



Proposal of a Strategic Endomarketing Model for Leadership and Optimization of Results in Human Talent Management

Propuesta de Modelo estratégico de Endomarketing para el Liderazgo y Optimización de Resultados en la Gestión del Talento Humano

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Abstract

Organizational evolution forces top executives to redirect strategies related to human resources, especially in the processes of innovation, design and implementation of tactics that generate differentiation from their competitors. This article aims to address the problem, which determines the context of the tacit and implicit obligations that every organization assumes towards its collaborators, under the universal parameters established in the legal and contextual framework of the Honduran financial system, the objectives to be achieved, as well as presenting a proposed model applicable in the light of modern organizational needs, as a scientific contribution that complements the best practices existing in the reference sector. **Keywords:** Human Talent Management, Leadership, Optimization of results, Endomarketing.

Resumen

La evolución organizacional obliga a los altos ejecutivos a redireccionar las estrategias relacionadas al recurso humano, especialmente en los procesos de innovación, diseño e implementación de tácticas que generen diferenciación frente a sus

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competidores. Este artículo tiene por objetivo abordar la problemática, misma que determina el contexto de las obligaciones tacitas e implícitas que toda organización asume para con los colaboradores, bajo los parámetros universales establecidos en el marco legal y contextual del sistema financiero hondureño, los objetivos a alcanzar, además de presenta una propuesta de modelo aplicable a la luz de las necesidades organizacionales modernas, como aporte científico que complemente las mejores prácticas existentes en el sector referencial.

Palabras clave: Gestión del Talento humano, Liderazgo, Optimización de resultados, Endomarketing.

Introduction

Without human capital there are no organizations, a motto that companies assume with optimism to enhance results, however moving from theory to practice is a challenge in terms of understanding their own coexisting needs in environments where organizational objectives prevail over those of their people, expanding strategic thinking goes beyond the visible, it involves redefining, reinventing and redesigning methods, emphasizing that human beings are unique and irreplaceable, even with access to the most advanced technology, they can never replace people, due to their natural intelligence, problem-solving abilities and the ability to solve problems, reinventing and redesigning methods, emphasizing that the human being is unique and irreplaceable even with access to the most advanced technology, can never replace the person, due to his natural intelligence, problem-solving capabilities, with desires, interests, motivations, needs, problems and emotions that, if managers know how to channel, they will get where they want to go (Miranda, 2016).
By establishing logical guidelines, and paying attention to the concept of knowledge economy that indicates that economic growth is not given by the processes of mass production of equipment, but

this is generated through the production of ideas, that is, through intellectual or creative capital (Faggian & McCann, 2009), calls to focus the strategy based on results as the fruit of the interaction between people, and become more relevant when this is associated with leadership management as the strongest link in this link.

The concept of Knowledge Economy establishes that economic growth does not occur through the processes of mass production of equipment, but is generated through the production of ideas, that is, through knowledge management, innovation and creativity (Faggian & McCann, 2009), a statement that focuses the strategy based on results as the fruit of the interaction between collaborators, and becomes more relevant when it is associated with leadership management as the strongest link in this link. In the opinion of Day et al. (2004), the competencies that characterize a leader are a set of attributes (skills, behaviors) that are evidenced in the actions he/she performs in front of the team, for example, charisma, integrity, proactivity, among others. In consideration of the previous arguments, the Endomarketing proposal identifies leadership as a key factor that ensures that the results, in contrast to the institutional vision, mission and objectives. Capa et al. (2018), argue that the need for the presence of leadership with high efficiency capabilities, had never been expressed as strongly as in our times, therefore, it constitutes the impulse that promotes the sustainability and profitability of the organization. In the organizational dynamics, human talent is grouped by specialized segments and the mechanisms for loyalty promote high levels of commitment towards the fulfillment of achievements, as highlighted by Gil & Ospina (2018), i.e. if the company seeks to remain competitive in today's globalized world, it is advisable that one of its strategic actions and initiatives is to use Endomarketing so that employees accept challenges motivated by the recognition of the value of their work by their leaders, who are obliged to establish clear, measurable and achievable objectives, satisfy the needs of their collaborators, create healthy and favorable work and interpersonal environments for creativity, innovation and personal and professional development.

On the other hand, it should be noted that in the value chain in the

management of human talent through leadership and the leading role of Endomarketing, according to Campbell & Smith (2010), represent the lines of action that is managed through various systems, policies, procedures, in order to provide the organization and its collaborators spaces of labor welfare, that is, reward them, evaluate them, develop their skills and encourage their mobility between functions and structural growth.

Other aspects associated with the implementation of employee care mechanisms, authors such as De Franco & Vergara (2022), De Estrada (2022), Liendo & Ariza (2020), have integrated in their studies, administrative theories, performance evaluation models and organizational culture as a strategy for change management in various segments, especially in the industrial sector. Globally, from the strategic vision of corporate social responsibility (CSR), organizations promulgate values associated with people, promoting the concept of Sustainable Human Development (SHD), promoted by the United Nations (UN), in order to convert human development, empowerment of skills, increase opportunities and ensure the freedoms to have a full life, ultimately this new culture allows to elucidate a world through a new socio-economic model (Ochoa, 2013).

Geographically in Europe, authors such as Alonso & Garcia (2014), Gonzalez et al, (2009), in the Spanish labor market, have focused on the human talent environment, investigating the strategic alignment in the dimensions; people and key positions of the organization, focusing on the valuation of best labor practices. Large and medium modern companies in Latin America use human resource management tools and practices similar to those observed in other more developed countries, in Latin America human talent management is considered to be an administrative support (Conrado et al., 2021). In this sense, the scarce application of strategic models restricts the vision of transforming human talent management into a value segment aligned to business models oriented to results-based management.

Consequently in the American continent, the labor market extends to transnational companies, assuming the same vision, mission and institutional objectives, In South America specifically Colombia,

authors such as Vera & Blanco (2019), Pardo & Porras (2011), Borrero (2019), Chaparro & Urra (2014), in an advanced process have synchronized theories and models of results management, competencies and human management already existing and binding to the current reality in organizations, developing hybrid models in order to improve processes that result in optimal performance. Likewise, in Peru, Mori & Bardales (2020) and Castro (2021), focus their scientific expertise on offering companies structural contributions through models that favor the implementation, development and evolution of skills, aptitudes and knowledge that allow solving the research problem. In Ecuador, Floril & Villegas (2021), try to establish a connection between human talent management, job satisfaction and improving the working conditions of their collaborators in the banking sector, being one of the few studies applied in this sector. In Central America, the term Endomarketing, has not yet become popular, because it is a term linked to marketing, however there are countless plans, programs and models that have been designed and implemented according to the needs that are emerging within the companies and that show either partially or totally elements related to the welfare of employees, These range from the incorporation of initiatives aimed at the protection and promotion of physical and emotional health to the generation of intangible benefits such as time off, hybrid work, additional salaries outside the law, training and development and recognition of achievements. In this regard, Picota & Pinzón (2014), in Panama, conducted a study entitled Endomarketing: Effective strategic decision to link and leverage the most important resources, i.e. the human being, according to the results of this research, Endomarketing strategies that are applied in Panama depend on each company, its size, number of employees, budgets, among other important aspects, but above all, The most used strategies are online training programs, nutritional programs, remote work, student scholarships, self-improvement activities, among others associated with seniority bonuses, transportation, business bonuses, etc.

On the other hand, in El Salvador, Díaz et al. (2021), present a proposal for psycholaboral and psychotherapeutic intervention, which responds to the needs of the work environment and psychological needs, such as anxiety and depression, in the police sector of the

country. It includes dimensions such as: 1. Psychological demands. 2. Active work and the possibility of professional development on the job. 3. Social support and the quality of leadership. 4. Work compensation and recognition for effort. 5. 5. Work-life balance. The aforementioned dimensions constitute well-being at work. Therefore, the intervention program responds to the organizational needs, where different professional development days are integrated, referring to time management and distribution, development of cognitive skills, emotional control, work autonomy, work sense and integration, roles and functions of workers, leadership, interpersonal relationships, social skills, teamwork and communication. The psychological intervention consists of group, recreational and participatory sessions.

In the same Salvadoran territory, Avendaño & Estupinián (2011), developed a proposal for an Occupational Hygiene and Safety Program in the Ahuachapán Municipal Mayor's Office with the fundamental objective of preserving the life and physical integrity of employees, in addition to guaranteeing a safe, healthy and risk-free place.

Andrade et al. (2014), for their part, promote an Incentive Plan to reduce work-related stress in the workers of the company Diana food products, in the city of San Miguel, El Salvador, said plan contains financial and non-financial incentives, as well as social benefits that will contribute to the reduction of the problem. Within each incentive category, strategies have been defined with their respective actions, which include the preparation of an industrial hygiene and safety guide, a safety guide, an assisted termination program and a first aid guide, as well as other actions such as training, a workplace environment plan that allows the employer to manage stress in the workplace, and other benefits that will help reduce stress. In Costa Rica, Vilalobos (2004) formulated a monetary incentive plan for multinational companies (SYKES and SUPRATEL), which links compensation to performance, productivity and quality, reduces its costs, improves the level of participation and identification of performance, increases teamwork and reduces problems such as: inefficient communication between superiors and subordinates, motivation, salaries, financial incentives, and respect for the differences of thought of each employee, all formulated in the clearest

and most objective way for its success. The dimensions of this plan are divided into: 1. Daily recognition. 2. Quarterly recognition. 3. Yearly acknowledgments. 4. Attendance in the studies. 5. Referral Bonus. Information Campaign of the new plan.

Similarly, in Costa Rica, León et al. (2016), developed a Retention Plan for Conelectricas RL personnel, with the objective of retaining valuable personnel, implementing actions that promote motivation and job satisfaction, in order to maintain the competitive advantage in the long term, this plan includes six variables of great relevance to the organization: Opportunity, Incentives, Impact, Community, Communication and Employability.

In Guatemala, Torres (2023) designed an occupational health and safety plan for the reduction of occupational incidents in Simer lithography, with the objective of providing the organization with guidelines to consider prior to the execution of the work, to control and mitigate hazardous exposures, which threaten the worker, to ensure implementation, the plan was formalized through 7 phases, 1. Along the same lines, Chavac (2023) developed a safety plan for DHL-Guatemala to prevent accidents at work and occupational diseases with the aim of reducing negative impacts in the short, medium and long term on the lives of employees. Through prevention and socialization programs implemented by the company, operational workers have become more aware of the conditions that can cause occupational accidents. Nevertheless, the risk is still latent. Likewise, Rivas (2005), allows us to visualize the panorama in terms of benefit plans within the Call Centers in the financial sector, for which he conducted a study with the general objective of determining the correlation of labor incentives with high levels of staff performance for it were taken into account three call centers, the results suggest that employees enjoy the following financial and emotional support programs: 1. 3. Job stability, career development, training and employee recognition.

Meanwhile in Honduras, Vásquez & Velásquez (2017), articulated a corporate Endomarketing Plan for the company, LOTO, solidifying it through an organizational communication plan, the dimensions contemplated are: health and image of the corporate brand,

reputation campaigns, lotus values campaign, business trust workshops, Lotus Flower Program, Lotus Philosophy Program and internal motivation campaign.

Likewise, Sánchez & Guevara (2023), propose the implementation of a continuous improvement plan to improve the organizational climate for the staff of Students Helping Honduras, with the objective of meeting the goals and acceptable levels of job satisfaction of the collaborator, for which they design a model that includes 7 categories of action.

Strategic Category: Determine clear, measurable and achievable objectives.

Skills Category: Establish a participative and collaborative leadership role, as well as a motivating and rewarding work environment.

Personnel Category: whose actions are directed to the staff must be trained and motivated.

Style category: Establish a positive and productive work environment.

Systems category: Improve the systems of feedback to the collaborators of each change, evaluate the effectiveness of the changes and make adjustments accordingly.

Values category: Establish an organizational culture that promotes collaboration, innovation and commitment to the mission.

Structure category: Establish a clear hierarchy and define roles and responsibilities of each team member. Garcia & Garcia (2013), focus their attention on understanding the impact of the Endomarketing technique, such as incentive programs on commitment and internal communication on commitment and job satisfaction promoted by the company CEINSA, the conclusions were determined that to continue strengthening loyalty and improving commitment indexes, a more robust and structured Endomarketing plan is required, thereby laying the theoretical foundations for the development and continuity of corporate welfare indicators. On the other hand, the authors Moreno (2018), in a general organizational overview and Rivas (2016), in the financial sector, present plans in the management of Human Talent as a tool that allows them to clarify the functions of the position versus the competencies of the collaborators with the objective of

generating proposals aimed at improving work performance, both studies pave the way for more structured intervention proposals in the professional development plan.

Based on the above, the reality reflected and according to the diagnosis, the growing interest in human talent management has been enhanced, due to the value they add to the organizational strategy, however, despite the efforts of leaders and top management to improve the working conditions of their employees, there is still a lack of comprehensive actions to improve the working conditions of their employees, Therefore, it is fundamental and necessary to carry out this study as a scientific contribution that generates chain benefits for organizations, people and the country. Therefore, in this article, a strategic model is proposed, which is a novel and integral value proposal in the Honduran financial sector.

Methodology

The methodology applied was a systematic review of previous studies related to Endomarketing plans, programs or models applied in the management of human talent talent, carried out from 2014 to 2024, considering a universal, regional and local context.

Based on the previous arguments, the Endomarketing proposal identifies leadership as a key factor that potentiates the results aligned with the institutional vision, mission and objectives. Capa et al. (2018), argue that the need for the presence of effective leadership has never been expressed as strongly as it is today, therefore, it represents the key piece that drives the sustainability and profitability of the organization. The Industrial era has been left behind to give way to the human-centered era. Organizations in their strategic transformation process assume important challenges from the perspective of human talent management, in line with Cappelli's (2000) thinking, which defines it as the ability to manage, attract, develop and retain the most valuable collaborators in organizations. Therefore, people are conceived as a key element for organizational success thanks to their particular characteristics (Chiavenato, 2009). In the same line, Orellana & Portalanza (2014), affirm that leadership intervenes on the well-being of companies and affects the health and

well-being of people, following this line of ideas the importance of all the variables of study included in this article is evidenced because, the management of human talent is closely related to the Endomarketing strategy, which, according to Villena (2021) is a catalytic action within the field of human resources that allows senior management, to promote the loyalty of its internal customers in the middle and lower levels, as mentioned by Chavéz (2018), companies in the XXI century must project themselves to the public and their competitors as "intelligent organizations". In short, without human capital there are no organizations, even with access to the most sophisticated technology, it can never replace human action, because they are beings endowed with natural intelligence, problem-solving capabilities, with desires, motivations, needs, problems and feelings that, if the leader manages to channel, can reach where they propose. (Miranda, 2016).

Results

The purpose of this Strategic Endomarketing Model for Leadership and Optimization of Results in Human Talent Management is to serve as a key tool to align organizational objectives with the needs and expectations of employees, promoting healthy work environments and wellbeing.

The model represented by 48 tactical actions has been carefully designed under 4 strategic dimensions: 1. Emotional identity with the organizational culture, 2. Communication and support culture, 3, These strategies have a scope that covers the entire work life cycle of employees, from talent attraction, recruitment and onboarding, training and development, compensation, to retention, obtaining higher levels of satisfaction and commitment. Planning the impact of the Endomarketing Strategic Model The implementation and monitoring of the Endomarketing strategic model means a change in the way of conceiving human talent management, creating a revolution and change in organizational performance, transforming the way companies manage and value their people.

This organizational strategy advocates improving overall employee satisfaction and commitment, as well as promoting a strong organizational culture by strengthening the ties between organizational values, mission and vision and those who strive to achieve them, creating healthy environments that include not only employees but also their family environment and professional expectations, creating a synergy in conjunction with business objectives.

By showing a genuine interest in employees, companies will begin to experience greater commitment and a sense of responsibility, which will result in a significant reduction in staff turnover rates, increased productivity and better practices in the execution of work. As it is a model specially designed to mobilize managerial actions, leadership is strengthened, which in turn facilitates communication, making it more effective and a collaborative environment in synergy between leader, collaborator and organizational strategy, resulting in greater innovation and agility to adapt to market changes. Ultimately, this strategic Endomarketing model positions the company as a leader through a robust employer brand, where the employees are the witnesses of the organizational efforts to attract, develop and retain the best talent, which translates into sustainable growth and a competitive advantage in the market.

Tactical and operational matrix

To establish the precise guidelines for the implementation of this strategic Endomarketing model requires will, time and financial investment, the tactical and operational elements in the execution of the actions contemplated in this model are detailed below.

Table 1: Tactical and Operational Matrix: Endomarketing Strategic Model - Honduran Financial Sector.

Matriz Táctica y operativa	
Dimensiones	Propuestas
Objetivo Estratégico	<ol style="list-style-type: none">1. Promover acciones tácticas para la promoción de ambientes de trabajo saludables para los colaboradores.2. Mejorar los niveles de satisfacción que favorezcan los resultados organizacionales.3. Promover espacios de armonía y sinergia entre colaboradores, líderes y objetivos organizacionales.4. Fortalecimiento de la cultura organizacional y la marca empleadora a fin de atraer al mejor talento para obtener ventaja competitiva.

**Áreas Clave de
Enfoque**

1. Reclutamiento y Selección: Mediante marca empleadora atraer a candidatos alineados con una cultura de apoyo y valor arraigados centrados en el bienestar de los colaboradores.

2. Contratación y abordaje: Integración de los nuevos colaboradores a la cultura organizacional, mediante la transmisión de conocimiento de los valores, misión y visión, así como de ambientes de trabajo colaborativos.

3. Formación y Desarrollo: Acciones de formación continua para desarrollar habilidades técnicas y de habilidades blandas necesarias para el éxito en su puesto de trabajo y en su futuro profesional.

4. Gestión del Desempeño: Promoción de sistemas de evaluación objetivas y retroalimentación positiva.

5. Reconocimiento de logros y Retención de talento: Tácticas de agradecimiento del esfuerzo fomentando la fidelidad a largo plazo.

6. Compensación y beneficios: Recompensas basadas en méritos y beneficios tangibles e intangibles adecuados a las necesidades globales de los colaboradores fuera de los ya establecidos por la ley.

7. Clima y Cultura Organizacional: Iniciativas para la promoción de la salud integral y la seguridad física y emocional de los empleados.

	<p>Difundir las estrategias a través de los canales oficial que garanticen la recepción del mensaje a todos los involucrados.</p>
<p>Tácticas de Comunicación Interna</p>	<ol style="list-style-type: none"> 1. Mensajes de correos electrónicos 2. Redes sociales exclusivas para colaboradores. 3. Video Clic para motivar a la participación a todos los involucrados. 4. Brochure del cierre de las actividades tácticas. 5. Reuniones de equipo y de toda la empresa.
<p>Roles y Responsabilidades</p>	<p>1. Alta dirección: Promueve a través del desembolso financiero y mensaje inspiradores con énfasis en el interés por su gente.</p> <p>2. Gestión del Talento: Garantiza que los líderes y el resto de los colaboradores comprendan el modelo, sus acciones tácticas y las ejecuten en los tiempos establecidos, así como da seguimiento para obtener los indicadores de rendimiento de cada una de las dimensiones establecidas.</p> <p>3. Líderes de equipos: Promueven las estrategias e involucran a todos los miembros del equipo a participar de manera genuina, participando activamente en las mismas.</p> <p>4. Mercadeo y comunicación: Promueve la comunicación de las actividades tácticas en todos los niveles de la estructura organizacional, promoviendo la participación antes, durante y después de cada acción.</p>
<p>Indicadores de Rendimiento</p>	<p>1. Satisfacción laboral: Encuestas de clima organizacional.</p> <p>2. Índices de Rotación: Por motivos de Renuncias o despidos en el primer y segundo mes y posterior a los 6 meses.</p> <p>3. Productividad: Comparación de índices de resultados, antes y después de la implementación del Modelo de Endomarketing.</p>

4. Retención de personal: Índice de retención por motivos de clima, salarios u desarrollo profesional.

Recursos y Herramientas

1. Recursos Financieros: Presupuesto asignado, materiales y tecnológicos establecidos para cada acción táctica y periodos de tiempo.

2. Recursos humanos: Apoyo logístico de voluntarios, embajadores de marca y entes externos (Cruz Roja, Cruz Verde, Bomberos, universidades, ONG, etc.)

Plan de Evaluación.

Se recomienda realizar adecuación y mejoras en el Modelo estratégico al final de cada año operativa, inmediatamente después de obtener los indicadores de resultados.

Fuente: Elaboración propia (2024)

In summary, this model establishes a sequence of 4 execution cycles, in each cycle the 4 dimensions of Endomarketing are determined; Emotional Identity with the Organizational Culture (ICCO), Communication and Culture of Support (CCA), Recognition of Achievement (RL) and Equity and Opportunities (EO) and 3 tactical activities for each of them, represented in the diagram with numbers after the code of each dimension, see the example in illustration 13. Each tactical activity should be recorded in the focus matrix, which will allow the visualization of the progress or stagnation of the dimensions, to follow the logical sequence of the model the complete block should be moved to the left according to the corresponding cycle, it should be considered that the diagram shows that for the model to be successful an analysis of results should be performed at the end of the second cycle, which will allow timely adjustments and allow focusing efforts on those tactics that have not been executed, at the end of cycle 4 the analysis of progress should be repeated for a rethinking of the strategy.

The model establishes a 4x4x3 structure, 4 sub-dimensions, 4 cycles of analysis and 3 tactical strategies per quarter, 2 phases of data analysis are proposed, established for the second and fourth cycle, in the event that in the second cycle the criteria of cycle 1 and cycle 2 are not met, the strategy should be rethought so that before the end of the last cycle all the tactical strategies have been fulfilled. The adoption of this model to the organizational strategy will contribute substantially to increase job satisfaction and thus strengthen the reputational brand in order to attract, retain and enhance organizational success indicators in the Honduran financial sector.

Conclusions

When analyzing the challenges and opportunities in the financial sector, it is evident the need to generate value propositions, specifically in everything related to the dynamic labor framework in which human beings are immersed.

The Endomarketing Strategic Model for Leadership and the optimization of results in Human Talent Management was designed under a vision of strengthening the organizational culture focused on employees, as key elements that drive sustainable results and growth of companies.

This comprehensive approach ensures that, at each stage of human talent management, employees feel respected and valued, which reinforces their commitment, motivation and loyalty, turning them into brand ambassadors, thus contributing to the overall success of the company, consolidating a positive corporate reputation and favoring competitive advantage by attracting capable and efficient candidates, aligned to a culture of support, esteem and interest in their professional growth and development.

This model is inspired by dynamic and participative actions, where employees and managers are the key element in the construction of respectful, accessible, equitable, and functional work spaces, generating a direct impact on the general labor welfare and quality of

life in the short, medium and long term. The implementation of this strategic model guarantees the future success of the sector by aligning the organizational strategy with the needs and expectations of the employees.

It is recommended that senior management include in their annual strategic plans, financial, technical and human resources co-responsible for the implementation and monitoring of Endomarketing strategies proposed here.

It is recommended to those in charge of the Human Talent Management area to immediately deploy the Endomarketing strategy, including piloting, schedule, and relevant monitoring, in order to make the necessary adjustments that will bring them closer to achieve the goal of becoming a recognized employer brand.

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