Review Article

Resilience and the value of human talent in Peru's private and public university system

ABSTRACT

The purpose of the study was to determine which variables influence the success of the values of human talent and resilience in the university system through a critical analysis of the national reality in relation to the professional training conducted by public and private universities and their role as managers in the business environment. This study serves as a reflection to find alternative solutions to generate digital and virtual technical processes in a climate of national unity, and strengthen labor relations in university management, with a human talent committed to change and digital technology. Peru continues to experience various social conflicts that generate political, economic and social instability. In the economic sector, there is evidence of a sharp decline in national and international investment, leading to the closure of companies and the paralysis of strategic sectors, such as formal mining and also universities. The intolerant attitude of the political class affects the values and behaviors of the individuals who study and work in the public and private university system, which plays a leading role in the process of change and reactivation of the country by helping to train competitive, resilient and morally sound students.

Keywords: Resilience; Value; Human talent; Intangible capital; Business management; Resiliency.

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INTRODUCTION

This is a review paper which follows a quantitative approach, since it analyzes various sources of information, applying statistical tools with the purpose of quantifying the problem. It applies the deductive method, through observation and identification of the problem, which can be summarized as the fragility of the democratic system and the corruption of the political class, which do not allow a quality educational system.

Regarding the levels of research analyzed, the present study is descriptive due to the professional experience of the researcher on the subject, which allows him to collect positive and negative experiences of human talent management in Peru, these being correlational.

Human talent is the most important intangible asset of a society. Public and private universities must train competitive professionals to meet the supply and demand of companies, who must be imbued with values, with moral solvency and patterns of behavior reflected in ethics and professional ethics, in addition to having resilience, which is the ability to accept new changes and with the capacity to face the solution of management and national problems.

ARGUMENTATIVE REVIEW

This review paper presents the most relevant aspects of the study:

- **Explanatory**. The research seeks to describe the human talent problem, its causes, and its solutions.

- **Correlational**. The research measures two variables (independent and dependent) and finds a correlation between them.

- **Descriptive**. It uses statistical research where data is described and information is processed.

The research methodology is applied; the levels of research are explanatory, descriptive, and correlational, while the approach is quantitative, applied in the year 2022.

The universe or population consists of 200 informants from Universidad Nacional Mayor de San Marcos and Universidad Ricardo Palma, and the sample consists of 160 informants as a finite population, after applying the statistical formula, distributed among the authorities, professionals, students and graduates of these universities, as well as their respective interest groups. With a confidence level of 95% and an estimation error of 5% for a total of 200 informants, it was necessary to apply surveys and interviews to 160 informants in the period 2022. The social research techniques used were interviews with the authorities and surveys with the other informants.
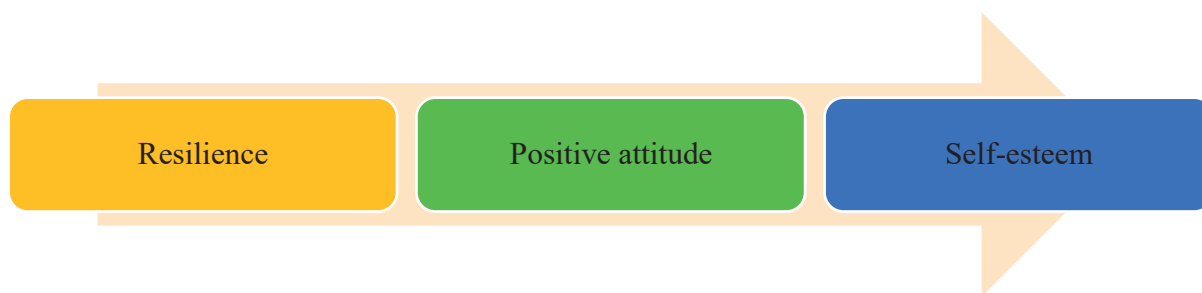
The research seeks to know the interest of the most competitive professionals of the different professional careers in the national and international labor market to join the university teaching in the country, awakening their vocation for this apostolate. In addition, it collects research, books and magazines of national and foreign authors on the subject.

The research follows the scientific method: problem, objectives, justification, limitations, theoretical framework, hypothesis, variables (consistency matrix and variables operational matrix), statistical methodology and its results, proposal, conclusions and recommendations. The answers of the informants were obtained through social research techniques such as interviews and surveys, and their statistical processing was carried out with computer support for each of the twenty-five questions and their answers. In this way, the ten proposals presented in this paper can be developed as follows:

1. **Resilience and the value of human talent in the public and private university system in Peru (see Figure 1).**

2. **Values and their connection with morals, ethics and professional ethics and their importance in business organizations (see Figure 2).**

3. **Professional profile and skills of the staffing manager**

   - **Professional profile.** Skills

     - Academically. Professional degree in Administration, Master's degree in Human Resources.
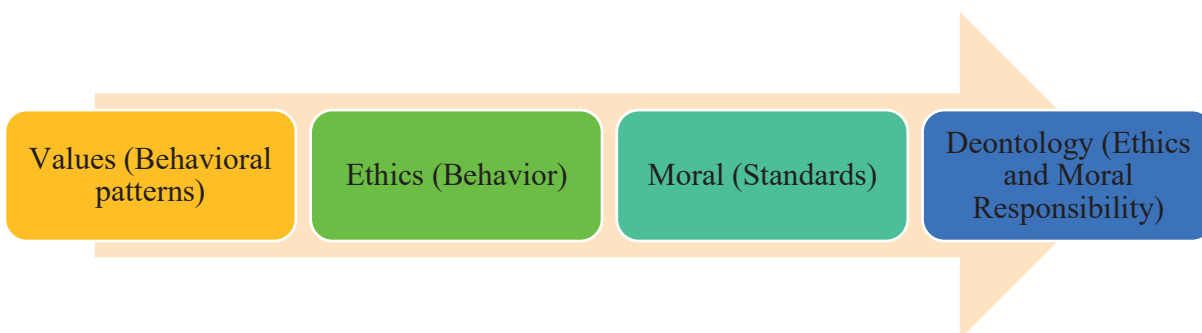
Figure 1

Resilience, Adaptation to university life and Self-Esteem

Resilience	Positive attitude	Self-esteem

Note. Adapted from Cárdenas Ríos, 2016.

Figure 2

Business values

Values (Behavioral patterns)	Ethics (Behavior)	Moral (Standards)	Deontology (Ethics and Moral Responsibility)

Note. Adapted from Planas Fernández, 2009.

- Work experience. At least 10 years in similar positions in the area of Human Talent Management.

- **Work skills.** Leadership, critical thinking, moral solvency, emotional intelligence, effective communication, use of human resource software such as SAP (Escalante Torres y Druet Domínguez, 2008).

4. **Importance of human resource planning and budgeting in business management (see Figure 3).**

5. **The organizational structure of human resources management for a university organization and the feasibility of performing its functions remotely (see Figure 4).**

Rodriguez Valencia (2007) believes that "la administración de un sistema de recursos humanos requiere de una estructura del organismo social incluye una serie de unidades organices específicas" [the management of a human resources system requires a social organism structure that includes a series of specific organizational units] (p. 57).
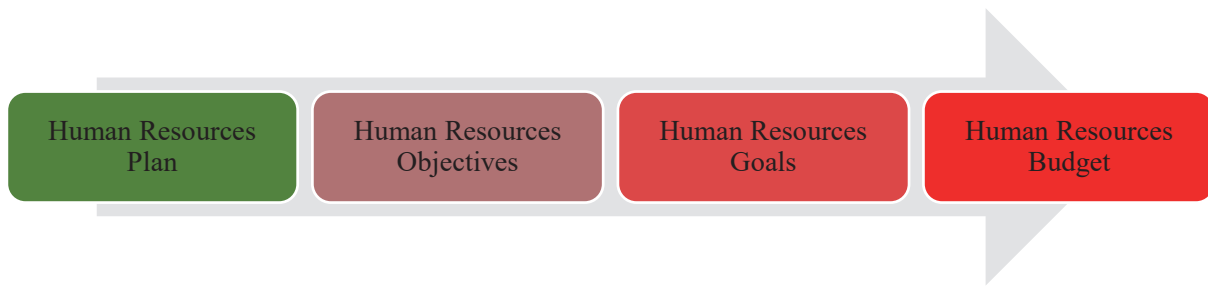
6. **Recruitment of digital and virtual personnel and their sources in the university system.**

Dessler and Varela (2011) mention that recruitment "implica encontrar y atraer candidatos para los puestos vacantes del patrón" [involves finding and attracting candidates for the employer's open positions] (p. 165).

- **Process.** Identify the needs of the position(s), define the profile of the position(s), store documented resumes, develop the pre-selection of personnel and publish the job offer.
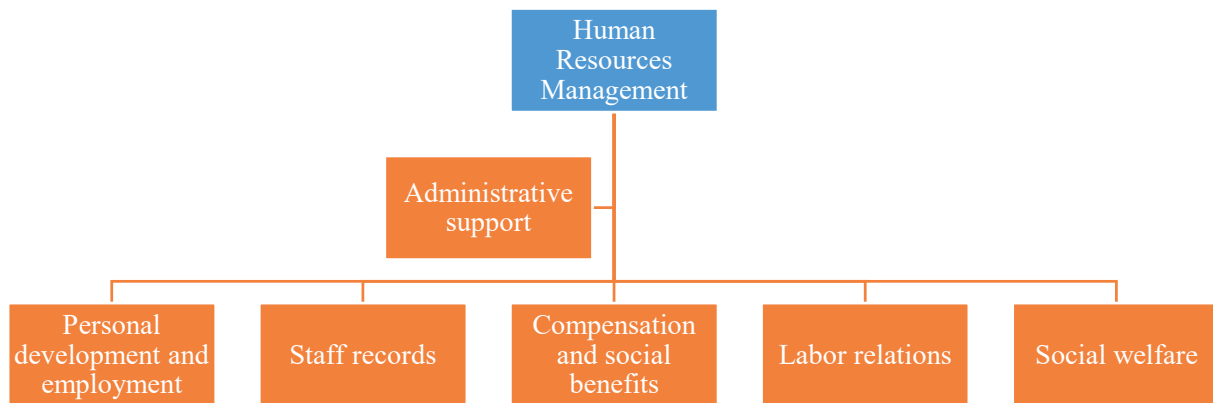
- **Sources.** Internal, external and mixed.

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Figure 3

Human Resources Plan and Budget

| Human Resources Plan | Human Resources Objectives | Human Resources Goals | Human Resources Budget |

Note. Adapted from Kaplan y Norton, 2001.

Figure 4

Human Resources Management Organization Chart for a large company

Note: Own preparation, 2023.

7. Phases of the digital and virtual recruitment process

Selection is the process of choosing the ideal employee from a pool of candidates who meet the minimum job requirements and job competencies. Figure 5 shows in detail.

Advantages of Face-to-Face and Virtual Recruitment and Selection

- Cost-benefit, flexibility, real and virtual time.

- Accessibility (Internet) and unlimited availability of manpower.

- Worldwide access and elimination of people who do not meet the requirements.

- Verification of applicant data and personal data processing policy.

- Verification of professional and academic references.

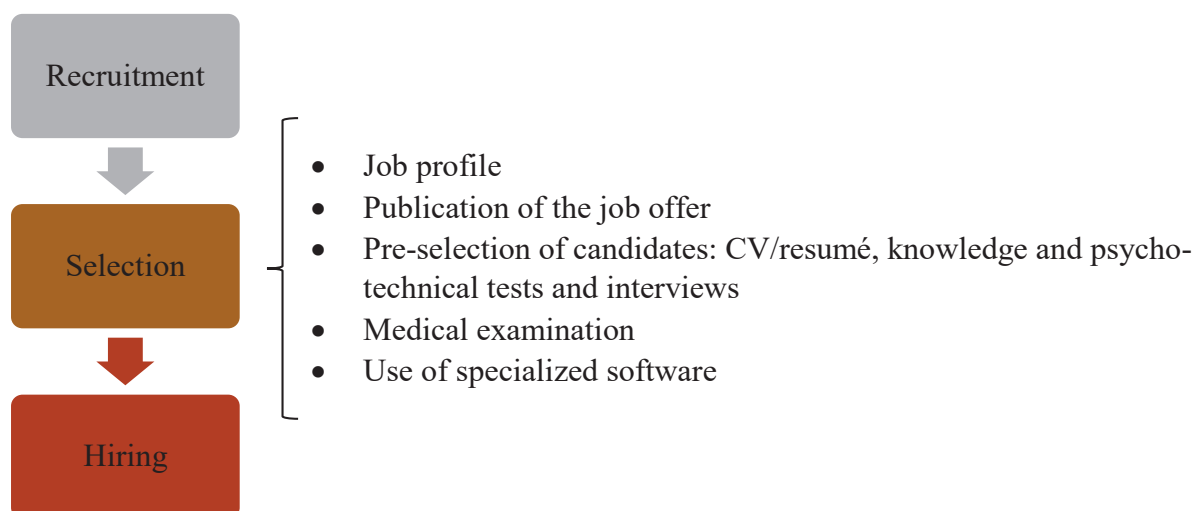- Liaison with similar processes in several countries.

Carvajal Marín and López Cortés (2016) believe that "para el trabajador, por ejemplo, una adecuada selección significa una garantía de obtener una serie de satisfacciones a través del ejercicio de sus tareas" [for the employee, for example, an adequate selection means a guarantee of obtaining a set of satisfactions through the performance of their tasks] (p. 33).

8. Personnel evaluation and its methods.

Gómez-Mejía et al. (2001) propose "como responder a las exigencias presentes y futuras de los recursos humanos, el contexto de la gestión de recursos humanos, contratación

Figure 5

Fundamentals of digital systems

- Job profile
- Publication of the job offer
- Pre-selection of candidates: CV/resumé, knowledge and psycho-technical tests and interviews
- Medical examination
- Use of specialized software

Note. Adapted from Floyd, 2006.

de personal, desarrollo profesional, retribuciones, dirección de los empleados y casos prácticos generales" [how to respond to current and future human resource needs, the context of human resource management, recruitment, career development, compensation, employee management and general case studies] (p. 695). A technical process that stimulates productivity through individual employee performance.

- **Methods.** 360 degrees, 180 degrees and by skills, etc.

- **Most important factors.** Productivity, quality of work, initiative, teamwork and problem solving, etc.

- **Economic incentives.** Financial and non-financial, such as training, etc.

9. Employee training is an investment, not a cost overrun.

Dessler and Varela (2011) refer to "la capacitación, proceso de enseñar a los empleados nuevos las habilidades básicas que necesitan para desempeñar su trabajo" [training, the process of teaching new employees the basic skills they need to perform their jobs] (p. 294).

- **Concept.** To update and increase the theoretical and practical knowledge and soft skills of employees. It is an investment.

- **Phases.** Diagnosis, Training Lines, Training Plan and Evaluation.

CONCLUSIONS

The key to Peru's success is to have quality education at all levels, with a national identity reflected in values, and to bet on the development of basic and applied research, registered in patents and intellectual property, framed in the resilience and value of human talent trained in the university system.

Peru is a country that has faced, is facing and will face challenges throughout its history, but history tells us that it always overcomes the political and economic crises that arise, despite the fact that they affect its socio-economic development, because it has a resilient, emerging, entrepreneurial population that is committed to change.

National companies must bet on new investments and consider possible new scenarios to serve national and international markets on the basis of cost-benefit-opportunity, having as

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main axis its resilient human talent with values, academic training, and that gathers the advances of modern science and technology, having a leading role the university system of the country.

In this decade, which is characterized by the implementation of new digital and virtual tools, it is necessary for human talent to define their personal branding (personal brand) in the university system and in business organizations to understand who they are and what offers in terms of personal image can be considered.

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