

Efficiency of human talent management in the district municipality of Pillco Marca, Huánuco, 2025

Eficiencia de la gestión del talento humano en la Municipalidad Distrital de Pillco Marca, Huánuco, 2025

William Alzamora-García^{1,a} , Yoel Luis Espinoza-Masgo^{1,a} , Kuennyn Ingunza-Soria^{1,a} 

¹ Universidad de Huánuco, Huánuco, Perú.
^a Tenth-semester student.

ABSTRACT

Objective. This research was conducted with the purpose of describing the efficiency of human talent management in the District Municipality of Pillco Marca, Huánuco, 2025. **Methods.** A quantitative approach, a non-experimental design, and a simple descriptive type were employed. The population was confirmed by administrative staff and officials, and a questionnaire was applied to a sample of 80 participants. The instrument was based on Huaytán Tucto (2021) and was structured into six dimensions: organization and planning, training and personal development, evaluation and results, communication, recognition and motivation, and support and continuous improvement. The data were processed using SPSS version 26, applying descriptive statistics (mean and standard deviation) and establishing an interpretation scale to determine the level of efficiency. **Results.** The human talent management variable obtained an overall mean of 3.49, placing it at the efficient level. The dimensions evaluated were located in an efficient level and presented the following scores: organization and planning (3.66), training and personal development (3.36), evaluation and results (3.65), communication (3.57), recognition and motivation (3.21), and support and continuous improvement (3.49). **Conclusions.** Human talent management in the District Municipality of Pillco Marca is classified as efficient.

Keywords: administration; management; human talent; efficiency; motivation.

RESUMEN

Objetivo. La investigación se realiza con la finalidad de describir la eficiencia de la gestión del talento humano en la Municipalidad Distrital de Pillco Marca, Huánuco, 2025. **Métodos.** Se empleó un enfoque cuantitativo, un diseño no experimental y el tipo descriptivo simple. La población estuvo conformada por trabajadores administrativos y funcionarios, y se aplicó un cuestionario a una muestra de 80 participantes. El instrumento se basó en Huaytán Tucto (2021) y se estructuró en seis dimensiones: organización y planificación, capacitación y desarrollo personal, evaluación y resultados, comunicación, reconocimiento y motivación, y apoyo y mejora continua. Los datos fueron procesados en el programa SPSS versión 26, aplicando estadísticos descriptivos (media y desviación estándar) y estableciendo un baremo de interpretación para determinar el nivel de eficiencia. **Resultados.** La variable de gestión del talento humano obtuvo una media general de 3.49, ubicándose en el nivel eficiente. Las dimensiones evaluadas se ubicaron en el nivel eficiente y presentaron los siguientes puntajes: organización y planificación (3.66), capacitación y desarrollo personal (3.36), evaluación y resultados (3.65), comunicación (3.57), reconocimiento y motivación (3.21) y apoyo y mejora continua (3.49). **Conclusiones.** La gestión del talento humano en la Municipalidad Distrital de Pillco Marca se clasifica como eficiente.

Palabras clave: administración; gestión; talento humano; eficiencia; motivación.

Cite as

Alzamora-García, W., Espinoza-Masgo, Y.L., e Ingunza-Soria, K. (2026). Efficiency of human talent management in the district municipality of Pillco Marca, Huánuco, 2025. *Innovación Empresarial*, 6(1), 56-63. <https://doi.org/10.37711/rcie.2026.6.1.8>

INTRODUCTION

Human talent management represents a key element in achieving efficiency and fulfilling institutional objectives, as personnel are considered the most important intangible resource. However, although its value is widely recognized, the processes of human capital selection and development in the public sector have gradually evolved in response to the dynamics and needs of the current environment.

Chiavenato (2017) states that human resource management refers to the incorporation, development, and optimization of employees' capabilities to achieve organizational objectives. In a Peruvian public institution, León Aguilar and Villanueva Figueroa (2025) found that talent management had a positive influence on job performance. From a broader perspective, Jiang et al. (2012) conducted a meta-analysis demonstrating that human resource systems that include skill development, motivation, and opportunities have positive effects on key organizational outcomes related to human capital and employee motivation. Similarly, Robbins and Coulter (2018) indicate that, through the planning and organizing process, objectives, responsibilities, and resource coordination mechanisms can be identified. Public employment management in Latin America and the Caribbean continues to require institutional capacities for attracting, developing, and strategically managing the people who provide public services. The Organisation for Economic Co-operation and Development (OECD, 2024) recognizes the importance of public employment management in the region for the level of government practices. The OECD (2023) calls for greater adaptability, learning, and mobility of the public workforce. Therefore, professionalization, competency development, and modernization of people management are aspects that define the process of improving institutional capacity.

In Peru, Castro Mori and Delgado Bardales (2020) indicate that deliberate human talent management was a positive indicator of job performance. They stated that an effective talent management method included training and performance incentives. According to Huaytán Tucto (2021), the relationship between human talent management and job performance in the District Municipality of Castillo Grande, in the municipal sphere of Huánuco, is positive, with certain nuances. Similarly, Huerta Soto (2023) found a high and significant positive variation between public management modernization and human talent management in the District Municipality of Huaylas.

At the regional level, Astete Montalvo et al. (2024) found a positive and significant association between human talent management and service quality among municipal officials in the Central Amazon region of Ecuador. In Huánuco, Rimas Castillo (2024) reported a high and significant relationship between human talent management and job competencies among employees of the District Municipality of Luyando.

Similarly, according to Durand Aquino (2024), human talent management and employee *engagement* among employees of the District Municipality of Castillo Grande were also strengthened by the presence of a positive relationship with staff and training.

In the case of the District Municipality of Pillco Marca, previous studies have documented issues related to personnel management and service delivery. Cayco Nieto and Palpan Valer (2021) identified difficulties related to communication between newly hired employees and more experienced staff. These obstacles negatively affect organizational integration. For their part, Gabriel Caldas (2025) studied human talent management and the quality of services for older adults at the CIAM of the District Municipality of Pillco Marca. These local precedents justify specifically investigating human talent management in this municipal institution.

Although studies on talent management in the public sector are diverse, a gap can be identified in the measurement of the efficiency of talent management in district municipalities, where correlational and comparative methods prevail. This study aims to address this gap by describing the efficiency of talent management in the District Municipality of Pillco Marca, thereby providing empirical data that contribute to the advancement of public administration theory.

The study is justified from a practical perspective, as it will help identify the strengths and weaknesses of the institution, which will serve as a basis for decision-making and the formulation of local policies aimed at developing personnel management and improving service quality.

Thus, the present study is necessary to determine the current level of effectiveness in human talent management at the District Municipality of Pillco Marca. The main objective is to provide proposals that will contribute to improving institutional management and the delivery of public services.

In this context, human talent management in the District Municipality of Pillco Marca, Huánuco, 2025? To answer this question, the objective was to describe the efficiency of human talent management in the municipality in terms of organization and planning, training and personal development, evaluation and results, communication, recognition and motivation, and support and continuous improvement. Thus, the study seeks to generate evidence that will make it possible to identify strengths and weaknesses in institutional management.

METHODS

Design and approach

The study employed a quantitative approach and a non-experimental design, as the data were collected at a single point in time in 2025, without deliberately

manipulating the variable. According to Hernández-Sampieri et al. (2014), non-experimental designs allow phenomena to be observed in their natural contexts for subsequent analysis.

Population and sample

The study population consisted of all workers of the District Municipality of Pillco Marca, Huánuco, including both administrative staff and municipal officials, who collectively represent the workforce on which the efficiency of human talent management was evaluated.

According to the Institutional Human Resources Registry of the District Municipality of Pillco Marca (2025), the total population consists of 160 workers, of whom 20 are officials and 140 are administrative staff.

Since the study aimed to assess the efficiency of human talent management based on the direct perceptions of the municipality's administrative and operational personnel, non-probability convenience sampling was employed. This type of sampling was appropriate because it allowed timely access to workers who met the established criteria and were available during the data collection period. Convenience sampling is used when immediate and direct information about the phenomenon under study is required, optimizing time and resources without compromising the validity of the data obtained.

Therefore, the final sample consisted of 80 participants, of whom 20 were officials and 60 were administrative staff.

Inclusión criteria

The study included workers who met the following conditions: administrative staff and officials actively working at the District Municipality of Pillco Marca; personnel with a minimum tenure of six months within the institution; and participants who voluntarily agreed to participate in the study.

Exclusion criteria

The following cases were excluded: workers who were on leave, medical leave, or vacation during the data collection period; personnel hired under temporary arrangements or service contracts without a direct administrative relationship; and workers who did not agree to participate in the study.

Instrument

For data collection, a structured questionnaire consisting of 18 items was used. It was designed to measure the efficiency of human talent management in the District Municipality of Pillco Marca, based on six key dimensions of public management: organization and planning, training and personal development, evaluation and

results, communication, recognition and motivation, and support and continuous improvement.

This instrument was selected because it allows for the collection of direct and accurate perceptions from personnel regarding internal institutional processes, facilitating the identification of the actual level of efficiency in human talent management.

The questionnaire used a five-point Likert-type response scale: 1: strongly disagree, 2: disagree, 3: neither agree nor disagree, 4: agree, and 5: strongly agree.

Analysis of the measurement instrument: Questionnaire

The questionnaire was subjected to an internal consistency assessment to ensure the reliability of the results. For this purpose, Cronbach's alpha and McDonald's omega coefficients were applied, both of which are widely used in social and organizational studies.

Validity and reliability

The validity and reliability of the instrument were considered adequate, following the methodological criteria proposed by Nunnally and Bernstein (1994), who indicate that reliability coefficients of 0.70 or higher can be considered acceptable for research purposes. The questionnaire developed by Huaytán Tucto (2021), adapted for this study, achieved a Cronbach's alpha of 0.92 and a McDonald's omega of 0.911, values that reflect a high level of internal consistency of the instrument in the evaluated sample.

Ethical considerations

The present study complied with the ethical principles established by the University of Huánuco and international ethical standards for social research. Prior to administering the questionnaire, participants were informed about the objectives of the study, its academic nature, and the exclusive use of the information for scientific and statistical purposes. Each worker was informed beforehand and expressed their voluntary willingness to participate, with the freedom to withdraw from the study at any time without any professional or personal repercussions.

Procedure and analysis

For the interpretation of the results, an analysis scale was developed based on the five-level Likert scale used in the questionnaire, with the purpose of classifying the level of efficiency of human talent management in the District Municipality of Pillco Marca. This scale made it possible to transform the mean values obtained using SPSS v26 software into qualitative categories that reflect the degree of efficiency observed across the different dimensions evaluated.

RESULTS

Table 1
Variable: management of human talent

Dimension	Average	Level according to the scale
Organization and planning	3.66	Efficient
Training and personal development	3.36	Efficient
Evaluation and results	3.65	Efficient
Comunication	3.57	Efficient
Recognition and motivation	3.21	Efficient
Support and continuous improvement	3.49	Efficient

Variable mean: 3.49.
Level according to the scale: efficient

The means obtained range from 3.21 to 3.66, with an overall mean of 3.49.

The average values obtained show that the six dimensions evaluated have scores within the “efficient” level, evidencing consistency in the overall means. Organization and planning, evaluation and results, and communication recorded the highest scores within the variable, whereas recognition and motivation presented the lowest mean, although still within the same level established by the scale.

Table 2
Dimension: organization and planificación

Items	N	Min.	Max.	Mean	Standard deviation
p1	80	1	5	3.86	1.25
p2	80	1	5	3.63	1.02
p3	80	1	5	3.49	1.13

Dimension mean: 3.66.
Level according to the scale: efficient.

The findings show means ranging from 3.49 to 3.86, with a dimensional mean of 3.66, reflecting higher values within the observed range.

Table 3
Dimension: training and personal development

Items	N	Min.	Max.	Mean	Standard deviation
p4	80	1	5	3.35	1.09
p5	80	1	5	3.35	1.07
p6	80	1	5	3.39	1.00

Dimension mean: 3.36.
Level according to the scale: efficient.

The items present means ranging from 3.35 to 3.39, with an overall mean of 3.36.

Table 4
Dimension: Evaluation and Results

Items	N	Min.	Max.	Mean	Standard deviation
p7	80	1	5	3.61	1.05
p8	80	1	5	3.55	0.88
p9	80	1	5	3.80	0.96

Dimension mean: 3.65.
Level according to the scale: efficient.

The items present means ranging from 3.55 to 3.80, with an overall mean of 3.65.

Table 5
Dimension: comunicacion

Items	N	Min.	Max.	Mean	Standard deviation
p10	80	1	5	3.59	0.99
p11	80	1	5	3.56	0.95
p12	80	2	5	3.56	0.85

Dimension mean: 3.57.
Level according to the scale: efficient.

The averages range from 3.56 to 3.59, with a dimension mean of 3.57.

Table 6
Dimension: recognition y motivation

Items	N	Min.	Max.	Mean	Standard deviation
p13	80	1	5	3.15	1.07
p14	80	1	5	3.20	0.99
p15	80	1	5	3.29	0.96

Dimension mean: 3.21.
Level according to the scale: efficient.

The means range from 3.15 to 3.29, yielding an overall mean of 3.21.

Table 7
Dimension: support and continue improvement

Items	N	Min.	Max.	Mean	Standard deviation
p16	80	1	5	3.57	0.85
p17	80	1	5	3.42	0.91
p18	80	1	5	3.48	1.04

Dimension mean: 3.21.
Level according to the scale: efficient.

The findings indicate means ranging from 3.42 to 3.57, with an overall mean of 3.49.

Table 8
Scale for the Analysis and Interpretation of Results According to the Likert Scale

Likert Scale	Efficiency level	Score range	Interpretation
5	Highly efficient	.00 - 5.00	There is strong organization, effective communication, and strong recognition of personnel.
4	Efficient	3.00 - 3.99	Objectives are met, although some aspects of motivation and development can be improved.
3	Neither efficient nor inefficient	2.00 - 2.99	Processes function partially, but there are weaknesses in motivation and communication.
2	Inefficient	1.00 - 1.99	There are structural deficiencies, lack of planning, and low staff training.
1	Totally inefficient	0.00 - 0.99	Disorganization and lack of leadership severely affect institutional performance.

Note. The scale was designed using a five-point Likert scale in the instrument adapted from Huaytán Tucto (2021). The ranges used to interpret the means for classification in the present study were operationally defined by the researchers.

The descriptive analysis yielded the following mean values: the means ranged from 3.15 to 3.86, with an overall mean of 3.50 and an average standard deviation of 1.00.

According to these values and the scale developed based on the Likert scale, the efficiency level falls within the efficient range.

The highest scores were observed in the dimensions of organization, with a score of 3.86, and communication, with a score of 3.80, which evidences acceptable internal coordination. However, the lowest mean scores were found in recognition, with 3.15, and motivation, with 3.20, demonstrating deficiencies in recognition mechanisms, incentives, and job satisfaction.

Thus, it is identified that the main problem of the District Municipality of Pillco Marca is the lack of implementation of personnel recognition and motivation strategies, which directly affects the organizational climate, job satisfaction, and overall efficiency of human talent management. In addition, the results obtained showed that, although there are advances in aspects of internal organization, communication, and planning, the dimensions of recognition, motivation, and professional development presented lower scores, demonstrating weaknesses in human resource management.

Likewise, the overall mean of 3.50 places the District Municipality of Pillco Marca within the efficient range, indicating that human talent management partially meets institutional objectives but has not yet reached a high level of efficiency. The analysis shows that internal organization and communication have favorable results, evidencing progress in coordination among areas and clarity in the transmission of information. However, the lowest values are found in motivation, recognition, and training, indicating that personnel do not perceive sufficient opportunities for growth or incentives for their work efforts. This situation leads to a decrease in institutional commitment and the efficiency of public services, affecting the quality of service provided to citizens.

The findings showed efficient management, with potential for improvement if mechanisms for continuous training, performance evaluation, and incentive programs are strengthened.

DISCUSSION

Human talent management variable

The mean of 3.49 for the human talent management variable places it in the efficient category of the scale used in this study. This demonstrates that human talent management has a positive impact on the desired outcomes at work. León Aguilar and Villanueva Figueroa (2025) found that, in a Peruvian public institution, human talent management was positively correlated with job performance. Jiang et al. (2012) conducted a meta-analysis showing how activities designed to improve the skills, motivation, and participation of participants/spectators strengthen human capital and organizational motivation. In the municipal context of Huánuco, Huaytán Tucto (2021) found a moderately positive relationship between talent management and job performance. These findings support the importance of comprehensive personnel management, although they do not support the assertion that an average of 3.00 or higher, by itself, constitutes a universal performance standard. Therefore, the interpretation of the value of 3.49 should remain within the limits of the range defined in this study.

Organization and planning dimension

The results show that the organization and planning dimension achieved a mean of 3.66, thus placing it at the efficient level of the study scale. This suggests that employees perceive the definition of roles, the implementation of appropriate procedures, and coordination among the different sections. According to Robbins and Coulter (2018), organization and planning contribute to the achievement of different objectives, the assignment of duties, and the creation of organizational structures to ensure coordination among the different sections of an organization. According to Huerta Soto

(2023), in the municipal public sector, there is a strong positive relationship between public management modernization and talent management. The results indicate a generally favorable perception of internal organization. However, to establish the consolidation of clear coordination and planning mechanisms, it is necessary to maintain a favorable perception of internal organization.

Training and personal development dimension

The results show that the participants rated training and personal development as efficient, with a mean score of 3.36. According to Aguinis and Kraiger (2009), based on a review of the literature, training and development can benefit individuals, teams, and organizations as a whole, provided that the components of needs assessment, design, transfer, and evaluation are addressed. Durand Aquino (2024) investigated the municipal context of Huánuco and found a positive relationship between staff training and employee commitment in the District Municipality of Castillo Grande. In addition, the OECD (2023) focuses on the need to develop learning and adaptation capacities in public sector services. Given that the mean scores indicate a favorable perception, it is important to strengthen the relevance of training activities and maintain their momentum.

Evaluation and results dimension

The mean score for the evaluation and results dimension is 3.65, placing it at the efficient level according to the study's rubric. This indicates a favorable perception of performance evaluation, fairness in evaluation, and its positive impact on job performance. DeNisi and Murphy (2017), in their analysis of a century of research on performance appraisal and management, point out that the processes involved in performance evaluation go beyond assigning an appraisal rating. Evaluation serves a purpose, and the various sources from which evaluations are obtained justify a range of reactions and feedback. This activity affects the usefulness of the evaluation.

According to Castro Mori and Delgado Bardales (2020), at the national level, there is a positive relationship between human talent management and job performance. Therefore, the results of this dimension indicate a positive operational foundation, and it will be important to use evaluation results systematically and continuously as a basis for providing feedback and implementing corrective actions.

Communication dimension

The results indicate that the communication dimension obtained a mean score of 3.57, placing it at the efficient level according to the study's benchmark. Men (2014) found that the more symmetrical internal communication is and the more appropriate the communication channels are, the greater employee satisfaction becomes. In addition, Neves and Eisenberger (2012) identified that management communication is related to perceived organizational support and, through this, to performance.

According to Cayco Nieto and Palpan Valer (2021), in Pillco Marca, there are communication problems affecting new employees when communicating with higher-ranking employees. In light of this context, the mean obtained in this study shows a relatively positive perception. It is recommended that feedback, participation, and two-way communication be improved.

Recognition and motivation dimension

The results indicate that the recognition and motivation dimension obtained a mean score of 3.21, the lowest of all dimensions, placing it at the efficient level. Brun and Dugas (2008) described recognition as a human resource practice involving various sources and practices within the organization and, therefore, requiring explicit and consistent management systems and mechanisms. Similarly, Jiang et al. (2012) showed that human resource motivation practices provide a mechanism through which individual management is related to organizational outcomes. In Huánuco, Rimas Castillo (2024) found positive relationships between personnel talent management practices, including compensation and job competencies. This mean score, therefore, calls for a critical examination of reward and recognition practices, incentives, and performance appraisal.

Support and continuous improvement dimension

The results show that the support and continuous improvement dimension obtained a mean score of 3.49 and falls below the efficient level according to the study scale. The OECD (2023) states that contemporary public employment management requires learning, adaptation, and mobility skills to manage changing environments. Regarding municipal services, Astete Montalvo et al. (2024) identified a positive and significant association between talent management and service quality. Concerning human talent management and performance in public positions, León Aguilar and Villanueva Figueroa (2025) identified only positive correlations. These results reveal the existence of institutional support conditions. However, it is necessary to create a more systematic and continuous system of training and organizational development for improvement.

CONCLUSIONS

Considering that the process of selecting and forming human capital was the initial phase of the management cycle, it constitutes a critical element that conditions the subsequent performance of personnel and the effectiveness of all the dimensions evaluated. The suitability of the incorporated profiles directly determined the effectiveness of the dimensions of organization and planning, training and personal development, evaluation and results, communication, recognition and motivation, and support and continuous improvement.

First, the human talent management variable reaches an efficient level, with an overall mean of 3.49, reflecting adequate administrative functioning. The dimensions

present means ranging from 3.21 to 3.66, denoting stable performance in the District Municipality of Pillco Marca according to the five-level Likert scale. This score indicates that, although the institution fulfills its basic functions and maintains stable operations, there are still critical areas that limit the consolidation of highly efficient management.

Second, the organization and planning dimension, with a mean score of 3.66, is at the efficient level. This result indicates that personnel perceive adequate clarity of functions, institutional procedures that facilitate work, and reasonable coordination among the areas. The organizational structure allows for orderly and coherent performance, sustaining institutional operations. Thus, it is still necessary to strengthen certain interdepartmental coordination mechanisms to ensure more integrated planning and more consistent execution of internal activities.

Third, the training and personal development dimension reached a mean score of 3.36, considered efficient. The results show that training is perceived as functional, although with limited scope for consolidating solid professional development. Although there are opportunities for updating, these are not always implemented continuously, which restricts the modernization of job competencies. The municipality needs to strengthen its training strategies to promote continuous learning and improve personnel's adaptation to institutional needs.

Fourth, the evaluation and results dimension obtained a mean score of 3.65, placing it at the efficient level. Workers perceive that performance evaluation is carried out fairly, contributes to job improvement, and contributes to the achievement of institutional objectives. This dimension reflects operational evaluation processes that guide performance toward appropriate standards. However, the strategic use of evaluation results can still be strengthened to promote continuous improvement and strengthen the performance culture.

Fifth, the communication dimension obtained a mean score of 3.57 and reached the efficient level. Personnel perceive that institutional information is transmitted clearly and in a timely manner, and that there are appropriate spaces for expressing opinions. Communication channels allow for the effective flow of information and promote internal coordination. Nevertheless, feedback and participation mechanisms can still be optimized to ensure that communication is fully two-way and strengthens decision-making.

Sixth, the recognition and motivation dimension obtained a mean score of 3.21, being the lowest within the efficient level. The results indicate that personnel perceive limited recognition and moderate incentives for good performance, which affects job satisfaction and institutional commitment. This dimension constitutes a critical point, since the absence of incentives makes it difficult to consolidate a motivating organizational culture.

Seventh, the support and continuous improvement dimension recorded a mean score of 3.49, also placing it at the efficient level. The results show that the institution provides adequate support for the fulfillment of functions and promotes certain continuous improvement mechanisms, although these have not yet been fully consolidated. There is an institutional effort aimed at modernization, but it is still necessary to expand technical and methodological updating processes to strengthen the quality of public service.

Finally, as future lines of research, future studies on human talent management based on correlational designs are proposed, which would allow the examination of the relationships between human talent management and job performance, job satisfaction, organizational commitment, and public service quality. It would also be appropriate to conduct studies comparing district and provincial municipalities. Such studies should also include research on the progression of human resource management over time. This should include the development of training, personal development, and recognition and motivation systems, as these are the dimensions with the lowest evaluations.

Based on all of the aforementioned, the following recommendations are formulated:

- Implement systematic training programs aimed at the development of job-related and personal competencies.
- Design transparent performance evaluation mechanisms that allow achievements and areas for improvement to be recognized.
- Establish recognition and incentive strategies, both economic and symbolic, that strengthen job satisfaction and institutional commitment.
- Promote a participatory organizational culture in which workers are engaged with institutional objectives and recognized as active agents in improving public service.

REFERENCES

- Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60, 451-474. <https://doi.org/10.1146/annurev.psych.60.110707.163505>
- Astete Montalvo, M. A., Alvarado Cantorín, D. I., Aguado Kiuchi, D. S., Chipana Saldivar, L., Barja Huayta, C. R., Campos Carpena, L. P., Romero Cisneros, C. M., y Torres Ruiz, F. J. (2024). Gestión del talento humano y calidad de servicio en funcionarios de una Municipalidad de la Selva Central. *E-Revista Multidisciplinaria del Saber*, 2, e-RMS25122024. <https://doi.org/10.61286/e-rms.v2i.129>
- Brun, J.-P., & Dugas, N. (2008). An analysis of employee recognition: Perspectives on human resources practices. *The International Journal of Human Resource Management*, 19(4), 716-730. <https://doi.org/10.1080/09585190801953723>

- Castro Mori, K. O., y Delgado Bardales, J. M. (2020). Gestión del talento humano en el desempeño laboral: Proyecto Especial Huallaga Central y Bajo Mayo 2020. *Ciencia Latina Revista Científica Multidisciplinar*, 4(2), 684-703. https://doi.org/10.37811/cl_rcm.v4i2.107
- Cayco Nieto, R. M., & Palpan Valer, D. (2021). *La comunicación interna como medio de integración corporativa de los trabajadores de la Municipalidad Distrital de Pillco Marca-Huánuco 2020* [Tesis de licenciatura, Universidad Nacional Hermilio Valdizán]. Repositorio institucional de la UNHEVAL. <https://hdl.handle.net/20.500.13080/6191>
- Chiavenato, I. (2017). *Administración de recursos humanos. El capital humano de las organizaciones* (10.ª ed.). McGraw-Hill.
- DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421-433. <https://doi.org/10.1037/apl0000085>
- Durand Aquino, J. A. (2024). *Gestión del talento humano y el engagement en los colaboradores de la Municipalidad Distrital de Castillo Grande, Huánuco* [Tesis de licenciatura, Universidad Nacional Agraria de la Selva]. Repositorio institucional de la UNAS. <https://hdl.handle.net/20.500.14292/2976>
- Gabriel Caldas, J. L. (2025). *Rediseño de la gestión del talento humano para mejorar el servicio al adulto mayor en la Municipalidad-Pillco Marca, 2024* [Tesis de maestría, Universidad Nacional Hermilio Valdizán]. Repositorio institucional de la UNHEVAL. <https://hdl.handle.net/20.500.13080/11635>
- Hernández-Sampieri, R., Fernández Collado, C., y Baptista Lucio, P. (2014). *Metodología de la investigación* (6.a ed.). McGraw-Hill Education.
- Huaytán Tucto, L. (2021). *Gestión del talento humano y el desempeño laboral del personal de la Municipalidad Distrital de Castillo Grande-Huánuco* [Tesis de licenciatura, Universidad Nacional Agraria de la Selva]. Repositorio institucional de la UNAS. <https://hdl.handle.net/20.500.14292/2001>
- Huerta Soto, C. E. (2023). *Modernización de la gestión pública y gestión del talento humano de una municipalidad distrital de Huaylas, 2022* [Tesis de maestría, Universidad César Vallejo]. Repositorio institucional de la UCV. <https://hdl.handle.net/20.500.12692/115386>
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264-1294. <https://doi.org/10.5465/amj.2011.0088>
- León Aguilar, R. N., & Villanueva Figueroa, R. E. (2025). Gestión del talento humano y desempeño laboral en una institución pública. *Impulso, Revista de Administración*, 5(9), 413-425. <https://doi.org/10.59659/impulso.v.5i9.93>
- Men, L. R. (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management Communication Quarterly*, 28(2), 264-284. <https://doi.org/10.1177/0893318914524536>
- Municipalidad Distrital de Pillco Marca. (2025). *Registro institucional de recursos humanos 2025* [Documento administrativo interno no publicado].
- Neves, P., & Eisenberger, R. (2012). Management communication and employee performance: The contribution of perceived organizational support. *Human Performance*, 25(5), 452-464. <https://doi.org/10.1080/08959285.2012.721834>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3.a ed.). McGraw-Hill.
- Organisation for Economic Co-operation and Development. (2023). *Public employment and management 2023: Towards a more flexible public service*. <https://doi.org/10.1787/5b378e11-en>
- Organisation for Economic Co-operation and Development. (2024). *Government at a glance: Latin America and the Caribbean 2024*. <https://doi.org/10.1787/4abdba16-en>
- Rimas Castillo, L. Y. (2024). *Gestión del talento humano y competencias laborales en los trabajadores de la Municipalidad Distrital de Luyando-Huánuco* [Tesis de maestría, Universidad Nacional Agraria de la Selva]. Repositorio institucional de la UNAS. <https://hdl.handle.net/20.500.14292/2964>
- Robbins, S. P., y Coulter, M. (2018). *Administración* (13.a ed.). Pearson Educación.

Authorship contribution

All authors listed in the manuscript have made significant contributions to its preparation and have been duly informed of its submission to the journal.

Funding sources

The research was realized with own resources.

Conflict of interest statement

The authors declare that they have no conflict of interest.

Correspondence

 Alzamora García, William
 1202021170@udh.edu.pe