

Propuesta de un Instrumento para Determinar Tendencias de Gestión de Talento Humano en las Pymes de Bogotá y Cundinamarca *

Proposal of an Instrument to Determine Human Talent Management Trends in SMEs (Small & Medium-sized Enterprises) in Bogotá and Cundinamarca

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Resumen

El documento hace referencia a los resultados de la investigación encaminada a analizar las tendencias de gestión del talento humano en las Pymes de Bogotá y Cundinamarca.

Se evidencia que es un aspecto común en las grandes empresas de países industrializados, de economías emergentes y, en menor, escala en países en vías de desarrollo. Cabe señalar que la mayor parte del sector productivo de estos países está basado en pequeñas y medianas empresas (Pymes), razón por la cual su importancia es significativa y amerita adelantar este tipo de estudios, por tanto, se adelantó el estudio para establecer diferencias entre las prácticas formales de gestión del talento humano de las Pymes de la región Bogotá - Cundinamarca frente a un modelo estándar acorde a las tendencias actuales y de este modo identificar tendencias en la gestión del talento humano de estas empresas.

En desarrollo de la investigación, como ya se indicó, se analizan las prácticas formales de la gestión del talento humano y para ello en el proceso se revisaron diferentes modelos de gestión del talento humano, en especial los utilizados desde la década de los noventa. Se tomó como base, el modelo de Idalberto Chiavenato, en opinión de los autores, el más completo y con base en este, se desarrolló un instrumento de recolección de información tipo encuesta, el cual fue aplicado a una muestra estadística como proceso de prueba piloto, y con base en los resultados se hicieron los ajustes necesarios para alcanzar los mejores resultados de la investigación que se evidencia en este documento.

Abstract

The document refers to the research results of analyzing human talent management trends in SMEs (Small and medium-sized Enterprises) in Bogota and Cundinamarca. It is common in large companies in industrialized countries, emerging economies and, to a lesser extent, developing countries. It should be noted that most of the productive sector in these countries is based on small and medium-sized enterprises (SMEs). Therefore, the study was conducted to establish differences between SMEs' formal human talent management practices in the Bogotá-Cundinamarca region and a standard model in line with current trends, thus identifying trends in managing human talent in these companies.

In the development of the research, as already indicated, the formal practices of human talent management are analyzed, and for this purpose, different models of human talent management were reviewed in the process, especially those used since the 1990s. The model was based on Idalberto Chiavenato's model, in the opinion of the authors, the most complete, and based on it, a survey type information gathering instrument was developed, which was applied to a statistical sample as a pilot test process and based on the results, the necessary adjustments were made to achieve the best results of the research that is evidenced in this document.

Palabras clave

Gestión del talento humano, modelo de gestión del talento humano, Pymes.

Keywords

Human talent management, human talent management model, SMEs.

Introduction

In the globalization of the economy in all areas of society, including organizations as generators of material, social, cultural and technological wealth, the management of human talent is becoming increasingly important to achieve comparative and competitive advantages in a changing market with new challenges arising from the advancement of information and communication technologies, science, culture, innovation and human capital.

Despite all the economic, financial, growth and sustainability vicissitudes, SMEs represent a dynamic and growing sector in most of the world's economies; moreover, global economic conditions have stimulated the increase of these companies in the last 10 to 15 years (Liñán et al., 2020). These represent over 95.0% of companies worldwide and account for over 65.0% of employment (Eggers, 2020). These companies greatly contribute to job creation, technological innovation and economic production for developed and developing countries. Moreover, they are the largest employment generators, and their contribution to economic production is significant (Bonito & País, 2018).

Para los países latinoamericanos y, para Colombia en particular, estas empresas representan más del 98% del aparato productivo de la economía. Del total de empresas registradas y renovadas, el 87% son microempresas (350.265), el 9,0% pequeñas empresas (38.151), el 3,0% medianas (10.533) y el 1,0% grandes empresas (3.597) (INCP, 2021).

For the case of the study framework of this research, according to the Bogota Chamber of Commerce, CCB (2019), the Bogota - Cundinamarca Region is the main economic and business centre of Colombia, and the figures prove it. Between Bogota and the department of Cundinamarca is 22.0% of Colombia's population, with 10,985,285 inhabitants, 32.0%

of the national GDP is generated, 36.0% of the total number of companies and 54.0% of the largest companies in the country are located there.

Various studies (Al-Nawasrah, 2021; AlQershi et al., 2021; Bilan et al., 2020; Chaudhuri et al., 2018; Crane & Hartwell, 2019) reveal that SMEs have serious difficulties around Human Talent Management (HTM) in onboarding processes related to the treatment of personnel selection, job definition and performance evaluation, as well as remuneration, the lack of incentives and the complementation with other types of services to achieve the detention and consolidation of human capital, such as personnel development, work environment, hygiene and safety at work, among other shortcomings inherent to an ideal model of HHTM, according to the latest trends and prevalence in large organizations.

Considering the above, the general objective of this research is to analyze whether there are significant differences in formal human talent management practices of SMEs in the Bogota - Cundinamarca region, compared to a standard model according to current trends and the inherent relationship with the job satisfaction criterion, for which, it begins with the approach of an instrument that allows statistical measurement.

This research is associated with the need to contribute to the purposes of the Bogota - Cundinamarca Region Observatory of the Bogota Chamber of Commerce, generating knowledge and relevant information aimed at developing the productive potential of this region, providing entrepreneurs, authorities and the community the possibility of establishing criteria based on a latent reality around the management of human talent and interregional differentiation of SMEs, the most dynamic sector that makes up the productive apparatus with more than 92.0% of the business fabric.

Theoretical references

Human resource management processes constitute the fundamental basis of any organization. Pace et al. (2021) argue that human resources practices aim to generate organizational and individual effectiveness, determining employability and learning conditions.

For Molin et al. (2021), there is a possibility to use the HR index as a process feedback measure, and in a structured support model for the systematic management of the work environment, taking a sample of Swedish municipal employees investigates the association between the HR index and relational justice, short-term recovery, work environment related production, possible production losses related to the worker's health status; using a cross-sectional design that confirms that there is a positive association between the human talent index and the worker's short-term recovery, while there is a negative relationship between this index and the production loss related to the work environment.

In research on human talent management in small and medium-sized internationally oriented companies, Kravariti et al. (2021) analyzed institutional legislation and its influence on human talent management in a group of Greek companies using the multiple case method. They conducted interviews in a group of 6 SMEs. The authors find significant differences between multinational corporations and internationally oriented Greek SMEs, where the latter adopt an opportunistic approach to human talent acquisition by using available sources for their relevant search. The study finds that human talent retention in SMEs is appreciated for offering a variety of intrinsic and extrinsic incentives to retain talented workforce, which ensures organizational sustainability and competitiveness vis-à-vis peers, argues that human talent management represents a potential

as an effective workforce management strategy about the institutional management of the state.

Some authors affirm that human talent management improves the quality of human resources and favours the innovation and competitiveness of SMEs. In this regard, Harimurti and Hermawan (2021) show that human talent represents one of the company's most valuable assets since their talent, skills and competencies contribute to improving corporate and competitive performance. The research found that even SMEs needed to be made aware of the importance of human talent management. Qualitative research with a case study approach shows that human talent management can increase employee motivation and commitment to business objectives. They argue that all employees, regardless of their hierarchical level, constitute the company's talent and, therefore, talent management should develop policies aimed at strengthening competencies and overcoming weaknesses, permanent evaluation and feedback as conditions for improving the quality of work performance and thus the company's competitiveness.

The success of an organization lies in taking advantage of human resource management practices to fundamentally match strategic direction with the principles and values of the organization. In this regard, Gelle-Jimenez and Aguilin (2021) explain how using human resource management practices in this regard is fundamental. Through a case study, a university in Manila, the Philippines, evaluates the promotion and congruence between employees and the organization's core values. Through a qualitative study, they identify practices in recruitment and selection, performance management systems, training and development to analyze congruence with the strategic direction, mainly culture and values. They conclude that selection, motivation and retention, especially of high-quality personnel, are critical. Establishing congruence between

the organization's commitment is a fundamental mission of human talent management since its results and subsequent measurement guarantee a better understanding of workers' roles in their performance and the impact on organizational performance.

Human talent management includes variables and dimensions such as strategic innovations, human capital and performance. AlQershi et al. (2021), in an empirical study investigating human capital and the performance of SMEs in Yemen, used econometric methods for data analysis to show a moderating relationship between strategic innovation and organizational performance. The increase in human capital impacts strategic innovation and, therefore, generates a significant relationship in the performance of SMEs, with human capital being the moderating variable of this relationship.

Human talent management greatly impacts any organization as it allows for the generation of adequacy processes in the person-work relationship. According to Al-Nawasrah (2021), in a study with a descriptive and analytical approach applied to employees of Jordanian airline companies within the middle management levels for a group of 185 people and applying a comprehensive survey, they found that human resource management practices have a statistically significant effect on the adequacy of the person to the role of his job and performance of his functions. The management capacity and leadership of the human talent unit facilitate the alignment of the individual with his or her job and, therefore, contribute to the fulfilment of objectives, competitiveness and business growth.

Good human resource management is also associated with organizational strategies committed to the environment, social responsibility and green innovation for environmental performance; in such sense, Singh et al. (2020), based on the theory of capability, innovation and opportunity, explain how green

human resource management interacts with the links between green transformational leadership of green innovation with environmental performance, thus, through structural equation modelling and data survey to 309 small and medium enterprises demonstrate that green human resource management practices and the influence of green transformational leadership has remarkable influence on green innovation of companies, that is, in all green innovation practices, sustainable commitment to achieve greater competitiveness in the environment.

Considering human talent management as a strategic area within any organization, unconventional situations may arise and must be aligned with different organizational cultures and performance types. Ramadista and Kismono (2020), based on a fit model based on data collected from a sample of 128 respondents representing 64 Indonesian companies from nine industrial sectors, analyze the model against four human talent management practices: human relations, internal process, rational goals, and open systems. The results show that good human talent management supports the type of organizational culture and, therefore, positive business performance. The authors argue that companies must adapt their human resource management practices to the organizational culture to improve performance.

Most SMEs lack a human resources department, which results in the ability to adopt strategies to retain and attract quality human talent. In this regard, Monteiro et al. (2020) develop an employee branding model applicable to SMEs to increase and enhance the attraction and retention of human talent, using an exploratory approach based on a quantitative perspective to develop an employer branding model based on four essential questions, namely: (1) Organizational Culture (e.g., Do employees have a job description aligned with the corporate culture?), (2) Company Strategy (e.g., What is the company's strategy if turnover declines?),

(3) Company Reputation (e.g., How do you perceive and deal with negative feedback?), and (4) Reward Systems (e.g., Do you feel your employees are intrinsically or extrinsically motivated? Or both?), which are layered in a logical sequence. Finally, they argue that this model provides a set of strategic and competitive benefits for SMEs while helping to make companies more profitable, as it has an impact on obtaining a better image and reputation, allowing them to differentiate themselves from other companies in the ongoing competition to attract and retain relevant human talent.

Some studies indicate that human talent management practices impact the work performance of SME executives or managers. In this regard, Krishnan et al. (2020), in examining the results of 300 questionnaires applied to SMEs in Malaysia to test the model using partial least squares for primary data analysis and testing their hypothesis, found that industrial SMEs are different from other sectors such as mining, quarrying, construction, services and primary agriculture, and it is in this sector where human talent management plays a moderating role that influences the job performance of SME managers.

An important challenge for the research and management of human talent in SMEs is determining how personnel management functions during times of crisis in companies. In this regard, Hoke et al. (2020) conducted an investigation on Czech companies, highlighting the importance of the human resources department in society and, of course, the impact of the crisis on human resources management and proposing a series of strategies and measures that should be incorporated to cause less damage in times of crisis in companies when drastic measures are taken to cut personnel.

Another aspect analyzed in human resource management is related to the influence of competency management on the human

resource policies of organizations; in this regard, Hedhili and Boudabbous (2020), in an empirical study through the questionnaire applied to 124 Tunisian companies, seeks to demonstrate what is the influence of competency management on human resource policies, i.e. recruitment, evaluation, training, compensation and career management. The results confirmed that competency-based management positively influences human resources policies.

Human Resource Management is part of the process that helps the organization to achieve its corporate governance objectives, states Dincă et al. (2020) since once strategically established, it is important to set achievable goals to turn them into action plans, which cannot be achieved without including people and, therefore, human resource management is a fundamental part of the process since it is responsible for determining which people are needed, how to use them, how to get them, how to lead them, and this is why human resource management is a strategic part of corporate governance.

The problems experienced by SMEs in human resource management practices and their close relationship with organizational success are associated with difficulties in recruiting and retaining qualified employees. Bilan et al. (2020) argue that attracting and retaining talent is an important factor in the competitiveness of companies and, by extension, of countries. In research in Ukraine, through cluster analysis, he demonstrates that recruitment and retention problems of skilled workers have a high impact on the firm's profitability. The main problems faced by SMEs in filling vacancies or retaining human talent, as perceived by employers, are 1) Market factors: shortage of employees with the required skills, 2) Internal problems in ensuring the attractiveness of jobs (material-paid and intangible - career prospects, flexible working hours - legal employment), 3) Internal factors of ineffective human resource management, including recruitment, 4) Psychophysiological

factors of job satisfaction. The study concludes that HRM practices in small and medium-sized enterprises in Ukraine are largely constructed chaotically, without analyzing the impact on the efficiency of using other resources and without providing links to the overall economic efficiency of enterprises.

Considering the rise and advancement of information and communication technologies in today's society, human talent management should consider factors under the conditions of the digital transformation of organizations. Bessonova and Goryacheva (2020) analyze the initial conditions and significant factors for the transition of human talent management in the digital era and the preparation of the transition from digital literacy of workers to digital transformation in enterprise personnel management, given the change of working conditions, new challenges not only in processes of new industrialization but also the development of digitalization, and as a result argue that the inevitable digital transformation constitutes a new paradigm of development in personnel management at the enterprise level.

Good human talent management in SMEs impacts employee performance, which can ensure greater competitiveness in an increasingly demanding market. Vera-Barbosa and Blanco-Ariza (2019) analyze the human talent management needs of SMEs in the service sector affiliated with the Colombian Association of Small and Medium Enterprises (ACOPI) in Barranquilla, Colombia. Using a quantitative approach with a descriptive correlational method, they survey information from 30 service companies to demonstrate how to improve the business performance of competitiveness based on a good model of human talent management, as it directly affects the internal processes of SMEs and competitiveness.

During the last decades, there has been an ongoing debate around human talent

management since its initial conception, which was defined as human resource management. Sparrow (2019) performs a historical analysis of the criticisms in the debate on human talent management, evaluating positions of logical progression and growing coherence, identifying six concepts that guided and enabled the subsequent development of the field of human talent management until reaching the concept of human capital, management by competencies and other meanings that have a connotation sometimes in an ideological manner. Despite this, he argues that there has been a logical, progressive and problem-based evolution of ideas in the field that must fit into today's critical perspectives.

Studying and identifying human talent management practices in SMEs has been considered relevant in mapping and establishing common or differentiated practices. In this regard, Pauli and Poczowski (2019) conducted an exploratory study in Polish companies to identify and search for common patterns in human talent management. The questions were: How do SMEs define talent, and what are its indicators? What is the approach of The Tax Modernization (TM) project in SMEs? What is the focus of The Tax Modernization (TM) project in SMEs? What kind of activities related to The Tax Modernization (TM) project do SMEs perform? Is it possible to link the activities performed by SMEs in coherent patterns? The results confirmed various forms of human talent management in SMEs. Likewise, the particular approaches differ significantly.

Another important aspect to mention is that Big Data has contributed to generating a new scenario of future perspective regarding human talent analytics, so Nocker and Sena (2019), analyzing the benefits and costs associated with the use of talent analytics within an organization, highlight the differences between talent analytics and other fields of business analytics; they discuss a series of cases aimed at proposing

improvements in organizational decision making and highlight the costs (in terms of data governance and ethics) that the widespread use of talent analytics can generate. Finally, they refer to the importance of trust in supporting the successful implementation of talent analytics projects, especially in large companies that are not yet affordable to SMEs.

One of the sectors where human talent management has the greatest impact is the tourism sector because the level of satisfaction of domestic and foreign customers is the best reference for achieving a competitive positioning in this field. López Sarmiento et al. (2019), through a correlational, non-experimental and cross-sectional quantitative approach, make a proposal where it allows establishing the relationship between participation and transformational leadership styles of managers to retain human talent in tourism SMEs in the department of Boyacá - Colombia and finds that transformational leadership allows guiding the achievement of objectives through the influence of charisma, motivation, psychological tolerance, among other factors.

Continuing with the literature review on human talent management, at a general level, Crane and Hartwell (2019) present a theoretical model that describes the interaction between social and human capital and the positive or negative influence it can take. The model evaluates social capital flows versus human capital stocks. Understanding such interaction is critical in determining the implications for human talent management practices in talent selection, development, and utilization processes.

Studies on the relationship between human capital and the productivity of SMEs are conducted by Simancas Trujillo et al. (2018), and from a documentary perspective, they seek to demonstrate the relationship between human capital and the productivity of SMEs, taking as a reference the report of results of

the first half of 2016 of the Survey of Large SMEs in Colombia (ANIF, 2016a, 2016b). They conclude that managing human capital is a key factor in the productive development of industrial, commercial, and service SMEs in Barranquilla.

Today, it is perceived that human talent management has become a key strategy for large companies but not for SMEs, where research and the availability of specialized publications are relatively scarce; this led Krishnan and Scullion (2017) to study the gap in human talent management of large companies versus SMEs, in it, they explore the applicability of the notion of human talent management conceptualized in large companies to the context of SMEs and propose a framework that allows identifying the characteristics of human talent inherent to SMEs, where different institutional and structural factors emerge.

After having carried out an exploratory analysis of the state of the art related to human talent management for SMEs, it is observed that few studies comprehensively analyze the significant differences between a management model based on the latest trends compared to the prevailing recurrent practices in SMEs in developing countries, initially in Latin America and Colombia, in particular. Many scholars on human talent management in SMEs base their work on collecting information from managers rather than on the perception of workers or employees, who are the ones who best evaluate the policies and processes in the performance of their positions at different levels. The existence of this theoretical and empirical vacuum, of construction of reliable, valid and objective instruments that can differentiate the distance between large companies and SMEs in various productive sectors, especially when this differentiation is also territorial between companies located in capital cities and regional companies, makes the proposed research valid, since it constitutes a challenge to generate new

knowledge and contribute to the understanding, analysis and generation of public policies and business management for SMEs, according to the mission and purpose of the Bogotá - Cundinamarca Region Observatory of the Bogotá Chamber of Commerce.

Methodology

This research approach is mixed and links several technical and methodological processes aimed at collecting numerical data that measure the different variables analyzed in the study. The collection of information is carried out through a validated standardized instrument, through descriptive and inferential statistics tests that guarantee the reliability of the information collected and with which the final results were reached that explain the problem posed by human talent management around the formal practices prevailing in SMEs in the Bogotá - Cundinamarca region.

As part of the research process, the hypothesis Ho1 is raised: according to which, is there no non-compliance in formal practices of human talent management of SMEs in the Bogotá - Cundinamarca region compared to a standard model according to current trends? Moreover, The alternative hypothesis, HA1, is whether there is non-compliance in formal practices of human talent management of SMEs in the Bogotá-Cundinamarca region compared to a standard model according to trends.

By the established general objective and in order to support its fulfilment, the theoretical support is started, which defines as such which model is the most convenient to be able to analyze the existing differences between the formal practices of human talent management of SMEs in the Bogotá - Cundinamarca region compared to a standard model according to current trends. In this progress, it is found that, since the decade of the nineties, there are authors who propose

human talent management models such as those presented in Mondragón et al., 2017: Besseyre Des Horts Model (1990), Beer and Collaborators Model (1990), Werther and Davis Model (1991), Quintanilla Model (1991), Hax Model (1992), Harper and Lynch Model (1992), Cidec Model (San Sebastián, 1994), Bustillo Model (1994), Zayas Model (1996), De Chiavenato Model (2000), HRM Model of Diagnosis, Projection and Control (Dpc) (Cuesta, 2005).

This preliminary review leads to the conclusion that the most convenient model to adopt in the methodological process, in which the dimensions and variables that will result in reagents of the information collection instrument can be found, is the Idalberto Chiavenato model, which integrates several elements of the other models analyzed and has a Latin American focus. Chiavenato defines that human talent management comprises six processes accompanied by their respective elements and tools defined as follows: 1) Processes to integrate people, 2) Processes to organize people, 3) Processes to reward people, 4) Processes to develop people, 5) Processes to retain people and 6) Processes to audit people.

Once Idalberto Chiavenato's human talent management model has been determined, the instrument will be designed to statistically measure the formal practices developed in this area in SMEs in Bogotá and Cundinamarca.

Instrument Design

With the theoretical definition of the model, the research process is continued by designing the information collection instrument, which is expected to be one of the contributions to new knowledge, considering that there are no models oriented to SMEs. Thus, the Chiavenato model, the chosen model, included

the variable of job satisfaction, and from its components, the instrument was built, which included 15 dimensions and eight variables, for a total of 120 questions. Next, the instrument was validated, which included the review of thematic experts who suggested adjusting it to 12 dimensions and 102 questions and the inclusion of the dimension of job satisfaction with 15 questions.

Pilot test. As part of the process, a pilot test was carried out on a sample of 18 dependent workers from Bogotá and different municipalities of Cundinamarca. The data obtained in this exercise were statistically processed with the support of IBM SPSS Statistics software. The results of this test showed the need to adjust the instrument to gain greater reliability, in which the remuneration dimension was the

one that required the most adjustments since the reagent concluded with a Cronbach alpha of less than 0.70; once the instrument was adjusted, its results were validated again for a Cronbach alpha of 0.986, a highly reliable result. Therefore, the final instrument was specified with 13 dimensions and 57 questions. The statistical analysis, which can be seen in Table 1, yielded the following results: 77.0% of the companies surveyed are in Bogotá and 22.2% in Cundinamarca; in terms of sex, 38.9% are men, and 61.1% are men, their level of education is mainly university with 66.7%, followed by postgraduate with 2.2% and 11.1% secondary; On the other hand, the age group is made up of 33.3% under 25 years old, 38.9% between 25 and 35 years old and 27.8% between 36 and 55 years old.

Table 1

Sociodemographic data obtained in the pilot test

Workers of companies located in Bogotá	77.8%
Workers of companies located in municipalities of Cundinamarca	22.2%
Female gender	38.9%
Male gender	61.1%
Other genders	0%
Secondary education level	11.1%
University education level	66.7%
Postgraduate education level	22.2%
Age under 25 years	33.3%
Age between 25 to 35 years	38.9%
Age between 36 to 55 years	27.8%

Source: Research Results Pilot Test data with Statistical Processing using IBM SPSS Statistics 26

The surveyed workers work in companies dedicated to different economic activities represented in percentages as follows:

Table 2*Economic activity of the companies that employ respondents*

Economic Activity	%
of the Company	5.6%
Industrial	5.5%
Commercial	83.3%
Services	5.6%

Source: Research Results Pilot Test data with Statistical Processing using IBM SPSS Statistics 26

As seen in Table No. 2, the economic activity with the greatest weight is commercial with 83.3%, industrial and agricultural with 5.6%, respectively, and industrial with 5.5%.

Pilot test results. Regarding the results of the pilot test, applied to Idalberto Chiavenato's human talent management model, the following information is presented for each dimension:

Table 3*Summary of the overall results of the instrument*

Dimension	No. of Adjusted Reagents	Final Cronbach's alpha result
A - Recruitment	1	0.853
B - Selection	0	0.840
C - Job Design	0	0.891
D - Performance Evaluation	0	0.925
E - Remuneration	5	0.936
F - Social Benefits	0	0.821
G - Incentives	0	0,973
H- Training	0	0.967
I - Talent Development	0	0.958
J - Health and Safety	0	0,871
K- Quality of Life	0	0,940
L - Employee Relations	0	0,936
M- Information Systems	1	0,851
SL- Job Satisfaction	0	0,958

Source: Research Results Pilot Test data with Statistical Processing using IBM SPSS Statistics 26

As seen in Table No. 3, Cronbach's alpha of 0.986 is an excellent result that gives a high degree of reliability and will allow the

application to proceed. It should be noted that all dimensions achieved results higher than 0.821.

Results

Initially, an overall analysis is made of whether SMEs in Bogotá and Cundinamarca are fully

complying with formal practices of human talent management in this specific case by the Chiavenato model, and in this sense, the following results are presented in Table No. 4.

Table 4

Consolidated results of the Human Talent Management Model in SMEs in the Bogotá-Cundinamarca Region

Consolidated Human Talent Management Model				
	Frequency	Percentage	Valid percentage	Cumulative percentage
Never	1	,3	,3	,3
Almost Never	29	7,2	7,2	7,5
Occasionally	114	28,5	28,5	36,0
Almost Always	155	38,8	38,8	74,8
Always	101	25,3	25,3	100,0
Totally	400	100,0	100,0	

Fuente: Resultados de esta Investigación. Datos procesados con IBM SPSS Statistics 26

From the table above, it can be deduced that 7.5% of SMEs in the Bogotá-Cundinamarca region do not apply human talent management processes, 28.5% do so occasionally, 38.8% almost always, and 25.3% always do so. Considering this quantitative information, it can be stated that 36.0% of the SMEs under analysis do not comply with formal human talent management practices, while 64.0% of SMEs, according to employee criteria and perception, are complying. In this way, the null hypothesis that states that Ho1: There is no non-compliance in formal human talent management practices of SMEs in the Bogotá - Cundinamarca region compared to a standard model according to current trends is rejected, and the alternative hypothesis is accepted, which states: HA1: There is non-compliance in formal human talent management practices of SMEs in the Bogotá - Cundinamarca region compared to a standard model according to current trends.

It is verified that there are no significant differences between the formal practices of human talent management, according to the model of Idalberto Chiavenato, applied in SMEs of Bogotá and companies of municipalities of the department of Cundinamarca, although it is worth clarifying that, according to the statistics, the figures presented for SMEs in Bogotá can improve.

Although formal practices of human talent management are being carried out both in the city of Bogotá and in the Cundinamarca region, it is essential to refer to the results of the study regarding the level of implementation of these practices against the 13 variables that were taken as a reference for this study as human talent management practices and that, according to the workers of these companies, in Bogotá and Cundinamarca, yield the following results:

Table 5

Most weighted criteria in terms of the assessment of human talent management in Bogotá and Cundinamarca

Variable	Highest Number of	Highest Number of Responses on the Likert scale Cundinamarca
Recruitment	Responses Likert Scale Bogotá	Almost always 44.7%
Selection	Almost always 38.4%	Always 43.5%
Job Design	Almost always 34.3%	Always 49.4%
Performance Evaluation	Almost always 39.4%	Always 44.7%
Remuneration	Occasionally 35.6%	Always 48.2%
Freight Benefits	Almost always 37.5%	Always 43.5%
Incentives	Always 33.7%	Almost always 29.4%
Training	Almost always 30.2%	Always 35.3%
Talent Development	Almost always 30.8%	Always 37.6%
Hygiene and Safety	Almost always 34.6%	Almost always 49.4%
Quality of Life	Always 41.3%	Always 34.1%
Employee Relations	Almost always 31.4%	Always 31.8%
Administrative Information Systems	Almost always 32.4%	Almost always 41.2%

Source: Results of this Research. Data processed with IBM SPSS Statistics 26

It is important to mention that, although these are the highest scores adding up the factors, the results show that 100% of the variables in the sum of the responses are below 50%; even so, better behaviour can be observed in the responses for the Cundinamarca region.

Conclusions

The results of the study show the need to delve deeper into this type of analysis with an emphasis on SMEs, taking as a reference that there are few studies on the subject, and the results show that it is a fundamental aspect of the continuity of these companies, since adequate management of human talent is a driving factor for all existing resources within it.

Idalberto Chiavenato's human talent management model can be measured using an instrument and, in turn, analyzed against the criterion of job satisfaction since it is understood that good personnel management results, among other things, in the job satisfaction of its workers.

The initial instrument, as already mentioned, based on the Chiavenato model, changed little compared to the results of the statistical measurement; that is, the model itself covers elements of high importance for workers that need to be taken into account within companies.

In the pilot test process to validate the instrument, the remuneration dimension was the one that required the greatest adjustments as this

is a sensitive issue for all workers, which can be subjective for each participant in the sample.

The instrument designed and applied in this research, which reached a Cronbach's alpha of 0.986, shows its goodness to continue being used in other studies that are carried out in companies that require this type of study and can be a tool that allows these measurements to be made in other contexts at a national and global level, because as theoretically demonstrated, one of the reasons for choosing Idalberto Chiavenato's model is its comprehensiveness, to which, adding the criterion of job satisfaction, allows for an interesting correlation that will be a source of information for managerial decision-making.

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