

Endomarketing for Leadership and Optimisation of Results in Human Talent Management. Financial Sector of Honduras-2024

Endomarketing para el Liderazgo y Optimización de Resultados en la Gestión Del Talento Humano. Sector Financiero de Honduras-2024

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ABSTRACT

Organizational competitiveness moves senior management to redirect their strategies to levels of excellence, emphasizing what was once secondary, in this context we talk about the human factor as the key piece that sustains business vitality through its physical and intellectual effort. The objective of this article is to elucidate the methodology applied with a view to obtaining results on the perceptions of employees working in the Honduran financial sector on the processes applied in Human Talent Management, leadership style, optimization of results and Endomarketing programs, for this, a questionnaire of 66 items was designed, applied to a sample of 376 participants selected through random sampling. The results suggest that, despite the existence of a positive and strong correlation between Endomarketing and the variables under study, on a day-to-day basis the efforts reflected are perceived in partial terms, by those actors whose approval of workplace welfare programs is limited by difficulties in communication, work environment, equity and opportunity for all among others. However, it is true that the objectives are met, but their scope projects a medium level of satisfaction.

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RESUMEN

La competitividad organizacional mueve a la alta gerencia a redireccionar sus estrategias a niveles de excelencia, prestando énfasis a lo que un día fue secundario, en este contexto hablamos del factor humano como la pieza clave que sostiene la vitalidad empresarial a través de su esfuerzo físico e intelectual. El objetivo de este artículo es dilucidar la metodología aplicada con miras a obtener resultados sobre las percepciones de los colaboradores que laboran en el sector financiero hondureño sobre los procesos implementados en la Gestión del Talento humano, estilo de liderazgo, optimización de resultados y programas de Endomarketing, para ello, se diseñó un cuestionario de 66 ítems, aplicado a una muestra de 376 participantes seleccionados a través de muestreo aleatorio. Los resultados sugieren que, a pesar de existir una correlación positiva y fuerte entre el Endomarketing y las variables en estudio, en el día a día los esfuerzos reflejados son percibidos en términos parciales, por aquellos actores cuya aprobación sobre los programas de bienestar laboral se limita por dificultades en la comunicación, clima laboral, equidad y oportunidad para todos, entre otros, si bien es cierto los objetivos se cumplen, pero su alcance proyecta mediano nivel de satisfacción.

Palabras clave: Gestión del Talento, Liderazgo, optimización de resultados, Endomarketing, Bienestar laboral.

INTRODUCTION

The Honduran financial sector is characterized by discipline and credibility in relation to the processes applied. This business sector has an average of 18099 direct employees and an unspecified number of indirect employees, divided among 14 private sector banking entities, which implies strategic maneuvers to simplify the harmony between the achievement of the objectives and the welfare of the employees. This article was designed considering scientific and statistical methodological elements,

both for the collection of information, as well as in the processing and interpretation of the results.

MATERIALS AND METHODS

In the search to obtain answers in order to understand the levels of satisfaction of the collaborators with the labor welfare strategies implemented in the organizations of the Honduran financial sector, the research method is used, where the What, When, How and What was done are considered.

This article has a mixed and correlational research design, since the researcher studies the various relationships that may occur between variables (Ramos, 2015). In talent management it will allow studying the relationships between variables and the impact between them, which will add value to the results on organizational dynamics, at a non-experimental level since variables will not be manipulated and cross-sectional since the data will be collected at a single point in time. In this section the participant population is determined, considering some essential characteristics such as: homogeneity, time, space, quantity, among others, and the sample is determined under statistical parameters that guarantee the representativeness of the results. In this research, the reference population is delimited in the financial sector, which is represented by 14 banks, located in the 18 departments of the Honduran territory, being considered all the levels of the hierarchical structure and the segments of the commercial and administrative business, the demographic characteristics to be considered are chronological age, gender, marital status, schooling and work seniority.

To estimate the sample size, the simple random sampling method was used, which consists of selecting individuals at random from a group (Casal & Mateu, 2003). According to the selection criterion, this formula was designed to determine the sample of a finite population of quantitative variables. The formula is illustrated below.

$$n = \frac{N * Z^2 * p * (1 - p)}{(N - 1) * e^2 + Z^2 * p * (1 - p)}$$

The values represented according to the formula are shown as follows:
 n = Sample (Value to be found with the formula described above).
 N = Total Population

18,099.00

Z = Statistical parameter dependent on the Confidence Level raised to the value of 95% (Value determined by the researcher).

1.96

e = Maximum accepted estimation error (Value determined by the researcher).

0.05%

p = Probability of occurrence of the event.

50%

Numerical formula to obtain the sample

$$n = \frac{18,099 * (1.96)^2 * 50 * (1 - 50)}{(18,099 - 1) * (0.05)^2 + (1.96)^2 * 50 * (1 - 50)}$$

$$n = \frac{17382.28}{462054}$$

$$n = 376$$

The representative sample obtained from a finite population of 18099 in the Honduran financial sector is 376.

A Likert scale questionnaire was used to collect the data, establishing the following grades according to the perception and experience of the collaborators in the Honduran financial sector, the response scale is detailed below:

1. Never
2. Rarely
3. Sometimes
4. Often
5. Always

In the design, the items were grouped by sections according to variables and subdimensions.

1. Human Talent Management (It consists of 5 sub-dimensions)
 - a. Recruitment, Selection and Induction.
 - b. Training
 - c. Performance Evaluation
 - d. Compensation and Benefits,
 - e. Climate and Culture
2. Leadership (includes 2 styles). To obtain the measurement of this variable, the Leadership Style test of Robert Blake and Jane Mouton designed in 1960, which is based on the theory of leadership behavior, was adapted.
 - a. People-oriented
 - b. Task-oriented
3. Results Optimization (made up of 5 sub-dimensions)
 - a. Measurement of objectives
 - b. Identification of opportunities
 - c. Informed decision making
 - d. Effective communication
 - e. Resource efficiency
4. Endomarketing (composed of 4 sub-dimensions)
 - a. Emotional identity with the organizational culture.
 - b. Communication and supportive culture.
 - c. Recognition of achievements.

d. Equity and opportunities.

The instrument consists of 66 items, and the tool used for the design and application of the test was Google Form. Table I below shows the distribution of items according to variables and subdimensions. Accessibility to the entire population regardless of geographic location.

Table I. *Distribution of number of items by variable subdimensions*

No de ítems por variable	Variables	Subdimensiones	No de ítems por Dimensiones
17	Gestión del Talento Humano	Reclutamiento, Selección e Inducción	4
		Capacitación	3
		Evaluación del Desempeño	3
		Compensación y Beneficios	3
		Clima y cultura	4
18	Estilos de Liderazgo	Orientado a las Personas	9
		Orientado a las Tareas	9
15	Optimización de resultados	Medición Objetiva	3
		Identificación de Oportunidades	3
		Toma de Decisiones Informada	3
		Comunicación Efectiva	3
		Eficiencia de los recursos	3
16	Endomarketing	Identidad emocional con la cultura organizacional	4
		Comunicación y Cultura de apoyo	4

	Reconocimiento de logros	4
	Equidad y oportunidades	4
Source:	Own elaboration	(2024)
Statistical validity	of the instruments	

To obtain the validity of the instrument to be used, the measure of internal consistency, for which Cronbach's Alpha analysis was used, by means of which the following results were obtained, analyzing 66 items, from a sample of 14 participants (See Figure 1).

Illustration 1. Statistical result of Cronbach's Alpha, using SPSS.

Scale: Dimensiones de Endomarketing

Case Processing Summary

		N	%
Cases	Valid	14	100.0
	Excluded ^a	0	.0
	Total	14	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.986	66

Fuente: Resultados de SPSS (2024)

According to the results obtained through Cronbach's Alpha of .986, it is confirmed that each of the items (66), defined for this test, have high internal consistency, that is to say that the items are highly correlated and measure the same variable in an underlying manner.

Results Analysis Plan

This section establishes the route defined for the analysis of the data obtained from the application of statistical methods and programs used for the treatment and measurement of the variables in the studies of this article.

1. In the first instance, the study population and sample were determined according to demographic characteristics.
2. To obtain the information, the instrument was designed in Google Form, through which the participant receives the link to the test, which allows receiving the results at the instant the participant completes the instrument.
3. The SPSS system was used for data analysis, as a statistical method that allows determining the statistical correlation between study variables.

Data analysis methods and models.

For the integral processing of the results, the statistical steps, methods and formulas were established.

1. Define hypotheses Ho and Ha
2. Define alpha value (α) = 5%.
3. Determine the p-value.
4. Define assumptions to determine whether the analysis will be parametric or nonparametric.
5. Perform Normality test: Kolmogorov Smirnov test for samples greater than 50.
6. Perform relationship hypothesis test using Spearman's Correlation test (Non-parametric, when there is no normality).
 - a. Make a decision to reject or not to reject the Ho.
 - b. State the conclusion based on Spearman's correlation and the interpretation of the relationship through Spearman's significance table.

Programs for data analysis.

The Statistical Package Social Science (SPSS), designed by Dr. Sheridan Coakes, SPSS version 14.0 for Windows, was used for data analysis. Its effective functionality lies in tabulation and crossover frequencies. SPSS stands out for its capacity to process data in large quantities and user-friendly access (Gómez, 2008). For the design of the strategic model, Microsoft Excel was used, defined as a computer program that allows the manipulation of numerical and text data, connecting both by means of simple and/or dynamic tables, suitable for any computer with Windows software; the choice of this statistical package was made because certain financial entities do not have systems and access permissions to external technologies, this being a limitation for the design of the model through sophisticated systems. The Model designed in Excel allows the user to have access to several windows ordered according to strategies (Tactics or Statistics) at the same time that provides control in the implementation of the activities. (See Table 2 - Study variables and Table 3 - Demographic variables).

Table 2: Operationalization of variables under study

Variable	Definición	Tipo de Variable	Categorización	Indicador	Nivel de Medición	Valor
Gestión de Talento Humano	“Es una función administrativa dedicada a la adquisición,	Cualitativa Discretas	Contratación e Inducción	Proceso de Reclutamiento Proceso de Selección Proceso de Inducción	Ordinal	Dicotómicas

	entrenamiento, evaluación y remuneración de los empleados" (Peña, 2010).		Capacitación	Programas de desarrollo de habilidades		Politómicas
			Beneficios	Programa de incentivos adicionales		Dicotómicas
			Compensación	Políticas de compensación		Dicotómicas
Liderazgo	"Poder, dominio y autoridad, ejercida a través de una persona hacia un grupo social sobre el que ejercen influencia en algún grado" (Gabriunas, 2006).	Cualitativa Discretas	Liderazgo Orientados a las tareas.	Bases del comportamiento y funcionamiento.	Ordinal	Politómicas
			Liderazgo Orientados a las personas.	Bases del comportamiento y funcionamiento.		Politómicas
Optimizaciones de resultados	"Concreción de un objetivo utilizando la menor cantidad de recursos disponibles, o en una visión similar, la obtención del mejor objetivo posible utilizando todos los recursos	Cualitativa Discretas	Cumplimiento de metas	Políticas de compensación fija y variables	Ordinal	Dicotómicas

con los que se cuenta” (López, 2013).

Endomarketing	“Constituye un programa que permite la generación de identidad organizacional y eleva el compromiso laboral” (Arbelaez et al., 2017).	Cualitativa Discretas	Mercadeo Interno	Políticas de Bienestar laboral	Ordinal	Dicotómicas
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Fuente: Elaboración propia (2024)

Tabla 3: Operalización de Variables demográficas

Variable	Definición	Tipo de Variable	Categorización	Indicador	Nivel de Medición	Valor
Edad	“Es la visión del ciclo de vida. Conjunto de factores nuevos, como el aumento de la longevidad, que transforma los roles” (Osorio, 2010).	Cualitativa Discretas	Rango de edad	18-20 años 21-30 años 31-40 años 41-50 años Mayor a 50 años	Escala	Politómicas
Escolaridad	“Es la progresiva extensión a la totalidad de la población desde edades tempranas hasta la edad adulta, de la asistencia y permanencia durante determinadas horas	Cualitativa Discretas	Nivel educativo	Secundaria completa Estudiante universitario Licenciatura completa Estudiante de Postgrado Postgrado completo	Nominal	Politómicas

y días en instituciones creadas para la enseñanza y transmisión de determinados saberes” (Frago, 2008).

Estado Civil	“Construcción jurídica que configuraban el estado civil a partir del estado social, la religión, el sexo, la filiación o el matrimonio” (De las Heras, 2021).	Cualitativa Discretas	Categoría de Estado Civil	Soltero (a) Casado (a) Unión Libre Divorciado (a) Viudo (a)	Nominal	Dicotómicas
Genero	“Conjunto de atributos o características asignadas al sexo.” (Lagarde, 1996).	Cualitativa Discretas	Estatus social	Femenino Masculino No binario	Nominal	Politómicas
Antigüedad laboral	“Es una medida de rotación laboral o movilidad en el empleo” (Gualavisi & Oliveri, 2016).	Cualitativa Discretas	Rango de edad laboral	0-11 meses 1- 5 años 6-10 años 11-15 años 16-20 años Mayor a 20 años	Escala	Politómicas

Source: Own elaboration (2024)

This section describes the assumptions about the results of the applicability of the Endomarketing model for leadership and results optimization in human talent management based on the data obtained in the population sample, in which the aim is to establish predictions about the results.

H0: There is no significant correlation between human talent management, results optimization and leadership styles with the Endomarketing programs applied in the Honduran financial sector.

Alternative Hypothesis

Ha: There is a significant correlation between human talent management, results optimization and leadership styles with the Endomarketing programs applied in the Honduran financial sector.

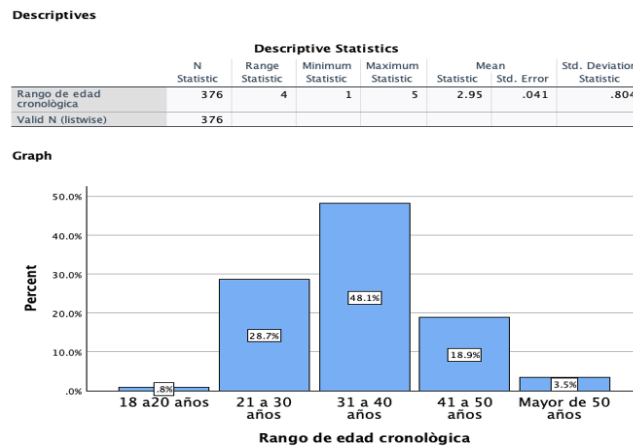
To determine whether the Null hypothesis is rejected or not, the statistical method Spearman's correlation test was used, statistically used in Likert-type scales Functional tool for correlational estimations of ordinal variables (Hernández et al., 2006). Considering a significance level valued according to Alpha $\alpha=0.05$, with a confidence level of 0.95.

RESULTS

In this section the results obtained for each variable are presented and described graphically, according to the frequency of responses of the participants for each item, and at the end the statistical results are described, for the testing of hypotheses and correlation of variables.

Statistical analysis Demographic variables

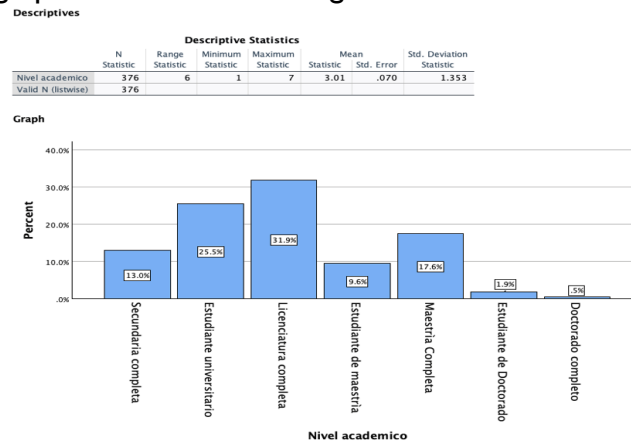
Figure 1: Demographic Variable- E



Source: Results generated by SPSS (2024)

Of the 376 participants, the age range with the highest frequency of representation is 31 to 40 years old with a percentage of 48.1%, followed by 21 to 30 years old with 28.7%, 18.9% are between the ages of 41 to 50 years old, 3.5% represent people older than 51 years old and a miniscule participation of people between 18 to 20 years old with 0.8%.

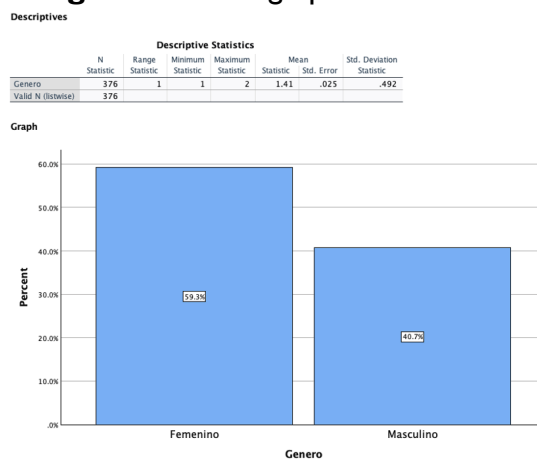
Graph 2: Demographic Variable- Schooling



Source: Results generated by SPSS (2024).

According to the frequency of participation, 31.9% are represented at the academic level of completed bachelor's degree, followed by 25.5% with university degree, 17.6% with completed master's degree, 13% with completed high school degree, 1.9% doctoral students and 0.5% with completed doctorate. (See Graph 3).

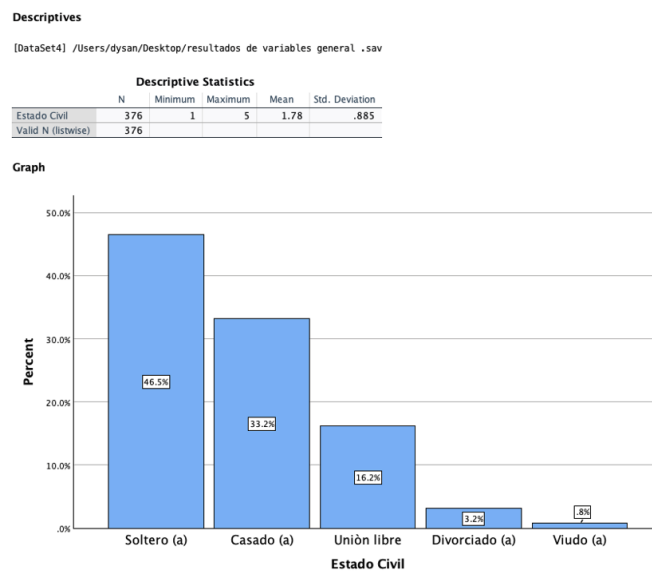
Figure 3: Demographic Variable-Gender



Fuente: Resultados generados por SPSS (2024)

Of the 376 people, 59.3% identify with the Female gender and 40.7% represent the Male gender (See Graph 4).

Figure 4: Demographic Variable - Marital Status



Source: Results generated by SPSS (2024).

Of the 376 participants, 46.5% are single, followed by 33.2% with a marital status of married, 16.2% are in a common-law relationship, 3.2% are divorced and 0.8% are widowed.

Of the 376 participants, 31.9% have been employed for 1-5 years, 21% have been employed for 6-10 years, 19.9% have been employed for 0-11 months, 14.4% have been employed for 11-15 years, 8.5% have been employed for 16-20 years and 4.3% have been employed for more than 20 years.

Quantitative analysis of sub-dimensions of variables under study This section allows us to quantitatively identify the high and low subdimensions according to the perception of the participants in relation to the 4 variables. According to the average scores of the 376 participants, the Talent Management variable is at adequate levels, which provides opportunities for slight improvement in the future. In relation to the Leadership style variable, it is observed that both characteristics are evidenced in the role of the bosses in the work environment. Based on the results obtained in the Optimization of results variable, a high average constancy is observed in the sub-dimensions, which indicates that there is a good organization and planning of actions to obtain results.

In relation to the Endomarketing variable, low to high average scores are observed, which affirms that the actions implemented by the financial entities to create healthy work environments have a positive impact on the work population. According to the data obtained, by means of the Gaussian bell graphical representation, for the analysis of the normality in the frequency of the data of the Human Talent Management variable, it is observed that the average of the participants' answers is 3.44 (1-Never, 2-Rarely, 3-Sometimes, 4-Often, 5-Always) so that the average answer deviates 1.044 on average.

According to the data obtained, for the analysis of the normality in the frequency of the data of the People-Oriented Leadership Style variable, it is observed that the average of the participants' responses is 3.32 (1-Never, 2-Rarely, 3-Sometimes, 4-Often, 5-Always) so the average response deviates 1.057 on average.

çAccording to the data obtained, for the analysis of the normality in the frequency of the data of the Task-Oriented Leadership Style variable, it is observed that the average of the participants' responses is 3.61 (1-Never, 2-Rarely, 3-Sometimes, 4-Often, 5-Always) so the average response deviates 1.072 on average.

According to the data obtained, for the analysis of the normality in the frequency of the data of the variable Optimization of results, it is observed that the average of the responses of the participants is 3.63 (1-Never, 2-Rarely, 3-Sometimes, 4-Often, 5-Always) so the average response deviates 1.122 on average.

According to the data obtained, for the analysis of the normality in the frequency of the data of the People-Oriented Leadership Style variable, it is observed that the average of the participants' responses is 3.58 (1-Never, 2-Rarely, 3-Sometimes, 4-Often, 5-Always) so the average response deviates 1.238 on average. See Gaussian bell representation There is no normal distribution for the variables Human Talent Management, People-oriented Leadership Styles, Task-oriented Leadership Style, Results Optimization Methods and Endomarketing Programs, therefore, non-parametric tests should be used for the hypothesis testing, as shown below. Spearman correlation test for numerical variables that do not meet the assumptions of normality. $P \text{ value} < \alpha \text{ value (a)}$ = The Null Hypothesis (H_0), which indicates that there is no significant correlation between human talent management, leadership styles and results optimization with the Endomarketing programs applied in the Honduran financial sector, is rejected.

The Spearman Correlation analysis indicates that there is a significant, positive, and strong correlation between the Endomarketing programs implemented by financial organizations in results optimization methods (.798), Human Talent Management processes (.715), Task-oriented Leadership Styles (.612), and a Moderate correlation between Endomarketing programs and People-oriented Leadership (.574).

CONCLUSIONS

Based on the proposed hypotheses, the statistical findings determined that there is a significantly direct, positive and strong correlation between the variables under study human talent management, leadership, optimization of results and Endomarketing programs deployed by the organizations of the Honduran financial sector, however this correlation is assumed in average levels of perception, which points to a medium satisfaction in the processes, programs and solid resources that favor integrally the personal and professional needs of the collaborators, according to the legal framework. In summary, the methodological proposal of this article, is based on evidence which means that today, the financial entities, operate at average satisfaction levels, although they comply with the objectives, the findings exhibit challenges in terms of labor welfare i.e. communication, interaction, sense of belonging, equality, justice, personal and professional growth, which indicates a huge potential for changes in best practices in the referential sector.

It is recommended to design and implement solid programs as an alternative to create a favorable work environment, which implies positive cause and effect relationships, i.e. the higher the motivation, the better the results, the better the communication, the better the operational efficiency, a strong culture improves the attraction of talent.

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