which reduces the capacity to respond to internal needs. The lack of defined job profiles, along with affinity-based selection, can lead to inappropriate assignments and affect the coverage of key positions. Similarly, without clear strategies for personal and professional development, it is difficult to maintain the commitment and motivation of the staff, compromising the achievement of

organizational goals. (Ulrich, 2020; Zuluaga-Buriticá & Castellanos-Polo, 2023) (Franco-Curiel, 2023) (Carvajal-Pérez, 2021)

Current monitoring mechanisms are weak. Performance evaluation, being subjective and non-standardized, prevents the generation of reliable metrics on productivity and individual or group contribution. This makes it difficult to make objective decisions related to promotions, training, rewards, or terminations. As for the process of leaving personnel, informal management and the absence of established protocols not only affect organizational transparency, but can also generate legal risks, effects on the work environment, and loss of organizational knowledge. (Chiavenato, 2011; Mondy, 2010) (Robbins Stephen P, 2013) (Mondy, 2010)

6. CONCLUSIONS

The management of human talent in CACPROSA presents a predominantly informal and reactive approach, characterized by the absence of structured planning of positions, profiles and competencies. This situation generates weaknesses in staffing, by hindering the efficient allocation of human resources and limiting organizational productivity.

The current organizational structure lacks a formal area dedicated to human talent management, which has a direct impact on the quality and consistency of the selection, onboarding, and retention processes. Although there is awareness of this need, its implementation has been limited by factors such as lack of resources and the absence of strategic guidelines.

The actions developed for the development of personnel such as training or recognition do not follow a strategic or planned approach, which prevents the consolidation of an organizational culture oriented towards growth and performance. The lack of career and succession programs also reflects a gap in the projection of internal talent in the long term.

The mechanisms for evaluating and monitoring human talent are informal, subjective and non-standardized, which limits the possibility of measuring the impact of management on organizational efficiency. Similarly, staff dismissal lacks a formal protocol, affecting transparency and institutional learning.

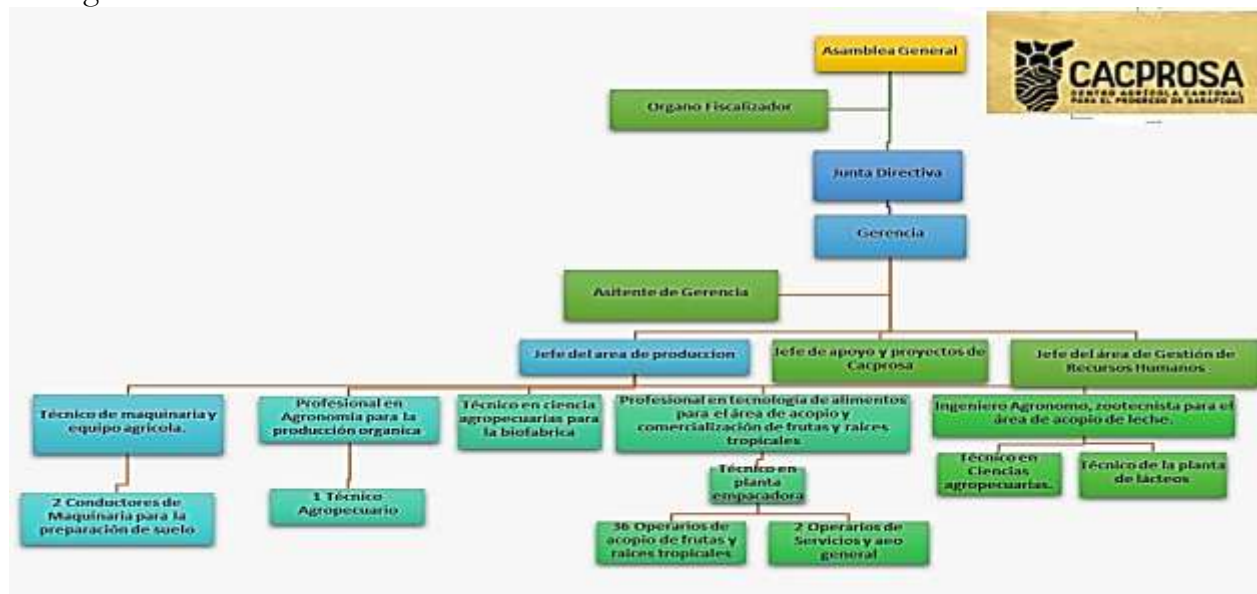
The findings show that the management of human talent in CACPROSA is in an initial stage of development, with specific advances, but without a solid structure that articulates the different dimensions of the process. This situation represents both a weakness and an opportunity to design and implement a strategic model that enhances performance, sustainability and organizational well-being.

7. Recommendations

It is proposed and recommended to adopt the new organizational structure presented in **Figure 1**, which incorporates key areas such as Human Resources Management, Production, Support and Projects. This structure allows for a clearer distribution of responsibilities and facilitates the planning, supervision and development of talent in all areas.

It is recommended to formally establish the position profiles, competencies and number of collaborators required by each functional unit, based on this structure. This will improve the selection processes and filling vacancies, guaranteeing human talent adequate to institutional needs.

Figure 2 Proposal of the organizational structure for CACPROSA with the Human Resources Management area of CACPROSA



It is also proposed and recommended to implement the business strategy for the new area of Human Resources Management of CACPROSA that is created, as shown in **table 3**.

Table 3 Business Strategy for the Human Resources Management area of CACPROSA

Process Stage	Strategic Pillar	Strategic Objective	Runtime	Key Activities	SMART Activity Goal	Indicators	Required Resources
Creation of the Human Resources Management Area	Organizational Foundation	Establish a structured HR area that leads human talent management.	1-2 months (prior to the start of the fiscal year)	Define the structure of the area Assign roles and responsibilities Provide technological and human resources	To form and put the HR area into operation before the start of the fiscal year	Active functional area % of HR-managed processes	Management, budget, external advice, specialized talent, infrastructure
Human Resources Planning	Efficient Talent Management	Identify personnel needs aligned with organizational growth.	1 month (start of the year)	Needs Diagnosis Definition of Job Profiles	Define the profile of 100% of the positions before the end of the first month of the year	% of positions with defined profile	HR team, management software, interviews, managers

Standardized Onboarding Policy	Quality and Formalization in Linkage	Guarantee homogeneous and technical processes in the incorporation of new personnel.	1 month (prior to the first recruitment of the year)	Policy design Inclusion of technical processes Formal documentation	Create and approve a standardized onboarding policy before the first annual recruitment process	Approved document % of application in new revenues	HR, Legal Counsel, Quality Committee, Management Review Time
Staff Recruitment	Talent Attraction	Attract qualified candidates who fit the required profile.	2 weeks per call	Vacancy Listing Contact with Educational Institutions	Publish 100% of vacancies within 2 business days of approval	No. of applicants per vacancy Response time	Employment platforms, academic agreements, selection committee
Personnel Selection	Transparent and Fair Selection	Select the most competent personnel through technical and objective processes.	2 weeks	Knowledge tests Structured interviews Technical evaluation	Apply technical tests to 100% of selection processes	% of processes with protocol Level of satisfaction of managers	Testers, tests, logistics, formats
Recruitment of Personnel	Legal and Ethical Formalization	Ensure legal compliance in labor relations.	1 week	Drafting of contracts Review of documentation	Formalize 100% of hires before the start of work	% of contracts delivered Legal compliance	Legal documentation, payroll software, legal counsel
Staff Induction	Institutional Integration	Achieve effective integration of new talent into the organizational culture.	1 week per admission	General and Area Induction Mentor Assignment	Apply the induction program to 100% of new employees	% of Induced Personnel Induction Evaluation	Manuals, Area Leaders, Digital Resources, Mentor Time

Job Analysis and Description	Operational Clarity	Ensure clear roles and defined responsibilities.	1 month	Review of functions by areaUpdating the manual	Update 100% of job descriptions for Q1 of the year	No. of updated manuals % of defined positions	HR, area managers, function staff
Staff training	Skills Development	Strengthen technical and soft skills of the team.	Quarterly	Needs DiagnosisPlan DesignWorkshop Execution	Carry out at least 1 quarterly training per employee	No. of trainingImpact evaluation	Budget training, facilitators, educational material
Performance evaluation	Continuous Performance Improvement	Measure individual performance for continuous improvement.	Semi-annual	Competency-based assessment FeedbackImprovement plan	Apply 2 performance reviews per year to all staff	% of evaluations applied % of improvements implemented	Formats, heads, measuring instruments
Human Talent Retention	Permanence of Knowledge	Decrease job turnover through commitment and motivation.	Permanent	Climate SurveyLoyalty ProgramsBenefits Review	Maintain annual turnover of less than 10%	Turnover rateWork environment	Benefits, incentive budget, managerial time
Recognition and Wellbeing	Positive Organizational Culture	Encourage motivation through activities that strengthen well-being.	Bimonthly	Integration eventsInstitutional celebrations Health days	Perform at least 6 wellness activities per year	No. of eventsLevel of satisfaction	Budgeting, wellness, logistics, alliances with EPS
Organizational structure	Human Resource Optimization	Have a clear structure that ensures efficiency	2 months	Redesign of the organizational chartValidation of	Design and validate organizational structure	% of non-duplicate functionsUpdate	Management, HR, external advisor in structure

		and non-duplicate functions		responsibilities by area	by second quarter	d organizational chart	
Career and succession management	Leadership and Continuity	Promote professional development and ensure key replacements.	6 months	Identify key talent Design career paths Succession plan	Have identified 100% of possible successors for key positions in 6 months	No. of succession plans Development plans created	HR, training budget, external consultancy
Responsible disengagement	Responsibility and Respect at the Exit	Ensure dignified withdrawal processes with useful feedback.	Depending on case (max. 2 weeks)	Withdrawal protocol Exit interview Generation of peace and safety	Apply exit interview to 100% of those dismissed	% of disengagements with interview Final satisfaction level	HR, Forms, Legal Advice

Note. Own elaboration

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