

Human Resources Management And Talent Retention In TISUR Port Administration

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This study presents a review of several scientific articles published over the past five years on significance of human resources management and talent retention in port administration. The review was conducted through an extensive search of academic databases, including those from Peru and other countries where this topic has also garnered interest. The following question was posed for investigation: What evidence exists to demonstrate significance of human resources management and talent retention in port administration? The objective of the present study is to conduct a systematic review of the literature on human resource management and talent retention in port administration. Consequently, the data from the scientific network has been utilized, whereby all the reviewed documents are from indexed academic journals, from national to international studies, with the objective of elucidating the diverse approaches to this problem from the various points of view, their methodology, the problem itself, the solutions proposed, and their recommendations. It can be concluded that human resources management and talent retention are of great importance in port management, as they are fundamental to success of any organization. The implementation of strategies such as the establishment of a robust corporate culture, the facilitation of professional development opportunities, and the provision of a healthy work-life balance can collectively contribute to the retention of valuable employees. In the Latin American context, these practices must be adapted to align with region's distinctive cultural and economic characteristics. In Peru, the retention of talent in the port sector is contingent upon implementation of competitive incentives and robust labor relations.

Key Words: Management, human resources, talent retention, port administration.

Resumen

Este estudio muestra la revisión de diversos artículos científicos de los últimos 5 años sobre la importancia de la Gestión de recursos humanos y retención de talentos en administración portuaria, haciendo consulta en distintos buscadores académicos, entre artículos de Perú y otros países donde también existe el interés acerca de este tema. Se formuló la pregunta siguiente: ¿Cómo se muestra la importancia de la Gestión de recursos humanos y retención de talentos en administración portuaria? El objetivo de la presente investigación es realizar una revisión sistemática de los artículos relacionados con la Gestión de recursos humanos y

retención de talentos en administración portuaria. Entonces, se ha utilizado la información en la red científica, es decir, todos los documentos revisados son de revistas indexadas de carácter académico, desde estudios nacionales a internacionales para poder rescatar los distintos enfoques de esta problemática con los diferentes puntos de vistas, su planteamiento, la problemática, las soluciones y sus recomendaciones. Se concluye la importancia de la Gestión de recursos humanos y retención de talentos en administración portuaria, siendo fundamental para el éxito organizacional. Estrategias como una sólida cultura corporativa, desarrollo profesional y equilibrio trabajo-vida contribuyen a mantener a los empleados valiosos. En el contexto de América Latina, estas prácticas deben adaptarse a las particularidades culturales y económicas de la región. En Perú, se requieren incentivos competitivos y relaciones laborales sólidas para retener talento en el sector portuario.

Palabras Clave: Gestión, recursos humanos, retención de talentos, administración portuaria.

Introduction

Human resource management (HRM) is a fundamental discipline concerned with managing and developing human capital within an organization. It aims to optimize employee performance, foster employee engagement and ensure their well-being. In this context, talent retention plays a crucial role in keeping valuable employees in the company for long term. Talent retention refers to an employer's ability to keep outstanding employees in the organization through long-term strategies focused on their expectations and well-being. This involves employees feeling valued and wanting to stay with company. Organizational culture is a key element of talent retention. A strong culture aligned with employee values contributes to employee engagement and satisfaction.

Talent retention is closely involved in the performance of companies and their viability. Promoting talent retention helps to reduce team turnover and improve work environment. A commitment to talent is a commitment to competitiveness and excellence, while at same time increasing employee commitment to the organizational culture. In Latin American region, talent retention faces specific challenges due to labor mobility, competition between companies and cultural differences. Authors such as Martín Sierra, Celia Martín, and María del Pilar Pérez Santana have researched talent retention in Latin American contexts. In Peru, talent retention in port sector is crucial to ensure efficiency and operational continuity. Terminal Internacional del Sur (TISUR) faces specific challenges related to staff turnover and training. Researchers such as Gonzalo Antoñanzas Aguirre and Lucas Pujol-Cols have explored specific strategies to retain talent in organizations.

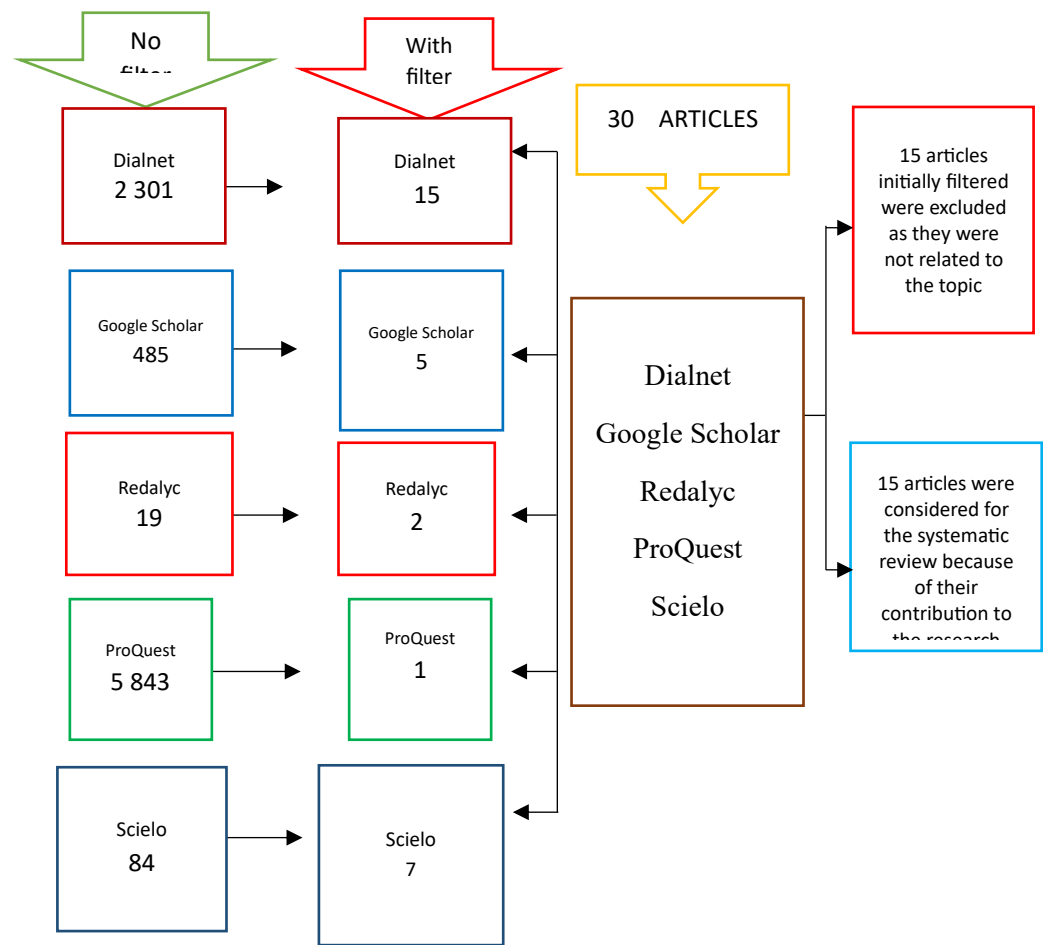
This systematic research will allow us to infer the answer to the problem posed, we will find correlation between Human Resource Management and talent retention and its importance in port administration. Port management, especially in companies such as TISUR, faces unique challenges due to dynamic and strategic nature of port operations. Key facts are the following: Optimization of Human Resources in the Port Environment, being ports critical logistics centers for international trade, since, operational efficiency depends largely on human capital. And Talent Retention, since staff turnover in port sector can affect operational continuity and service quality, implying the use of strategies to retain valuable employees, such as

development, recognition and benefits programs. Recent research, such as the study by Gonzalo Antoñanzas Aguirre (2019), has shown that, effective human resource management is directly related to talent retention. Human Resource Management practices foster engagement, communication and professional development that influence employee retention.

Methodology

Systematic reviews (SR) are secondary studies that seek to answer a research question by conducting exhaustive searches of the available evidence (i.e., studies that have already answered the research question) and synthesizing the results found in these investigations (Fernández, et al., 2019). A bibliographic-level research study was conducted, in which a variety of scientific articles oriented toward the study variables were analyzed. In order to obtain the most up-to-date information on the subject matter, articles published during the five-year period between 2019 and 2024 were sought. The systematic review was conducted using the primary academic search engines, including: The following databases were consulted: Google Scholar, SciELO, ProQuest, Dialnet, and Redalyc. In this manner, articles from scientific journals pertaining to the significance of human resources management and talent retention in port management have been obtained. The search terms employed were "human resources management" and "port administration."

Figure 1. Flowchart of the inclusion and exclusion criteria used for the systematic review.



Note: Dialnet, Google Scholar, Redalyc, Proquest and Scielo databases.

Results

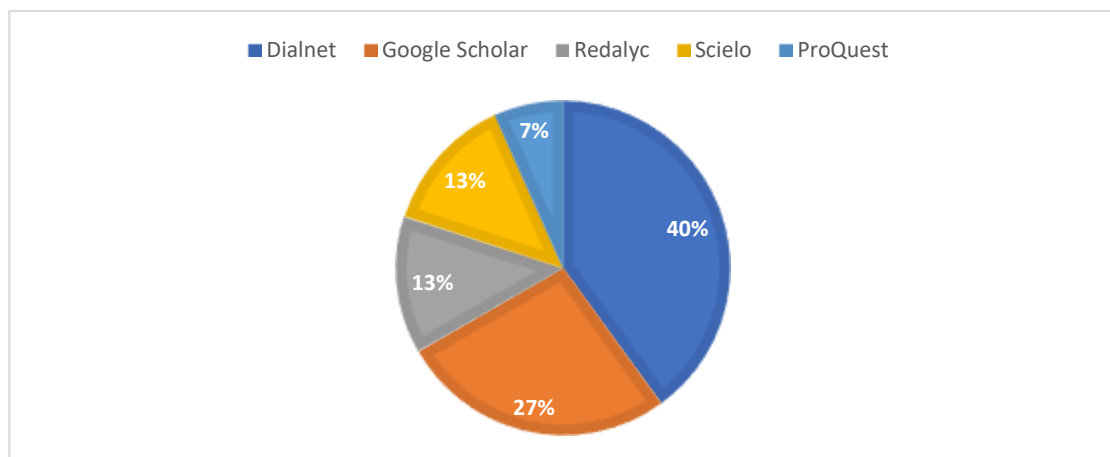
The results of the research are presented below. The bibliographic analysis was carried out through the academic network, that is, using virtual resources, but in reliable pages for scientific searches. The following search engines were used: Dialnet, Google Scholar, Redalyc, Proquest and Scielo, in that order. The articles are current, no less than five years old; on the other hand, important articles in Spanish and Portuguese were found. The terms for this search were “human resources management” and “port administration”, yielding results very similar to the research problem.

Figure 1 shows the information search process. At the beginning, by entering the search terms without any filter, results were shown with numerous articles: Dialnet 2301, Google Scholar 485, Redalyc 19, Proquest 5843, Scielo 84. By applying filters based on language (Spanish), *Nanotechnology Perceptions* **20 No. 5** (2024)

age of not less than five years, specifying that only articles from scientific journals be included, a smaller number of articles were obtained. It is also worth mentioning the personal choice, discarding articles are not related to the application of the topic in Human Resources Management and Port Administration. So, the search is as follows: Dialnet 15, Google Scholar 5, Redalyc 2, Proquest 1 and Scielo 7.

For this study, an attempt was made to collect articles from different academic search engines, in order to obtain different results, although it is noteworthy that, as shown in Figure 2, the presence of articles related to the topic is more abundant in the academic search engine “Dialnet”, being interesting when we observe that most of the articles, as shown in Figure 1, are from search engine “ProQuest”. It should be noted that, in the latter mentioned, the searches through the filter discarded many results, in addition to the personal selection, highlighting that, although the search terms were precise, results with little relation to the research topic were found. On the other hand, in “Dialnet”, articles similar to research topic were shown, giving the possibility of taking several interesting articles.

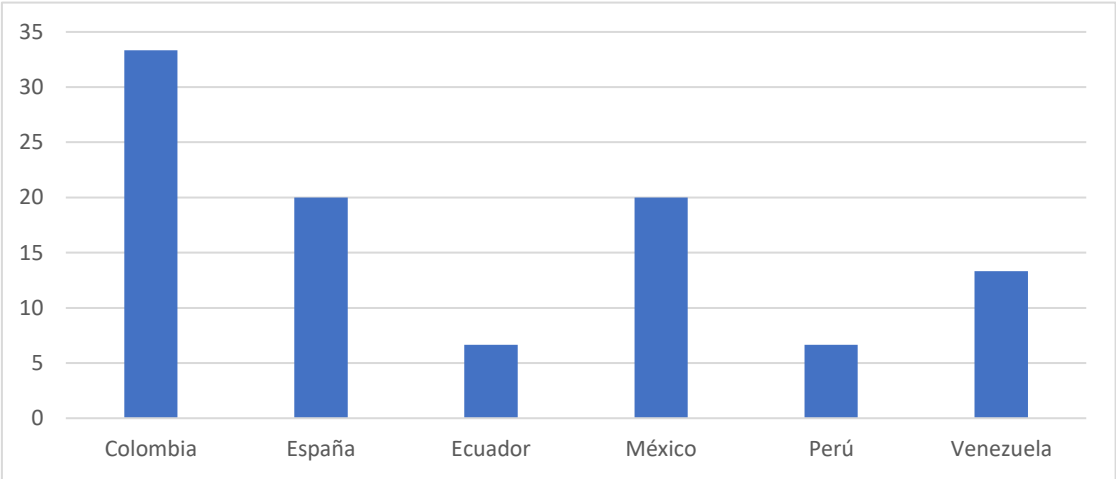
Figure 2. Percentage distribution of articles by academic search engine



Note: Dialnet, Google Scholar, Redalyc, Proquest and Scielo databases.

On the other hand, the origin of the researches has been rescued in order to make a comparison in terms of countries that have studied this problem. Colombia stands out in this opportunity, in this research 33.33% are Colombian articles.

Figure 3: Percentage distribution of articles by country



Note: Dialnet, Google Scholar, Redalyc, Proquest and Scielo databases.

The articles selected in review; some provide more general results. For example, Noboa, H. A. Z., Saltos, M. F. M., & Suarez, N. A. R. (2019). Describes port operations in Ecuador, covering a variety of essential services for efficient operation of ports, the most relevant aspects being: Basic Operations, Services Demanded and Types of Operators. Making it clear port operations represent the entry, departure, anchorage, berthing, unberthing, mooring, unmooring, and permanence of ships in the territorial scope of a port.

Vesga Rodríguez (2020) addresses dynamics of human collectives and their effectiveness. He emphasizes that the human collective is not a compact unit in which elements think alike and act in unison like automatons. Nor is it a grouping of disconnected individuals. An effective collective is a collection of people who develop their full potential, but are synchronized to complement each other. The key is connection: although different, each individual is connected to the others. A human resources management focused on individual needs will allow to articulate the potential of all employees in the organization, achieving greater effectiveness in the strategic objectives.

Among all this, the following table (Table 1) shows the most important contributions of each research to solve the question posed about the importance of human resources management and talent retention in port management:

Table 1: Articles by author and contribution

N°	Authors	Contribution to the study
1	Gutiérrez, J. A., Vega, J. D., & Osorio, S. (2019). Colombia	The evaluation of infrastructure projects must return once again to the academic and investigative review of the classroom. It is not only a matter of determining the cost-benefit ratio, but also of estimating in a comprehensive manner the demands that the installation or execution of engineering works summons from different areas, and

		which apparently end when they are completed or when budgets run out. In the general project literature, the review of projects of a strategic or interstate nature, such as those that appear with each integration process and which escape professional review in the classroom, should be further strengthened.
2	Reyes Real, O. B., Alcantar López, C. O., & Alvarado Oregón, A. M. D. R. (2022). Mexico	Customs modernization, conceived as a public function, technological and infrastructure changes are intended to establish a balance between the customs functions of controlling and collecting tax revenues and facilitating foreign trade. As a result of the program, the necessary conditions were established for a dynamic and efficient flow of merchandise handling, which in turn contributes to the high and sustained growth of the regional and national economy, which is an expression of the changes in customs modernization, particularly in administration processes, automation and technological and infrastructure changes.
3	Lechuga-Cardozo, J. I. (2019). Colombia	It proposes to the terminal to strengthen its corporate social responsibility strategy from the perspective of collective intelligence, communicating its social actions to the public through the interactive tools provided by the web, especially social networks, mobilizing and sensitizing employees towards the sharing of values, and integrating social responsibility into the company's current strategic platform.
4	Molina, M. I. G., Suárez, Y. A. V., & Mosquera, D. M. V. (2022). Colombia	In general, Cartagena, Santa Marta, Barranquilla and Puerto Antioquia intend to develop a logistical and technological infrastructure that reflects high levels of competitiveness in relation to distances and costs that attract companies and shipping companies. The institutional framework of the other entities related to logistics and customs processes must be unified, that is, they must have a common vision on the development of the country's infrastructure to strengthen foreign trade, and that among them there is a delimitation of functions that allows them to plan integrally with a view to the modernization of transportation, connectivity of the most remote regions, customs agency, services, logistics and intermodality; Although the creation of ANI promoted contracts such as the 4G and investment in primary roads, ports and airports, it is important to establish institutional achievements that add to the country's competitiveness.
5	Noboa, H. A. Z., Saltos, M. F. M., & Suarez, N. A. R. (2019). Ecuador	Port operations represent the entry, departure, anchorage, berthing, unberthing, mooring, unmooring, and stay of vessels in the territorial scope of a port. They include the provision of all services required by vessels and cargo owners or consignees. The main port operations in Ecuador are: Pilotage; towing; berthing and unberthing; mooring and unmooring of vessels; demurrage; stowage/unstacking; transfer of general merchandise, containers, bulk, vehicles, from dock to hold or yards or vice versa; reception/inspection of cargo; consolidation and deconsolidation of containers; reception and dispatch of cargo; transportation of cargo within the terminal;

		<p>storage indoors and in open areas; control and registration of goods; weighing of goods; and other services rendered to the vessel, cargo or passengers. Port operators are legal entities duly registered and authorized by the Undersecretariat of Ports and Maritime and River Transportation, which are capable of providing the port services established in the port regulations. The types of port operators present in Ecuador's port system are: Vessel Port Operator (OPB); Cargo Port Operator (OPC); Passenger Port Operator (OPP); and Port Operator of Related Services (OPSC); each with their respective functions.</p>
6	López Morales, J. S., Pérez León, L. N., Zarrabal Gutiérrez, C. G., & Andrade Estrada, M. G. (2020).	<p>According to the results obtained, most of the ports have a mission and vision (72). In addition, most of them consider CSR and internationalization in the mission or vision separately. On the contrary, the majority do not consider both at the same time: in the case of CSR, 34.72 percent and in the case of internationalization only 8.33 percent. This reveals a lack of congruence in strategic planning, in which the mission and vision are not used as guidelines for action, leading to possible failures in the implementation of port strategies. It is important to mention that both elements, CSR and internationalization, are mentioned more in the mission than in the vision. This suggests that they are more important, at least initially, in the medium term (mission) than in the long term (vision). Also, the fact that they are considered more in the mission is a finding that reinforces the lack of congruence of port strategies in a shorter period. As future lines of research, it is important to identify a mechanism for such alignment so that there is congruence between strategic planning, mission, vision and strategies of the organizations. Another relevant line of research is the ways in which these CSR practices and internationalization strategies are implemented and to what degree they relate to the mission and vision. In addition, it is essential to consider the influence of the type of organization that each port manages, whether it is private, state-owned or mixed. Another area of research is the socioeconomic and environmental implications and repercussions that ports have had in their areas of influence, in order to elucidate whether their strategies in these areas have had an effect on society. Finally, it is useful to clarify the factors that have influenced the lack of congruence in the missions and visions of the organizations.</p>
7	Díaz, Y. G. K., & Pérez, F. L. V. (2019). España	<p>The aging of the population is one of the social phenomena of greatest impact of this century worldwide, more noticeable and faster in developing countries and Cuba does not escape from this despite being an underdeveloped country. It endangers productivity and efficiency in companies due to the change suffered by the labor force and the decreases in its replacement, with great impact on business management. In all the Entities studied, it was evidenced that there is a lack of population studies in spite of having an aging labor population with few fluctuations.</p>

		There is knowledge on the subject of labor aging, however, a real awareness of the implications of this phenomenon is not created and there are no strategies to face this problem.
8	Samanés, T., Cancelas, M. N. G., & Serrano, B. M. (2019). España	Regarding the prospective of the indicators to be considered in dirty bulk solids terminal, a comprehensive approach should be sought that includes a related vision among the various parameters, both productivity and environmental performance or others. Considering the lack of availability of environmental parameters that has surfaced in this study, it is suggested that terminals be incentivized to have such parameters in the future, and it seems that the most immediate practical way is to incentivize terminals to have a unified environmental management system.
9	Vélez Bermello, L. M., & Flores Sánchez, G. G. (2023). Mexico	The implementation of the NOF and FM variables, together with the evaluation of profitability and indebtedness, generates results that contribute significantly to investment and financing decisions, unlike traditional methods of financial analysis, whose percentage results do not guarantee clear bases that promote adequate decisions for the future of the organizations. In short, it is essential that, in view of the promising economic and financial positioning of the Ecuadorian port sector, the resources generated within a spontaneous financing are efficiently managed, since it allows to have the bargaining power with suppliers, so that the investment and financing decisions acquired in a timely manner, contribute to the sustained and expansive growth of the port sector in Ecuador. It is for this reason that for a model based on NOFs to be relevant, the strategy and operation of Ecuador's port terminals must be oriented to the short term, liquidity and the operating cycle, above profitability and the capital cycle, so that the investment in NOFs represents most of the assets, with a very reduced fixed asset.
10	Vesga Rodríguez, J. J. (2020). Colombia	A human collective is not a compact unit in which the elements that make it up think alike and act in unison like automatons responding to a program. Nor is a collective a group of disconnected individuals, each one enclosed in his own world, unaware of the surrounding environment and acting each one on his own. An effective collective is a group of individuals who each develop their full potential, but who are synchronized to complement each other as a product of the leader's actions. The key concept is connection, although being different and acting with individual awareness, each individual is connected to the others. A human resources management with an idiosyncratic perspective, more focused on individuals, their particular needs and individual psychological contracts, will allow developing their full potential to articulate it with the performance potentials of the rest of the individuals in the organization, to achieve greater effectiveness in reaching strategic objectives.
11	Morales, C., & Rey, W. (2021). Perú	It is concluded that the personnel office has not carried out any administrative procedures to see the possibility of

		<p>implementing the Human Resources Administrative System at the University, despite the fact that SERVIR, has issued many management instruments, with the purpose of implementing the Civil Service Law in public institutions of national, regional and local scope. Human and Social Relations Management, is the one that reaches the relationships established between the entity and its employees in relation to personnel policies and practices, which increases satisfaction and commitment rates of workers, including: a) Individual and collective labor relations, b) Occupational Safety and Health, c) Social Welfare, d) Organizational Culture and Climate, e) Internal Communication, on average only 25 respondents or 26.32% know, and 70 respondents or 73.68 do not know anything.</p>
12	Tipian, M. A. S., Tarazona, M. R. P., Alanya-Beltran, J., & Nuñez, G. G. V. (2022). Vzla	<p>It was determined that there is a high correlation between human resources variables and business management in the company Ingelectros Perú S.A. in Los Olivos, Peru. In this sense, the existence of a high degree of correlation between personnel selection and business management in the collaborators, evidenced that personnel selection is key in the recruitment processes, whose central axis is the evaluation of knowledge, competencies and commitment that the collaborator can generate with the organization. Likewise, the high degree of correlation between the development of people and business management in the collaborators, results in the benefit that the development of people, offer on training both in the technical field, knowledge and safety, as well as the personal aspect of leadership, motivation, teamwork in the different areas of the company. Finally, the findings of this study make a valuable contribution to academic knowledge, in the sense that the human resource and incentive scale improves the motivation and productivity of employees; it also provides all the economic benefits, vacations and bonuses. In addition to implementing labor recognition strategies, incentives and overtime remuneration based on the work performed to optimize performance.</p>
13	González-Cancelas, N., Molina Serrano, B., & Soler-Flores, F. (2020). Colombia	<p>In this study, it is concluded from the use of BOT analysis that, currently, Spanish ports are in a medium-low position of digitization, and continue to update and innovate, to be increasingly competitive in the market. Despite this, there is still a long way to go in digitization, such as making an immediate conversion to digital, intelligent and green ports, which optimize existing infrastructures with added capacity thanks to the intelligent management of spaces. For this, it is necessary to integrate technologies such as the cloud, big data or sensorization, as mentioned above. We are facing a “technological clash” because in many cases the expectations of consumers do not match the potential offered by technology and the ambitions of companies, and the same is happening in the port environment, where the expectations of customers seem to be above the products and services of the ports at the moment.</p>

14	Luna, A. P. V., Romo, M. M. M., Jara, A. A. L., & Muñoz, J. V. C. (2020). Vzla	The administration of maritime port operations reflects that the one executed by the public sector has deficiencies in terms of productivity, since it is not considered as an independent business. Concessions (private - mixed), being businesses structured as private, establish goals and objectives to be met by the administrators, which must generate maximum productivity, in order to obtain strong profitability, which makes them visibly welcomed by the State, as long as the contracts are favorable to it, as reflected in the administration of maritime port operations by Yilport Holding INC (YILPORTECU). Conceptually, the benefit of carrying out adequate administrative management, especially in activities such as maritime port operations, is favorable for the stakeholders, since growth and development is favorable in general.
15	Cabello-Pérez, R. E., Andrade-Estrada, M. G., & López-Morales, J. S. (2022). Mexico	All company personnel should be trained on the SDGs so that they can be applied in a more comprehensive manner in business practices. Likewise, specific strategies and plans should be generated to insert the SDGs in the various activities of companies in the port sector given their importance for the economy in Veracruz and at the national level. It is also important to consider plans to generate social impact through these actions. As future areas of research, it should be possible to determine the degree of knowledge and involvement of companies in the achievement of the SDGs. Another relevant issue for the SDGs is to generate specific social advocacy mechanisms for each of the SDGs. Also, to be able to conduct similar studies in the port sectors of other cities in Mexico, in order to compare results and obtain a better understanding of how knowledge of the SDGs is. Other sectors of economic activity should also be analyzed to establish more accurate parameters of SDG awareness. It is also necessary to develop strategies to disseminate knowledge, importance and impact of the SDGs in the various activities carried out by the different sectors of economic activity. Finally, it is important to develop strategies so that companies can not only learn about the SDGs, but also implement them and generate social impact.

Note: Dialnet, Google Scholar, Redalyc, Proquest and Scielo databases.

The preceding 15 articles have served to demonstrate the importance of human resource management and talent retention in port management. Each study has contributed to understanding of the topic, but they concur in their omission of human resource management and talent retention, which can have a detrimental impact on productivity, motivation, and innovation capacity in port organizations. Tipian, M. A. S., Tarazona, M. R. P., Alanya-Beltran, J., & Nuñez, G. G. V. (2022). The study underscores the significant correlation between personnel selection and business management practices within the aforementioned organization. The assessment of knowledge, competencies, and commitment is of paramount importance in recruitment process. Moreover, the advancement of personnel and the

implementation of training programs have a significant impact on employee productivity and motivation.

Discussion

Once the results are reviewed, the need for a sustained and accurate implementation of training in Human Resource Management and Talent Retention in port management is realized. The focus on human resource management and talent retention, which can negatively affect productivity, motivation and innovation capacity in port organizations, is discussed. It is in this context consequences of not paying attention to the importance of human resources management in port administration can be appreciated.

Taking into account what is mentioned by Cabello-Pérez, R. E., Andrade-Estrada, M. G., & López-Morales, J. S. (2022). Emphasizes the importance of training all company personnel in relation to Sustainable Development Goals (SDGs). He proposes specific strategies to integrate SDGs into business practices, especially in the port sector. It also suggests investigating the degree of knowledge and involvement of companies in the achievement of the SDGs, as well as generating specific social advocacy mechanisms for each of them.

Being relevant what is mentioned by Luna, A. P. V., Romo, M. M. M. M., Jara, A. A. A. L., & Muñoz, J. V. C. (2020). Examining the administration of maritime port operations, highlighting differences between the public sector and private or mixed concessions. While the public sector shows deficiencies in productivity by not considering these operations as independent businesses, private concessions set goals to maximize profitability. Proper management benefits stakeholders and contributes to overall growth.

Complementing it with the study by Tipian, M. A. S., Tarazona, M. R. P., Alanya-Beltran, J., & Nuñez, G. G. V. (2022). Which determined there is a high correlation between the variable's human resources and business management in the company. In this sense, the existence of a high degree of correlation between personnel selection and business management in collaborators, showed that personnel selection is key in the recruitment processes, whose central axis is the evaluation of knowledge, competencies and commitment that the collaborator can generate with the organization. Likewise, the high degree of correlation between the development of people and business management in the collaborators, results in benefit development of people, offer on training both in technical field, knowledge and safety, as well as personal aspect of leadership, motivation, teamwork in the different areas of company.

Finally, Lechuga-Cardozo, J. I. (2019), proposes to strengthen the strategy of corporate social responsibility from the perspective of collective intelligence, communicating social actions to the public through interactive tools provided by the web, especially social networks, mobilizing and sensitizing employees to share values, and integrating social responsibility to the current strategic platform of companies.

Conclusions

The purpose of the review was to make known importance of social skills in regular basic education. The objective has been achieved, highlighting each contribution of the research

reviewed, whose results have been able to demonstrate not only the importance, but also the need to apply a training model in human resources management and talent retention in port administration. Between theoretical studies, based on systematic reviews and empirical studies on the variables of “Human Resource Management” and “port administration”, I can conclude that human resource management and talent retention in field of port administration are critical aspects that require further attention and development.

In Latin America, human resource management and talent retention are common challenges for organizations. Competition for skilled professionals is intense, and companies must adopt effective strategies to retain valuable personnel. In this context, the following practices stand out:

Strong organizational culture: foster a culture that promotes identification with the company's values and objectives. This creates a sense of belonging and commitment.

Professional development: Offer training and growth opportunities so that employees feel valued and have career prospects.

Work-life balance: Implement policies that allow employees to balance their work responsibilities with their personal lives. This improves satisfaction and reduces turnover.

In the Peruvian context, human resource management in the port environment faces specific challenges. Investment in port infrastructure and the expansion of international trade have increased the demand for specialized professionals. To retain talent in Peru:

Competitive incentives: Offer competitive salaries and fringe benefits to attract and retain the best employees.

Local development: Provide training and development opportunities specific to the Peruvian port sector.

Strong labor relations: Foster a positive work environment and collaborative relationships between employees and employers.

Talent retention is crucial to the success of TISUR's port management, both overall and in the context of Latin America and Peru. Although different perspectives are addressed, all converge in pointing out the need to improve these areas in order to achieve sustainable growth and greater efficiency. Being the lack of focus on human resources management and talent retention, which can negatively affect productivity, motivation and innovation capacity in port organizations. It is essential that specific strategies are implemented to attract, develop and retain employees, considering both their technical skills and their personal well-being. This is the only way to ensure a successful future for the port sector.

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