

Human Talent Management and its Impact on Organizational Commitment and Internal Communication in a Health Entity in Áncash

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The objective of this research was to determine the level of incidence of human talent management in organisational commitment and internal communication of workers in a public health institution in Casma. The methodology used was applicative, non-experimental design, causal correlation of sectional scope, census sample of 184 workers. The survey was used and three questionnaires with reliability levels greater than 0.953 were used as instruments. It is concluded that human talent management, organisational commitment and internal communication show a regular level of 53.8%, 48.9% and 66.8% respectively. In addition, the results indicate a highly significant impact of human talent management on organisational commitment with Sig. P-value=0.000 < 0.01, the ordinal logistic regression using Nagelkerke's R² with 0.761 which indicates that human talent management has an impact level of 76.10% on organisational commitment. On the other hand, there is a highly significant incidence of human talent management on internal communication with Sig. P-value=0.000 < 0.01, the ordinal logistic regression using Nagelkerke's R² with 0.425 which refers that human talent management has an incidence level of 42.50% on internal communication.

Keywords: Organisational Commitment, Internal Communication, Human Talent.

1. Introduction

Human talent management, internal communication and organizational commitment are several fundamental aspects in any association, whether state or private, and play an essential role in safeguarding the progress of a corporation. In the health sector, where the quality of service and the well-being of patients are key to ensure success, the correct management of human talent, participatory and transparent, are basic pillars to encourage commitment and communication among workers. The proper management of an organization with its employees makes them feel linked to their entity, increases their organizational commitment and motivates them to reach their maximum potential.

Translated with DeepL. com (free version)The World Health Organization (WHO, 2019), highlighted great importance attached, human talent management and organizational commitment; the CO of the collaborator and organizational trust are direct notorious factors in the satisfaction of the Turkish health actor, conclusive results evidence that the motivated worker, will have a better performance and this will reflect in the care of patients who will be the most benefited, also another study conducted in Indonesia, in an ecological hospital, confirmed that organizational commitment and communication positively influence for: human talent management, by being efficient, confirming what was stated by the WHO.

In Africa, the government of Malawi applied different strategies in human talent management, emphasizing better internal communication plans, regular events, recognition of the work of employees in public hospitals, in order to improve productivity, accessibility, motivation of health personnel, and boost the quality of service delivery in the health sector, it was identified that the sure way to achieve an adequate and innovative behavior by hospital staff is through a beneficial human talent management, which generated for nurses and medical staff an innovative organizational commitment, an adequate and effective internal communication, reflected in the impeccable assistance to the beneficiaries (Dzimhiri & Molefi, 2021).

Latin America, according to PAHO (2022), health systems are characterized by inequalities in the allocation of staff, lack of continuous training and poor working conditions, negative impact on the stimulation and duty in workers, contributing to poor internal communication and this harms the kind of health service and therefore the contentment of patients.

Jiménez, et al.,(2023), in 28 samples investigated at Latin American scientific level, mentioned human talent closely linked to management as a socially essential variable in conjunction with models that seek to enhance processes and techniques.

In Peru, in Puno, the management of the health sector, assistance and hospital, was put to the test during the COVID-19 pandemic, obtaining catastrophic results, a visible reality of the terrible health situation in Peru and motivated the analysis of the possible limiting causes of the health system, among them, the lack of communication, the low commitment of the employees, the weakening of the brigade, the adoption of arbitrary alternatives without the participation of the hospital community, the lack of incentive policies, the lack of human resources, untrained actors, the lack of state funding, the high costs and the deficient supervision by managers (Quispe-Mamani et al. , 2022).

The MINSA (2022), which pointed out the strengthening of administrative and sanitary management, urged the medical staff to commit themselves to offer excellent care to the population in Lima's hospitals. To date, there has been a slight improvement, but the required actions have not yet been implemented to optimize the work situation of the medical staff, no improvements have been found in the administrative area, leading to a lack of organizational commitment of the health actors, poor quality of care, disorganization, and lack of commitment in individual and team work, representing a serious threat to the health system.

The health sector in Casma, DIRESA (2023), stated that it has experienced a gradual deterioration in the area of human resources, highlighting a shortage of collaborators, disagreements between personnel and management, lack of training for personnel according to the area where they work, poor communication between personnel and administrative staff,

poor state budget, reproducing difficulties among them due to the lack of resources and materials, work overload, reduction of services, constant delays in care, generating little organizational commitment from health personnel at the same time.

Latent reasons were identified in the management of human talent in a certain health care administration, Casma, indicating a low level of organizational commitment, due to a lack of employee recognition, lack of alignment with organizational goals and reduced productivity. A second main cause was inefficient communication, due to a conflictive work environment, a constant lack of coordination and poor administrative communication.

To control the prognosis of the problems established in this research it was of vital importance to implement the complete diagnosis of institutional climate and working conditions, detailing the necessary problems to take corrective measures in the short term, in order to prevent future complications, prioritizing the area of human resources, integrating a training and professional development plan, The human resources area is prioritized, integrating a training and professional development plan, allowing employees to have an effective training, establishing an efficient communication, working on bidirectional feedback, finalizing the strengthening of the organizational commitment, encouraging and motivating employees, valuing and rewarding their efforts, those responsible for this action include the human resources area, area coordinators and information technology.

In relation to the Sustainable Development Goals, this research, according to regulations which resolution of the Vice Rectorate No. 095-2024-VI-UCV, was related to number 16 of the SDG, strong institutions, peace and justice, because it focused on promoting peaceful, inclusive and effective institutions and societies, contributing in horizontal contexts, improving aspects in the GTH, environmental optimization, labor agreement, construction towards fair and peaceful health entities, oriented to promote sustainable development.

This study aimed to detail the impact of human talent management on organizational commitment and internal communication, seeking to identify opportunities and deficiencies in management, this approach was not only developed for the health entity of Ancash, it will also provide valuable information for other regional health entities.

In view of the above, the aim was to investigate the impact of human talent management on organizational commitment and internal communication in a health entity in Ancash, the purpose was to develop a proposed solution to enhance human talent management and strengthen organizational commitment, internal communication and improve the quality of patient care.

In the same direction of ideas, the following problem was elaborated: What is the impact of human talent management on organizational commitment and internal communication of the workers of an entity of Ancash 2024? In relation to the specific problems: What is the obtained level of human talent management and its dimensions of the workers of a health entity, what is the obtained level of organizational commitment and its dimensions of the workers of a health entity, what is the obtained level of internal communication and its dimensions of the workers of a health entity, what is the obtained level of internal communication and its dimensions of the workers of a health entity, what is the obtained level of organizational commitment and its dimensions of the workers of a health entity, and what is the obtained

level of internal communication and its dimensions of the workers of a health entity?

The general objective was structured as follows: to determine the impact of human talent management on organizational commitment and internal communication of the workers of a health entity in Ancash 2024. Specific objectives: To establish the level of human talent management and its dimensions of the workers of a health entity. To establish the obtained level of organizational commitment and its dimensions of the workers of a health entity. To establish the obtained level of internal communication and its dimensions of the workers of a health entity.

In order to carry out this research, a detailed review of scientific illustrations was carried out, based on previous investigations of the databases with greater effect and recognition for scientific articles, using the electronic library MYLOFT of the UCV, such as Scopus, Wos and Scielo, as well as theses at postgraduate level of cosmopolitan reputation were cited.

Saldaña et al. (2023), whose main objective was to contrast their variants, with the participation of 135 employees, their reliability was 0.906 and 0.769 respectively; determined a $p\text{-value} = 0.000$, and indicated a significant relationship of internal communication on organizational commitment; where the Rho Spearman evidenced a 0.586, indicating a considerably positive relationship in the variables under study, concluded that, making efforts to improve internal communication, its influence was proportional in the organizational commitment of employees.

Santos (2022), his thesis analyzed the correspondence between human talent management and organizational commitment, a considerable census sample of 240 graduates, finalizing, effective existence by annexing talent management and health organizational commitment. Relevant antecedent, due to the main theoretical contribution of the human capital that it provides, to be used in this research.

Pacherres et al. (2024), objective: To determine the influence of human talent management on the development of labor competencies of the administrative staff of a hospital in Peru. This is associated with the Sustainable Development Goal (SDG) "Decent work and economic growth". The results of the model fit test showed a $p\text{-value}$ of $0.000 < 0.05$. Likewise, the Nagelkerke coefficient yielded a value of 0.239, determining that there is a 23.9% influence of human talent management on the development of labor competencies.

Sandoval (2023), whose main objective was to determine the effect of HT on Organizational Commitment in 90 workers. The results for GTH: 60.0% regular, high 28.9%, 11.1% low level, the CO element, obtained 61.1% regular level, high level 27.8% and 11.1% low level. The 60% in conclusion to manage the Human Talent, influences the Organizational performance, 67.6%: GTH, focus effective affective commitment, 68.9% in continuous commitment, for the normative commitment score 76.2%. Statistical sample by Ordinal Logistic Regression = 0.634 and a significance of $p < 0.001$). The finding is considered interesting for the present work.

The thematic framework of this study is made known, detailing key theories and conceptualizations related to the variables of this research, allowing to provide a solid foundation to perceive the importance of conducting multivariate research.

Being necessary to understand the variable human talent management; Alles (2017), main *Nanotechnology Perceptions* Vol. 20 No. S14 (2024)

theorizer defines it as a protocol of techniques and procedures that allow to achieve adequate performance and/or identify skills, implementing programs, with the purpose of promoting, creating, retaining and acquiring talent, a process that ensures companies capture the right people in the right positions.

Likewise, Yildiz and Esmer (2023), conceptualize and analyze talent management as a systematic structure that identifies, plans, evaluates and retains personnel, enabling institutions to achieve their business objectives, promoting competitive advantages.

Talent management can be defined as an approach that allows employees to contribute with an added value within their company, which is why it should be identified as a type of exceptional value for companies, so that they can achieve their objectives.

Regarding the knowledge dimension, Alles (2017), evaluates the capabilities, so that each individual is able to occupy the position that corresponds to him, which is why he suggests carrying out a comprehensive assessment, to fully understand the knowledge that the applicant possesses, including languages, standards, computer skills, text writing, knowledge of specific programs or software, among others.

In relation to the competencies dimension, Alles (2017), refers that the competencies of each individual, are qualities of personality, being the most complex part to evaluate, because many times it is the competencies that determine the success in the behavior of individuals, however for an entity to achieve its purpose it needs personnel with professional ethics, prudence, leadership and panoramic vision to solve any situation of high complexity and more.

The economist Becker (1964), and his theory of human capital, develops the importance of the collaborator, as a key human resource so that the entity can achieve all its objectives and lead to business success, theory given through the knowledge, skills and experience that can enhance the collaborators in order to increase the value of the organization, this implies that the organization manages to retain its best talent, thus ensuring success and framing its high competitiveness.

In concrete terms, Meyer and Allen (1991) alluded to organizational commitment, Araya et al. (2020), as being a psychological relationship between employees and their organization, influencing the participant's decision to continue in their work environment, commitment can be evidenced in different ways, which in turn is crucial for success in any organization.

Organizational commitment, Hngoi et al. (2024), mention that factors such as job involvement and organizational care directly influence organizational commitment, the authors confirm that commitment in an organization works as a mediator between job insecurity and organizational support, commenting that various organizational strategies strengthen employee commitment.

The work or organizational commitment, determined as mediators on the relationship between self-leadership and innovation of employees, plays a crucial role in satisfaction, diagnosing what is the feeling of the employee working in your organization, improving the employee's creativity.

The main author of the variable establishes three dimensions: affective commitment, continuation commitment and normative commitment. Affective commitment, characterizing the sensitive relationship of the employee with the organization, expressed in a high

commitment of the employee and reflected in the way they identify with the company and in the motivation to offer their best version.

The continuation commitment, alludes to the employee's permanence, because it is not that he/she wishes to resign, but feels that he/she would lose a lot by leaving his/her organization, either for economic reasons or for professional growth.

Finally, in the normative commitment, the authors Meyer and Allen (1991), quoted by Araya et al. (2020), indicate that these are the collaborators who are convinced that they must remain in their job, this for moral or ethical reasons, feeling that they are doing the right thing even though in many cases they do not feel comfortable or satisfied in their organization.

The theory related to the variable organizational commitment is detailed, framed in the same theoretical tenor, of the trio of components, affective, continuous and normative commitment, providing an integral structuring of the different ways of the collaborator to participate and relate to his organization, based on the emotional connection, respect and autonomy which generates a high commitment of the collaborator.

This type of communication is a basic pillar of any organization, all these elements are of great importance so that, in the event of any crisis, the organization is not affected, highlighting the importance of the performance and participation of the collaborator.

With reference to the dimensions, Tessi (2019), states that intrapersonal communication is defined as the dialogue that the employee has with himself, this is of great importance because it shows how he perceives his work environment, interpreting the messages he receives and how he responds to it, this type of communication influences self-evaluation, motivation and stress prevention.

The interpersonal communication dimension, according to Tessi (2019), encompasses communication between two or more people, necessary for team collaboration, conflict resolution and of utmost importance for the construction of solid managerial links; Type of effective communication, directly related to productivity and good work performance of the association.

Institutional Communication, establishes the type of communication that the organization has with its employees, including vision, mission, procedures and guidelines. Institutional communication is essential to ensure that employees are aware of the guidelines and institutional objectives and understand the role they must play to achieve success in the organization.

Next, the theory that corresponds to internal communication is detailed: "Organizational control theory", which proposes communication as the main means, this theory expands Weber's bureaucratic theory where it details how organizations manage to control internal communication, having explicit forms of control such as: The simple, technical, bureaucratic and concertive form, as mentioned in this theory should make an evolution of more complex models, where clearly in the organization mission and vision, are structured in the daily activities of all employees (Ouchi, 1979).

2. Methodology

Concerning the type of research, it was applicative, Castro et al. (2023), its main objective was to generate knowledge in order to use it to solve problems in different real contexts. The quantitative approach, Sanchez (2019), mentioned the systematic and rigorous methodology based on the collection of numerical input data for verifiable results. Non-experimental research design causal correlation sectional scope, Osada and Carrillo (2021), in this regard; study design used to describe, examine and corroborate the relationship between three variables and their measurement of cause and effect relationship in concrete.

Details below of variables under examination, it was necessary to understand the variable human talent management, it is Alles (2017): who defines it as a protocol of techniques and procedures that allow to achieve adequate performance, identify skills, implemented programs, with the aim of promoting, creating, retaining and acquiring talent, this process ensures that companies can find the right people in the right positions. Considering the following dimensions: knowledge and competencies.

In order to achieve the stated objective, it was important to know the study population, the sample and the definitive sampling. Otzen and Manterola (2017), conceptualize it as a set of individuals or objects with certain specific characteristics, the complete group of individuals that evidenced specific results was determined. The sample population was harmonized by 184 health collaborators from Casma. In reference to the technique and instruments, the technique used was the survey, a procedure for obtaining information and the instrument used was the questionnaire facilitating advantageous and evident data on the problem in the three study variables, the questionnaire, for the talent management parameter, is the instrument adapted from the author Castillo (2022), which consists of 17 Likert scale questions, in another order for the organizational commitment variable, I consign the instrument of the author Sanchez (2016), which consists of 18 items and finally for the internal communication parameter the questionnaire of the author Leon (2018), adapted, has 15 Likert scale items, instruments respectively validated by expert judgment.

3. Results

Descriptive Results

Table 1 Levels of variables: human talent management, organizational commitment and internal communication

Levels	Human talent management		Organizational commitment		Internal communication	
	N°	%	N°	%	N°	%
Deficient	67	36.4%	65	35.3%	48	26.1%
Regular	99	53.8%	90	48.9%	123	66.8%
Well	18	9.8%	29	15.8%	13	7.1%
Total	184	100.0	184	100.0	184	100.0

Note: Instruments managed in a health administration Ancash, 2024 in SpssV27.

Table 1 states that the independent variable Human talent management has a considerable level, which is average with 53.8%, organizational commitment has a considerable level, which is average with 48.9%, and for internal communication, 66.8% of the total of 184 respondents consider it to be average, which means that there is a low percentage of managers who take minimal interest in evaluating, distinguishing and documenting the collaborator; a motivating reason for the ineffective and inefficient application of management despite the existence of a considerable labor link.

Table 2 Level obtained from the independent variable human talent management and its dimensions

Variables	Deficient		Regular		Well		Total	
	N°	%	N°	%	N°	%	N°	%
Human talent management	67	36.4%	99	53.8%	18	9.8%	184	100%
Knowledge	63	34.3%	100	54.3%	21	11.4%	184	100%
Competencies	79	42.9%	88	47.9%	17	9.2%	184	100%

Note: Instruments managed in a health administration Ancash, 2024 in SpssV27.

Table 2 shows that 9.8% indicate a good level in human talent management, 53.8% indicate a regular level and 36.4% are at a poor level. Regarding the knowledge dimension, 11.4% are at a good level, while 54.3% indicate a regular level and 34.3% are at a poor level. In the competency dimension, 9.2% denote a good level, while 47.8% consider a regular level, 42.9% report a poor level, in the dimensions of human talent management of workers in a health entity.

Table 3 Level obtained from the dependent variable organizational commitment and its dimensions

Variables	Deficient		Regular		Well		Total	
	N°	%	N°	%	N°	%	N°	%
Organizational Commitment	65	35.3%	90	48.9%	29	15.8%	184	100%
Affective commitment	73	39.7%	91	49.5%	20	10.98%	184	100%
Commitment to continuity	70	38.0%	92	50.0%	22	12.0%	184	100%
Regulatory commitment	56	30.4%	102	55.5%	26	14.1%	184	100%

Note: Instruments managed in a health administration Ancash, 2024 in SpssV27.

In Table 3, it can be seen that 15.8% specify a good level in organizational commitment and for the discussion 48.9% indicate a regular level, 35.3% are located at a deficient level of organizational commitment. Regarding the affective commitment dimension, 10.9% are at a good level, while 49.5% indicate a regular level and 39.7% at the deficient value. In the continuity commitment dimension, 12.0% expose a good level, therefore, 50.0% indicate a regular level and 38.0% present a deficient level and in the normative commitment dimension, 14.1% guide a good level, thus 55.5% expose a regular level, and 12.5% manifest a deficient level of the dimensions of organizational commitment of the workers of an entity of Ancash

2024.

Table 4 Level obtained from the dependent variable internal communication and its dimensions

Variables	Deficient		Regular		Well		Total	
	N°	%	N°	%	N°	%	N°	%
Comunicación interna	48	26.1%	123	66.8%	13	7.1%	184	100%
Comunicación intrapersonal	54	29.3%	108	58.7%	22	12.0%	184	100%
Comunicación Interpersonal	69	37.5%	107	58.2%	8	4.3%	184	100%
Comunicación Institucional	67	36.4%	99	53.8%	18	9.8%	184	100%

Note: Instruments managed in a health administration Ancash, 2024 in SpssV27.

Table 4 indicates that 7.3% indicate a good level in internal communication and for discussion 66.8% indicate a regular level and 26.1% is located at a deficient level, regarding the intrapersonal communication dimension, 12.0% reveals a good level, although 58.7% indicates a regular level, with 29.3% a deficient level. In the interpersonal internal dimension, 4.3% is at a good level, while 58.2% indicates a regular level and with 37.5% at the deficient level and in the institutional internal communication dimension, 9.8% exposes a good level, while 53.8% indicates a regular level, with 36.4% at the deficient level of the dimensions of internal communication of the workers of an entity of Ancash 2024.

3.2 Inferential Results

After the descriptive and detailed examination of indicators and levels of each variable, the inferential examination is carried out, based on ordinal logistic regression statistics, equating the dimensions and significant and implicit indicators of the applied variable.

Hypothesis statement:

H_i : There is an impact of human talent management on the organizational commitment and internal communication of the workers of a health entity.

Table 5 Impact of human talent management on organizational commitment.

Organizational commitment	Human talent management						TOTAL	
	Deficient		Regular		Well			
	Amount	%	Amount	%	Amount	%	Amount	%
Deficient	60	32.6%	5	2.7%	0	0.0%	65	35.3%
Regular	7	3.8%	81	44.0%	2	1.1%	90	48.9%
Well	0	0.0%	13	7.1%	16	8.7%	29	15.8%
Total	67	36.4%	99	53.8%	18	9.8%	184	100.0%
Pattern Adjustment Report								
Model	Logaritmo de verosimilitud		Chi-cuadrado		gl	Sig.	R ²	
							Nagelkerke	

Intersection	212.475	198.424	2	0.001	76.10%
End	14.051				

Note: Human talent management and organizational commitment questionnaires of a health entity, in SpssV27

Table 5 shows that Human Talent Management and Organizational Commitment have a regular level with 44.0%, and both Human Talent Management and Organizational Commitment are at a poor level with 32.6%. On the other hand, it is found that Human Talent Management has a highly significant impact based on Sig= 0.001 <0.005. At the same time, the Nagelkerke R2 coefficient indicates that the level of impact of Human Talent Management on Organizational Commitment is 76.10%.

4. Discussion

The first specific objective was raised, considering what was pointed out by Alles (2017), who besides being the main theorizer and defining it as a protocol of techniques and procedures that allow achieving adequate performance and/or identifying skills, implementing programs, with the purpose of promoting, creating, retaining and acquiring talent, also, highlights it as a highly relevant process to guarantee organizations the recruitment of suitable people in the right positions; based on this consideration, the data collected were analyzed, where the GTH is at regular level (53. 8%), due to the fact that the institution has not optimally defined a protocol of techniques and procedures to achieve adequate performance and identify skills, and has not implemented suitable programs to promote, create, retain and acquire talent.

This finding coincides with those found by Sandoval (2023) who indicates that the GTH is at a regular level (60%) and Santos (2022) who likewise found that 67.1% is located at a regular level, unlike Sandoval, et al. (2023) who found that 54. 7% of their respondents placed talent management at an efficient level, as did Marquez (2020) who found an adequate level (81.1%), as a result of their organizations having better developed their protocols to identify the skills of their talents, as well as better implementation of programs. This reflects that the GTH can be improved as long as organizations work on protocols and appropriate techniques for talent identification and retention processes, however, it is likely that the results achieved by this research are not optimal due to deficiencies within the organization and the selection of appropriate strategies.

The second objective was based on the approach of Hngoi et al. (2024) for the analysis of the data collected, since they argue that commitment in an organization works as a mediator between job insecurity and the support of the organization, stating that the various organizational strategies strengthen the commitment of the development worker. Finding the organizational commitment at a regular level (48.9%), this is explained by the fact that the institution, by not strengthening and adequately implementing GTH protocols, significantly reduces the commitment of its assistants to the organization, generating difficulties in the fulfillment of goals such as objectives.

Thus, the findings related to specific objective 2 of this research coincide with those found by Saldaña, et al. (2023), Sandoval (2023) and Santos (2022) who place organizational

commitment at a regular level, unlike Calderón (2022) Chuquilin, et al. (2023) and Márquez (2020) who place it at a high or adequate level, these differences are due to the fact that the institutions where these investigations were carried out have adequately implemented strategies with the purpose of raising the level of commitment in the context of the collaborator, obtaining as a response a greater commitment, which, consequently, brings about the achievement of goals and objectives outlined in any administration, public or private. This shows that organizational commitment can maintain a high or adequate level, as long as the appropriate strategies are used to raise its level to the maximum; however, it is likely that the institution where this study was conducted is not using the right strategies to achieve maximum results and that the GTH is not the most appropriate.

Likewise, the approach of specific objective 3 was based on the contributions of Tessi (2019), who emphasizes the importance of a directed dialogue, in the development of relevant aspects, such as clarity in the messages and the importance of strategic communication, which allows an exchange of ideas and appropriate messages in the relevance to create a modern and comfortable work environment. Taking this into account, the present research found that internal communication is at a regular level (66.8%), due to the fact that the institution infrequently promotes strategic communication, which consequently brings difficulties to maintain a comfortable environment. This result coincides with the findings of Damian, et al. (2020) and Saldaña, et al. (2023) who place internal communication at an average level, unlike Bernaldes (2023) who found a poor level of the studied variable, this is due to the fact that the administration where the study was carried out rarely employs communication strategies and scarcely promotes a clear and directed dialogue. This shows that, although the institution maintains an average level, it is still necessary to make improvements, due to the importance of maintaining quality internal communication, since it improves the work environment, allowing good interaction within the organization.

Regarding specific objective 4, it was proposed, taking into account what was pointed out by Hngoi et al. (2024) who express that, the affective commitment, is characterized by a sensitive relationship of the collaborator with his organization, expressed in a high commitment of the collaborator and reflected in the way they identify with the company and in the motivation to offer their best version, hence the importance of the GTH to achieve the highest degree of affective commitment. Taking into account the above, the data obtained by the current research was analyzed, it was found that the GTH has a significant impact on affective commitment; this is due to the undeniable relevance of the GTH in the various aspects of an organization such as internal communication. These findings coincide with those of Sandoval (2023) who found that GTH significantly influences internal communication, unlike Santos (2022) who found that GTH is not associated with internal communication, accepting the null hypothesis. This difference is due to the fact that, in the Institution where Santos (2022) carried out his research, he does not apply resources or strategies that implement GTH and therefore this is reflected in the results obtained. This shows that GTH, if implemented, significantly affects internal communication, as is clearly demonstrated in the findings of Sandoval (2023) and those of this research; however, they also show that the path to improvement is yet to be traveled, since organizations present constant changes, whether in management or action policies.

5. Conclusions

Regarding the general objective, it was determined that human talent management has a very significant impact on organizational commitment, based on Nagelkerke's R² with an incidence level of 76.1% and Sig. of 0.001, this is due to the strategies used to promote commitment in employees, as well as the economic incentives and training offered free of charge by the institution. Likewise, it is evident that human talent management has a high and significant impact on internal communication, based on Nagelkerke's R² that establishes its incidence level of 42.5% and Sig. of 0.01, which is a product of the techniques and strategies based on GTH to promote a healthy work environment, which allows an adequate level of internal communication, this is the purpose of achieving organizational success in the face of different adverse scenarios.

Regarding the first specific objective, it was known that the human talent management level is average (53.8%), as is the knowledge dimension (54.3%) and the competency dimension (47.8%); this is because, although measures are carried out that seek to improve these aspects within the institution, they are still insufficient to reach an optimal level, therefore it is necessary to take urgent measures to seek an optimal development of the GTH, since this will allow the development and retention of talents.

In relation to the second specific objective, the organizational commitment is average (48.9%), as well as its affective commitment dimensions (49.5%), continuity commitment (50.0%) and normative commitment (55.5%). These results are due to the fact that the OC within the institution still needs to improve, although strategies are used that seek to have collaborators committed to the institution; however, these efforts are still insufficient to obtain optimal results.

Regarding the third specific objective, it established the level of internal communication at a regular level (66.8%), as well as in its intrapersonal communication dimension (58.7%), interpersonal communication dimension (58.2%) and institutional communication (53.8%), the results are not encouraging, since they reached a regular level, this is because the strategies used to promote effective channels of communication between collaborators and the institution are not having the necessary effectiveness to achieve high levels of internal communication, for which reason changes are urgently needed, due to the importance of this variable for organizational success.

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