



# Labor strategies in generational diversity for public institutions in the canton of Salinas - Ecuador

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## Abstract

Today, all organizations are made up of people of different generations, such as Baby Boomers, Generation “X,” “Y” and “Z” or Millennials. In the time of the pandemic in which the modality of telework was applied to extended and formalized until today for vulnerable people, public companies, in their obligation to ensure the integrity of their servers, need to implement labor strategies that allow their collaborators to work, the continuity of their activities and at least maintain their performance in order not to put at risk the fulfillment of their guiding elements. Therefore, this study proposes work strategies that allow optimizing the talent of public servants and improve the performance of public institutions in Salinas canton; For its development, qualitative and quantitative research was applied, and techniques and instruments were used that facilitated the enrichment of the information collected, allowing at the same time the configuration of conclusions that lead to refer that organizations that value and manage generational diversity become a source of richness of ideas, solutions and strategies, not only to develop new markets, better understand consumer needs, adopt new technologies and adapt to new market conditions, but also to consolidate success, optimize the use of resources, integrate solid and lasting human groups and guarantee the validity of the organization’s institutional values.

**Keywords:** Strategies, Generations, Labor Management, Organizations

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## 1. Introduction

Today, the Covid-19 pandemic situation requires organizations to increase their capacity along with their willingness to develop growth strategies based on talent management, taking into account the variety of trends, taking advantage of time, resources, talents and productivity, managing to exploit the skills, abilities and competencies of each worker and one of the ways is to apply a labor-management by generations so that it can positively impact the performance of workers and the organization.

Regarding the skills they manage to develop in each generation, taking into account that Baby Boomers are people who need time to assimilate technological changes and adapt to a new form of communication and information (Rutt Fustillos, Carmen Olmedo, 2017) that are based on the order or hierarchy that a company can count on; Generation “X” maintains a balance between the knowledge acquired through academic preparation and the execution of practical activities through experimentation; as for Generation “Y” and “Z,” they are benefited due to technological advances that provide greater job



opportunities, without the need to have previous and extensive work and academic experience.

It is worth noting that the biggest problem for both employers and workers during the pandemic was adapting to teleworking, given that this modality of work involves the use of technological tools, time management, coordination of activities and fulfillment of goals. For this reason, Baby Boomers were less productive due to their lack of knowledge in the technological area, unlike Millennials and Generation X, who was more productive with virtual platforms such as office 360, Outlook, Quipux and Zoom but less organized. Therefore, to optimize the skills and characteristics of each generation, the practice of labor strategies in human talent management contributes to maintaining and improving organizational results.

Among the objectives was to describe the skills and benefits in the performance of each generation, as well as to diagnose the current situation of the public institutions of the canton of Salinas and, through the CAME matrix, identify strategies that allow the continuity of activities, the fulfillment of organizational objectives and most importantly the development and optimization of the talent of public servants.

To gather information, the methods used were inductive and deductive; these methods allowed to determine the strategies; the technique used was the survey, which was conducted virtually and was aimed at workers of the public institutions of the Salinas canton who work in the Administrative or Human Resources area.

In this causal link between talent management and organizational results, he concludes that generational management plays a very important role in public organizations to optimize resources, retain and develop talents and consequently improve the performance of the entities.

## 2. Background

According to the ADP Research Institute website, in 2021, they conducted a study called "People at Work," in which they detailed that several generations of 17 countries in the covid-19 pandemic were affected; however, the economic situation of generation Z was the one that

worsened due to the unemployment rate. In terms of life habits, the same study indicates that Generation Z and Millennials have decided to change them, as between 85% and 82% say that these abrupt changes in their lives will have repercussions in the future in terms of what they will dedicate themselves to and what type of work they will choose.

The labor market faced a drastic change due to the pandemic, but according to studies conducted in Latin America by the British multinational company Hays, which offer recruitment and human resources services, in the year 2021, all generations of workers went through a very high rate of job stress giving the following percentages that 70% of young people suffer from anxiety and baby boomers 61%. This causes fear in these two generations because it can cause them to lose their jobs.

In Ecuador, according to a study on the priorities and concerns of millennials conducted by the company Deloitte in 2019, the results of the surveys they applied showed that Ecuadorian millennials had lost confidence in the positive growth of the economic and political section. This is for various events seen in their country that leave them much to be desired, and although this is the majority's opinion, another part thinks they are happier and more successful than they were in past generations.

The present work contributes to the fulfillment of national and local objectives starting with the Plan for the Creation of Opportunities 2021-2025, wherein the economic axis, objective 1 expresses: to increase and promote, in an inclusive manner, employment opportunities and working conditions, likewise, in the social axis, objective 5 implies protecting families, guaranteeing their rights and services, eradicating poverty and promoting social inclusion, also objective 6 mentions: Guarantee the right to comprehensive, accessible and quality health; objective 7: Enhance the capabilities of citizenship and promote innovative, inclusive and quality education at all levels, additionally in the LOSEP in chapter 5, article 70 mentions of the subsystem of training and development of personnel, which is oriented to the integral development of human talent, as a last point to highlight within the files of the Official Register on Friday March 25, 2022 in Supplement No. 29 is signed the provision where telework is approved under 10 articles



that regulate its operation within the labor sphere.

### 3. Theoretical Framework Administrative Strategies

In order to have a closer approach to what strategy can convey through intelligent decisions and good implementation methods, knowledge about it is expanded, and its full scope of action in organizations is explored. "Strategy lies in the creation of a unique and valuable position involving the management of a set of meaningful activities" [5] (Porter, 2010, p. 5).

Therefore, the strategy needs to differentiate what should and should not be done and identify effective activities; thus, the goal of an area can be carried out with greater efficiency; in addition, it is immersed in the processes of the institution, so this harmony is obtained through the interaction of processes and the consolidation of one with another, thus strengthening the social relations within a company.

#### Labor Management

[2] Chávez (2016) indicates that "(...) it analyzes several aspects such as the culture that exists in each organization, the organizational structure, characteristics of the environmental context, the mission and vision of the business in the organization, the technology it uses, its internal processes, the management style, factors that are analyzed for the benefit of the organization."

In other words, it seeks sustainable development, allowing and enriching communication between employees and their superiors, giving them a sense of belonging to the company. Therefore, labor management must have a close relationship between the personnel and the organization, whose benefit will be reflected depending on the level of internal optimization of the relationships generated.

#### Generations

##### Baby Boomers

Roberts and Manolis (2000); O'bannon (2001); and Smola and Sutton (2002), referenced by [7] (Sarmiento et al., 2017), define Baby Boomers "as those born between 1946 and 1964. Still, with active presence in organizations and mainly in

positions of power, the members of this generation are those born just after the end of the Second World War".

Their characteristic traits are based on enthusiasm, formality and attachment to work, focused on having a better lifestyle and seeking stability in the most important areas. Any organization can be successful when combining the generations within it. This means that veteran workers have a broader and more relevant contribution due to the experience and knowledge gained in their time.

Currently, companies have a smaller proportion of this generation within their companies; however, they represent a faster-growing workforce. Despite this, companies indicate that they are unprepared for this workforce as they age.

Among the main important advantages are:

- **Commitment:** A greater sense of loyalty and fidelity to the organization.
- **Expertise:** Greater experience within the field.
- **Schedule:** Adaptation to the schedule of their bosses.
- **Hierarchy:** Respect for their superiors.
- **Cooperation:** It encourages one to learn from the virtues of other people.

##### Generation "X"

For [3] (Lancaster & Stillman, 2016), Generation X, unlike Baby Boomers, is focused on career security, "they build a portable career". They add work experiences to their resume, and seek to increase their skills and knowledge through self-sustained educational programs, which allows them to develop and grow professionally in the same company or others.

Baby Boomers generally believe that sacrifice leads to success, but it does not apply to this generation. Therefore, one way to compensate Generation X is to offer benefits such as pension plans, training, flexible work schedules or career plans. In addition, the independent nature of Generation X is reflected at work; although they are independent contributors, they are also trying to participate in group activities through sports; they are also allowed to work in groups or individually.



This generation was encouraged to question others and debate. As a result, they value empowerment, can execute new tasks and projects without the need for constant supervision and can be seen by them as recognizing of their work.

### Generation “Y” or Millennials

The group of millennials appears within a good time because of how the economy and the general welfare of families were; but what marks them is that they were called according to their most relevant characteristics as demanding, nonconformist, sociable, critical, spoiled, lazy, addicted, autonomous, proactive and only committed to what catches their attention, waiting for a salary that meets their expectations in terms of taste [6] (Sanchez, 2017).

Belonging to this generation attributes to getting a good job through the knowledge and proper handling of social networking tools, then some more advantages would be: they are tech-savvy; they are social; they protect the environment; they are educated; and are brand-driven. Despite being so important in today's world in organizations, they also have a negative side and the main one is that they are immature, individualistic and have very high expectations that are difficult to achieve; that is why they are nicknamed ambitious people who do not make the least effort to achieve something on their own. They become very impatient because they are used to get things immediately.

Other disadvantages are:

- They do not have the necessary maturity to meet the new challenges.
- They lack a cognitive base
- They do not demonstrate true commitment
- Lack of experience
- Emotional instability

### Generation “Z”

Currently, the first Generation Z members are finishing college or are already looking for a job, but the younger members are in a dilemma of selecting a career to study [4] (Maskana, 2020).

Also, among its main features, it is worth mentioning everything related to technology, so it is deeply rooted in this generation, and how many times we have not heard repeatedly that people of that era would be equipped with a built-in chip or something similar.

They are an entrepreneurial generation and believe they do not necessarily need to study to achieve professional success. As a technology generation, it makes sense that they are identified in the technology community.

They also tend to be concerned about the environment and the future; therefore, it can be said that they maintain an environmental culture. The truth is that due to their characteristics, this generation is developing in the IT world, environment, and financial consulting and why not take advantage of today's opportunities to develop new projects?

The mix of their characteristics makes them of great interest to many companies; however, it is still challenging for some to understand this generation and exploit their potential.

### Labor management by generations

To learn about the new perspectives held on labor management in the new generations, in this case, generation “X” [8] (Simón, 2017) externalizes the strategy that “An analysis by age groups reveals marked differences in the ways of contemplating their work environments, conditioned both by social factors (...) and by the economic context in which their activity unfolds (...)”.

Then the labor-management according to which generation is responsible is modified by it, and so comes the due commitment put into practice on both sides. Over the years, it appeared that new variants and certain variants would improve the organization's performance and notoriously reduce the use of resources and time invested.

Many mention it as an administrative fashion, but it also comes as an administrative law that, from time to time, must have a modification for improvement and success of results; prior to this, the administrative process of review, recruitment, planning, decision making, etc., is carried out, which put into practice verify the effectiveness and efficiency through the staging with its respective control, evaluation and recommendations in criteria. [1] (Chacon, 2019).



This leads to the idea that any process, however accurate it may be, will take certain variants over the years depending on the type of mentality that individuals have and the training they have had, so labor management takes great relevance in generational aspects without neglecting the idea that there will be various strategies and new ways to use them in all types of companies.

### Strategies by Generations

Table 1 shows a description of skills and business benefits by a generation that allowed to implement as a strategy in each generation a working modality, which is under the current Ecuadorian regulations, especially with the Labor Code and the LOSEP, where the telework modality is addressed.

**Table 1:** Comparison of generations

Generation	Period	Skills	Business benefits	Modality of work
<b>Baby Boomers</b>	1957 - 1977	Authority, discipline, hierarchy and order	Supervisor, area manager administrative, production and logistics	On-site/Virtual
	1965 - 1981	Learning capacity	Human talent	On-site
<b>Generation “X” Generation “Y” or Millennials</b>	1982 y 1994	Flexibility, versatility and self-confidence.	Communication and marketing	Virtual
	1997 y 2015	Social networks and digital language	Brand and sales ambassador	On-site/Virtual

*Source: Own elaboration (2022)*

### 4. Methodology

The documentary research was carried out considering primary and secondary sources that allowed base the theoretical elements with qualitative and quantitative approaches based on a non-probabilistic study sample by convenience, making a deep understanding and collection through a survey that details a broad domain of the different concepts and classic or contemporary theories ranging from the Baby Boomers generation to the Millennials.

#### Research design and scope

The qualitative approach is responsible for collecting non-numerical data, i.e. non-accounting data, while the quantitative approach allows the collection of data that can be measured numerically and subject to statistical analysis. The qualitative approach allowed the researcher to apply a methodology in which it was possible to analyze the present situation of organizational strategies through the study and understanding of several references. On the other hand, the quantitative method was applied to verify and prove the theories of the references already analyzed through the study applied to a sample. Furthermore, a questionnaire was applied, in

which different measurement scales were established to establish validation and reliability measures. During this work, statistical techniques allowed the data analysis to define the results; it should be emphasized that the combination of both approaches became mixed-class research.

#### Types of research

The types of research used in the investigation were: exploratory, descriptive, and bibliographic.

The sources of information used in this work were primary and secondary, derived from the use or consultation of books, journals, theses, newspapers, research papers, web pages and other publications.

#### Research methods

The inductive method reflected the similarities in the different case studies. Therefore, it was used directly in the research since in the study of the different public companies of the Salinas canton and through the analysis of the results obtained from the surveys, it will lead to the establishment of general knowledge that can contribute to future research.



The deductive method made it possible to support the theories or concepts that have already been established, to optimize the results by applying labor management by generations, taking as a reference the different times or generations studied and to establish the results of the research based on the administrative strategies of the present study.

### Population and sample

The population comprises public sector companies located in the Salinas canton in the province of Santa Elena.

For the definition of the sample, we considered those directors or department heads who work in the administrative area since they are the ones who can provide concise information on the administrative strategies used within these entities.

**Table 2**  
**Distribution of Public Sector Institutions**  
**Province of Santa Elena**

CANTON	NO. INSTITUTIONS
St. Helena	29
Salinas	10
La Libertad	12
<b>Total</b>	<b>51</b>

*Source: Ministry of Economy and Finance*

The study takes a non-probabilistic sample by convenience because this technique allows the selection of those who are good representatives of the population, considering the employees who work in the human talent or administrative department of the public companies of the canton of Salinas.

On the other hand, a convenience sample of 7 employees is considered for the study and obtaining the results. Once the sample has been established, the elements considered will participate in a survey in which they will have to respond as applied in the entity where they work.

**Table 3**  
**Sample size**

CANTON	TOTAL INSTITUTIONS	SAMPLE
Salinas	10	7

*Source: Own elaboration*

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The survey is composed of 9 questions and was applied virtually using the forms platform; this instrument allowed to know the reality regarding the strategies used in these companies and how they are managed.

### Results and Discussion

With the results obtained from the application of the surveys, the strengths, weaknesses, opportunities and threats found are presented.

#### Strengths:

- Having young staff means that they get along better with the company's up-to-date technological devices and software.
- Older personnel between 45-60 years of age strengthen the company through extensive training, experience and maturity in dealing with work risks or problems.

#### Opportunities:

- Changes and proposals in national regulations.
- The different types of employment relationships.

#### Weaknesses:

- Generation Z workers, having a young age and little time working, do not have all the necessary knowledge and expertise to apply them at work, lack leadership and experience, and a limited development as they are not interested in their professional growth and development.
- The function manuals are not in line with each generation's skills and business benefits due to their age.

#### Threats:

- Technological advances mean that older people, i.e., the "baby boomer" and "generation X", cannot adapt constantly.



- High competitiveness and the disinterest of the “Millennial” and “Generation Z” limit the social development.

**CAME Matrix**

		EXTERNAL ANALYSIS	
		OPPORTUNITIES	THREATS
INTERNAL ANALYSIS	-The different types of employment relationships.	- Technological advances mean that older people are deciding the “baby boomer” and “generation ” generations cannot adapt constantly.	
	- Changes and proposals in national regulations.	- High competitiveness and the disinterest of the “Millenia” and “Generation ” generations limit social development.	
STRENGTHS		OFFENSIVE STRATEGY CAME (Exploit)	CAME DEFENSIVE STRATEGY (Maintain)
-Having young staff means they get along better with their peers.		<b>Invest:</b>	<b>Defender:</b>
devices technology and updated programs for the company’s use.		-Updating of regulations to take advantage of the skills of each generation.	-Training Baby Boomers on new technologies in the market;
-Older personnel strengthen the company through their extensive training, experience and maturity in dealing with work risks or problems.		-Apply the hybrid mode to exploit the maximum potential based on the capabilities of each generation.	Leverage the experience of Generation X as experienced leaders with training and decision-making maturity in positions that require high competencies to maintain a competitive advantage.
		<b>Potentialities</b>	<b>Risks</b>
WEAKNESSES		REORIENTATION STRATEGY CAME (Correct)	SURVIVAL STRATEGY CAME (Coping)
- Generation Z workers, being young and having little time working, do not have all the necessary knowledge to apply them in the workplace, lacking leadership and		<b>Damage Control:</b>	<b>Damage Control:</b>
		-Counteracting the inexperience of generation z through training to generate leaders capable of facing market variations.	-The competitive disadvantage against the competition through the training of market and marketing strategies to young people;
		-To mitigate the lack of desire for personal improvement by generating a sense of belonging to the company.	-The lack of commitment of young personnel to the institution through an incentive program that generates belonging and inducing a yearning for self-fulfillment in Generation Z.



<p>experience, in addition to a limited development because they are not interested in their growth and professional development.</p> <p>- The function manuals are not in accordance with the skills and</p> <p>The company's profits for each generation due to the age of its employees.</p>	<p><b>Challenges</b></p>	<p><b>Limitations</b></p>
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The results obtained indicate that the application of strategies was one of the most controversial results obtained in the surveys since a large percentage of managers or personnel in charge of human talent management responded that, although new strategies have been developed over the years, they continue to apply some of the old ones, This is since depending on the environment and the skills of those in charge of human talent, the strategies have been changing, and this is based on the continuous participation of the personnel in charge of the processes of these organizations, which according to what was stated, the older people with more time worked and experience obtained in the company, turn out to be indispensable to perform these roles.

On the other hand, within the recruitment of personnel, the majority stated that the hiring of young professionals is essential to carry out innovation processes and develop important roles in the company since they can visualize the current world and, based on this, propose innovative ideas that help to improve the strategies of the organizations. Therefore, one of the strategies that are most used within these entities is the training of personnel and, depending on the subject generations classify

them; this turns out to be a tool that benefits both the company and the workers, who, through segmentation, are updated and improve their performance by growing in their training and profession, these training are often used as incentives.

The entities have a working generation (millennials), i.e., young people who handle technology perfectly, are proactive and take risks. However, they are forced to follow an old monotony due to the lack of training in its operational body, and they expect to receive people who are already experts in certain subjects and not train young and new people in that area to work.

It is thought that the majority of the different institutions analyzed do not comply with the indicated regulations since their practices are not the most adequate for carrying out different processes, such as the correct personnel management.

The institutions tend to act in most of the regulated situations in an improvised manner without considering the various controversies





that this can cause. An example of this is the hybrid work modality that lends itself to confusion and misinterpretation, resulting in a bad implementation of this modality, harming workers in their daily activities, regardless of the generation, since their jobs are not suitable for such a change, and this problem is not analyzed by the institutions when implementing any modality.

According to the strategies proposed, the constant analysis regarding the change of regulations, permanent monitoring of the jobs, plus several pieces of training according to the needs of each generation, will achieve the maximum performance of the workers since they will be working in the appropriate position according to their generation, and with the modality in which the position deserves it.

## 5. Conclusions

Public sector companies must create a motivating employment value proposition, not only from the point of view of an attractive salary package but also with incentives that stimulate all generations to feel attracted and committed to the organization. Among the strategies, we can consider the following: modifying the organizational culture so that everyone feels identified; promoting multigenerational work groups; compensation and benefits according to the interests of each generation; designing specific recognition plans for the different generational groups; incorporating non-work-related training programs, as well as fun activities and emphasizing coaching and mentoring.

Taking into consideration the results of the study, human resources managers in public companies have the immense task and challenge of taking into consideration the needs, requirements and ambitions of each of these generations, which differ widely, so we must keep this in mind to attract and, above all, retain the talent possessed by each of the members of these. Each one is important, and we must take advantage of the opportunity to have individuals from several generations, integrate them and benefit from their strengths, "generational competencies," and the contributions that each one of them can

provide, thus achieving a synergy that will lead the organization to achieve its vision and the fulfillment of the defined goals.

Most of the managers surveyed from the public institutions considered that the profile in terms of the benefits of the institution when recruiting personnel is taken into account as a strategy because the knowledge applied and the skills developed in the area to be employed will help to streamline and efficiency in their work, it is also important to recognize that every institution must find a double benefit in the training of its staff and the development of the company. Therefore, focusing on the company's primary resource, its personnel, is the key to better company development.

Generational diversity allows for improving the labor management of an organization; in this case and according to times of Covid 19 pandemic we are living, in which most of the baby boomers are vulnerable people and not having technological skills for teleworking, it is of vital importance, because each generation brings a benefit according to the knowledge that brings in the organization to achieve success in the workplace.

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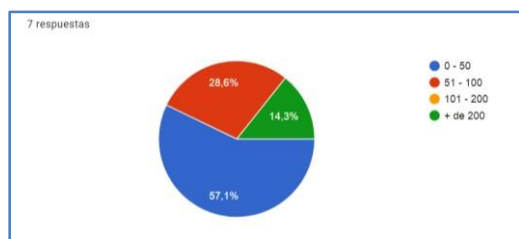
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## 7. Annexes

### Annex 1: Results of the survey

#### 1: How many employees does the entity currently have?



**Analysis:** The statistics indicate that 57.1% of the workers are between 0-50 employees working in their institution, while 28.6% mention that there are between 51-100 and in a lower percentage, with 14.3%, there are more than 200 workers, and this is due to the size of the institution as well

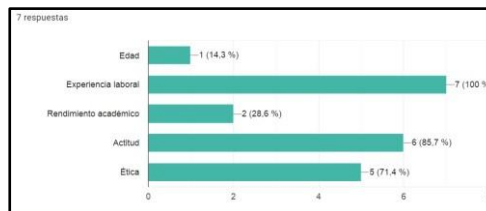
as the resources and management that they manage within it.

#### 2: When recruiting new personnel, do you analyze the profile regarding the benefits it brings to the company, styles and how you manage the processes?



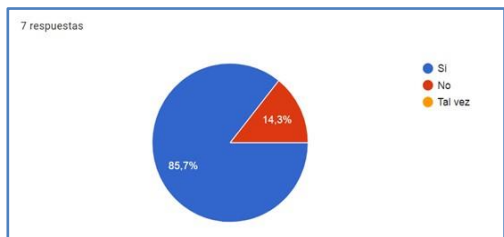
**Analysis:** It was determined that all respondents analyze the profile according to the benefits of the institution when recruiting personnel; this is a strategy prior to an internal analysis of the needs of the institution to ensure the streamlining and efficiency in the processes of the entity, and subsequently, to perform the respective monitoring to maintain greater control.

#### 3: What characteristics do you consider for the hiring of personnel?



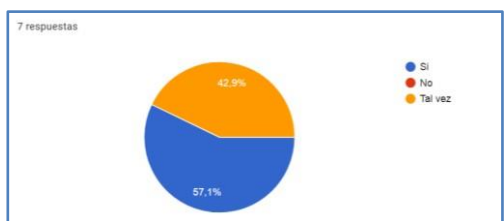
**Analysis:** When recruiting personnel, certain aspects are taken into account and will depend on the criteria of each manager. With a total concentration of data, it is determined that they take relevance to the work experience in the position required to benefit from their acquired knowledge and skills, followed by the attitude (85.7%) and ethics of the person (71.4%). Lastly, there is academic performance (28.6%) and age of the person (14.3%), showing that these last two factors are less relevant as long as the person has the necessary skills to perform a function.

**4: Do you think a previous strategy will give good results in labor management with the new generations?**



**Analysis:** When asked whether the strategies previously used in public sector organizations would generate good results when applied to the new generations, 85.7% of the respondents answered yes, while 14.3% answered no. This can be seen in organizations with significant continuity in the work processes so that without changing strategies, they can carry out good labor management. Likewise, this can be seen in those organizations that have an important continuity in the work processes; thus, without changing strategies, they can carry out good labor management.

**5: Do you consider workers between 57 and 75 years old to play a fundamental role in business as the main head due to their experience?**



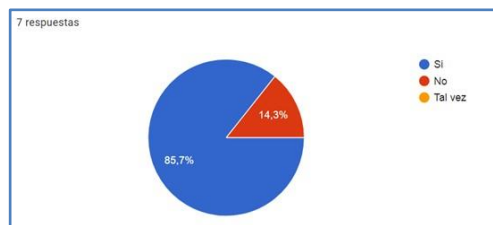
**Analysis: Regarding the** consideration of people over 57 and 75 as the main head of fundamental activities within the organization, the highest percentage corresponds to the No option with 57.1%, while the lowest percentage corresponds to the Maybe option with 42.9% preference. This is because many organizations do not rely on years of experience but on other factors that they consider fundamental. Also, today they seek to have the lowest possible occupational risk and to streamline the company's activities, increasing effectiveness and efficiency.

**6: Do you consider it a great advantage to have young personnel between 25 and 35 who master technological tools and know what they want for their professional training?**



**Analysis:** The total of the surveyed population responded with a resounding yes when considering that it is of great help to have a young staff working within the company since it is considered that young people in the age range sampled are people who already have mostly a complete professional training in the technological aspect, that is, they have a mastery in technological tools that will help the better development of the company, since nowadays in a globalized and technological world the correct use and knowledge of technological tools is considered indispensable for the growth of the company's work.

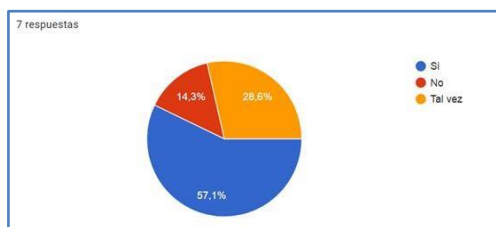
**7: Do you consider that the new generation of young people (18-25 years old) is affected by disinterest, which does not allow them to grow and prepare professionally within the organizations?**



**Analysis:** Considering that 85.7% of the population answered yes, it is important to recognize that if we already know that the correct knowledge of the use of technological tools is important for social and economic growth within the work environment, young people are not interested in this aspect, as a consequence, the growth and professional preparation within the organizations may be affected since for a better development within the same, it is necessary that within their personnel there are trained personnel with sufficient working knowledge.



**8: Do you think that to recruit new workers, you look for youth and knowledge, which is good for new ideas and different points of view?**



**Analysis:** For what is shown in the graph, 57.1%, that is, most of the respondents indicated that youth is important to occupy important positions in organizations because they provide good innovative ideas, and the minimum part of 14.3% prefers to highlight the fact of experience in older people for the safety and quality of discipline, responsibilities, in addition to strategies already applied previously.

**9: What management strategy do you employ to improve the entity's performance?**

**Table 3**

**Management strategy to improve performance**

ANSWERS
1. Prioritize human talent and capacity building.
Work Shop.
3. Constant training for the personnel, both new and old personnel.
4. Responsibility.
5. The incentive to all personnel comprising the institution, in addition to strengthening communication between subordinates and superiors.
6. Improve interaction among workers so they can exchange ideas and opinions to improve the performance of their functions.
7. Establish challenges so that they generate self-confidence and assume individual responsibilities.

**Source:** Labor Management Questionnaire by Generations

**Analysis:** Taking into account the opinions of the people surveyed, it is indicated that staff training is crucial to keep updated and contribute more to the development of both the company and the organization, taking into account the incentives that can be considered in remuneration, recognition, or training and free preparation to assume new responsibilities and levels.

**Annex 2: list of public companies in the canton of salinas**

BUDGET UNDERSECRETARIAT NATIONAL DIRECTORATE OF BUDGET CONSISTENCY CATALOG OF ACTIVE PUBLIC SECTOR INSTITUTIONS ANE DECONCENTRATED OPERATING AGENCIES (Updated as of July 31, 2021)							
CODE SECTOR	SECTOR DESCRIPTION	UDAL	EOL	NAME ENTITY	RUC	PROVINC E CODE	CODE CANTO N
	STATE ADMINISTRATIO N		1011	ANTIAERIAL ARTILLERY GROUP No.5 MAJOR VALENCIA	176801948000	2400	2403
	STATE ADMINISTRATIO N		2011	SUPERIOR MILITARY SCHOOL AVIATION (ESMA)	176801786000	2400	2403
	STATE ADMINISTRATIO N		3003	SALINAS NAVAL BASE	176801093000	2400	2403
	STATE ADMINISTRATIO N		5730	DISTRICT DIRECTORATE-24D02-LA LIBERTAD-SALINAS-MIES	246000174000	2400	2403
	STATE ADMINISTRATIO N	320	1217	DISTRICT DIRECTORATE 24D02 - LA LIBERTAD-SALINAS HEALTH	096852207000	2400	2403
	AUTONOMOUS GOVERNMENTS DECENTRALIZED MUNICIPAL	812	0	AUTONOMOUS DECENTRALIZED MUNICIPAL GOVERNMENT OF SALINAS	096000138000	2400	2403
	AUTONOMOUS GOVERNMENTS DECENTRALIZED MUNICIPAL	812		SALINAS FIRE DEPARTMENT	096852436000	2400	2403
	AUTONOMOUS GOVERNMENTS DECENTRALIZED PARISHES	998	399	AUTONOMOUS DECENTRALIZED RURAL PARISH GOVERNMENT OF ANCONCITO	096855109000	2400	2403
	AUTONOMOUS GOVERNMENTS DECENTRALIZED PARISHES	998		JOSE RURAL PAROCHIAL DECENTRALIZED AUTONOMOUS PARISH GOVERNMENT LUIS TAMAYO	096855206000	2400	2403
212	PUBLIC COMPANIES OF THE AUTONOMOUS GOVERNMENTS DECENTRALIZED	993	341	MUNICIPAL PUBLIC COMPANY FOR DRINKING WATER SANITARY AND STORM SEWERAGE AND SEWAGE TREATMENT AND WASTEWATER TREATMENT AGUAPEN-EP SANITATION	246000255000	2400	2403

