

Organizational leadership and human capital management in the collaborators of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, 2022

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Abstract

Leadership is a vital tool for preserving, managing and making the most of human capital in any organization. The objective of this study was to determine the relationship between organizational leadership and human capital management in the employees of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, 2022. With a census sample of 46 collaborators who responded to two questionnaires validated by three experts and Cronbach's alpha coefficients of 0.945 and 0.944 that demonstrate high reliability. The relationship of leader knowledge, leader skills and leader charisma with human capital management was tested. The findings show that 34.80% of the respondents rated organizational leadership as low, 32.60% as medium and another 32.60% as high, while 34.80% rated human capital management as low, 32.60% as medium and another 32.60% as high. Similarly, out of 100% of the organizational leadership variable, whatever its value, the human capital management variable is 34.8 % low; 32.6 % medium and 32.6 % high, which leads to the conclusion that there is a very strong positive correlation level between organizational leadership and human capital management (Spearman's Rho 0.842 and asymptotic bilateral significance $2,33 \times 10^{-13}$) with a significance level of 0.01.

Keywords: Leadership, human capital, management, leader knowledge, leader skills, leader charisma.

Introduction

Understanding human resource management is crucial to exploiting any company's human capital; intellectual capital, technology, globalization, profitability through expansion and change, and human capital management must collaborate to create new skills in staff to address competitiveness issues (Rajput et al., 2021).

Job performance is and has always been an absolute priority for all those involved in the labor field, since certain factors that affect the management of human resources have been identified through various researches, however, there are few studies that are related to work performance (Omotunde & Alegbeleye, 2021) and even fewer studies linking leadership to human capital management.

This reality does not escape educational institutions, because in the knowledge society, high-quality educational institutions focus on knowledge and other competencies and skills of people, or on human capital, which today has become the most precious capital of an educational organization, since the creation and generation of new knowledge for the benefit of society is one of its main objectives (Accounts, 2018).

In this sense, the education system in Peru has to have managerial leaders capable of performing their functions and dedicated to the community that surrounds the educational institution so that it is possible to train teachers and students to turn deficiencies into opportunities for achievement (Córdova et al., 2021), but it seems that this is difficult because, as he says, Caravedo (2011), Peru is a society in which the leader performs his role under a double code, since they originate through the construction of a communicative base with other members of the system, but to achieve this connection (here there is a contradiction), the leaders must be part of the double discourse, since the top management pressures them to present themselves to the subordinates and make promises of concern for the workers, But the strategy is to get them to do the work and help achieve the objectives and then not comply with the offers, causing distrust and demotivation in the work they do, since the workers cannot make any claims just for themselves.

For this reason, it is necessary to know what is the perception of the workers about the performance of the leaders, so that based on the results, relationships within the community are strengthened (Córdova et al., 2021). The fact that principals are in charge of the operation of the educational institution and facilitate the advancement and fulfillment of institutional goals is transcendent (Alcántara, 2018). The first step in the role of principals is to sensitize other actors – including parents – to the need for their participation, because, although it may seem utopian, this is achieved when the leader acts assertively in the performance of his leadership position, manifesting an attitude focused on commitment to the institution he leads (Córdova et al., 2021).

Therefore, the objective of this study was to determine the relationship between organizational leadership and human capital management in the employees of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, during the year 2022.

Materials and Methods

The work was of a quantitative approach of the type applied with an exploratory character and aimed to determine the relationship between the knowledge of the leader, the skills of the leader and the charisma of the leader with the management of human capital in the collaborators of the I.E.M. Micaela Bastidas, El Tambo, Huancayo.

Sample

The sample for this work was census and consisted of 46 collaborators from the I.E.M. Micaela Bastidas, El Tambo, Huancayo.

Tools

To collect data effectively, the questionnaire method was used. Two questionnaires (on organizational leadership and human capital management) consisting of 24 items were used, in which five-point Likert scales were used: (1) Poor, (2) bad, (3) fair, (4) good, (5) very good. The questionnaires were administered personally to the respondents.

For data analysis, the raw data were tabulated, taking into account the dimensions of each of the questionnaires. Once all the responses were collected, descriptive and inferential statistics were applied, and the hypothesis was tested using Spearman's Rho correlation.

Results

The results obtained from the descriptive statistics are described below:

Table 1 shows that 34.80% of respondents rated leadership as low, 32.60% as medium, and 32.60% as high. In the knowledge dimension, 34.80% of respondents rated the leader's knowledge as low, 34.80% as medium, and 30.40% as high. In the skills dimension, 54.30% of respondents rated the leader's skills as low, 15.20% as medium, and 30.40% as high. Finally, in the charisma dimension, 41.30% of respondents rated the leader's charisma as low, 26.10% as medium and 32.60% as high.

Board 1. Descriptiveresults of theorganizationalleadershipvariableanditsdimensions

Dimensions	Lowlevel		Mediumlevel		High level	
	Frequency	%	Frequency	%	Frequency	%
OrganizationalLeadership	16	34,80	15	32,60	15	32,60
Knowledge	16	34,80	16	34,80	14	30,40
Skills	25	54,30	7	15,20	14	30,40
Charisma	19	41,30	12	26,10	15	32,60

Table 2 shows that 34.80% of respondents rated the Human Capital Management (HCM) variable as low, 32.60% as medium, and 32.60% as high. In the organizational management dimension, 34.80% of respondents rated it as low, 34.80% as medium, and 28.30% as high. In the performance evaluation dimension, 41.30% of respondents rated it as low, 30.40% as medium, and 28.30% as high. In the learning context dimension, 37.00% of respondents rated it as low, 32.60% as medium and 30.40% as high. Finally, in the organizational dynamics dimension, 43.50% of respondents rated the leader's charisma as low, 23.90% as medium, and 32.60% as high.

Board 2. Descriptiveresults of thehumancapitalmanagement (HCM) variableanditsdimensions

Dimensions	Lowlevel		Mediumlevel		High level	
	Frequency	%	Frequency	%	Frequency	%
HCG	16	34,80	15	32,60	15	32,60
Organizational Management	16	34,80	16	34,80	14	30,40
Performanceappraisal	19	41,30	14	30,40	13	28,30
Learning Context	17	37,00	15	32,60	14	30,40
Organizational Dynamics	20	43,50	11	23,90	15	32,60

Board 3. Cross-Chart: Organizational Leadership vs Human Capital Management

		Human Capital Management			Total	
		Low	Middle	High		
OrganizationalLeadership	Low	Recount	15	1	0	16
		ExpectedCount	5,6	5,2	5,2	16,0
		% of total	32,6 %	2,2 %	0,0 %	34,8 %
	Middle	Recount	1	10	4	15
		ExpectedCount	5,2	4,9	4,9	15,0
		% of total	2,2 %	21,7 %	8,7 %	32,6 %
	High	Recount	0	4	11	15
		ExpectedCount	5,2	4,9	4,9	15,0
		% of total	0,0 %	8,7 %	23,9 %	32,6 %
Total		Recount	16	15	15	46

ExpectedCount	16,0	15,0	15,0	46,0
% of total	34,8 %	32,6 %	32,6 %	100,0 %

Table 3 shows the relationship between organizational leadership and human capital management in I.E.M. employees Micaela Bastidas, El Tambo, Huancayo, 2022; 34.8% of respondents responded that organizational leadership is low and of these, 32.6% mentioned that human capital management is low; 2.2% are medium and none are high. Similarly, 32.6% of respondents responded that organizational leadership is average, and of these, only 2.2% indicate that human capital management is low; 21.7% say it is medium and 8.7% say it is high. Finally, 32.6% mentioned that organizational leadership was high and of these, 8.7% indicated that it was medium and 23.9% mentioned that it was high. In conclusion, of the 100% of the organizational leadership variable, whatever its value, the human capital management variable is 34.8% low; 32.6% medium and 32.6% high.

Table 4 shows the relationship between the knowledge of the leader and the management of human capital in the employees of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, 2022; 34.8% of respondents responded that the leader's knowledge is low, and of these, 21.7% mentioned that human capital management is low; 4.3% are medium and 8.7% are high. Similarly, 34.8% of respondents responded that the leader's knowledge is average, and of these, only 6.5% indicated that human capital management is low; 13% say it is medium and another 15.2% say it is high. Finally, 30.4% mention that the leader's knowledge is high and of them only 6.5% consider that human capital management is low; 15.2% say it is medium and another 8.7% say it is high. In conclusion, of the 100% of the leader's knowledge dimension, whatever its value, the human capital management variable is 34.8% low; 32.6% medium and 32.6% high.

Board 4. Cross-Chart: Leader Knowledge vs Human Capital Management

		Human Capital Management			Total	
		Low	Middle	High		
Knowledge of the Leader	Low	Recount	10	2	4	16
		ExpectedCount	5,6	5,2	5,2	16,0
		% of total	21,7%	4,3%	8,7%	34,8%
	Middle	Recount	3	6	7	16
		ExpectedCount	5,6	5,2	5,2	16,0
		% of total	6,5%	13,0%	15,2%	34,8%
	High	Recount	3	7	4	14
		ExpectedCount	4,9	4,6	4,6	14,0
		% of total	6,5%	15,2%	8,7%	30,4%
Total	Recount	16	15	15	46	
	ExpectedCount	16,0	15,0	15,0	46,0	
	% of total	34,8%	32,6%	32,6%	100,0%	

Table 5 shows the relationship between leader skills and human capital management in the employees of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, 2022; 54.3% of the respondents responded that the leader's skills are low and of these, 34.8% mentioned that human capital management is low; 13% are medium and 6.5% are high. Similarly, 15.2% of respondents answered that the leader's skills are average, and of these, 13% indicate that capital talent management is average and only 2.2% that it is high. Finally, 30.4% mentioned that the leader's skills were high and of them only 6.5% considered that human capital management was average and 23.9% mentioned that it was high. In conclusion, of the 100% of the leader's skills dimension, whatever their value, the human capital management variable is 34.8% low; 32.6% medium and 32.6% high.

Board 5. Cross-Chart: Leader Skills vs Human Capital Management

		Human Capital Management			Total	
		Low	Middle	High		
Leader Skills	Low	Recount	16	6	3	25
		ExpectedCount	8,7	8,2	8,2	25,0
		% of total	34,8%	13,0%	6,5%	54,3%
	Middle	Recount	0	6	1	7
		ExpectedCount	2,4	2,3	2,3	7,0
		% of total	0,0%	13,0%	2,2%	15,2%
	High	Recount	0	3	11	14
		ExpectedCount	4,9	4,6	4,6	14,0
		% of total	0,0%	6,5%	23,9%	30,4%
Total	Recount	16	15	15	46	
	ExpectedCount	16,0	15,0	15,0	46,0	
	% of total	34,8%	32,6%	32,6%	100,0%	

Finally, Table 6 shows the relationship between the leader's charisma and human capital management in the employees of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, 2022; The results indicate that 41.3% of the respondents responded that the charisma

of the leader is low and of these, 30.4% mentioned that the management of human capital is low and 10.9%. Similarly, 26.1% of respondents responded that the leader's charisma is average, and of these, only 4.3% indicated that human capital management is low; 15.2% say it is medium and 6.5% say it is high. Finally, 32.6% mentioned that the charisma of the leader is high and of these, 6.5% considered that human capital management was average and 26.1% mentioned that it was high. In conclusion, of the 100% of the leader's charisma dimension, whatever its value, the human capital management variable is 34.8% low; 32.6% medium and 32.6% high.

To test the hypotheses proposed, the data were pointed out using inferential statistics, the results of which are described below:

Board 6. Crosstab: Leader Charisma vs Human Capital Management

		Human Capital Management			Total	
		Low	Middle	High		
Charisma of the leader	Low	Recount	14	5	0	19
		Expected Count	6,6	6,2	6,2	19,0
		% of total	30,4%	10,9%	0,0%	41,3%
	Middle	Recount	2	7	3	12
		Expected Count	4,2	3,9	3,9	12,0
		% of total	4,3%	15,2%	6,5%	26,1%
	High	Recount	0	3	12	15
		Expected Count	5,2	4,9	4,9	15,0
		% of total	0,0%	6,5%	26,1%	32,6%
Total	Recount	16	15	15	46	
	Expected Count	16,0	15,0	15,0	46,0	
	% of total	34,8%	32,6%	32,6%	100,0%	

Table 7 shows that there is a very strong positive correlation (0.842) between organizational leadership and human capital management, determined with a confidence level of 99%. On the other hand, the bilateral asymptotic significance of $2.33 \times 10^{-13} < 0.05$ indicates that the null hypothesis is rejected and the researcher's hypothesis that mentions that there is a relationship between organizational leadership and human capital management in the collaborators of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, 2022, is accepted.

Board 7. Spearman's Rho Correlation Between Organizational Leadership and Human Capital Management

Indicators	Organizational Leadership	Human Capital Management
Organizational Leadership	Correlation coefficient	1,000
	Bilateral asymptotic significance	2.33×10^{-13}
	N	46
Human Capital Management	Correlation coefficient	0,842**
	Bilateral asymptotic significance	2.33×10^{-13}
	N	46

** The correlation is significant at the 0.01 level (two-sided).

Table 8 shows that there is a weak positive correlation of 0.236 between the leader's knowledge and human capital management, determined with a confidence level of 95%. On the other hand, the bilateral asymptotic significance of $0.236 > 0.05$ indicates that the researcher's hypothesis is rejected and the null hypothesis that mentions that there is no relationship between the leader's knowledge and the management of human capital in the collaborators of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, 2022, is accepted.

Board 8. Spearman's Rho Correlation Between Leader Knowledge and Human Capital Management

Indicators	Knowledge of the Leader	Human Capital Management
Knowledge of the Leader	Correlation coefficient	1,000
	Bilateral asymptotic significance	0,236
	N	46
Human Capital Management	Correlation coefficient	0,114
	Bilateral asymptotic significance	1,000
	N	46

Table 9 shows that there is a considerable positive correlation of 0.706 between the leader's skills and human capital management, determined with a confidence level of 99%. On the other hand, the bilateral asymptotic significance of $4.14 \times 10^{-8} < 0.05$ indicates that the null hypothesis is rejected and the researcher's hypothesis that mentions that there is a relationship between the skills of the leader and the management of human capital in the collaborators of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, 2022 is accepted.

Board 9. Spearman's Rho Correlation Between Leader Skills and Human Capital Management

Indicators		LeaderSkills	Human Capital Management
LeaderSkills	Correlationcoefficient	1,000	0.706**
	Bilateral asymptoticsignificance		4.14×10^{-8}
	N	46	46
Human Capital Management	Correlationcoefficient	0.706**	1,000
	Bilateral asymptoticsignificance	4.14×10^{-8}	.
	N	46	46

****.** The correlation is significant at the 0.01 level (two-sided).

Table 10 shows that there is a very strong positive correlation of 0.803 between the leader's charisma and human capital management, determined with a confidence level of 99%. On the other hand, the bilateral asymptotic significance of $1.97 \times 10^{-11} < 0.05$ indicates that the null hypothesis is rejected and the researcher's hypothesis that mentions that there is a relationship between the charisma of the leader and the management of human capital in the collaborators of the I.E.M. Micaela Bastidas, El Tambo, Huancayo, 2022, is accepted.

Discussions

Leadership and human capital management are today the cornerstone and the crucial strategic foundation for the success of organizations, corporations, and institutions, since people are their academic capital, and their presence and active engagement put them on par with procedures, infrastructure, and technology (Hualpa, 2014). According to the previous analysis, there is evidence of poor leadership and poor management of human capital in state entities, in contrast to private companies, which have clearly identified that excellent human capital management adds value and generates change through example and trust, while state entities are hesitant to abandon complex schemes rooted in public servants.

Board 10. Spearman's Rho Correlation Between Leader Charisma and Human Capital Management

Indicators		Charisma of the leader	Human Capital Management
Charisma of the leader	Correlationcoefficient	1,000	0.803**
	Bilateral asymptoticsignificance		1.97×10^{-11}
	N	46	46
Human Capital Management	Correlationcoefficient	0.803**	1,000
	Bilateral asymptoticsignificance	1.97×10^{-11}	
	N	46	46

****.** The correlation is significant at the 0.01 level (two-sided).

That is why it is necessary to understand that employees are the most valuable and only asset of any organization, because on many occasions the idea of "happy" employees is confused with "motivated" employees, which is why the different ways of motivating employees must be highlighted in order to promote the productivity of organizations in addition to identifying the dimensions that directly or indirectly influence employee motivation (Sabir, 2017) which would lead to an adequate management of human capital.

If we compare the results for the overall objective with those reported by Sanjeev and Singh (2017) who analyzed the factors influencing talent management in Indian IT companies and sought to understand the influence of the talent management model on the way leadership development was determined, they determined the existence of a positive correlation between talent management and leadership development, they could, In the same vein Sadeli, (2012) who studied the influence of leadership, talent management, organizational culture and organizational support on employee engagement and found that leadership behavior significantly influences talent management practices, from this point of view it seems that this correlation is inherent and applies to all types of organizations that have leadership and human capital management relationships at the sector level. This finding is also corroborated, for example in a study carried out at the University of Lima Belly & Bark (2021) At the $p < 0.01$ level, transformational leadership and the dimensions of Human Talent Management were significantly correlated. Continuing in the same vein Mendoza (2019) It shows that organizational leadership and human capital management are predominantly expressed at the middle level, in the same way it indicates that there is a direct, moderately significant correlation between these two variables, also Ccala (2019) It determined the correlation between leadership styles and human resource management, determining the existence of a significant correlation between both variables, in turn, with an application to basic education Zeña (2017) determined the relationship between human capital management and pedagogical leadership, given the problems of the Educational Institution in terms of didactic resources and the exercise of leadership, finding that pedagogical leadership is directly and significantly related to human capital management, with a Spearman's coefficient ($\rho = 0.737$) and a level of real significance lower than the theoretical level of significance ($p\text{-value} = 0.000 < 0.05$). Based on all these data, it is possible to affirm that leadership and human capital management are complementary activities that are developed in search of the well-being of organizations, but without neglecting the satisfaction of the staff and understanding that capital management is not only seeking satisfaction, but also implies its cultivation and care for being part of the work team.

From another point of view, this seems consistent with what has been described by Rajput et al. (2021) whereas it is essential to understand the science of human resource management in order to harness the human capital of any company, as intellectual capital, technology, globalisation, profitability through growth and change are the main business concerns and for this purpose companies must cooperate to develop new talent. And human resource management is responsible for doing so. On the other hand, it is not surprising that there is a correlation between these two variables, since they are part of the leadership competencies (Botha, 2010) and it was Krause (1998) who indicated that the principles of leadership provide the necessary foundation to carry out proper management using characteristic such as knowledge, skills and charisma.

Continuing with the previous idea and as reported by other researchers, this correlation of leadership and human capital management can create a strong relationship between employees, the leader and the company (André & Lantu, 2015) therefore, it must be understood that this relationship turns out to be fruitful, being able to have an influence on the sustainability of an organization, as mentioned by Pantouvakis and Vlachos (2020), who discovered that talent has a greater impact on sustainability performance than on leadership, in addition to the fact that in the moderate organizational culture there is a greater correlation between talent and sustainability, on the relationship between leadership and sustainability.

With regard to Specific Objective 1 according to the statement by Krause, (1998) which indicates that organizational leadership is an important element for the proper functioning and management of institutions, so they define it as the "set of components that a person has to lead a group: knowledge, skills and even innate conditions, such as charisma" (p. 93), so if there is a correlation between leadership and human capital management, One of the dimensions of leadership must also correlate with human capital management. In addition, knowledge is the foundation of effective leadership, and it falls into three categories: Fundamental knowledge consists of learning the fundamental principles of leadership; strategic knowledge consists of meeting the needs and objectives of employees and competitors to plan activities to achieve business objectives; and tactical knowledge is about using experience to achieve results by effectively planning work, delegating responsibilities, reviewing performance, and improving systems and processes (Krause, 1998).

In this same context, when a person is in leadership mode, they are thinking about an end goal and this must have clear objectives and must have the necessary knowledge to direct the behavior of their leaders well. Followers (Spain, 2019), which can also be contrasted in the statements of Guevara (2017) which indicates that leadership can be perfected through training or the acquisition of knowledge, stating that a Human Talent Management Programme had a positive influence, significantly improving the managerial leadership of the participants; In addition Chung and Vásquez (2017) They determined that transformational leadership (LTF) and transactional leadership (LTS) have a positive influence on knowledge management (KM), demonstrating that there is dependence on the type of organizational culture with respect to knowledge management, which in turn is influenced by LTS. Concluding that organizational culture has no role in the correlation of LTF behavior and knowledge management; however, it does intervene in the correlation of LTS and the activities that are carried out as part of knowledge management.

With regard to Specific Objective 2, this relationship has also been very important. little studied under this same denomination, but if we delve a little into the concept provided by Krause (1998) and Delgado y Delgado (2003), which point out that the skill that a leader must have, is nothing more than the one who is formed as a result of a sum of concrete life experiences and the development of some skills that are increasingly helping him to achieve and perfect the function of leader, for this he must have innate or achieved skills such as organizational communication, social skills and conflict mediation, so these skills can help you achieve results, as pointed out by Gonzáles, (2016) who established the relationship and comparison of leadership and job performance, establishing a correlation between leadership and job performance, but there is a significant negative correlation between service quality and job performance.

In another sense, if it is considered that the leader's skills improve the management of human capital, allowing him to obtain better results from his followers, he can find work that determines the relationship between leadership, management and work performance as indicated Rojas and Vilchez (2018) found a statistically significant correlation between human talent management (HRM) and job performance. Likewise Salt and Roses, (2018) A significant correlation was found between Human Capital Management and Job Performance. In this perspective, the statements of Ortega (2017), which indicates that although the discipline of leadership studies has had a lot of time to define itself, the people who work in it seem unable to do so, since to this day there are several perspectives on leadership, ranging from the theory of the great man, which is now considered outdated, to the theory of "leadership qualities", closely related, to transactional and transformational leadership approaches. Then there are ethical, servant, genuine, deliberate, and collaborative management practices and leadership philosophies, as well as practical strategies for developing successful leaders and, of course, new leadership models that have not yet been developed (Ortega, 2017), and in many works the leader's skills have not been considered as an important factor to take into account to measure their performance and how it relates to management of human capital.

Finally, for Specific Objective 3; In this case, no evidence has been found from studies that measure these variables, but the definition provided by Krause, (1998) that it is inherent in leadership some attitudes such as charisma and that it is supported by Delgado y Delgado (2003) that charisma is considered a crucial element of leadership, as business leaders are not necessarily endowed with natural charisma, but through experience and self-development, they can transform certain characteristics into a large dose of charisma, allowing them to exert real influence on employees and,

consequently, to achieve the objectives of the entity. This charisma must be manifested through the degree of promotion of a healthy work environment, the ability to listen to suggestions, the degree of promotion of values and the degree of fair treatment at work, so it is plausible to be analyzed based on indicators that can measure these variables, as carried out by Omotunde and Alegbeye (2021) who investigated the work performance of librarians and their correlation with practices of talent management, finding that there was a positive correlation between talent management practices and librarians' job performance ($r = 0.58$; $p < 0.05$) and concluding that the development of talent management tasks had an effect on librarians' job performance, and for this the leader must use his charisma in order to have a direct impact on the adequate performance of the workers.

On the other hand, a lack of charisma on the part of the leader can even lead staff to hide their knowledge and not fully fulfill the functions entrusted to them as they make it known Oubrich et al. (2021), investigating how leadership style, organizational design, and human resource management practices influence the concealment of knowledge, recommending leaders to establish the right balance between fairness and competence to reduce the concealment of knowledge, an act that directly threatens the fulfillment of organizational goals and objectives.

Another of the worker's attitudes induced only by the leader's lack of charisma can be manifested in the non-compliance with rules and job satisfaction, as they make known Adiguzel et al. (2020) examining the impact of strategic human resource management and servant leadership on norm-breaking worker behaviors and job satisfaction. Data and analytics reveal that in competitive contexts, private companies fear losing customers, so their staff go above and beyond standard processes to protect the company's interests. Another case is shown by Sparrow (2019) who investigated two themes using the historical analysis of talent management: has the discipline followed a logical growth and a process of increasing coherence?, and has its narrative been ideologically shaped? He cites six themes that guided and enabled the future growth of the field of talent management. It shows how several of these concepts were repackaged with the addition of new concepts to create two conflicting narratives: one from the point of view of a star actor and the other from the perspective of human capital management. It examines the criticisms and progressive issues that need to be addressed in order to address these issues. Although there have been periodic ideological reinterpretations of talent management, there has been a logical, progressive, problem-based development of concepts in the area in which today's critical viewpoints must now fit.

Conclusions

The teachers or collaborators of an educational institution are in charge of supporting learning, teaching and research by providing high-quality services for students, so the human capital management strategy is directly related to the leadership of the institution's management and is vital to achieve high work performance among teachers and collaborators. In addition, it is valuable for the leaders of educational institutions to become aware of the importance of human capital management and for this they must take into consideration that the knowledge, skills and charisma of the leader are key factors.

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Conflicts of interest: The authors declare that they have no conflicts of interest.

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