

Evaluation of Strategic Human Resource Management in Local Authorities: A Focus on Organizational Culture and Job Motivation

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Abstract: - The strategic management of human resources in organizations is fundamental due to the competitive demands of the markets, which is why an excellent organizational culture must be maintained to increase workers' motivation. This study aims to provide specific recommendations to improve strategic human resource management in the context of municipalities, thus promoting a comprehensive transformation that

increases the capacity to retain and attract valuable personnel. The research is quantitative and follows a correlational design. A questionnaire was administered to 112 employees of municipalities regarding the variable strategic human resources management with the dimensions of organizational culture, organizational climate, and personnel selection and the variable motivation with the dimensions of job satisfaction and work environment with a Cronbach's alpha reliability of 0.851. The results show that 65.18% of the workers consider that the organizational culture in the municipalities is fair, 67.86% of the workers highlight that the personnel selection capacity is inadequate, 53.75% express that the level of social relations in the organization is low, and 50% of the workers indicate that job satisfaction is fair. These results reflect that companies must increase their capacity to retain and attract stable and valuable personnel that fit the organization's profile.

Key-Words: - Strategic human resources management; motivation; organizational culture; job satisfaction; personnel selection; organizational climate.

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1 Introduction

With the advent of the information age, human resource management originated, promoting a transformation from administrative affairs management to strategic human resource management while at the same time significantly improving technical and labor efficiency, [1]. Defining strategic human resource management is challenging and depends on the perspective adopted. However, it is generally considered that its primary function in organizations is to establish management practices in the members of an organization and is also focused on the acquisition, motivation, and organization of human resources; it also integrates human resource practices, policies, and philosophy in order to prepare the organization to achieve its strategic goals, [2]. Human capital is an essential foundation for developing competitive and sustainable organizational advantages. Because of this, organizations seek to increase their capacity to develop, retain, and attract stable and valuable workers, for which they need good strategic human resource management, [3]. In that sense, strategic human resource management ensures employee job satisfaction and focuses on how to positively influence their work attitudes and personal performance in accordance with performance improvement criteria, [4]. According to [5], human resource management is related to knowledge management, organizational innovation, job satisfaction, quality of work, communication, performance, and work motivation, which are critical factors in achieving business goals, objectives, and success. Also, human resources possess unique characteristics that make them a source of competitive advantage because, over time, workers increase their knowledge and skills, allowing them to expand their entrepreneurial capabilities, [6]. Therefore, according to [7], taking

responsibility for employing strategic human talent management in organizations is a fundamental part of developing and defining a culture that improves business results to attract, select, train, and retain organizational employees.

Motivation in organizations is essential to achieve success since it is a crucial element for job satisfaction, productivity, and performance; motivated employees who are satisfied with their work are essential for the success of the organization because they improve their performance and values by 25% more than those who are not motivated, [8]. In that sense, according to [9], the elements of motivation are valence, which is the amount of effort that the worker uses to obtain results, and instrumentality, which is the behavior of achieving goals depending on the effort and skill that leads to success and expectancy in which people define their expected performance levels or goals. At the organizational level, motivation influences employees' actions, behaviors, and performance since it activates and directs workers' thoughts to provoke, maintain, and direct behavior toward institutional objectives expressed in a good performance of workers, [10]. Likewise, some workers are motivated by their achievements, job stability, or some incentive; therefore, human resources must understand what motivates employees to maximize organizational performance, [11]. On the other hand, traditional motivation theories focus on specific elements to motivate employees; for example, the motives and needs theory indicates that employees have five levels of needs: physiological, safety, social, ego, and self-fulfillment, [12]. In contrast, the fairness and equity theory indicates that employees strive to generate equity between themselves and others, [13]. Thus, current studies include psychology, biology, and

neuroscience to combine traditional theories into a comprehensive theory.

1.1 Knowledge Gap, Objectives and Scope of the Research

Previous studies have determined that strategic human resource management is crucial today, given the market's increasing competitive demands. Organizational effectiveness is directly affected by the quality of organizational culture, work environment, job satisfaction, and employee motivation. In this regard, case studies have shown that companies that implement effective strategic human resource management practices experience significant improvements in innovation, flexibility, and, ultimately, competitive advantage.

However, the literature needs more solid, correct, and up-to-date evidence on the specific application of these principles in municipalities, [14]. This paper aims to fill this gap by analyzing strategic human resource management's impact on work motivation in municipal workers. Contextually, this paper demonstrates that a significant percentage of municipal workers perceive organizational culture and personnel selection as areas needing improvement. The results reveal the need for effective human resource management strategies to optimize organizational development. Therefore, this study aims to provide specific recommendations for improving strategic human resource management in the context of municipalities, thereby promoting a comprehensive transformation that will increase the retention and attraction capabilities of valuable staff.

In that sense, low work motivation among municipal workers represents a significant challenge that compromises the efficiency and effectiveness of public services. This research, therefore, contributes to Decent Work and Economic Growth Sustainable Development Goal (SDG) 8 by providing specific quantitative data on the perception of municipal workers and identifying key areas requiring intervention. It highlights gaps and needs within the municipal work environment that affect employee motivation and performance. Furthermore, it offers a model for strategic human resource management and work motivation tailored to the particularities of municipalities, thus providing local organizations with concrete tools to improve their performance and to attract and retain highly qualified and committed employees.

2 Literature Review

Due to the transformation of the world market, the expansion of the economy, and globalization, companies today require the consolidation of human resources; consequently, a study conducted in Spain by [15] analyzed the procedures for recruitment and selection of personnel in an organization, it was determined that to select personnel it is necessary to make use of appropriate techniques to find suitable people with good skills and qualities; it also described the main tools for the selection of personnel including the curriculum, references, interview, cognitive abilities, personality measures and professional tests. Furthermore, according to [16] and [17], organizations' most widely used personnel selection techniques are tests of personality, skills, knowledge, cognitive abilities, job fit, specific skills, fit with the organizational culture, and assessment of interests. On the other hand, organizational culture is a crucial component in the development and success of an organization. Therefore, a study conducted in Mexico by [18] analyzed the perception of organizational culture in higher education institutions, showing that it facilitates organizational efficiency and optimizes the performance of employees in order to solve business challenges. It was also shown that it is a critical factor in fostering and exchanging knowledge and skills through interactions and encouragement to organization members. In this sense, [19] and [20] mention that organizational culture is a pattern for the behavior of a group of people that emanates shared beliefs, thinking, and values; in addition, it promotes the capabilities of employees, tolerates risks, and encourages personal development. Similarly, organizational climate refers to the norms, values, feelings, and attitudes of the members of an organization, so a study conducted by [21] in companies in Colombia on organizational culture and climate showed that organizational climate is related to the environment, organizational structure and human resource management also relates to the attitudes, skills, motivation, and productivity of workers. The study concluded that organizational culture and climate provide a context for studying organizational behavior by identifying that the social processes of culture and climate influence group and individual behavior, such as job satisfaction, job performance, customer satisfaction, financial results, and service quality. Therefore, [22] and [23] emphasize that organizational climate is an essential and changing short-term factor; on the other hand, organizational culture is a long-term construct in which accepted and stable behaviors are defined in a group of

people. In this sense, a study conducted in Chile by [24] on the work environment and its influence on service companies highlighted that a positive work environment facilitates the achievement of the proposed goals, which is why companies must ensure a suitable environment for employees to achieve a more excellent bond with human resources, for this reason, workers must be kept involved in their organizational role by promoting the development of positive attitudes towards their positions and functions. In addition, [25] and [26] highlight that an adequate work environment influences workers' performance, increasing efficiency, loyalty, and productivity. Therefore, it is of great importance that organizations guarantee appropriate levels in areas such as the generation of trust, access to information, codes of behavior, and an inclusive leadership model.

In Indonesia, a study of companies in the construction sector on the strategic approach to human resources showed the complex factors and problems that these organizations have about cost, quality, and occupational safety, and human resource management shows deficiencies in low worker performance, lack of motivation, low job satisfaction and poor productivity, [27]. Similarly, in Russia, human resource management in the organic farming sector shows low levels of efficiency, limited resources, and poor relations between managers and staff due to a lack of mutual accountability and joint participation, and human resource potential needs to be developed to meet the challenges of this sector, [28]. Similarly, in the United States, organizations in the tourism sector need to integrate human resource management into their organizational strategy. Thus, they need more commitment, untrained staff, poor organizational culture, and climate, [29]. On the other hand, some educational institutions in Brazil do not have articulated human resources strategies, there is a lack of commitment from leaders, there are no articulated or managed planning plans, and there is a lack of implementation and execution of human resources as strategic management policies and practices, [30].

In Peru, the development of strategic human resource management in organizations shows a shortage and inadequate distribution of personnel, in addition to the fact that the worker's profile only sometimes fits the required position, and working conditions are unstable and insecure, [31]. As a result, workers have poor job satisfaction, are demotivated, and create a bad working environment, affecting company productivity and efficiency. In this sense, organizations must promote innovative

planning, training, motivation, and performance management strategies to achieve an adequate work environment and satisfy human talent in their occupations, [32].

This article highlights the importance of strategic human resource management in organizations, seeking to influence employees' work attitudes and personal performance positively. In addition, it focuses on increasing skills, developing, retaining, and attracting new human talent, which generates a competitive advantage. A survey of workers in the municipality revealed that implementing this management through organizational culture, work climate, satisfaction, and personnel selection improves the link between workers and their work environment, facilitating achieving goals, efficiency, loyalty, and productivity.

3 Methodology

3.1 Design

The research strategy adopted, classified as applied and non-experimental, focused on a correlational-causal approach. This approach thoroughly examined the connections between the different dimensions of strategic human resource management and the crucial elements associated with employee motivation, [33]. This approach allows us to analyze the relationships between Strategic Human Resource Management variables and work motivation in municipalities' employees.

3.2 Inclusion and Exclusion Criteria

The study's purposive sample consisted of 112 workers, 72 men, and 40 women, representing the total population of workers from which it was drawn.

Thus, to obtain such a result, specific inclusion criteria were applied:

- (i) Participants had to be between 30 and 50 years of age.
- (ii) They had to give their consent to participate in the research.
- (iii) They were required to be permanent workers with at least ten months of work experience in the municipal sector.

This sector was chosen for research because of the importance of understanding the specific dynamics and challenges faced by workers in local government, which can differ significantly from other employment sectors. Differences include, for example, the nature of public service, which

requires high accountability and transparency, the rigid hierarchical structure that can limit job flexibility, and the diversity of functions and services provided to the community, which demands varied skills and knowledge. In addition, local government workers often face political pressures and demands from citizens uncommon in the private sector. Exclusion criteria, on the other hand, included (a) submission of incomplete questionnaires and (b) unwillingness to continue participating in the study, ensuring the quality and consistency of the data collected.

3.3 Procedure

The research was carried out from September to December 2023, during which the participants were recruited continuously using convenience sampling until the desired sample size (112 workers) was reached, considering there were no incomplete questionnaires. The data collection technique was a survey using a structured questionnaire using the Google Forms tool. Thus, to measure the strategic human resources management variable, 15 questions were included, focusing on organizational culture, organizational climate, and personnel selection. Also, ten questions were asked to assess the motivation variable, focusing on job satisfaction and work environment. Each question was evaluated using a Likert scale, with response options categorized as Inadequate, Fair, and Adequate. This scale made quantifying respondents' perceptions and opinions on each dimension possible, facilitating a detailed analysis of the variables studied, [34]. Moreover, to distribute the Google Form and collect responses, participants' email addresses and telephone numbers were obtained through a database provided by the municipality's human resources office, ensuring prior consent and confidentiality of respondents' personal information.

3.4 Analysis of Data

In this study, the data collected were organized in a tabulation matrix and processed using SPSS v25 and Excel statistical software. To measure the dimensions of strategic human resource management (organizational culture, organizational climate, and staff selection). Cronbach's Alpha reliability tests were conducted for the variables related to strategic human resource management and motivation, yielding a coefficient of 0.851. The rationale for combining items for reliability analysis is that it allows us to assess internal consistency within the set of items measuring each variable. By combining items, we ensure that they collectively

contribute to a reliable measure of the underlying concepts, such as strategic human resource management and motivation. A high Cronbach's Alpha coefficient, such as 0.851, indicates that the items are well correlated and consistently reflect the same underlying concept, providing confidence in the reliability of the data collected. During the research process, descriptive statistics were applied to perform the frequency distribution of the dimensions related to organizational culture, organizational climate, personnel selection, and the dimensions of job satisfaction and work environment in organizations. This approach provided a clear understanding of the general trends in participants' perceptions and experiences about implementing strategic human resource management.

3.5 Ethical Considerations

Ethical principles of research were followed, ensuring confidentiality and informed consent for all participants. Personal information and responses were handled confidentially and used exclusively for research purposes.

4 Findings

The questionnaire was applied to 112 employees of municipalities, based on which the following results were obtained:

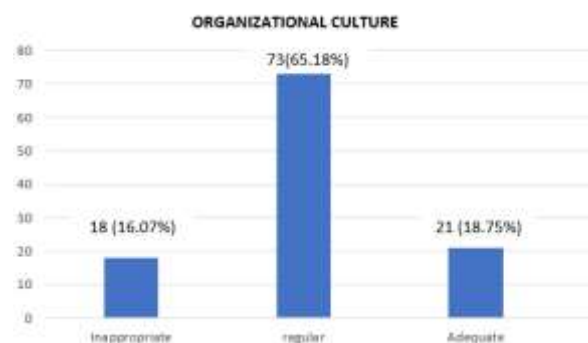


Fig. 1: Assessment of organizational culture in municipalities

Figure 1 shows the results of the organizational culture dimension about the independent variable strategic human resources management; 65.18% of the workers consider that the organizational culture in municipalities is regular, 18.75% indicate that it is adequate, and 16.07% indicate that it is inadequate.

Figure 2 shows the results of the organizational climate dimension of the independent variable strategic human resources management: 58.04% of the workers consider that the organizational climate

in the municipalities is fair, 24.11% indicate that it is inadequate, and 17.86% indicate that it is adequate.

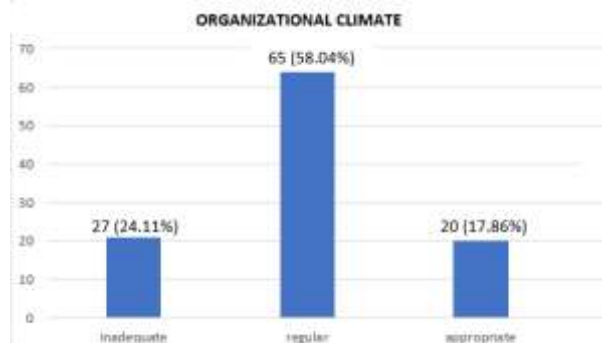


Fig. 2: Assessment of the organizational climate in municipalities

Figure 3 shows the results of the personnel selection dimension regarding the independent variable strategic human resources management; 67.86% of the workers highlight that the municipalities' personnel selection capacity is inadequate, 23.21% indicate that it is regular, and 8.93% consider it to be adequate.



Fig. 3: Personnel selection capacity

Figure 4 shows the results of the job satisfaction dimension regarding the dependent variable job motivation; 50% of the workers indicate that job satisfaction in the municipalities is fair, 37.50% highlight that it is inadequate, and 12.50% consider it adequate.

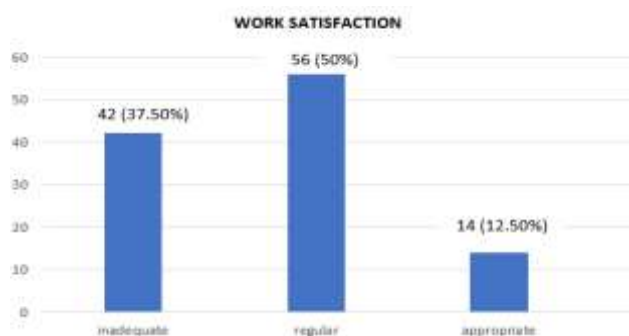


Fig. 4: Level of job satisfaction

Figure 5 shows the results of the work environment dimension regarding the dependent variable work motivation: 55.36% of the workers consider that the work environment in the municipalities is inadequate, 40.18% highlight that it is regular, and 4.46% point out that it is adequate.

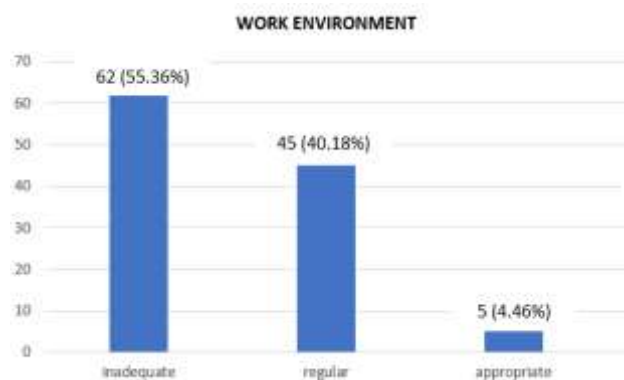


Fig. 5: Assessment of the work environment

4.1 Normality Test

Table 1 shows the results of the Kolmogorov-Smirnov and Shapiro-Wilk normality tests, indicating that all variables (organizational culture, organizational climate, personnel selection, job satisfaction, and work environment) have a non-parametric distribution ($p < 0.05$ for all variables). Because of this, it is recommended to use non-parametric correlations, such as Spearman's or Kendall's correlation, instead of Pearson's correlation, to analyze the relationships between these variables, as non-parametric tests do not assume normality in the data.

Table 1. Normality test for the dimensions of strategic management and human resources and work motivation

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organisational culture	,467	112	,000	,538	112	,000
Organisational climate	,340	112	,000	,636	112	,000
Staff selection	,316	112	,000	,747	112	,000
Job satisfaction	,316	112	,000	,747	112	,000
Work environment	,316	112	,000	,747	112	,000

a. Lilliefors significance correction

4.2 Spearman Correlation

As seen in Table 2, Spearman correlation results have been obtained that provide information on the relationships between the different dimensions analyzed in this study. A statistically significant positive correlation was found between the organizational climate and job satisfaction

dimensions ($r=.943, p<.001$). So, it indicates that as the levels of organizational climate improve, workers report a better level of job satisfaction in the company. Also, a robust positive correlation was found between the organizational culture and work environment dimensions ($r=.816, p<.001$). In fact, the better the organizational culture, the better the work environment.

Similarly, there was evidence of a moderate positive correlation between the organizational culture and job satisfaction dimensions ($r=.577, p<.001$). Furthermore, this indicates that workers report higher job satisfaction as organizational culture improves. Finally, a positive correlation of moderate strength was found between organizational climate and work environment ($r=.500, p<.001$). Also, it means that as the levels of organizational climate improve, workers report an improvement in the work environment.

Table 2. Relationship between the dimensions of the strategic human resource management and work motivation variables

Rho de Spearman	1	2	3	4	5
1. Organizational culture	—	.272**	.816**	.577**	.816**
2. Organizational climate	.272**	—	-0.056	.943**	.500**
3. Staff selection	.816**	-0.056	—	.236*	.333**
4. Job satisfaction	.577**	.943**	.236*	—	.707**
5. Work environment	.816**	.500**	.333**	.707**	—

** Correlation is significant at the 0.01 level (bilateral).

* Correlation is significant at the 0.05 level (bilateral).

5 Proposal

Based on the survey results, the following model for strategic management of human resources and motivation of workers in the municipalities of southern Lima is proposed. This model allows one to assess the current situation and then apply it to obtain suitable results (Figure 6).



Fig. 6: Strategic proposal for improving strategic human resources management

Figure 6 presents a model of strategic human resource management and employee motivation in Lima municipalities. It is divided into two states: the "Current State (diagnosis)" and the "Ideal State (achievements)," and highlights four key elements: Organizational Climate, Job Satisfaction, Work Environment, and Staff Selection.

The Current State reveals significant labor problems, with dissatisfied municipal workers and an inadequate working environment, aggravated by a lack of recruitment strategies, resulting in an unstable organizational climate that is negative for performance and motivation. In contrast, the Ideal State proposes clear goals to improve the situation, such as increasing well-being at work, providing more personal opportunities, building trust, facilitating access to information, and defining behavior codes. It is also recommended that assessment techniques such as personality and cognitive skills tests be used to optimize recruitment and create a positive and efficient working environment.

Therefore, to improve strategic human resource management in municipalities, it is crucial to work on several weaknesses. Firstly, the organizational climate can be improved through transparent communication, clear channels for employees to express their concerns and suggestions, and recognition and reward systems for good performance. Regarding job satisfaction, it is essential to offer training and career development opportunities and encourage policies that promote work-life balance, such as flexible working hours and wellness programs.

Optimizing the working environment is another priority. Ensuring that work facilities and tools are adequate and safe is essential, as is promoting a supportive and collaborative organizational culture. Recruitment strategies must be rigorous, including assessments of personality, cognitive abilities, and specific skills. In addition, it is vital to develop induction programs so new employees adapt quickly to the organization's culture and processes.

Finally, fostering a positive organizational culture is essential, and each employee plays a crucial role. Clearly defining and communicating the organization's values and mission will help align employees with organizational goals, and we trust that you will embody these values in your work. Promoting a participative leadership style, where leaders are accessible and involved in the development of their teams, will also contribute significantly to improving the working environment, and we look forward to your active participation in this process. By implementing these

recommendations, Lima's municipalities can move from the current state of dissatisfaction and inadequate work environment to an ideal state with motivated employees, a positive organizational climate, and efficient recruitment processes, and we are confident that together, we can achieve this.

6 Discussion

In Figure 1, 65.18% of the workers consider that the organizational culture in the municipalities is fair, which indicates that the working ties in the organization should be strengthened to generate feelings of identity, commitment, and consistency of behavior among the staff. So, this is in agreement with [19] and [20], who consider that organizational culture is a pattern of workers' behavior stemming from shared beliefs, thinking, and values. It promotes employees' capabilities, tolerates risks, and fosters personal development. In the same way, it agrees with [18] and [35], who mentions that organizational culture facilitates efficiency and optimizes the performance of employees; in addition, it fosters and exchanges knowledge and skills through interactions and stimuli towards the organization's members.

In Figure 2, 58.04% of the workers consider that the organizational climate in the municipalities is regular, which causes friction between colleagues, lack of a feeling of belonging to a team, lack of communication, and work stress, which has negative results for the company, in terms of economic, social, legal and technological aspects. Thereby, this coincides with [22] and [23], who mention that organizations must maintain an adequate organizational climate because it is an essential and changing factor that influences staff motivation and satisfaction, contributing to achieving objectives, effectiveness, efficiency, and productivity. Likewise, [21] emphasizes that an excellent organizational climate generates a comfortable working environment, an adequate organizational structure, and efficient human resources management, which is related to workers' attitudes, aptitudes, motivation, and productivity. Consequently, it improves group and individual behavior, job satisfaction, job performance, customer satisfaction, financial results, and service quality.

In Figure 3, 67.86% of the workers highlight that the personnel selection capacity in the municipalities is inadequate, which generates an unstable working environment and deteriorates the organizational culture, as well as slowness in organizational projects, demotivation, and anxiety in

the collaborators. Therefore, according to [16] & [17], in order to carry out an adequate selection of personnel to obtain the right human talent, personnel selection techniques should be used, such as tests of personality, skills, knowledge, cognitive skills, adjustment to the position, specific skills, adjustment to the organizational culture and evaluation of interests. Likewise, [15], [36] identified other techniques to obtain collaborators with good aptitudes and qualities: the curriculum, references, interviews, cognitive abilities, personality measures, and professional tests.

In Figure 4, 50% of the workers indicate average job satisfaction in the municipalities, which shows a lack of communication channels, flexibility, personal relationships, transparency, opportunities, and recognition. Thus, this needs to be improved to increase job well-being, productivity, and organizational performance. In agreement with [8] & [4], who points out that to achieve adequate job satisfaction, it is essential to motivate employees because it positively influences them by improving their work attitudes and personal performance. Furthermore, [5] mentions that job satisfaction improves innovation, quality of work, communication, motivation, and performance, which are critical factors in achieving business goals, objectives, and success.

In Figure 5, 55.36% of workers consider that the working environment in the municipalities needs to be improved, which affects the integral management of the company, causing the non-fulfillment of the proposed objectives and, therefore, low productivity and quality of service. Contextually, we found an agreement with [25] and [26], who emphasize that an adequate working environment influences the performance of workers, increasing efficiency, loyalty, and productivity, which is why organizations must guarantee a sound generation of trust, access to information, codes of behavior and an inclusive leadership model. Similarly, [24], [37], on the work environment, stress that to facilitate the achievement of the proposed goals, a more significant link with human resources must be achieved. For this reason, workers must be kept involved in their organizational role, encouraging the development of positive attitudes towards their positions and functions.

7 Conclusions

This research proposal allows us to argue that organizations that have adequate strategic management of human resources achieve excellent results in terms of business objectives and labor

productivity. Also, the motivation of employees increases job satisfaction, efficiency, performance, and commitment to the organization, which benefits and maintains the organization's competitiveness.

Likewise, to maintain the organization's productivity and quality, appropriate personnel selection techniques must be used because hiring workers with skills and characteristics appropriate to a job profile increases the organizational value. Therefore, personnel selection tools such as interviews, cognitive abilities, skills, and personality, among others, must be used.

On the other hand, the culture and organizational climate of the municipalities must be improved because they are related to the environment, organizational structure, and human resources management, as well as to the attitudes, aptitudes, motivation, and productivity of the workers. Similarly, the work environment influences group and individual behavior, such as job satisfaction, job performance, customer satisfaction, financial results, and service quality.

8 Limitations and Future Research

Despite efforts to obtain robust results, this study has some limitations. First, the sample has been limited to municipal workers in a specific age range (30-50 years), which could affect the generalizability of the findings to broader age groups. Furthermore, the focus on a single municipal sector might limit the applicability of the results to other governmental areas or business sectors. Also, the reliance on survey techniques may introduce biases associated with the subjectivity of responses. For future research, it is recommended to expand the sample to different age ranges and explore multiple government and business sectors to gain a more complete and generalizable understanding. In addition, incorporating mixed methods, such as qualitative interviews, could provide deeper insights into employee perceptions. These considerations allow for future research that is more holistic and applicable to a variety of organizational contexts.

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Declaration of Generative AI and AI-assisted technologies in the writing process

During the preparation of this work the authors used Chat GTP in order to briefly clarify joint concepts. After using this tool/service, the authors reviewed and edited the content as needed and take full responsibility for the content of the publication.

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- Rosario Pariona-Luque and Alex Pacheco were in charge of writing and revising the article.
- Edwin Vegas-Gallo, Felix Pucuhuayla-Revatta and Rui Alexandre Castanho and Luís Loures carried out the conceptualisation and methodology of the research.
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