

06

EPISTEME & PRAXIS | Revista Científica Multidisciplinaria | 2960-8341

INSTITUTIONAL

COMMUNICATION FOR HUMAN TALENT MANAGEMENT

LA COMUNICACIÓN INSTITUCIONAL PARA LA GESTIÓN DEL TALENTO HUMANO

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Suggested citation (APA, seventh edition)

Rodríguez-Bravo, L. (2023). Institutional communication for the management of human talent. *Revista Episteme & Praxis*, 1(2), 44-53.

Fecha de presentación: febrero, 2023

Fecha de aceptación: abril, 2023

Fecha de publicación: mayo, 2023

ABSTRACT

This article is carried out with the objective of designing a system of communication actions that allows favoring the management of human talent in the organization. As a necessary step for the design of the system of actions if the diagnosis of institutional communication is carried out, considering both internal and external communication and the link with the identified social actors. The methodology used is qualitative and for the collection of information, the following instruments were used: review of documents and interviews. As a result of the diagnosis, it is found that the communication processes in most of the organizations studied are spontaneous and poorly planned. The main result lies in the design of the actions system that contributes to the management of institutional communication based on human talent.

Keywords:

Institutional communication, human talent management, actions system.

RESUMEN

El presente artículo se realiza con el objetivo de diseñar un sistema de acciones de comunicación que permita favorecer la gestión del talento humano en las organizaciones. Como paso necesario para el diseño del sistema de acciones se efectúa el diagnóstico de comunicación institucional, considerando tanto la comunicación interna como externa y su vínculo con los actores sociales identificados. La metodología empleada es la cualitativa y para la recogida de la información se utilizaron los siguientes instrumentos: revisión de documentos y entrevistas. Como resultado del diagnóstico se constata que los procesos comunicativos en la mayoría de las organizaciones estudiadas son espontáneos y poco planificados. El principal resultado obtenido radica en el diseño del sistema de acciones que contribuya a la gestión de la comunicación institucional en función del talento humano.

Palabras clave:

Comunicación institucional, gestión del talento humano, sistema de acciones.

INTRODUCTION

Institutional communication processes constitute the essence of organized activity and the basic process from which other functions are derived (Villafañe, 1999). This distinction should not lead to the identification of all organizational processes as processes focused on communication. The management of communication and image has become, due to its transversality, a principle of institutional management, since these accurately summarize the effectiveness of a management.

In today's knowledge society, characterized by the fact that the base of production is data, images, symbols, ideology, values, culture, science and technology, the most precious asset is not infrastructure, machines and teams, but rather the abilities of individuals to creatively, responsibly and critically (wisely) acquire, create, distribute and apply knowledge, in a context where the rapid pace of scientific and technological innovation makes it quickly obsolete.

At present, the institutional field is one of the most studied by theorists as a result of the changes that the organizational system has faced in recent years with the rapid development of information technologies and sciences. As a consequence, the effectiveness of communication in institutional management has been imposed as an indispensable element within this colossal gear, ceasing to be an appendage, to become one of the most representative knowledge of our time.

The new economic-social environment, the rapid changes in technology, continuous innovation, and the creation of a new workforce, based on their talent, have led institutions to focus and manage under the premise that "people do the difference", which forces management to "go back to the human being".

In any organization, the activities that are generally considered within the management of human talent are, among others, anticipating the needs of personnel and their competences in the medium and long term, defining the functions and tasks of each position, selecting personnel for admission or promotions, organizing work, evaluating performance and remunerating for work done, training for better performance, promoting internal mobility according to needs and guaranteeing adequate working and means conditions.

Given the above, the main functions that correspond to the management of human talent are generally accepted, with differences between the authors mainly in the names given to them, the grouping into different processes or subsystems and the recognition of the existing relationships between them, all of which will be determined in the first place, by the priority assigned according to the case.

The quality of communication depends on whether the workforce of an organization enhances group work and the value of formal and informal communications, keeps in touch, develops trust, provides help, monitors performance and shares a vision; thus strengthening the feeling of belonging as a way to create relationships inside and outside the organization, in order to increase production, productivity and organizational competitiveness with the application of knowledge and creativity to the rational use of resources.

Open and horizontal communication should be promoted within the organization, and not only between peers, but also from base personnel to managers and vice versa. These structured listening actions can take place through formal and informal communication, in which both parts share what they expect from the organization and what the organization expects of them. This will have a huge productivity benefit, because reservations will feel that they are heard and that their opinions are taken into account.

It is maintained that when both areas address the same group of actors, cohesion and coordination is essential. On the one hand, the human talent area needs communication to promote a good working environment, corporate culture and worker identification, among other topics of interest. On the other hand, the communication area needs the support, scope and knowledge that it has from the human team that makes up the organization. Likewise, it is important that there is an agreement between what is done and what is reported and communicated to the worker. It is about achieving efficient and high-impact communication processes that ensure concrete messages and clear results.

Working on the consolidation and internalization of the corporate culture also implies an effort from both areas, especially communication, which will promote and strengthen the values of the organization's culture, while human talent will take care of making it visible in the attitude of employees through training processes. However, it should be noted that not all organizations have an institutional communication department or area, or communication strategies that set guidelines in terms of communication policies. In this case, managing communication makes it possible to ensure the clarity and credibility of the information, as well as guarantee the continuous improvement of communication channels.

The interaction between both areas is permanent, they complement each other, have common purposes, share tasks and support each other. The result of the link between these two areas allows social actors to be more involved with the projection of the organization, to contribute to the existence of a more effective institutional communication in the business sector.

The practical experience in the research work with institutional communication and the knowledge acquired allowed us to determine the existence of insufficiencies in communication based on the management of human talent, among which we can mention:

1. Deficient application of management principles of human talent in the organization.
2. Communication is not conceived as a tool for managing human talent in the organization.
3. The communication process is not carried out on scientific grounds and operates spontaneously.
4. Communication channels are not properly used to notify about the products and services provided by the organization.

It is necessary when applying the communication action systems, to understand that they are based on the total commitment on the part of the organization so that these processes help to guarantee the success of organizational management. The feasibility of the system of communication actions for the management of human talent allows the combination of management systems based on analysis of key processes and definition of common elements: highlighting the understanding of productive activities, systematic planning, implementation, control, auditing and improvement, covering the most important areas of the process, such as quality management, worker's health and safety, and finally, the environment.

From the analysis and study of the results obtained with the application of the techniques in this investigation, the existence of a given contradiction was revealed between the preparations that managers and technicians must acquire to raise the quality in the management of human talent, according to the work regulations and the actual state of this preparation.

This paper proposes an approach to communication management, highlighting the potentialities and possibilities of this process in organizations, which this holistic and systemic conceptualization offers. This favors communication processes and its contribution to the achievement of organizational goals, giving it uniqueness, depending on its identity. There are elements and processes that are transcendental for communication management, these are several and can be identified if different theoretical-methodological proposals of the organizational communication discipline are considered: Muriel & Rota (1980); Trelles (2002); Perez (2010); Rivero (2010); Saladrigas (2011); and Gregory (2013); that talk about diagnosis, planning, implementation and evaluation; and the aspects that must be addressed in each of these processes.

The implementation of the system of actions implies the execution of the actions thought with the planning, and due to this it can be believed that it is a linear process. However, Saladrigas (2011), recalls that imponderables may arise that determine the redirection of actions on the

go, while Muriel & Rota (1980), draw attention to various elements that must always be considered by those who coordinate the communication, beyond what is included in the strategies or plans.

In correspondence with these contributions, the author states that it is necessary to structure the messages, carry out an adequate coding of them, that the language used is not loaded with excessive technicality, use the media and communication channels in a timely manner, establish direct contact with actors and pay attention to verbal and non-verbal language. In addition, the work of coordination and participation is important, as well as periodic evaluation, which, in order to improve communication processes, can lead to varying what is planned or, even, to retake elements of the diagnosis.

Like the latter, the evaluation constitutes an investigative activity, but instead of allowing orientation for action, it is aimed at verifying if what is planned is fulfilled and if the objectives are achieved (Saladrigas, 2005). In the case of having a participatory nature, their contact with the public should not be limited to knowing their opinion, but to reflect critically on what has been advanced and what is missing and jointly direct new actions that promote transformative practice. Among the aspects that are traditionally analyzed with the evaluation, products, effects, results, organization-public relations and compliance with the management process stand out (Rivero, 2010).

The human talent management system aims to create, maintain and develop, with previously established actions, systems or communication strategies, the search for organizational objectives. It is also necessary to achieve efficiency and effectiveness of the available human talent. Clarity in the proposed objectives and coincidences between the strategic and individual objectives, carrying out a comprehensive change effort that involves and commits all employees, achieving efficient management of labor reserves, the active participation of management are essential and the priority in satisfying the expectations of the staff.

Taking this into account, the environment and work environment are enhanced, the integration of staff is favored and emphasis is placed on worker motivation.

DEVELOPMENT

The management of human talent is of relevant importance in contemporary administration, in whose evolution multiple theories are manifested that have contributed to the bases of current concepts. This function has been conditioned by important processes of interrelationships (Cuesta, 2005) that date from the beginning of the Industrial Revolution and generate activities related to recruitment, control of absenteeism, maintenance of discipline and payment of salaries; since the last five years

of the last century, it has become a style with renewed approaches aimed at observing man as the final result of this process; knowledge is valued with greater emphasis as an asset for the success of organizations and as a whole of the territories and the processes that guarantee it.

The management of human talent, by containing the characteristics of the system of which it is a part, must be treated as such, a reason that justifies the systemic nature of several of the models developed around it; in the same way, the strategic character evolved, recognizing the need to develop management functions under this prism, extending to all subsystems or functions related to administration, being linked to the management of human talent, since this is the one responsible for devising and applying the strategies, in addition to constituting a recognized functional core of management, elements that appear as features at the organizational level.

In today's world, the demands among which organizations operate are becoming ever greater, proportionally to the high levels in which competition develops and fluctuations increase. In the past, successful organizations were those that were characterized by their rigid and inflexible structure, excessively technocratic and mechanistic where the driving force was the economic incentive. With the passage of time these conceptions were changing and transformations began to manifest from which the human being is glimpsed as an essential factor and with it, the communicative processes of which it is a part.

The importance of favorable communication management to contribute to the performance of human talent and strengthen the organizational culture is undeniable. The origins of studies in the field of communication in organizations date from the fifties of the last century, when the phenomenon was the focus of a group of researchers, specifically in the United States. Only in recent years has it begun to be studied and applied in Latin America, with prominence in Mexico and Argentina in terms of theoretical production and practical experience.

Organizational or institutional communication is a complex conception because it is related to the communication processes that are present internally and externally to the organization, methods of construction of shared meanings which leads to the link with the organizational culture, also allows to diagnose the problems that in terms of communication attempt against this phenomenon.

As a discipline in the field of social sciences, organizational communication focuses its attention on the analysis, diagnosis, organization and improvement of the complex variables that make up the communication processes in organizations, in order to improve the interrelationship between its members and between them and the external public; strengthen identity and improve performance in entities (Trelles, 2002).

In the Latin American scenario, according to the Mexican professor Cáceres (1991), *"the professional practice of organizational communication has chronologically followed three stages: its beginning, centered on the media (in the 1960s); the acquisition of its identity, centered on interpersonal and group communication for organizational development and human resources (in the 70s) and its development (80s), in which it seeks comprehensive organizational communication that enables more efficient human relations based on the objectives of the organization, and a coherent image with its identity"*. (p. 75)

Communication management highlights the contribution to the improvement, efficiency and quality of organizations, and as part of this, support for the fulfillment of the mission, objectives and the organizational project in general. It also requires, in the first place, being clear about the concept of communication, its importance and the implementation of a system that integrates its study, planning, control and evaluation based on global image objectives, of the entity as a whole.

The management of communication processes implies considering the scopes and levels of the processes that arise within the organizational system. In turn, identify if the members of the group have defined responsibilities and roles, this allows them to establish a flexible work scheme, where meeting spaces are created so that there is an efficient flow of communication that provides feedback on the different academic programs and projects and people are strengthened.

When reference is made to communication in organizations, a global conception is demanded, a general model of communication management that allows the coherent integration of communication theories, practices, systems and actions, in a conscious and planned manner, depending on the characteristics of the organization under investigation. This contributes to strengthening the identity and values of the organizational culture, and influences the development of the sense of belonging of the members of the entities, so that the potential of human talent can be maximized; a sense of group loyalty, effective interaction techniques, and high performance goals become widespread (Trelles, 2002).

According to what was exposed by Trelles (2002), the fundamental principle for this model is the integration of the communication processes of the organizations, which means their coordination and the elimination or reduction to the maximum possible of randomness, improvisation and the spontaneity, in carrying out communicative activities. This model allows the communication process to be planned, taking advantage of the catalytic role of communication in the efficiency and quality of organizations, saving time in achieving its objectives, enriching the values of identity, culture and the climate and therefore the

achievement of a solid corporate image. From there, it is proposed to assume the interpretative symbolic approach as a communicative paradigm (Trelles, 2002). The conceptual affiliation obeys the possibility that it offers to treat the existing relations between culture and communication.

The other paradigm that nourishes the proposal is the systemic approach, which considers the balanced management of the entity's internal relations with the external ones, with the same level of significance of these subsystems for the stability and change that organizations require. In the same way, the interrelation between institutional communication and contemporary trends in human talent management is established, which are directed towards holistic, systemic, proactive, multidisciplinary and participatory approaches. Indeed, human talent management models emphasize and insist on the systemic nature in the definition of strategies, action systems, policies and key activities with a view to achieving individual well-being, social well-being and effectiveness in the organization.

In the management of human talent, it is valid to assume the importance of simultaneous development from the theoretical and the practical, backed by the need that gives rise to it: to perfect the strategic and systemic interrelation, where communicative activities converge among all the members of the organization, in the different levels within them and between them and their environment, highlighting the role of human creativity and the role of science in social development

Any type of organization could not do without communication in order to give life to the processes that constitute its *raison d'être*. But this relationship is resized as it is an organization whose meaning and purpose is linked to communicating a superior image, providing goods and services capable of satisfying the fundamental demands and needs of customers, always inserting socio-economic development. This is supported if it is taken into account that, in the organization, the communicational perspective that best responds to the needs of the system is the one that conceives communication as a process of construction of shared meanings, and on that basis, which implies participation and consensus, the interrelationship between the subsystems that make up the organization is supported, at the same time open to society and in interrelationship with it.

Trelles (2002), points out four basic functions of communication management that, at the same time, give an account of the cycle that this managerial process must follow: the diagnostic function, the development function, the evaluation function, and the training function. About this last function, Gregory (2013), also makes reference, who states that part of the work of communication management is educational. This helps members of the organization to appropriate communication skills and knowledge

significant to their responsibilities, which can have a profound effect on the organizational culture. Communication management must be a criterion shared by all organizational members. It is a task that falls not only on the structures or departments directly linked to communication actions. Communication and action are two indissoluble issues, which is why the performance of each individual, inside and outside the organization, is paramount in shaping the public imagination.

In addition, Trelles (2002), from a more humanist perspective considers that communication management should also set as objectives the strengthening of participation and involvement in internal audiences. Based on management models from other authors and on the basis of theoretical communication studies, Trelles uses a conceptual foundation based on the systemic and symbolic-interpretative perspectives, as well as other key theoretical precepts related to culture, identity, the work environment, image and organization. This theoretical dimension of management has a functional support to accomplish its achievement.

A new era of communication means finding new ways to transmit and share knowledge. About it Nó (2008) affirms that *"information and communication technologies (ICT) are used as environments that facilitate learning, are capable of generating very powerful interactions with the physical and social environment, and include strategies and designs that they confront the individual with real problems, generating skills that prepare them to face poorly structured problems"*. (p. 37)

In an organization in which there is a managed institutional communication system, which includes correct use of technological means, respect for the organizational culture, a favorable environment and a proactive stimulation system, it can be said that there are the fundamental bases for the implementation of knowledge management.

However, institutional communication is considered the nervous system of the organization, since it conceives and carries out actions that give vitality and efficiency to communication processes. The treatment of the internal and external flow of messages, as well as the maintenance of an adequate work environment, adjusting the content and form of such flows and their activation. Institutional communication is not a new term, but rather a new scientific effort aimed at the total analysis of the different elements of communication in a formal institution and how these are inserted in the relationships between individual and group behaviors of direct and indirect members' effects of an organization and its structure (Muriel & Rota, 1980).

When analyzing the different ways in which institutional communication is defined, explicit or underlying way, reference is made to the fact that it is a process, which is based on the effective performance of the rest of the processes

and is a means to establish relationships between the organization members. This is precisely what defines the transversality that characterizes its action, which also gives it strategic value (Trelles, 2002; Saladrigas, 2005; Martínez, 2010; Rivero, 2010). Institutional communication is a process that ensures the exchange of messages in all directions and organizational levels, through the implementation of actions that favor the integration of all areas, processes of the organization and its social actors, based on compliance with the strategic projection.

Organizations must intentionally contribute to human development and the materialization of life projects consistent with the social project. This can only be achieved by intending the possibilities of communicative actions in these contexts and highlighting the role of institutional communication as a facilitator of this process. The effectiveness of the communication gear in the organization depends on the implementation of a comprehensive and coherent communication management; conscious activity, with specific objectives, in which, starting from clear conceptions from the theoretical point of view, or at least the result of rich experience, communicative actions integrated into plans and strategies are planned and executed, their execution is systematically controlled and their results are measured (Saladrigas, 2005).

In the context of the organizational sector, it is very necessary to strengthen the communication activity, still undervalued, the result of spontaneity and improvisation, in many cases object of inefficiency and lack of quality resulting from misinformation, from non-planning (Trelles, 2002). To achieve effective communication, and therefore a better organization, communication policies and objectives are established, the actions that must be carried out are systematized, in addition to monitoring and evaluating. It is very common to see that entities work alone, each one in their own space, so that efforts are duplicated and double and even triple resources are used sometimes for the same thing, and on other occasions. Faced with such a situation, it is not possible to achieve the integrating image that is needed.

The improvement of organizational management maintains a close link with the participation of employees. To the extent that the worker is motivated and becomes more involved in achieving the objectives of the organization, identifying them with their own objectives, the efficiency, effectiveness and quality of the organizations will increase.

For the preparation of the proposed system of actions, the particular context of the organization is taken into account, this responds to the concerns and main problems raised by the social actors. Together with this, the results of the interviews carried out with some people linked to the exercise of institutional communication and certain members of sectors that in this case would be the recipients

of it have been considered. This system of actions will be implemented through specific activities, in which the social actors and the period of execution of the system are identified. To carry it out, the main deficiencies identified will be grouped into four fundamental aspects that will be affected through the proposed actions, these are: improvement, planning, evaluation and stimulation.

The system is made up of the characterization of the object and its field, based on the identification of its components, relationships between them and the operating dynamics (inside and from the outside), which condition its behavior and product. This makes it possible to specify the places, social actors and moments of intervention to influence to achieve change, as well as to readjust these actions in changing situations. Its practical expression will be the systematic monitoring of the behavior of the object.

As a whole, this proposal constitutes for the management of the organization, a guide to improve the practice of knowledge management based on human talent. At the same time, it incorporates the communication processes to the planning, systematicity and organization of the entity. In addition, a communicative product of greater depth and information quality is offered, which responds to the information needs of managers, workers and users in a broader, more analytical and complete spectrum.

For the construction of the system of actions, the results of the applied instruments are taken into account, which allows priority situations to be organized, executed and evaluated, which transcend efficient knowledge management in order to obtain the fulfillment of the proposed objectives in the actions and this depends on the disposition and effort of the social actors that intervene in the fulfillment of it.

PHASE 1: Actions aimed at training

Need: Promote knowledge about the management of human talent in the organization.

Objectives: Raise knowledge and level of updating on the management of human talent.

Encourage the organization's managers, the social appropriation of knowledge about the importance of communication processes based on human talent.

Promote knowledge about the main exponents of human talent management at the international level, with emphasis on the Ecuadorian organizational sector.

Diagnose the cognitive needs of the organization's workers.

Encourage the application of the principles of communication management, as a fundamental way for coordinated communication actions.

Promote the use of communication channels and media efficiently so that information about the organization's products and services is known by the actors.

Actions:

- Coordinate training actions between universities, the union of social communication professionals and the media.
- Guarantee the access of managers and workers to training through courses, postgraduate courses, workshops and exchanges with specialists from different areas.
- Contribute to the understanding of assuming the constant practice of human talent management in the business sector.
- Promote spaces for exchange between the various actors involved in the process or with others who provide new information on the subject, depending on the management of their own knowledge.

PHASE 2: Actions aimed at Planning

Need: Plan the treatment of the communicative theme in the organization in the short, medium and long term to promote knowledge of techno-scientific and innovative development in the territory.

Objectives: Plan the treatment on communication management taking into account the main theoretical references that may be of interest and usefulness for the organization.

Design the institutional communication strategy of the organization

Use all external communication channels, promoting feedback between the organization's managers and its users in order to verify the levels of satisfaction with the products and services it provides.

Improve internal communication channels between managers and employees of the organization.

Actions:

- Prepare the institutional communication strategy that allows the dissemination of everything related to the management of human talent to the internal and external of the organization, promoting information actions for the population.
- Prepare a plan of topics in the media to socialize the main products and services offered by the organization as well as other information of interest.
- Evaluate the design of communicative products based on the products or services that you want to promote.
- Divulge the training actions in which all the organization's personnel can be involved, regardless of their level of education.

PHASE 3: Actions aimed at Evaluation and Stimulation

Need: Systematically evaluate the management of human talent in the organization and its impact on social actors.

Objectives: Evaluate the communication processes and the management of human talent in managers.

Raise the level of specialization and apprehension of knowledge in the directors in the treatment of the themes, promoting the participation of specialists in the subject both in its implementation and in its evaluation.

- Request an assessment for the evaluation, by the specialists involved, of the application of those actions that require it.

From the documentary analysis carried out, contemporary trends in human talent management are directed towards systemic, proactive, multidisciplinary and participatory approaches. From the documentary analysis carried out, contemporary trends in human talent management are directed towards systemic, proactive, multidisciplinary and participatory approaches. According to the criteria of authors such as Beer (1998); Alles (2000); Becker et al. (2002); Chiavenato (2003); Cuesta (2005); Cartaya (2009), the GRH demands to break the division of activities, in contrast to the old Taylorian theory and consolidate the strategic and systemic connection. In this sense, the role of people in organizations is reevaluated, whereupon Rifkin (2000), affirms that concepts, ideas, images -not things- are the authentic articles with value in the new economy. Wealth no longer resides in physical capital but in human imagination and creativity.

The evaluation of the proposal of the system of actions for institutional communication in terms of functionality, impact and relevance was carried out using the experts 'approach. In order to choose these, it is necessary to list a group of possible people who can be considered as such for the purposes pursued by this research, once their approval to collaborate has been consulted. The sample is made up of experts directly linked to certain organizations, university professors and researchers, municipal government authorities, representatives of the media, among others. The election has also taken into account that they were experts who in one way or another are linked to the subject, so that their opinions reflect the feelings of the organizations they represent.

To determine their level of competence, the Experts' Competence Coefficient (K) is used, which is obtained from the Knowledge (Kc) and Argumentation (Ka) Coefficients. Obtaining Kc is achieved by requesting experts to evaluate their level of knowledge about the subject on a growing scale from 1 to 10, where the zero value means that the consulted person has no competence on the subject referred to and the value 10 means that he considers himself to have maximum mastery over it. With

the given values, the K_c is obtained using the following formula:

$K_c = n/10$ where n : range selected by the expert.

To obtain K_a , the experts are asked to assess their ability to argue taking into account a group of aspects. The values reflected by each expert are contrasted with the comparison values.

Subsequently, the K_a coefficient is obtained through the formula:

Where n_i : value corresponding to the source of argumentation.

Finally, the competence coefficient for each expert is obtained through the expression:

$K = 0.5 (K_c + K_a)$

The competence scale is given by the following ranges:

High competence coefficient: $K \geq 0.8$

Medium competence coefficient: $0.5 \leq K < 0.8$

Low competence coefficient: $K < 0.5$

In the literature referring to the subject, it is recommended to use experts from high competence; however, experts of medium competence can be valued, although experts of low competence should never be used.

In this case, according to the results collected, experts with a high level of competence are selected to carry out the interview and five of the experts with medium competence are invited because their rating is between 0.60 and 0.75.

The aspects submitted for evaluation were:

- Pertinence and sufficiency of the fundamental categories of the actions system.
- Solution of the problem through the proposed system of actions.
- Relationships between the different phases of the action system.
- Potentials of the system of actions to solve the problem identified.

In the second moment, an instrument is applied through which the experts are asked to evaluate the system of actions. This evaluation process consists of two rounds, where each of them individually, issues their criteria with respect to the aspects put to consideration and at the same time there is the possibility of giving the suggestions that they consider necessary to improve the proposal.

In the first table they had to mark, on a scale of five categories, the evaluation they considered for each aspect. The evaluation categories were: Very adequate (VA), Fairly

adequate (FA), Adequate (A), Not very adequate (NA) and Inadequate (I). After the first round, due to the suggestions made by the experts, it is considered necessary to restructure some elements of the system of actions, as well as the consideration of others not taken into account.

From the results of the evaluation made by the experts to each one of the proposed aspects, a statistical analysis is carried out to determine the level of acceptance of the same. Finally, aspects A1 and A3 are evaluated as Very Adequate (VA) and aspects A4 and A2 as Fairly Adequate (FA), which is extremely important because these criteria come from a group of specialists in the subject. This analysis allows us to affirm that the system of actions is pertinent to favor communication for the management of human talent in organizations.

However, it is identified as possible shortcomings of the research the fact of showing not only the evaluation results by the selected experts, it would be important to continue the analysis from certain levels of implementation of the system of actions in the specific context selected. In this case, future studies could contribute to its implementation and improvement based on possible suggestions that arise. In addition, it is suggested that once the system is perfected, a methodology be created to be generalized at the level of other provinces and the country in general.

In general, it coincides with what was stated by Beer et al. (1990), when expressing that for its effective and efficient development, the objective of such management must consider "all the decisions and managerial actions that affect the relations between the employees and the organization". The management of human talent is the responsibility of all the activities in which the people related to the institution influence or are influenced, for this reason it constitutes an integral function and not of a specific department or area.

CONCLUSIONS

The design of a system of communication actions to favor the management of human talent in organizations is considered of vital importance for their performance. In the article, the application of the institutional communication diagnosis has been considered as a preliminary stage for the design of the system of actions, since internal and external communication and the link between the identified social actors are recognized as key components.

The results of the diagnosis show that, in most cases, the communicative processes happen spontaneously and almost without being planned. The design of the system of actions that contributes to the management of institutional communication based on human talent is considered a valuable contribution to the internal dynamics of organizations and the management for its optimal functioning.

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