

International Journal of Human Sciences Research

Acceptance date: 14/03/2025

TRANSFORMATIVE IMPACT OF INTERNSHIPS IN PROFESSIONAL TRAINING: AN APPROACH FROM THE UNADISTA ADMINISTRATION

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Abstract: This academic experience was developed within the framework of the internships carried out at the Cooperativa Multiactiva de los Empleados de Empresas Contratistas de Cerromatoso (COOMATOSO), located in the municipality of Montelíbano, department of Córdoba, Colombia. The main objective was to strengthen the capacities and competencies of the cooperative's human talent by applying the knowledge acquired in the Business Administration program at the Universidad Nacional Abierta y a Distancia (UNAD). During the internship, fundamental activities for the administration of human talent were developed, such as the selection, hiring and dismissal of personnel, supervision of payroll and social security processes, as well as the follow-up of attendance, leaves and vacations. In addition, a diagnosis was made of the organizational climate and the level of job satisfaction in order to identify opportunities for improvement in internal processes. For the analysis, a descriptive methodology was adopted, which allowed us to examine the organizational dynamics and their interaction with the knowledge acquired in the academic environment. The findings revealed deficiencies in strategic areas such as recruitment, personnel selection, continuous training and the implementation of strategies to strengthen the organizational climate. Through staff surveys, a regular to low perception was detected in key aspects such as feedback from superiors, autonomy in decision making and work benefits. In response to these limitations, training strategies were implemented in leadership, service culture, ethical values and teamwork, which led to an improvement in the organizational climate and a reduction in absenteeism. The results obtained indicate that the internship not only facilitated the effective application of theoretical knowledge in a real context, but also had a positive impact on the cooperative's operational efficiency. The optimization of internal processes, the strengthening of human

talent management and the generation of an environment of trust and collaboration reflect the value of these experiences in professional training. This study reaffirms the fundamental role of internships as a bridge between academia and the productive sector, promoting organizational development and the growth of human capital.

Keywords: Student Internships, Talent Potentials, Human Talent Development, Organizational Processes, Human Capital.

INTRODUCTION

The purpose of this research is to analyze the activities developed during the academic internships carried out in the Multiactive Cooperative of CMSA Employees and/or CMSA Contractors, known as “COOMATOSO”, located in the municipality of Montelíbano, department of Córdoba. These internships were carried out in the area of Human Talent Management, with a specific focus on the management and optimization of human resources, through the application of strategies to strengthen the skills and competencies of the personnel linked to the organization.

The study was based on an initial diagnosis that revealed weaknesses in the processes of recruitment and selection of personnel, planning and execution of the training plan, payroll preparation, as well as in the processes of induction, hiring and dismissal of personnel. The absence of a systematic evaluation of the organizational climate was also identified, which represents a challenge for the creation of healthy and productive work environments.

Nowadays, the effective management of human talent is positioned as a critical factor in the success of organizations, especially with regard to strategic planning and work climate management. According to Vargas (2002), the development of strategic plans oriented towards the growth and strengthening of human capital is fundamental for the achieve-

ment of business objectives, by facilitating continuous training, the monitoring of labor performance and the creation of an organizational culture based on learning and adaptability.

During the internship period, theoretical and methodological knowledge acquired in the academic environment was applied and implemented through practical actions supervised by the general management of the cooperative. The constant monitoring of these activities made it possible to evaluate the effectiveness of the interventions carried out and to adjust the processes according to the specific needs and characteristics of the organization.

This study seeks to contribute to the understanding of the relevance of human talent as a fundamental axis in organizational development, while providing empirical evidence on the positive impact of internships in professional training and in the generation of continuous improvement strategies for the contemporary work environment.

METHODOLOGY

The research conducted corresponds to a descriptive study with a mixed approach, whose objective is to analyze the characteristics of human talent in its organizational context. For this purpose, quantitative data obtained through surveys and qualitative data collected through interviews and focus groups were used.

According to Tamayo and Tamayo (1994), scientific research consists of the “recording, analysis and interpretation of the current nature and composition or processes of phenomena, focusing on dominant conclusions or on how a person, group or entity behaves or functions in the present” (cited in Martínez, 2018). This definition is still applicable in the study of human patterns, as it allows understanding organizational behavior in its specific environment.

The study population is made up of the employees of the Cooperativa Multiactiva de los Empleados de CMSA and/or of the CMSA Contracting Companies (COOMATOSO), located in the municipality of Montelíbano, department of Córdoba.

The sample was selected by means of a non-probabilistic convenience sampling, considering those collaborators directly linked to the human talent processes. This choice was based on the need to obtain relevant information to understand the internal dynamics of the organization.

Information was collected through structured surveys, semi-structured interviews and focus groups. The surveys included 26 questions distributed in key dimensions of organizational climate, which were previously validated by a panel of experts to ensure their reliability.

Finally, the collection process was developed following rigorous ethical criteria, ensuring the confidentiality of the information and the informed consent of all participants. These mechanisms guaranteed the transparency and reliability of the data obtained, allowing an objective and accurate analysis of the organizational reality.

ANALYSIS OF A PEDAGOGICAL EXPERIENCE: APPROACHES AND APPLICATIONS IN VOCATIONAL TRAINING

According to Moguea (2021), in the description of his pedagogical experience in the field of vocational training, the importance of articulating theoretical knowledge with its practical application is highlighted. This approach allows strengthening students' competencies, facilitating their integration into work environments and promoting meaningful learning based on experience. A recent study has revealed a significant positive correlation between participation in professional

internships and the development of key employability skills, such as effective communication, teamwork and critical thinking (Zakaria et al., 2024). These skills are critical in today's work environment, as they enable professionals to adapt to diverse situations and solve problems efficiently

Therefore, based on Vargas (2002), Human Talent Management represents a fundamental axis in organizations, especially in management processes. In this context, talent management encompasses key aspects such as work climate, work performance and continuous training of human capital. It also plays an essential role in strategic planning, contributing to the achievement of business objectives through the incorporation of qualified and competent personnel. As an alternative to traditional approaches, human talent management based on competencies has emerged, allowing for greater alignment with organizational and environmental requirements.

Likewise, during the internship, theoretical knowledge on human talent management and strategic processes were applied in order to achieve organizational objectives. These actions were supervised and guided by the general manager, who assumed responsibility for the follow-up of the internship at the COOMATOSO cooperative (Moguea, 2021).

Article 7 of Decree 933 of 2003 establishes that certain internships and programs do not constitute apprenticeship contracts. In particular, it states that:

"The following educational practices or social or community programs do not constitute apprenticeship contracts: The activities developed by university students through agreements subscribed with higher education institutions in quality of internships that are prerequisite for obtaining the corresponding degree" (2003, p.2).

In this context, internships implemented by Higher Education Institutions (HEIs) represent a key tool for the development of competencies in future professionals, facilitating their insertion in the labor market. These internships allow an effective link between academia and the productive sector, providing students with a first approach to the business environment. This process not only favors the application of the knowledge acquired during their academic training, but also strengthens their ability to integrate theoretical knowledge with know-how in a real organizational context.

In line with the above, Hernández, Jiménez and Morales (2012) emphasize that internships play a fundamental role in the consolidation of strategic alliances between universities and the business sector. Through the transfer of knowledge, organizations can strengthen their areas of greatest demand for human capital, optimizing their processes and generating added value.

Along the same lines, Yfantidou et al. (2024) emphasize that internships not only act as a bridge for the insertion of students into the labor market, but also reinforce collaboration between academic institutions and the productive sector. They also allow students to apply their theoretical knowledge in real business environments, fostering innovation and adaptability in the training of human resources, which is key to the development of essential competencies in their transition to the labor market.

For his part, Espinoza (2022) highlights the importance of this process as a mechanism that allows students to consolidate their competencies in a professional environment. This practical experience not only strengthens their technical and professional skills, but also provides them with a broader understanding of organizational functioning, favoring their effective integration into the workplace.

From this perspective, the internship is not only a personal learning experience, but also a bridge that connects the academic environment with the world of work. By allowing students to apply the knowledge acquired in the classroom in real situations, it reinforces their training and better prepares them to face the challenges of the market. It also helps to consolidate the role of the university as an engine of knowledge and innovation, driving social transformation and strengthening the competitiveness of companies, organizations and society as a whole.

The internship is developed in the field of Human Talent Management, a fundamental discipline for the efficient functioning of organizations. In this context, Castro (2021) points out that:

“Human talent management is the functional element of the organization, which is responsible for the efficient administration of human resources and their capabilities, for the execution of their functions. Efficient and quality human talent management promotes good work performance, the achievement of business objectives and success in organizations”.

Based on this statement, several key aspects that underpin the internship exercise can be highlighted. In the first place, the efficient management of human talent, which implies the development of strategic procedures to guarantee the fulfillment of organizational objectives. This aspect takes on special relevance when generating an adequate organizational climate that favors the empowerment of human talent and fosters teamwork.

Another essential element is the strengthening of human resource capabilities, conceived as a social capital that contributes to the company's sustainability and competitiveness in a globalized environment. Finally, labor performance is presented as the result of a favorable organizational climate and strategic management of human talent that maximizes the potential of employees.

In this sense, Galvis and Cárdenas (2016) highlight the importance of having solid work teams in both the public and private sectors. According to the authors, in a globalized world, human talent constitutes one of the main strengths of organizations to compete in the market and generate strategic advantages.

From a methodological perspective, the descriptive research applied during the development of the internship has allowed analyzing the characteristics of each of the processes implemented in the management of human talent. Through the interpretation of the information obtained, the current conditions of the organizational processes were identified, which facilitated the search for alternatives and strategies to improve their efficiency and incorporate new practices in the management of human talent.

STRATEGIES FOR THE OPTIMIZATION OF HUMAN TALENT AND ORGANIZATIONAL CLIMATE

The internship conducted in the Coomatoso cooperative has revealed significant deficiencies in key areas of human talent management, such as recruitment and selection of personnel, planning and execution of training programs, payroll management, as well as in the processes of induction, hiring and dismissal of employees. These weaknesses can affect organizational efficiency and the development of the work environment, aspects that, according to Moguea (2021), are not being adequately evaluated and managed. Understanding these limitations is essential to design improvement strategies that promote a more positive work environment, empower workers and strengthen their commitment to the organization.

Natsir et al. (2024) emphasize that effective human resource management can significantly increase organizational efficiency through accurate recruitment, adequate training, optimal time management, creation of a

productive work environment and reduction of wasteful expenditures. Proactive and strategic human resource management is able to establish efficient operational processes, eliminate waste and help the organization achieve its goals with fewer resources, thus increasing its competitiveness in the global marketplace.

From an administrative perspective, the internship not only represents a learning opportunity for the Unadista student, but also becomes a transformative process that facilitates the application of academic knowledge in a real context. Through the implementation of strategies aimed at optimizing the management of human talent, it was possible to promote collaborative work between employees and the company. This synergy contributed to improve the organizational climate and stimulated the generation of innovative ideas that have a direct impact on the work dynamics. As a result, the sustainability of the cooperative was strengthened, internal processes were optimized and an environment of trust was consolidated that responds to the needs of the members.

The processes developed during the internship allowed generating applied knowledge in human talent management, strengthening the actions implemented, improving the work environment and reducing absenteeism rates. This study, based on the experience of an internship in a cooperative, analyzes how the implementation of specific strategies in the management of human capital has improved the work environment and reduced the rate of absenteeism by 5%. The results obtained are in line with previous research that highlights the relationship between a positive work environment and a decrease in turnover and absenteeism. For example, the International Labor Organization (ILO) notes that balanced work time management can reduce absenteeism and increase employee retention (ILO, 2023). In addition, the ILO indicates that an average of 5% of the workforce is absent daily, a figure

that can vary between 2% and 10% depending on the sector, type of work and management culture (ILO, 2003). These findings underscore the importance of strategic and efficient management of human talent to ensure a healthy and productive work environment.

From an organizational perspective, the reduction of absenteeism has a significant impact on productivity, since it reduces the costs derived from the substitution of personnel and optimizes operational efficiency. In the case of the cooperative analyzed, a strengthening of the employees' labor competencies was observed, which favored a greater sense of commitment to the organization, a proactive attitude in assuming responsibilities and an improvement in the cohesion of the work team. These findings show that employee commitment is strengthened in positive work contexts, characterized by opportunities for growth and professional development (Peña Rivas, Villao Viteri & Bohórquez Armijos, 2021).

The strategic management of human talent has been widely recognized as a determining factor in organizational performance, Storey, J., Ulrich, D. and Wright, P. (2019). According to the study conducted by Wesonga and Van Der Westhuizen (2024), talent development significantly influences organizational performance, accounting for 20.4% of its variability. The findings suggest that the implementation of strategies focused on the growth and training of human talent not only improves organizational efficiency, but also provides a sustainable competitive advantage in the market. In this sense, the experience acquired during the internship reaffirms that strategic talent management not only translates into measurable indicators, such as the reduction of absenteeism, but also has an impact on essential aspects of the organizational climate. These include the strengthening of the sense of belonging, greater collaboration between teams and the construction of a solid organizational culture aligned with the company's values.

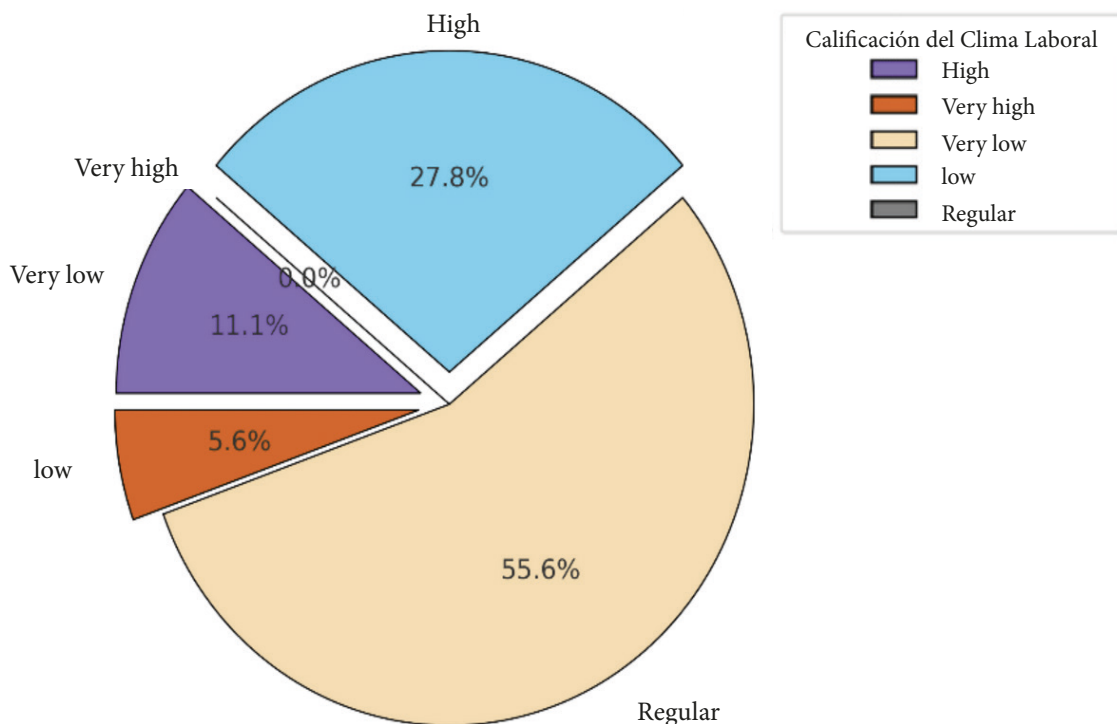
These findings are consistent with previous research that underscores the importance of talent management in improving organizational performance and creating a sustainable competitive advantage.

The optimization of human talent processes had a positive impact, improving operating efficiency, reducing downtime and strengthening the organizational culture based on responsibility and commitment. In addition, spaces for dialogue were fostered that favored trust between the company and its employees, reinforcing corporate social responsibility as a fundamental pillar of organizational management.

Finally, according to Moguea (2021), during the internship several key processes were updated and improved, including personnel selection and recruitment, the design and implementation of training plans, payroll management and employee induction, hiring and dismissal procedures. We also incorporated the evaluation of the work environment as a strategic tool for continuous improvement, consolidating a more efficient management model focused on organizational wellbeing.

In accordance with the above, the following graph reflects the perception of the work environment in COOMATOSO, highlighting the main categories and their percentage distribution. This visual representation facilitates the understanding of the trends identified during the analysis, allowing a clearer evaluation of the factors that influence the organizational environment.

In view of this situation, strategies were implemented to strengthen the human talent area, applying academic and practical skills acquired during the internship. These actions were developed in a collaborative manner between employees and the company, promoting a space for the exchange of knowledge that allowed us to identify opportunities for improvement and promote innovation in the work environment.



Graph 1: Perception of the work environment at COOMATOSO

Source: Adapted from Moguea, M. (2021),

As part of the intervention, training was provided on relevant topics such as service culture, leadership, ethical values and teamwork. These activities contributed significantly to strengthening organizational competencies, positively impacting the work environment, reducing absenteeism and increasing the efficiency of internal processes.

This experience not only improved the work environment, but also facilitated the generation of practical knowledge, the optimization of human talent processes and the strengthening of organizational sustainability, which represents a significant advance in institutional development.

DISCUSSION

The implementation of new processes and the optimization of existing practices in the Human Resources area of the COOMATOSO cooperative have shown significant improvements in the internal management of the organization (López Cortés et al., 2023). Actions

such as the supervision of personnel selection, hiring and dismissal processes; the preparation and supervision of payroll and social security payments; and the constant monitoring of attendance, leave and vacation records, have facilitated the early identification of potential problems and allowed the formulation of strategies aimed at continuous improvement (Carreño Villavicencio & Borrero, 2020).

The diagnosis of the organizational climate and job satisfaction was consolidated as a fundamental axis in this process, providing relevant inputs for the formulation of strategies that promote talent retention (Guamangate Chiguano & Pastuña Romero, 2022). The application of performance evaluations in conjunction with area managers and the implementation of the “Employee of the Month” recognition, based on previously defined performance indicators, not only encouraged the intrinsic motivation of employees, but also strengthened the organizational culture (Romero Rodríguez et al., 2020).

The coordination and implementation of a training plan tailored to the needs of the staff contributed significantly to the strengthening of labor competencies. Employees demonstrated a proactive attitude towards training activities, reflected in the effective application of the knowledge acquired to improve the work climate and foster teamwork (García Molina & Vega Chicaiza, 2019). This active participation generated a collaborative dynamic that positively impacted the efficiency and productivity of the cooperative.

As a result of these interventions, a significant decrease in absenteeism times was observed, as well as an increase in the commitment and responsibility of employees towards their functions (Carreño Villavicencio & Borrero, 2020). The strengthening of horizontal relationships, based on trust and the exchange of knowledge, was a fundamental pillar for the transformation of the organizational climate (Romero Rodríguez et al., 2020).

Finally, the experience acquired through this internship reaffirms the role of higher education institutions in promoting active social responsibility (Guamangate Chiguano & Pastuña Romero, 2022). The committed and professional participation of the intern was a key factor in the continuous improvement of the cooperative, which resulted in her employment through an indefinite-term contract, thus evidencing the positive impact of the practical application of the knowledge acquired in the academic environment.

CONCLUSION

The descriptive research applied in the development of the internship allowed a detailed analysis of the characteristics and dynamics of the human talent management processes within the organization. This approach facilitated the interpretation of the information obtained, which made it possible to verify the current conditions of the processes and

to propose improvement alternatives that, in turn, led to the implementation of strategies aimed at strengthening and optimizing existing practices.

One of the significant achievements was the awareness, both individually and collectively, of the commitment necessary to achieve a favorable organizational climate. The talks and training implemented during the process were fundamental for the development of strategies that promoted an environment of well-being, not only for employees, but also for the company and its associates. These initiatives demonstrated the importance of corporate social responsibility as a channel for strengthening trust and a sense of belonging among employees.

We also updated and improved critical processes, such as recruitment, personnel selection, design and execution of the training plan, preparation of payroll, as well as the induction, hiring and termination of personnel. These optimizations allowed for more efficient and transparent management of human capital, which has a direct impact on employee performance and satisfaction.

As a result of this continuous improvement process, new procedures were implemented, including the execution of work climate evaluations. These evaluations are essential tools for monitoring and understanding the perceptions and needs of the personnel, thus facilitating informed decision-making that favors organizational sustainability and growth.

In conclusion, the actions taken during the internship not only optimized internal processes, but also fostered an organizational culture based on trust, commitment and constant improvement, which ultimately contributes to the strengthening and success of the organization in the long term.

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