

# "Human Talent Management As A Competitive Advantage In Private Educational Institutions"

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## ARTICLE INFO

## ABSTRACT

This study analyzes the management of human talent as a competitive advantage in religious educational institutions, highlighting its impact on organizational development through motivation, incentives and effective leadership, in addition to knowing the main agents that are giving rise to this case study within a private religious institution, where it is currently working; in addition to the fact that the methodology is qualitative, questionnaires were applied to the teaching staff and students, we talk a little about the context based on the definition of human resource management and also touch key points to solve the objectives and align them to the solution of problems in addition to learning in religious institutions seek strategies to create critical thinking and good values that undoubtedly is a great challenge in our society today.

**Keywords:** Competitive Management, advantage, organizational, Learning.

## Introduction

At present, private religious educational institutions, despite the fact that they seek good values among staff and students, are not exempt from the problems that any organization may have, an example of this is the private institution where it is currently being developed, since the management of personnel is being a little deficient, in particular the relationship they have in each of their areas and educational levels.

This research will focus on analyzing how human talent management can contribute to organizational development in religious educational institutions that have the capacity for productivity in all areas of work, however it is a joint work, that is, it is necessary to work as a team for organizations to activate their growth. Today's organizations are working to develop the maximum potential of their workers, but many of them have not yet given enough importance to human talent in a meaningful way.

This Learning Center has as its main problem that the staff is not being managed correctly, or in other words there is no good management. So much so that, to say that all its personnel are valuable, they must be treated with the same rights, that no one is more than anyone else, however when there is some type of coexistence or training, there are only the management staff and tenured teachers, while the support personnel who provide a good service are treated in a less important way.

Another point of great importance has been teamwork, because the absence of such collaborations in this institution, means that there are no strong foundations, but rather it is increasingly weak, that is, each one works on their own merits, but if there were collaborations and solidarity, the work circle would be allowed to flow in many areas.

They must do it from theory to practice because it is about improving in their work areas, where they are involved, motivated and committed to the area where they are working.

In the same way, some important concepts arise that may not be applied in this Learning Center, since there is a job profile that is not well defined and that will be taking place in the development of this case study.

Currently they are working in a private religious educational institution, however they are not yet called a school because they have gone from being a foundation to being a learning center, the students work through a

platform, which although it is true, it is an advance for the children also have consequences because they have easy access to the internet and social networks.

The present research will focus on the study of Human Resources management to contribute to organizational development in religious educational institutions, it has been working there for a little more than 11 months, it is a school with Christian values, we have currently moved to a glass building in an extension of the mine in Villahermosa Tabasco, this building is not capable of a school, since its structure is for offices, the children; younger children have to go down to carry out their sports activities in a courtyard below belonging to the Christian church; because 95% of the students congregate in the church that is located next to this building, in this learning center the areas are taught from Nursery, Preschool, Primary, Secondary and High School, these groups are small because in each grade it does not exceed 3 students, due to the lack of students all the grades of Preschool from 1.2 are in the same room, and 3 have classes in the same classroom, so those of primary school that have divided the first 3 groups with a teacher and the other 3 groups with another teacher, middle and high school are composed in the same way, it is worth mentioning that in that school there is a series of agents that have prevented the complete development of said school.

Well, one of the main causes is that they work through a platform, in which the students of each group have common core subjects according to their grades, as well as sports, socio-emotional, music and Bible classes, however for 12 months a new director of the school took place, because she had not worked within that institution which many teachers with seniority did not take well. Since it is usually seen that the people who have a position there come from that church.

According to testimonies of the other teachers, a few months ago the nursery teacher was unjustifiably fired because she was told that they would no longer work with more nursery children, however a week later they hired another person who apparently does not have enough knowledge, however this new teacher is from the same church, which has jumped certain opinions and bewilderments, The education that is given to the children through the platform is not very good, because by having access to the Internet students easily enter all platforms, and although social networks have been blocked in all Internet networks, students are able to copy the questions and search for them in the browser. giving in their step not knowing how the result of the answers would be obtained, in the same way the economic situation of the school is not very favorable, since each of the events have always been carried out with a very limited budget, in addition to the fact that each month they pay well above the minimum wage.

This school has 13 teachers working who are mostly women, in the same way the management implemented that the young people of the UJAT could carry out their services and professional practices, thus having 9 students of University and 3 young people of the Youth Building the Future (JCF) program, since none of them has received training prior to entering the institution, They have only been sent to the classrooms to support the teachers, and on some occasions when the teachers do not arrive, the people from the program have to take care of the group for the whole day or as long as necessary

Another guideline is that students, coming from families with good economic income, are very classist, which means that they are more respected within the institution.

In the same way, there is only one cleaning staff because it is an elderly person, she has to clean the building because it has a ground floor, floor 1 and 2 and there are no elevators and even though she currently has a cleaning role by schedules for the lady they are very demanding, being called all the time by the teachers, causing her not to finish her work.

It is worth mentioning that the work environment is sometimes very heavy and can even become tense, since there are always murmurings that are not able to be discussed in a meeting.

Although in this new cycle it was possible to train all the staff with emotional and social motivation, the teachers are dissatisfied since they have been raised by one more hour to their working hours, not raising their salary.

There is no payroll, so they do not have any benefits or insurance, in my point of view, this learning center demands much more from the care of the students than in any other public or even private school not giving proportion to the salary and work.

It is important to mention that this Learning Center is not certified by the SEP and does not have all the benefits that a job should have.

This research will look for ways to find possible contributions to this organization of how to improve its process of adaptability, and profitability, productivity of students as well as teachers, administrators, directors, support staff and cleaning personnel without leaving out the management of human talent as an important resource.

Otherwise, it would be to demonstrate to other institutions with the same characteristics that they can excel, since this cycle they also propose competition with schools.

In this way, it will be sought to know why there is this division among the staff since it is one of the ways in which situations have been presented in the personnel and why there is job rotation, if all this is coupled with the lack of good management.

## Background

In the ancient context of education in Mexico, it is based on Spanish customs, thanks to the conquest, since it has had such principles, however with it there are processes in the hierarchies, the Spanish conquest could have caused there to be cultural diversification.

The indigenous community became cognitively enriched: it acquired a new language, multiplied its knowledge of arts and crafts, and expanded its opportunities for obtaining income. On the other hand, the native population prevented their roots from being completely extinguished, even if that implied punishment and exclusion by members of the Spanish elite.(Romualdo, 2023)

So much so that human resources management seems somewhat complex because in its antecedents human resources in education are not at all a concept that identifies this issue, as mentioned In its origin, the human resources policies of organizations focused on administrative aspects such as contracts and payment of salaries. In the case of schools, the concept of human resources has not been commonly used, a term that still generates resistance today in some principals and teachers.(Celis, 2017)

Thus, the teacher emerges as a figure of educator in the classrooms and even outside of it, within the concept of education in our country the various levels of education arise, since it is taught before public, private and religious entities.

While it is true that education is secular and free in our country, now private institutions as they are called in this educational center, which leads to education being based on a religious denomination with teachings based on the Bible and can exist in our Mexico, but that make it depend 100% on themselves or on churches with sufficient income.

### **Research Question**

How is Human Talent Management and Educational Management Related in the Religious Institutions of Villahermosa, in 2024?

### **Justification**

It is worth mentioning that in educational institutions of any line they always seek to optimize their growth, however in the religious institution where they are working a lot is needed and to achieve it it is essential that the management of human talent is worked hand in hand between directors, teachers, administrators, interns, assistants and be treated as part of a staff, improve the personnel selection processes, redesign the job profile in each of the areas, as well as the educational programs;

It is important that incentives, points or some type of bonuses are important and objective in the aspect of making it attractive and this to contribute to the incentive of the staff, as well as to make the institution itself very attractive on its own with new policies.

Taking the theoretical point of view, the knowledge of human management in the institution, will be in a reflective way for all those key points to lead to success not only to the institution but also to the well-being of each of the staff and students.

To carry out the practice it is necessary to recognize that in our country there is a long way to go to improve education and even many have already stagnated up to there, but the reality we live today is different, because it is not the same to update ourselves as to grow in education, therefore in our state of Tabasco this problem is not an exception. then we know that from the practical and social point of view in our object of study and its variables, our scientific research will be of a descriptive type, since it is about the reality of education. This is a proposal for the management of human resources because it will bring improvement to the institution, and for each teacher or staff who works in the institution as well as to know if they are really competitive within our municipality.

### **Objectives:**

#### **General Objectives:**

- Redesign the job profile
- Achieve good decision-making in each of the areas of the school for satisfactory growth in private institutions

#### **Specific Objectives:**

- That the students' knowledge has a noticeable advance
- Exists in leadership in the management area
- Staff work as a team to achieve goals.

### **Theoretical Framework**

#### **Evolution of human talent management**

This case study also seeks to generate the behavior of some people who work there, since having a school with Christian values implies certain problems and are a real competitive advantage inside and outside this institution.

Management is the area of the company that is responsible for using resources most effectively and efficiently as possible to achieve the objectives set by the company's management.(Ponce, 2022)

In the article, he mentions that management is one of the fundamental and controversial issues of the management processes of organizations, since this process makes possible the development of strategic

activities for the achievement of the particular purposes of each organization and contributes to the development of the best living conditions for the national and international community. (Alama-Flores, 2022) So it makes us reflect that management is the way that leads an organization to the goals, with the purpose of fulfilling, growing and developing these objectives for the common good.

In this way we talk about the human factor, or human resource that are the people who will carry out a job within an organization, although it is true that they are called that way, in my opinion calling them as human resources makes us understand that they can be manipulated in any way, however it is more viable that they are treated as the personnel, collaborators, or people who work in an institution and who seek to meet goals and a common good, that is why some companies, call them of any kind, have sought to make their human factor feel as an essential and important part for a company or organization, also so that this is the same, that their opinions are taken into account.

(Acosta, 2008) He mentions that Human Resource Management means planning the right employees with the right qualifications at the right time and in the right place.

Human resources refers to the entire set of employees, workers, who have an employment relationship with a specific organization, economy, or sector. (Martín, 2024)

Competitive advantage is not the product of chance, it is built with work and perseverance; which implies permanent monitoring of the environment that allows a correct analysis and diagnosis of the environment, both internal and external; in such a way as to identify the true strengths and weaknesses of the company, at the same time that the real opportunities and threats present in the market he mentions us. (Romero, Douglas et. al., 2020)

All these concepts make it possible to develop this work, since it is outlined to education within an institution, where it is sought to be able to rescue certain problems within it, certain facts make it possible to identify these concepts, and we also seek to verify if such concepts have been fulfilled in this organization and even if the staff is being treated as a human resource and if they are fulfilling their job profile.

He mentions that human talent management is a managerial philosophy about values, beliefs, roles, organizations, society. The research assesses why organizations are slow to take on change and develop management. (Rondón, 2016)

Meanwhile, it is mentioned that: The definition of human talent management is that of a complete approach to attract, develop, and retain skilled individuals within a company or organization. As he mentions. (Aguilera, 2023)

To delve into the definitions of human talent we can define it with the following concepts; When we talk about talent, we refer to the special ability or facility of a person to learn or execute a certain task. (Santander, 2023)

### **Impact on education**

In the current era of knowledge and innovation worldwide, institutions play a fundamental role, but even more so the people who constitute them, since they are the ones who within the entities dynamize the learning processes, the generation of knowledge and the necessary changes to achieve greater competitiveness and organizational sustainability (p. 5). (Altamirano, 2017)

Proof of this have been the various case studies that emerged within the pandemic, since within the strategies presented, the importance of didactic guides as a mediational resource that promotes autonomous learning is highlighted; the teacher-student accompaniment protocol as a tool for optimizing the educational process; and, of the metacognitive dialogic assessment model as an inclusion strategy that allows assessing comprehensive progress in students, through any form of communication. (Muñoz Eduard & Milena Glenia, 2022)

### **Challenges in religious institutions**

The world of work and human talent management have changed drastically in recent years due to the economic crisis, advances in technology, and a new generation of workers with very different ideas about what work should be.

Ten years ago, the biggest challenges for the HR department were succession planning and equipping managers with the skills they need to succeed. Trends now confirm that employers see increased competition for skilled workers as a major challenge, and as a result, the workplace is becoming much more focused on employee well-being. This has led employers to reinvent the way they manage talent and offer, among other things, flexible schedules, better compensation plans, growth and succession plans.

It is worth mentioning that delving into human talent in educational institutions is of utmost importance, as they carried out a study on the quality of human talent in smart educational institutions, as in their summary it specifies the following: (Genesi & Suarez, 2010)

The purpose of the study was to know the prevalence of quality management of human talent in the intelligent educational organizations of the Robinson "Hermágoras Chávez" Commercial Technical School in the municipality of Cabimas. Theoretically, it is based on the contributions of Ivancevich (2005) among others. The study was in a descriptive analytical field, not experimental cross-sectional. The population and sample consisted of 55 coordinators. For data collection, observation was used for the study and the tool was a questionnaire developed by the author in two versions. The data were processed using descriptive statistics, which allows determining the variables studied to identify the existence that human talent does not fully develop the elements and management capacity.



In another version, the person who carried out the research on "internal control and management of human talent in the bilingual educational unit "CEBI" in the city of Ambato, mentions that (Pilataxi, 2015) The internal control and management of the human talent of the Bilingual Educational Unit of the city of Ambato "CEBI" is based on a complex structure of formal relationships that connect regions or administrative units with each other that fulfill their purpose. They interact at all levels of the educational institution and despite this, the problem arises from an insufficient administrative organization that causes non-compliance with the goals and objectives of the educational institution due to inadequate management of human resources and especially of personnel, the tasks are not fulfilled.

### **Material and Methodology**

The methodological form that I will use is to apply 63 questionnaires, 8 teachers who had more than years in the institution, 50 students, 1 to the cleaning staff and to the support youth in which they would be those of the government program, and interns, because in it I seek to know not only the opinion of the teachers and support staff before a new administration but also of the students and find out if it is really for them helping to learn and that this form of teaching really has a competitive advantage in each of them and even outside the institution, that is, that students studying at a higher level are really competent. The population is segmented into teachers, support staff, and students who profess a Christian religion who by the way all have the same variant.

#### **Methodological Design**

This case study is based on the phenomenological paradigm, as it seeks to understand an approach to qualitative research, detached from the human and social sciences.

The objective is to understand the lived experience in its complexity, seeking awareness and the experiences of the research subjects.

According to Husserl (1998), it is a paradigm that aims to explain the nature of things, the essence and the veracity of phenomena. The objective it pursues is the understanding of the lived experience in its complexity; This understanding, in turn, seeks to raise awareness and meanings around the phenomenon. (Fuster, 2019)

The focus of this phenomenological research includes the experiences and reports of some teachers and students of the learning center, in the research process, this has made it possible to understand the process of daily and experiential life in said center.

The focus of this research is qualitative because it describes the real contexts of the main actors of the training process in the management of human talent in the learning center. According to Hernández, Fernández and Baptista, "the qualitative approach uses data collection without numerical measurement to discover or refine research questions in the interpretation process" (2010, *Research Methodology*, p. 7). (INAVIRTUAL, 2019)

Qualitative research is capable of describing perceptions, understandings and concepts that, in addition to the social representations of the subjects of interest, collect data and not only seek to respond to preconceived hypotheses.

It is worth mentioning that qualitative research on human talent management in an organization according to Overall, this study provides a solid basis for improving human resource management and promoting a more productive and satisfactory work environment for employees. (Román - Acosta, V., 2023)

Documentary research is a technique used in the research process because in it questionnaires were made to the most active study subjects of said learning center, in addition to focus groups of teachers and administrative staff who give their opinion from their point of view, it is worth mentioning that many are in tune and many are not, because divisionism is conceived, that is why a lot of tact was taken when asking, because both parties are accessible, but the people who attend the same congregation are the ones who in their perspective everything that their authority commands is fine. The other party is thus accessible in expressing their opinion of what bothers them. In this case, it is the teachers and students who gave their opinion about the management of the staff and its being a sufficient tool for the learning of the students, since 75% of the data that were taken from the questionnaires indicated that the current administration is not taking the opinions of the staff seriously even if they are heard. 30% of the students chose to mention that they do not feel able to learn enough, talking about the middle and high school levels.

#### **Type of study: the case study**

This research is a case study because it shows the examination of the objectives and interactions that exist in it, to define what a case study is we find that It can be understood that the case study focuses on analyzing in depth the nature of a certain situation or case, based on various research techniques, for example, interviews, observations, among others. (Salas, 2021)

Thus, by their nature, the objects of study thus constitute an object of study or a final product.

The case study in this learning center is to examine the perspectives, policies, discourses, practices, and perceptions that focus and encompass faculty and students as well as administrative staff. Having knowledge of this, we found that the case study is made up of human talent being competent as within the center as well as learning centers that have the same characteristic within the municipality.

## Results

Educational organizations are not the exception, but they are also faced with a need to be able to enter human talent into institutions, especially if they are private and religious institutions. The following table presents the breakdown of results and opinions that were drawn in this regard, it is worth mentioning that key questions were asked.

	Questionnaires applied	Do you know what HR is?	Do you think there is HR management in the institution?	Do you know exactly what your job profile is?	Are you happy with the salary you have?
<b>Teachers</b>	8	The 8 teachers knew clearly what it meant	Only one said yes	If they knew	Everyone said no
<b>Students</b>	50	45 of them had no idea	43 said yes	This question was not asked of the students	
<b>Support staff</b>	4	Only two knew	They said no	No, since they are constantly moving from one place to another	They do not receive support from the institution
<b>Cleaning staff</b>	1	I didn't know	Null	I just knew that his job is to clean	No
<b>Total</b>	63				

Do you like to come to work on weekdays? Because not/because yes  
 Are you happy to be part of the organization because?  
 Do you think you have the necessary skills to perform in this job?  
 Has the director helped you succeed in your current role? Are you happy to contribute your ideas to the team?  
 Do you feel that your work is recognized by the organization?  
 Are you thinking about looking for a job in another organization?  
 Do you have access to tools that help you do your job well?  
 How often have you received rewards for reaching your goals?  
 Those were the responses of the staff  
 While the students answered the following:  
 Do you like coming to school? Why?  
 Do you think you are learning at this institution? Why?  
 Could you compete with other schools similar to this one? Why?  
 Would you like to change something about your school? Why?

It is worth mentioning that from the results it was obtained that all the staff is dissatisfied with their salary, none of them feel motivated and that they simply do it out of obligation or in some cases it has been because they have already settled there, they also mention that they do not like the work method in that institution, and that if they could work in another institution it would be for better economic stability and more incentives, None of them have been satisfied with the incentives since the only thing they receive is the salary, so the incentive they receive at the end of the year is taken as an obligation that the institution should have, in the same way they mention that very few times opinions are taken into account, and that they do not feel the confidence to express it openly, and finally they mention that perhaps they could make an effort and give the best of themselves but that it does not make sense, and that they are only confirmed by doing their work and complying, I can say that in all the questionnaires of the teachers they agree in all the answers, while 38 of the students say that if they are learning not as they should but they learn while the rest said no.

## Conclusion

The management of human talent, as one of the main competitive advantages in religious educational institutions, makes decision-making a little more complex, since each of the job profiles must be chosen with great impartiality and meticulousness, since they seek that each human resource meets the requirements that they manage to perform, however this organization demands a lot, but their incentives and motivations are

few due to the lack of economic resources, since they are not controlled, that is, because of the friendships of the leading church, they can be inflexible in tuition and what is asked for this demotivates the staff a lot, not encouraging them economically. In the same way, many teachers have expressed their lack of interest and motivation because they already feel their positions as if only to cover their physiological needs, it is worth mentioning that the staff in the data collection expressed their dissatisfaction, and that little by little it has become a workload, each time the work environment becomes tense on many occasions, In conclusion, such a religious educational institution can make use of its Christian values, they should value their human talent, before their customers, because they must know that if the organization has a good united work team they can do more and meet the goals of having greater profitability and being competitive with other institutions, in the same way motivate them with incentives, With a good salary and all its benefits, this will make the staff feel more motivated and does not force them to carry out their daily activities, and as an important point is to know that personnel must be treated equally without any type of agent getting in the way, this will help everyone feel treated equally and fairly.

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