

ORIGINAL ARTICLE

# Human talent management and its impact on labor productivity in the land transport cooperative CTM of Portoviejo

Gestión de talento humano y su impacto en la productividad laboral en la cooperativa de transporte terrestre CTM de Portoviejo

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**Abstract** The main objective of this investigation was to determine how the management of human talent is related to labor productivity in the CTM ground transportation cooperative of the Portoviejo canton. For this, a questionnaire was applied as an instrument, which was submitted for validation process to verify that its use is reliable, through the statistical program SPSS, applying the Cronbach's alpha reliability test whose result was 0.747; in which a Likert scale was used that was made up of five dimensions and ten elements for the first variable and three dimensions made up of ten elements for the second variable. The relationship level between the two variables will be prolonged: human talent management and labor productivity, through the simple correlational descriptive level, where the sample comprises all the company's workers. The management of human talent is related to productivity in the company with a bivariate connection of the Spearman's Rho method of 0.949, considered as a significant connection and, therefore, it is necessary to seek the well-being of the company's human talent, this is because the commitment of the personnel with the company promotes greater labor productivity.

**Keywords** management, companies, resource, personnel, productivity, labor, talent.

**Resumen** La presente investigación tuvo como objetivo principal determinar cómo la gestión del talento humano se relaciona con la productividad laboral en la cooperativa de transporte terrestre CTM del cantón Portoviejo. Para ello se aplicó como instrumento un cuestionario, el cual se sometió al proceso de validación para comprobar que es confiable su uso, por medio del programa estadístico SPSS, aplicando la prueba de la confiabilidad alfa de Cronbach cuyo resultado fue de 0.747; en el cual se empleó una escala de Likert que estuvo compuesto por cinco dimensiones y diez ítems para la primera variable y tres dimensiones compuesto por diez ítems para la segunda variable. Se determinó el nivel de relación que existe entre las dos variables: gestión del talento humano y la productividad laboral, mediante el nivel descriptivo correlacional simple donde la muestra estuvo conformada por el total de los trabajadores de la empresa. La gestión del talento humano se relaciona con la productividad en la empresa con una correlación bivariado del método Rho de Spearman de 0.949, considerado como una correlación significativa y, por lo cual, es necesario buscar el bienestar del talento humano de la empresa, esto se debe a que el compromiso del personal con la empresa promueve una mayor productividad laboral.

**Palabras clave** gestión, empresas, recurso, personal, productividad, laboral, talento.

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## Introduction

Organizations that work efficiently and effectively are in a constant process of monitoring and evaluating the results generated by the decisions made about the management of human talent and, in turn, contrast these results with the actions and position of the stakeholders about the designated functions, which directly affects business productivity and, therefore, the return on investments made by the industry in terms of training, professionalization and education of its staff (Díaz & Quintana, 2021, p. 33).

Human talent in organizations constitutes the most critical resource that allows commercial activity to run. Its competitiveness in the market, as stated by Díaz and Quintana (2021), and human talent are among the most valuable resources in organizations. It allows establishing a difference between the different competitors in the market, since it is known that the capacity of the staff and its significant contribution to the achievement of organizational objectives is what allows the industry to improve in terms of productivity and, as a result, that productivity increases steadily in the medium and long term (p. 31).

For this reason, Reyes et al. (2021) state that human talent management “is a vital process for the growth and development of a corporation, with people being the reason for the existence of an organization; the decisions they make daily are what generate a competitive advantage in the world of work” (p. 232). In this regard, (Chiavenato, 2019) they point out that the resources area consists of the planning, organization, development, coordination and control of techniques capable of promoting the efficient performance of personnel, while at the same time the organization constitutes the means that allows people to achieve their objectives directly or indirectly related to work (p. 104).

For this reason, human talent and its management have taken great influence in the administration of human resources, since it is one of the strategies to generate value to the actions and processes of the company, as well as becoming a competitive advantage. The reason why people are related to productivity is that the latter is the main problem that organizations face and financial gains depend on it (Zayas, 2020, p. 30).

The management of the company's human resources allows it to take measures to improve the performance of its collaborators through appropriate tools and systems. This will help maintain motivated and committed staff, optimizing their participation in their jobs and, in turn, contributing to the success of the organization.

Productivity refers to the result generated by efficiently

managing human talent in organizations. Muñoz et al. (2020) state that productivity indicates efficiency concerning the work performed and the capital used to generate profits. A good level of productivity means that great economic values were achieved using the least possible amount of elements. To achieve a high level of productivity, all the elements that make up the process must be of quality, both human and material resources, since they complement each other (p. 182).

A company's productivity can be known by analyzing the resources used and comparing the results obtained. Among the factors that are analyzed are human resources and how they contribute to the company and the achievement of its goals.

In “some South American countries, human talent management is being applied as a strategy to improve the performance of the company's employees, using compensation indicators, retention policies, motivating staff to meet organizational goals” (Vilchez, 2018).

On the other hand, Orozco (2018), human talent management is the one that analyzes the form and style of personnel selection, the recruitment mechanism, integration and orientation of the employee who enters the company, as well as the productivity, self-development, rewards, evaluation and audit strategies, essential components in management. Although management models for human talent are applied in Ecuador, not all of them manage to strengthen this area for efficient management of this resource. It must be said that this is very common in companies that are dedicated to providing transportation services.

As time goes by, companies not only worry about selling a quality product but also about being more productive. They use a set of procedures and actions to efficiently and effectively use all their resources, both internal and external, to raise their level of competitiveness. One of the most important resources that a company has is its human resources, which, apart from helping it achieve a competitive advantage, add value.

Many private companies in Ecuador apply human talent management. This department helps to assess the management of people for the company's performance. This is known as one of the most important things that the company can have because by evaluating and analyzing the conditions of the personnel who work there, their potential can be developed. Their well-being increased so that they contributed positively to the company and, in turn, helped to consider the organization's needs, make decisions, and implement improvement processes to increase its productivity.

According to Campo (2016), in Ecuador, the passenger transport service has been classified as inefficient and harmful, as the minimum conditions that satisfy the needs of the users do not always exist. This happens because within the Cooperatives that provide this type of service, they are not well organized or do not know how to run an organization.

In the province of Manabí, it is common for companies that provide inter-cantonal transportation services to have a deficiency in personnel management. This is why many of the people who work within these types of companies are dissatisfied, suffer from stress, and, therefore, perform poorly, negatively affecting productivity and the quality of service.

For this reason, through the background presented on problems that commonly affect institutions that provide transportation services, this work aims to analyze the relationship between human talent management and its impact on labor productivity in the CTM Land Transportation Cooperative of Portoviejo canton, to identify whether the cooperative applies a human talent management model that is aimed at improving the labor productivity of its employees, and also to detect what problems affect the quality of the service it provides to users.

## Methodology

This research used a qualitative method because it allowed collecting information from different reliable sources, such as articles from scientific journals, information from master's and doctoral theses, and others, that serve to support the study of the variables. This allowed us to conclude that improving the services offered by the CTM Land Transport Cooperative of Portoviejo Canton would be beneficial.

The quantitative method allowed us to know, through employee surveys, how the company manages the human resources department, and the level of relationship between both variables was also statistically analyzed.

The type of research, according to scope, was descriptive. - It allowed us to describe more precisely and clearly what human resources management and labor productivity are about. On the other hand, through the survey carried out, essential data was obtained that details the point of view of the collaborators and what the company under study should do to improve. Also field. - This type of research allowed us to know the problem raised closely, feel more directly about the company under study, and the activities carried out by its collaborators, having relevant information.

The correlation between human resource management and labor productivity was analyzed using a hypothesis test and

the Spearman Rho statistical method. In a population that currently collaborates within the cooperative, there are 10 people, including transport workers and those from the administrative area.

Techniques such as observation: with this technique, we will observe and analyze different theories and research that have been done so far and that are related to our research topic. For their part, Alvares and Larroche (2017) cited by González et al. (2021) mention that "observation as an information gathering technique assumes the use of the senses under relational criteria of the facts, in addition to being developed in a natural environment of the phenomenon or social fact" (p. 73).

Survey: the survey as a technique that uses a set of standardized research procedures through which a series of data is collected and analyzed from a sample of cases representative of a larger population or universe, of which it is intended to explore, describe, predict and/or explain a series of characteristics (Casas et al., 2003).

Questionnaire: allowed us to collect important information, taking into account that "A questionnaire is a document in which a group of questions is written regarding the indicators to be measured and are linked to the study variables based on the dimensions of the research. Each of these questions must relate to the problem statement and the hypotheses" (Hernández et al., 2014).

The questionnaires used are composed of five dimensions and ten items for the first variable and three dimensions consisting of ten items for the second variable. A Likert scale will be used: Never (1), rarely (2), sometimes (3), almost always (4), always (5).

The instrument was subjected to the validation process to verify its reliability, through the SPSS statistical program, applying the Cronbach's alpha reliability test, the result of which was 0.748% for the first variable and 0.734 for the second variable; taking into account the general rule of Cronbach's alpha which says that between 0.70 and 0.80 is acceptable, that is, this result indicated the high reliability to apply the research instruments.

## Results and discussion

As part of the results, before processing the data in the SPSS statistical program, a matrix was created where the variables were tabulated with their respective dimensions in the Excel program. After this, the data was processed in the SPSS program, and descriptive statistics were applied to determine the relationship between the study variables through a bivariate correlation of the Spearman Rho method.

Table 1 presents the results of evaluating human resources management (HRM) at the CTM Land Transport Cooperative in Portoviejo, based on five key dimensions: hiring, compensation, evaluation, training, and safety and health. Each of these dimensions was measured through a Likert scale applied to employees, allowing the identification of strengths and areas for improvement in human talent management. The data reflect the employees' perception regarding the quality and effectiveness of the administrative processes related to their professional development, providing a compre-

hensive view of human capital management in the company.

Table 2 shows that 70% of the surveyed staff considered Human Resource Management acceptable, 20% thought it good, and 10% said it was bad. Therefore, based on the respondents' responses, human resource management is permissible. However, specific criteria still need to be improved to achieve excellence and ensure that employees feel comfortable with each dimension and process that Human Resource Management (HRM) encompasses.

**Table 1.** Survey results of the human resources management variable

Items	Hiring		D1	Compensation		D2	Assessment		D3	Training		D4	Safety and health		D5	V1	Porcentaje	Level
	p1	p2		p3	p4		p5	p6		p7	p8		p9	p10				
1	3	3	6	2	3	5	1	2	3	4	3	7	3	2	5	26	52	Acceptable
2	4	4	8	4	3	7	5	2	7	4	4	8	3	3	6	36	72	Good
3	4	4	8	1	3	4	3	3	6	4	2	6	2	2	4	28	56	Acceptable
4	3	4	7	2	2	4	3	3	6	3	2	5	2	2	4	26	52	Acceptable
5	4	3	7	3	2	5	3	3	6	3	3	6	2	2	4	28	56	Acceptable
6	4	4	8	4	2	6	4	3	7	3	4	7	2	2	4	32	64	Good
7	4	4	8	1	2	3	4	3	7	2	4	6	2	2	4	28	56	Acceptable
8	4	3	7	1	1	2	2	2	4	2	3	5	1	2	3	21	42	Acceptable
9	4	3	7	2	1	3	1	2	3	2	2	4	1	2	3	20	40	Bad
10	4	3	7	5	1	6	2	2	4	2	3	5	1	2	3	25	50	Acceptable

**Table 2.** Percentage validation of the GRH variable

Category	Frequency	Percentage	Valid percentage	Acumulative percentage
Acceptable	7	70	70	70
Good	2	20	20	90
Bad	1	10	10	100
Total	10	100	100	

Table 3 shows the results obtained in evaluating the variable Labor Productivity, considering three main dimensions: individual factors, group factors, and organizational factors. Each of these dimensions was measured through a survey applied to the Land Transport Cooperative CTM employees of Portoviejo, using a Likert scale that allowed quantifying the level of perceived effectiveness in each aspect.

The data obtained allows us to analyze how different factors impact job performance, providing a comprehensive view of the effectiveness of human talent management and its direct relationship with productivity. This table is key to identifying areas that require improvement and reinforcing those where satisfactory levels are already achieved, allowing us to formulate specific strategies to increase the company's overall performance.

Table 4 shows that 80% of respondents consider productivity to be acceptable, and 20% say it is good; this means that individual, group, and organizational factors are being managed appropriately. It is worth noting that weak points can still be improved to achieve a much more favorable result for the company.

The correlation between Human Resources Management

and Labor Productivity, aligned with the general objective of this research, yielded a Spearman's Rho of 0.949, indicating a strong and significant relationship. Additionally, a significance value of 0.001—below the bilateral threshold of 0.05 as determined by the SPSS statistical software—led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis previously proposed.

The results obtained in the research on human talent management and its impact on labor productivity in the CTM Land Transport Cooperative of Portoviejo confirm a significant correlation between both variables, with a Spearman Rho coefficient of 0.949 and a significance level of 0.001. These findings align with what was pointed out by Chiavenato (2019), who highlights that adequate human talent management involves planning, development, and control processes that promote efficient staff performance, which was reflected in the results of this research.

Díaz and Quintana (2021) argue that human talent management is a strategic resource in business competitiveness. In this study, 70% of the employees surveyed considered human resource management "acceptable", which shows functional management, although with areas for improve-

**Table 3.** Productivity variable survey results

PRODUCTIVITY																
Individual factors			D1	Group factors			D2	Organizational factors				D3	V2	Porcentaje	Level	
p1	p2	p3		p4	p5	p6		p7	p8	p9	p10					
4	3	3	10	3	2	3	8	2	3	3	2	10	28	56	Acceptable	
3	5	4	12	3	4	3	10	5	3	3	3	14	36	72	Good	
4	3	3	10	2	2	2	6	4	3	4	2	13	29	58	Acceptable	
4	4	3	11	2	3	1	6	5	2	2	2	11	28	56	Acceptable	
3	2	3	8	4	4	2	10	3	3	3	1	10	28	56	Acceptable	
3	3	4	10	3	2	3	8	4	4	5	2	15	33	66	Good	
4	3	2	9	2	3	3	8	2	3	3	3	11	28	56	Acceptable	
3	3	2	8	2	3	2	7	2	2	2	1	7	22	44	Acceptable	
3	3	3	9	2	2	2	6	2	2	2	1	7	22	44	Acceptable	
3	3	3	9	2	3	3	8	3	2	3	2	10	27	54	Acceptable	

**Table 4.** Validation of the percentage of the productivity variable

Category	Frequency	Percentage	Valid percentage	Acumulative percentage
Acceptable	8	80	80	80
Good	2	20	20	90
Total	10	100	100	

ment. Likewise, Zayas (2020) points out that human talent is essential to generating a competitive advantage, an aspect corroborated by the fact that 80% of those surveyed rated the company's productivity as "acceptable" or "good".

Reyes et al. (2021) emphasize that employee engagement influences productivity. However, the data show that compensation and recognition in the company are still limited. This finding is consistent with Mejía et al. (2006), who claim that poor reward and motivation management limit professional and organizational development.

The analysis indicates that key factors such as hiring, compensation, appraisal, training, and occupational health directly affect productivity. 72% of respondents positively evaluated training and occupational safety, which shows moderately effective management, although it could be strengthened through more structured professional development programs, as Muñoz et al. (2020) suggested.

Furthermore, the research highlights that a comprehensive human talent management system should consider staff retention and motivation policies, strategies that Vilchez (2018, cited by Menéndez et al., 2021) already recommends to improve organizational performance.

Implementing a management model adapted to the company's organizational culture based on interdepartmental synergy and integrating administrative and operational processes is suggested. The proposal should include:

- Review of compensation and benefits policies: To improve the perception of equity and recognition, address the points mentioned by Santos (2019).
- Continuous training: Following the recommendation

made by Chiavenato (2009), to promote professional development through periodic training programs.

- Performance evaluation system: As Robines (2004) suggested, integrate periodic audits and feedback processes to increase motivation.

Human talent management is a determining factor in the productivity of the CTM Land Transport Cooperative of Portoviejo. The empirical and theoretical results demonstrate the need to strengthen areas such as training, compensation, and occupational health management to achieve a more efficient and sustainable management model, aligned with that proposed by Chiavenato (2001) and Mejía et al. (2006). These adjustments will allow the company to improve its competitiveness and become relevant in the region's transport sector.

## Conclusions

The research findings confirm that human talent management plays a crucial role in the labor productivity of the CTM Land Transport Cooperative of Portoviejo, as demonstrated by a statistically significant Spearman Rho coefficient of 0.949, indicating a strong correlation between organizational success and the quality of human capital management. While most employees rated the cooperative's human resource management as "Acceptable," critical areas such as compensation, continuous training, and staff recognition require immediate improvement, as their current shortcomings could negatively impact employee commitment and motivation. The absence of structured professional development programs emerges as a major weakness, hindering both perso-



nal and organizational growth. Additionally, comprehensive human talent management—characterized by transparent hiring processes, regular performance evaluations, and robust health and safety policies—was found to enhance workplace satisfaction and efficiency. These results highlight the importance of implementing a human talent management model focused on professional development and employee well-being, fostering an inclusive and results-driven organizational culture. Consequently, it is recommended that the cooperative adopt more dynamic and adaptive strategies, such as fair compensation policies, continuous training initiatives, and a formal evaluation and feedback system, to enhance employee perception, increase productivity, and strengthen its competitiveness in the land transport sector.

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## Conflicts of interest

The authors declare that they have no conflicts of interest.

## Author contributions

**Conceptualization:** Alcívar, F. R., & Booz, J. G. **Data curation:** Zambrano, M. A., Alcívar, F. R. **Formal analysis:** Zambrano, M. A., Alcívar, F. R., & Booz, J. G. **Research:** Zambrano, M. A. & Booz, J. G. **Methodology:** Zambrano, M. A., Alcívar, F. R., & Booz, J. G. **Supervision:** Alcívar, F. R., & Booz, J. G. **Validation:** Zambrano, M. A., Alcívar, F. R., & Booz, J. G. **Visualization:** Alcívar, F. R., & Booz, J. G. **Writing the original draft:** Zambrano, M. A. & Booz, J. G. **Writing, review and editing:** Zambrano, M. A., Alcívar, F. R., & Booz, J. G.

#### **Data availability statement**

The datasets used and/or analyzed during the current study are available from the corresponding author on reasonable request.

#### **Statement on the use of AI**

The authors acknowledge the use of generative AI and AI-assisted technologies to improve the readability and clarity of the article.

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