



# Qualitative Model For The Improvement Of The Human Talent Management Process In The Hospital Sector In Colombia

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## APA Citation:

Wlamyr, P.A., Junior, C.R.A., Vladimir, D.P.M. , (2022). Qualitative Model For The Improvement Of The Human Talent Management Process In The Hospital Sector In Colombia, *Journal of Language and Linguistic Studies*, 18(3), 782-798

Submission Date: 12/11/2021

Acceptance Date: 17/02/2022

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## Abstract

The intervention in the area of human talent management in a company is essential for decision making and development, therefore, the performance of the personnel must be more effective and allow the organization to meet the proposed objectives. According to Chiavenato (2002): Human talent management is an area that is very sensitive to the mentality that prevails in organizations. It is contingent and situational, since it depends on aspects such as the culture of each organization, the organizational structure adopted, the characteristics of the environmental context, the organization's business, the technology used, the internal processes and a myriad of other important variables (p.6). In addition to this, companies today are imposed in such a way that they intend to contribute to the development of productivity and competitiveness, therefore, they seek to determine the necessary tools, which want to rescue the human being within the role he plays in the organization, since he is the most important resource to achieve high quality, which is based on the creation, dissemination and use of knowledge.

**Keywords:** activity, standard, method, process, process, variable

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## 1. Introduction

The intervention in the area of human talent management in a company is essential for decision making and development, therefore, the performance of the personnel must be more effective and allow the organization to meet the proposed objectives. According to Chiavenato (2002):

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organizational structure adopted, the characteristics of the environmental context, the organization's business, the technology used, the internal processes and a myriad of other important variables. (p.6)

In addition to this, companies today are imposing themselves in such a way that they intend to contribute to the development of productivity and competitiveness, therefore, they seek to determine the necessary tools, which want to rescue the human being within the role he plays in the organization, since he is the most important resource to achieve high quality, which is based on the creation, dissemination and use of knowledge.

Medinorte Cúcuta IPS S.A.S., is a company dedicated to the provision of services, which include a sterilization center, diagnostic imaging, ICU (intensive care unit), ICU (intermediate care unit), hemodynamics and pharmacy, which works allied to IPS Unipamplona, to provide greater welfare to its users.

Currently, Medinorte Cúcuta IPS S.A.S. lacks an administrative document that contributes to the fulfillment of the institutional mission and vision, in addition to the lack of knowledge of the objectives by the employees in each of their jobs; these problems are detrimental because they represent an obstacle to the performance of the Company, in terms of the provision of its services.

Likewise, the company seeks an administrative improvement, in which employees must comply with the requirements and be available for the corresponding activities for each of their jobs, to avoid shortcomings and delays in their work processes. It is the company's responsibility to look for the alternative of an improvement that will help it to be more efficient in the correct administration of its work in order to reach a high competitiveness and look for excellence every day, besides showing an adequate development of the management of its processes.

According to the above, it became necessary to propose the improvement of human talent management in the company Medinorte Cúcuta IPS S.A.S., where the functions manual was designed, the induction and re-induction program was elaborated and the evaluation of labor performance by competencies was established, in order to comply with the quality certifications required by the company; In turn, for its internal and daily use, which marked responsibilities, defined the worker's profiles, assigned the work, promoted order, served as an aid when hiring, implemented a control in the worker's performance from the beginning to the end of their work in the company and standardized the functions in each job, to ensure better performance within the IPS.

For the development of this research, in terms of meeting its objectives, a diagnosis of the current situation of the company was made through surveys designed for the company's workers to respond to aspects related to human talent management specifically with the functions manual and induction and re-induction programs and performance evaluation, then the information was organized and began to establish a model of the programs with additional information provided by the company, establishing in them different important aspects that should be applied to the company's workers. Therefore, it can be argued that these proposed tools help to guide the performance and functionality of the worker, as well as to position the company on a path of competitiveness and high quality.

## **2. Article structure**

### **Research hypothesis**

How can a Colombian medical center achieve continuous improvement in the area of human talent management?

#### **2.1 Diagnosis**

Romero (2006), in his book, "organization and business processes", defines it as: "The result of

a research process related to the organization and operation of companies, which makes it possible to determine and evaluate the cause-effect relationships of the problems detected and provide a comprehensive solution to them" (p.87).

The business diagnosis is a simple and very useful tool to learn about the current situation of an organization and the problems that hinder its growth, survival or development. Thanks to this type of diagnosis, the main causes of the "root" problems can be detected in order to focus future efforts on finding the most effective measures and avoid wasting energy. The natural source of labor information is the person who occupies the position; for obvious reasons, it is that person who should know best how his or her job functions.

Questionnaire. The basic information provided by the worker is best obtained by means of a carefully designed questionnaire. Whatever the design of the questionnaire chosen, its completion is more effective if the worker has the opportunity to answer it in a reasonable time and with the availability of the analyst in charge of the study to clarify any doubts that may arise.

If there are several people performing the same job, the one with the best work performance will be chosen, since he/she is considered to be the most knowledgeable about the job. In this way, the person responsible for the study obtains a first advance of information, to be verified in search of any inconsistencies that may arise (Castillo, 1993. p.89).

When it comes to the creation of a new position, its analysis will be carried out jointly by the immediate supervisor and the occupational analyst, who will prepare a tentative description, to be completed later with the intervention of the occupant of the position (Castillo, 1993, p.89-90).

Observation. A second method for seeking the required labor information is that of direct observation, which consists of the analyst's on-site inspection of the performance of the position. This means of collecting work data is more effective if it is carried out after the analyst has read the questionnaire filled out by the worker and with the intention of clarifying what is necessary (Castillo, 1993, p.90). (Castillo, 1993, p.90).

Interview. The third method used to gather the information needed to analyze a position is the interview. Generally, this personal communication is used by the labor analyst to refine the information obtained from the employee and his or her immediate supervisor. Through an adequate interview it is possible to obtain data on critical incidents that occur during the performance of the position and which are important for a detailed study (Castillo, 1993, p.90).

## 2.2 Functions Manual.

It is a formal expression of all the information and instructions necessary to operate in a given sector; it is a guide that allows directing the efforts of the operating personnel in the right direction. It is a document that systematically contains the basic instructions or procedures for executing an activity.

A properly written manual can be a valuable administrative instrument. This can be verified if we consider that, even if they are simple points of arrival, manuals become the routes by which the entire organizational apparatus operates; that is, they are the concrete manifestation of a

managerial mentality oriented towards the systematic relationship of the various functions and activities (Continolo, 1984, p.432).

Administrative manuals represent a means of communicating management decisions, knowledge, objectives, functions, relationships, policies, procedures, among others. Currently, the volume and frequency of such decisions continues to increase.

Progressive organizations have come to believe that certain administrative means can and should change as often as necessary to capitalize on opportunities and face competition. They must also help to standardize and control procedures and resolve hierarchical procedures and conflicts, as well as other administrative problems that arise when the communication system tends to be rigid. This concept of administration has increased the need for administrative manuals and has also modified the role they play.

The use of administrative manuals is a resource to help guide employees in the execution of their tasks. It is a great help to the staff that the instructions are defined, to clarify roles and responsibilities, define procedures, set policies, provide quick solutions to misunderstandings and show how staff can contribute to the achievement of organizational objectives, as well as their relationships with other employees. Administrative manuals. They free administrators or managers from having to repeat similar explanations or instructions. Uniformity, accessibility and reflection are among the advantages of manuals (Rodriguez, 2012, p.61).

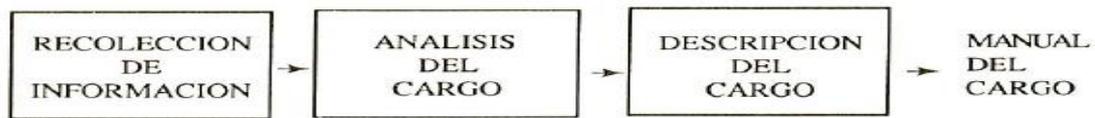
Occupational analysis. SENA Colombia (2012) defines the concept of "occupational analysis" as: the systematic collection, processing and evaluation of information regarding the business, economic, labor, technological and educational context of an occupational sector, the functions performed by companies in that sector to achieve their purpose, the occupational structures and the labor competencies associated with each occupational area (p. 53).

Importance of occupational analysis. Recruitment and selection activities are guided by the requirements that must be met by the people destined to perform the functions of the vacant positions. This means that, before starting the search for the people required by the company, the functions and requirements of the vacant position must be clearly identified, which is part of the occupational analysis function (Castillo, J. 1993. pp.83-84).

Workforce prevention, performance evaluation, training and remuneration of personnel are based on the tasks, working conditions, responsibilities and requirements of the positions occupied; this information is found in the company's job description manual. (Castillo, 1993. p.84).

The analysis of the positions allows to detect and correct the duplication of functions or the crossing of responsibilities and imbalances in the workloads of the different positions of the company, thus avoiding problems of interpersonal friction and, in general, demotivation of the workforce; it also facilitates the prioritization of the functions of each position, so that its occupant can distinguish the important activities from the secondary ones and where to direct their efforts.

The process of occupational analysis. "The practice of occupational analysis is facilitated if we visualize this function as a process, that is, as a set of interrelated activities or stages to produce a result, which, in this case, will be the position manual" (Castillo, 1993, p. 87).

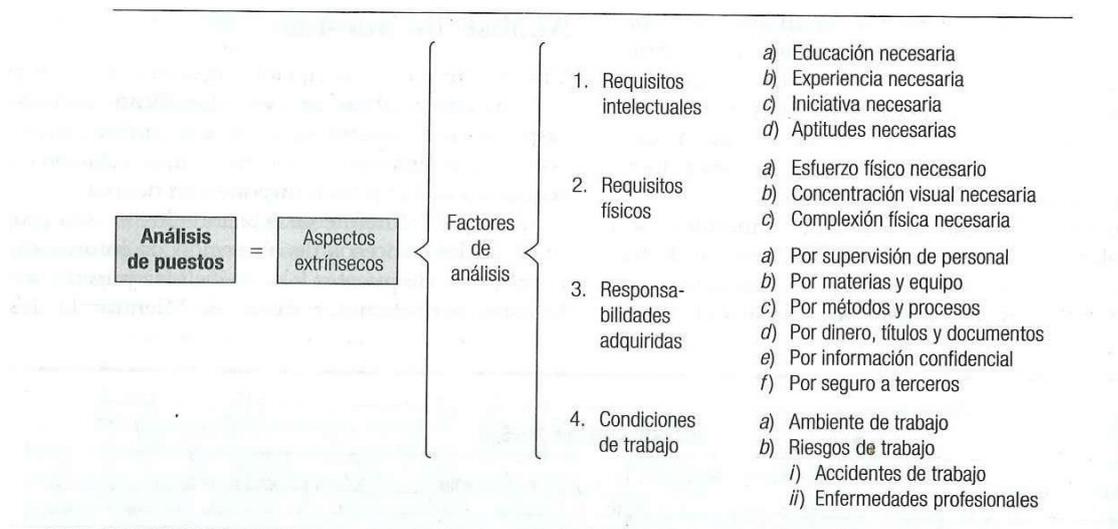
**Figure 1. Occupational analysis process**

Source: Chiavenato, 2007.

"The first stage of the process is the collection of pertinent information about the position, which allows differentiating it from the other positions existing in the company" (Castillo, 1993, p.87). (Castillo, 1993, p.87)

Once you have the necessary and sufficient information on each of the positions of the company, we proceed to analyze it, to determine: (a) identification of the position, such as the name, the area of the company where it belongs and the position; (b) basic objective is the expected result of performing the functions and constitutes the reason for existing within the company ; (c) functions, whether physical, mental, among others; (d) responsibilities, are special duties such as work supervision, quality of work, among others ; (e) physical conditions surrounding the worker, such as noise, among others; (f) minimum requirements; and (g) client and supplier of the position (Castillo, 1993, p.90).

The following are the aspects to be taken into account in a job analysis.

**Figure 2. Job analysis**

Source: Chiavenato, 2007.

In the next stage, all the characteristic data of the position are transferred in a format specially designed for this purpose and finally, these formats are compiled in a manual" (Castillo, 1993, p.88). (Castillo, 1993, p.88).

**Performance evaluation.** The performance evaluation is a systematic assessment of the performance of each person in the position or the potential for future development. Any evaluation is a process to study or judge the value, excellence and qualities of a person. The evaluation of individuals who play roles within an organization can be carried out using various approaches, which are called performance evaluation, merit evaluation, employee evaluation, progress reports, among others. The performance evaluation is a means to locate problems of

personnel supervision, integration of the employee to the organization or to the position he/she currently holds, disagreements, wastage of employees due to higher potential than required by the position, motivation, etc. (Chiavenato, 2000, p. 356).

### **3. Method**

According to Tamayo & Tamayo (2003), in their book, *Proceso de Investigación Científica*, descriptive research:

It comprises the description, recording, analysis and interpretation of the actual nature, composition or process of phenomena. The focus is on dominant findings or on groups of persons, groups or things, conducted or operating in the present tense (p.46).

The development of the project was based on a descriptive type of research, because it allows to observe, describe and identify the main characteristics that each employee must present, in order to identify the positions, and then assign responsibilities through the development of the functions manual, the induction program and the performance evaluation program, in order to provide a solution for the continuous improvement of the company Medinorte Cúcuta IPS S. A. S. The population studied for the implementation of the proposal for the improvement of the human talent management area, in the company Medinorte Cúcuta IPS S. A. S. were the employees of the human talent management area, in the company Medinorte Cúcuta IPS S. A. S.A.S. The population that was studied for the realization of the proposal for the improvement of the human talent management area in the company Medinorte Cúcuta IPS S.A.S. were the employees of the assistance and administrative area, which make up a total of 111 employees.

The population was the same sample, since the study should be applied to all the assistance and administrative positions that Medinorte has at its disposal, to work allied to the Unipamplona Clinic, which has 111 employees, of which 25 are from the administrative area and 86 from the assistance area.

### **4. Results**

#### *4.1 Diagnosis of the current situation of the Company in terms of Human Talent Management in the Assistance and Administrative area of Medinorte Cúcuta IPS S.A.S.*

Medinorte Cúcuta IPS S.A.S., is a company located in the city of Cúcuta, which provides health services of high level of complexity, specializing in the provision of intensive and intermediate care services, diagnostic aids, hemodynamics, sterilization and pharmacy. The improvement in the management of human talent was proposed with the purpose of improving the performance of employees, both in the assistance and administrative areas, in order to give meaning to the existence of the positions within the institution, also to adopt technical supports when receiving new personnel and finally to follow up the performance of the worker through the supervision of a competent person, as a proposal to improve the fulfillment of the institutional mission and vision.

This analysis was developed by evaluating a sample of 40 workers, so that they would provide information on different aspects related to their jobs, with the objective of prioritizing the most important activities and knowing aspects such as intellectual requirements, physical requirements, acquired responsibilities and working conditions.

On the other hand, the third survey (see Annex 3) was conducted to determine induction needs, in which each of the workers in their respective jobs were asked questions related to general aspects of the company and general information that the worker should be aware of.

A fourth survey (see annex 4), referring to the performance evaluation program, had the purpose of asking about the value that the person has acquired and the way in which he/she has performed his/her role within the organization.

With the help of the surveys applied to employees in both the assistance and administrative areas, it was possible to complete the necessary information to know the current situation of the company in the area of human talent management.

The first survey used was designed with 11 questions, of which 9 were open-ended and 2 were closed-ended, specifically polytomous where the respondent chose several alternatives. The second survey had a total of 10 questions, of which 8 were open-ended and 2 were closed-ended polytomous. The questions related to duties, professional qualifications, equipment used in the workplace, responsibilities, contacts with other company personnel, decisions and documents held in their position, supervision received and exercised over others, decisions made in the workplace, working conditions, educational level, experience in the position, whether they had an immediate boss, and even additional information that the respondent wished to provide.

The purpose of these surveys was to obtain the necessary information for the preparation of the company's functions manual and to learn important data such as the supervision that is carried out in the company, the educational level of the workers, the experience of the employees and whether there are immediate supervisors.

Each of the positions of Medinorte Cúcuta IPS S.A.S., are related to the area of human talent management, workers appointed to each of the positions work in areas related to medicine, health administration, business administration, accounting, systems technology, occupational safety and health, pharmacy registry, maintenance, among others. Basically, Medinorte's employees seek to provide the best health service in Norte de Santander and are responsible for following everything established to improve the area of human talent management and achieve total quality.

According to the results obtained in the surveys, referring to the open-ended questions, it was noted that regarding responsibilities, most workers know their duties and show a great commitment to comply with what they are informed, but lack a written document that specifies exactly their duties or responsibilities to be performed during the workday and that is used at the time of induction of new employees or re-induction of employees who are assigned to another job.

On the other hand, in the professional qualifications, it was observed that many of the positions handle technical language and the workers must develop competencies in which a mastery of specific subjects is reflected, since those who work in the assistance area must have knowledge of equipment specific to the area of medicine.

It was evidenced that they handle equipment that requires maximum care and total control, in the hemodynamics area, such as angiograph, contrast projectors, pumps, Fresenius, monitors, EKG, anesthesia machine and defibrillator; in the ICU, the oxygen bullet stands out, in the sterilization center equipment such as autoclave 1 and 2, compressors, pressure washer, autoclave incubator, sterrad incubator, sealer, sterrad and thermohygrometer, in nursing

equipment such as blood pressure monitor, crash cart, mechanical ventilators, infusion pumps, catheter, probes and cannulae, catheter probes and cannulas among others, physiotherapists use mechanical ventilators, arterial gas machines and endotracheal tubes, in gastroclinical nursing the esophagogastroduodenoscope, in x-rays the x-ray equipment, tomography equipment and image digitizer, in addition they handle the computer, printer, calculators, among others, as for the employees of the administrative area, they must master computer programs and have an acceptable level in the use of technological equipment such as the computer.

In terms of responsibilities, employees in the care and administrative areas must fulfill a series of responsibilities, which are mainly framed in the realization of inventories, reports, audits and medical and accounting procedures, but also in the care of the patient if he/she is in the care area.

In the information provided by Medinorte employees through the survey, information was obtained about the contacts between the company's departments, since both the workers in the assistance and administrative areas must have complete communication, since this may or may not allow them to provide the service in a better way.

Finally, it was analyzed that the employees of Medinorte Cúcuta IPS S.A.S., must be willing to make decisions that almost always involve the provision of the service, which depends on the employee's capacity, since actions such as supporting, supervising, leading and informing stand out, in addition, they must handle essential documents in each of the positions according to their profile. With the information described above, files were created for the analysis of the data obtained (see annex 5).

The following are the results of the survey, referring to the polytomous questions for the sample of 40 workers of Medinorte Cúcuta IPS S.A.S., regarding the analysis of the position. The information obtained here regarding the level of schooling was verified taking into account Medinorte's database, since it includes all workers and therefore serves to give a more concrete analysis.

**Figure 3. Supervision Exercised**



In the previous figure, it is possible to observe the results that refer to aspects that should be taken into account in the development of the functions manual, in this case, an analysis could be made to know if the worker has some responsibility in supervising people within the company. According to the diagnosis, it is obtained as a result that 37% according to their position, have the responsibility to supervise, which is equivalent to 15 people, and 63% of the jobs of Medinorte Cúcuta IPS S.A.S., equivalent to 25 people, stated that they do not exercise any type of supervision to employees of the company. This means that, in the company, more

than half of the positions in which services are provided, whether in the care or administrative area, do not have the responsibility or function of exercising any type of supervision over other employees.

**Figure 4. Supervision received**

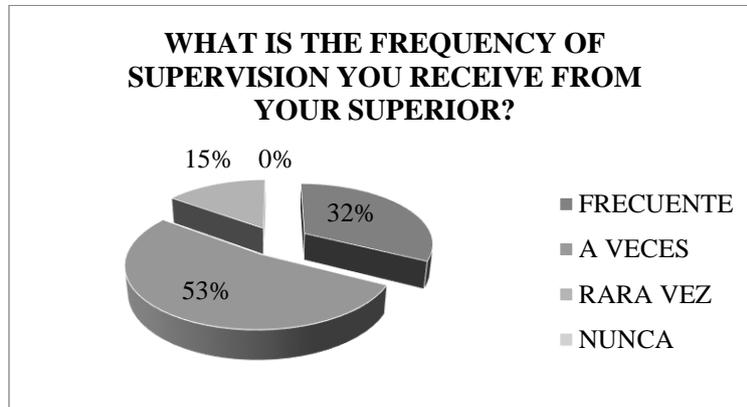
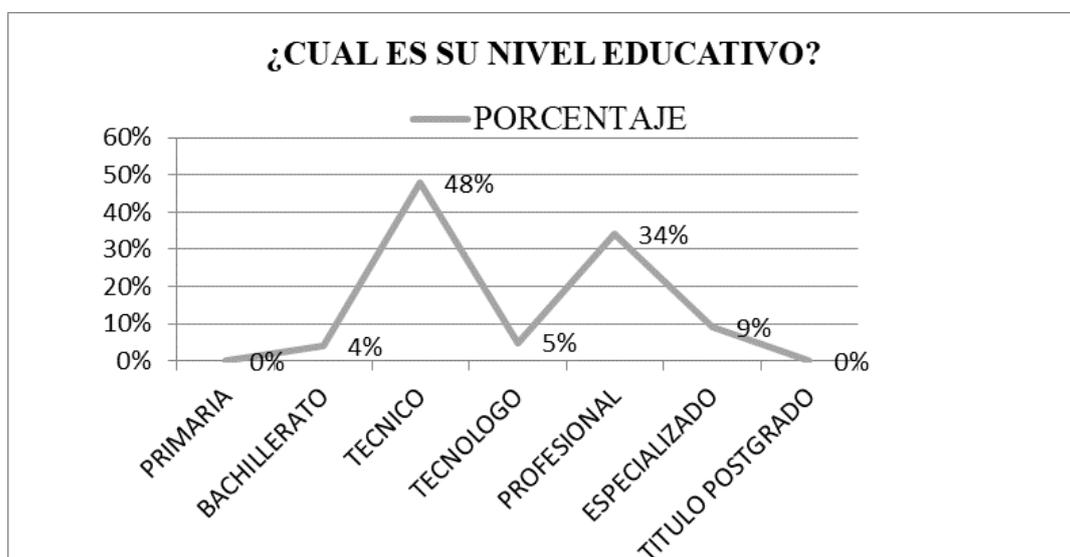


Figure 2 refers to the characteristic of whether supervision is received from a superior in the workplace, 32% of the company's employees surveyed said that this type of activity is frequent in their position, which is equivalent to a total of 13 people, on the other hand, 53% of Medinorte's employees said that supervision is received "sometimes", being in this case equivalent to 21 people, and the remaining 15% of the employees said that supervision is rarely received by a superior, which is equivalent to 6 employees, On the other hand, 53% of Medinorte employees said that supervision is received "sometimes", which is equivalent to 21 people, and the remaining 15% of employees said that supervision is rarely received by a superior, which is equivalent to 6 employees of the entity, it should be noted that none of the positions said that supervision is never done, which results in 0%.

This would show that the company is constantly supervised, but on the other hand, this supervision is presented as a shortcoming, since the functions are not defined and documented, specifically those of those who supervise, which makes supervision frequent so that the employee is in constant vigilance and there are no failures in the provision of services.

**Figure 5. Educational level**



To the question related to the level of schooling, it was observed that the survey applied to the employees of Medinorte Cúcuta IPS S.A.S., they responded as follows: in the company there are currently no workers who have entered to occupy a position with primary schooling level, and there are no workers who have obtained a postgraduate degree, since according to the diagnosis it showed 0%, it should be noted that this information is established taking into account that the company has a database with information of the workers so that this analysis can be verified. In addition, 4% of the workers have a bachelor's degree, equivalent to a total of 4 employees who occupy positions such as billing and orderlies. On the other hand, the study for workers with a technical education showed 48%, equivalent to 53 people. The 5% of workers are technologists, equivalent to exactly 6 people. In the company there are also 34% of workers with professional schooling level, which is equivalent to 38 people and, finally, 9% of the people surveyed are specialized in different areas, and the percentage refers to a total of 10 employees. It should be noted that of the 111 workers in the company, both in the assistance and administrative areas, 94 of them have diplomas and courses.

According to the results, it can be affirmed that most of the workers who provide the service have obtained university degrees at the technical, technological and professional levels, to assume positions within the company, which is essential to perform functions in which it is required to put into practice their skills and competencies. Through the application and analysis of the survey, it was observed that 3% of the 40 workers surveyed had no work experience, which is equivalent to one person within the company.

People with experience between six months and one year account for 8%, which is equivalent to 3 people; another 8% say that their work experience is between one year and three years, which is equivalent to 3 people. Eighteen percent of the company's employees said that their work experience is between three and five years, giving a total of 7 people. Sixty-five percent, equivalent to 26 people working in Medinorte, stated that their experience goes beyond five years. According to the analysis, it can be said that most of the workers have reached more than five years in the work environment, and therefore would clearly comply with the responsibilities assigned to them, leading the company to achieve high quality.

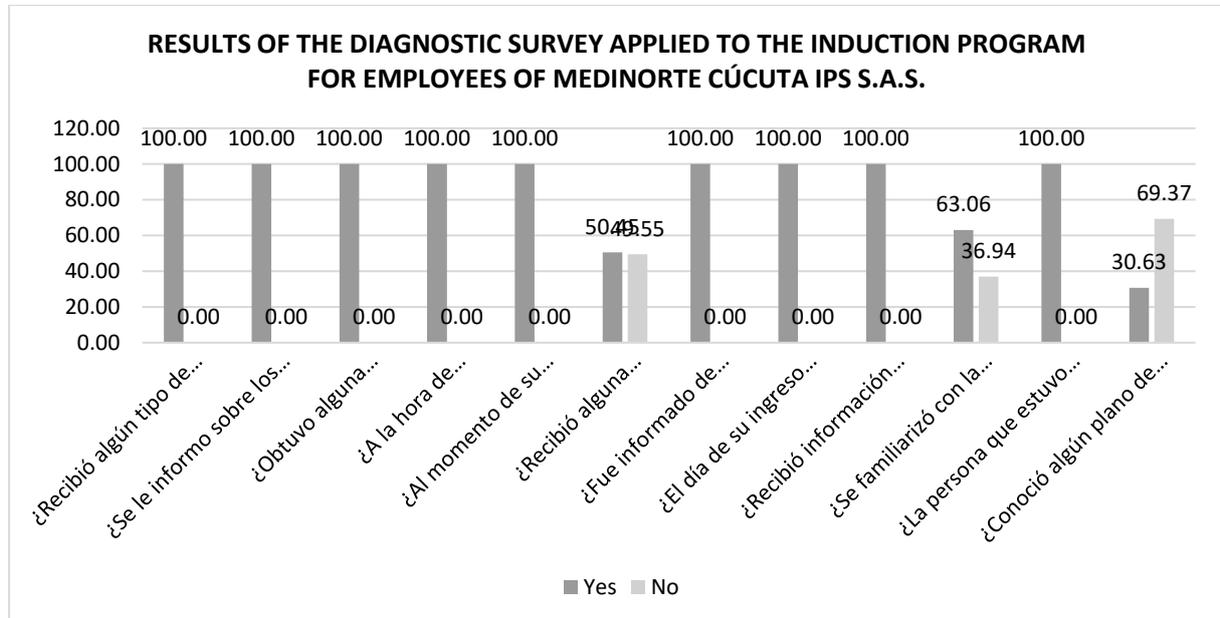
100% of the workers surveyed are under the supervision of an immediate supervisor, which is equivalent to 40 people surveyed for each of the jobs. This means that the entity's employees are obliged to comply with what is assigned to them, therefore, the functions manual must be enforced on all its workers, once it is implemented by the board of directors.

For the diagnosis of the employee induction program, a survey was applied to all the employees of Medinorte Cúcuta IPS S.A.S. (see annex 3), in order to know how they were in terms of general information about the company and specific information about the job position, applying the survey it was observed if the induction performed by the IPS at the time of the employee's entry provided the correct and necessary information to know the IPS and their job position.

The survey contained twelve dichotomous questions with a yes or no answer option. The questions are related to general information about the company and its objectives, work schedules and paydays, job functions, the risks to which they are exposed in the workplace, organizational structure, entity policies, social benefits, services of the institution, internal regulations of the IPS and about the company's facilities.

Figure 12 shows the results obtained from the diagnostic survey on the Medinorte Cúcuta IPS S.A.S. employee induction program. This information collected was taken into account when developing the induction program for both new employees and when there is job rotation.

**Figure 6. Results of the diagnostic survey on the induction program**



The figure above shows the results obtained from the diagnostic survey to determine whether employees receive induction or reinduction, where it can be seen that 100% of the employees received general information about the company at the time of their entry; they were informed about the company's objectives, work schedules, paydays, the service they would provide and the functions they would have to perform.

50.45% of employees are aware of the risks to which they are exposed while performing their work, while 49.55% are not aware of the risks.

On the other hand, 100% of the employees were provided with information about the structure of the organization, where their job is located, the policies that govern Medinorte Cúcuta IPS S.A.S., the social benefits to which they are entitled by law, and the Internal Work Regulations.

63.06% were familiar with the canteen services that the IPS used to have but are currently out of service and finally, 69.37% of the employees were not aware of the company's facilities plan.

According to the results, most of the aspects of an induction program were fulfilled, but at present there is no physical document on what information should be provided to the worker, nor those responsible for this procedure and the means by which it should be carried out at the time of entering the job, the induction that was performed to workers was general and was carried out on the day the IPS began to provide its services.

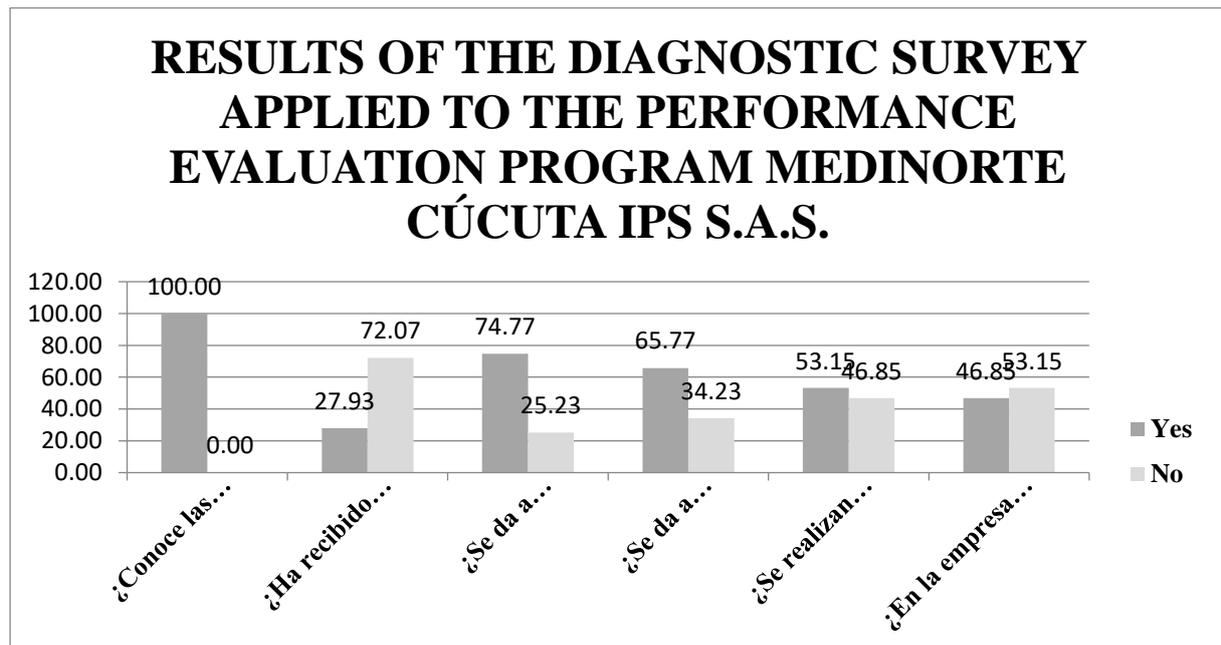
For the performance evaluation, the way the document should be structured was taken into account, and therefore questions related to performance criteria, performance appraisal,

progress in the job, competencies to be achieved, balance sheets and meetings where results are evaluated were deduced.

The survey was applied to all the employees of the IPS in the assistance and administrative areas, where the workers were informed that a survey containing six dichotomous questions with a yes or no answer option was going to be applied to them.

Figure 7 shows the results obtained from the diagnostic survey for the competency-based performance evaluation program for Medinorte Cúcuta IPS S.A.S. employees.

**Figure 7. Results of the diagnostic survey on the performance appraisal program**



From the previous figure, it can be analyzed that 100% of the employees of Medinorte Cúcuta IPS S.A.S., know the responsibilities and criteria necessary for the job position where they work. On the other hand, 65.77% of the employees know the requirements of the position and the competencies for the year, and finally, meetings are held to analyze the objectives achieved and the competencies.

It can be concluded that currently the company does not have a competency-based performance evaluation program, because the company has been in operation for a year and all the requirements that are a fundamental part of an entity for the good development and performance in the provision of services are being implemented, but from the results obtained it can be seen that each of the employees know their responsibilities and the knowledge that must be applied when performing their work, they have noticed the progress they have had when performing their work, although this is often not recognized by their superiors in general meetings, since these are not held in the IPS.

## 5. Conclusions

A very important aspect for the administrative area of the company is the technological platform with which each of the employees work. This is known as GHIPS, which manages the medical records of patients through the implementation of a hospital management model, which has assistance, financial and accounting modules.

The second numeral refers to the generalities of the worker where all the responsibilities that they have for the company are specified, the specific functions in the respective job position which must be provided by the immediate boss and these are compiled in the manual of functions of Medinorte Cúcuta IPS S.A.S.

This scale establishes the types of misconduct that can be generated within the company, which are divided into minor and serious misconduct, each of which leads to some type of sanction through verbal warning, memorandum, written warning and suspension from work, in addition to the procedures for verifying misconduct and forms of application of disciplinary sanctions.

It also includes the social security to which the worker is subscribed, the work schedule he must comply with, the leaves he may request and how he must do it, the equipment provided by the employer, the salary to be earned, and it is explained what a temporary worker is entitled to, who must not last more than one month in the company in order to comply with these conditions.

In addition, overtime and night work, the legally mandatory rest days for the employee that the company must grant, the paid vacations to which the employee is entitled, the prescriptions of order that are the duties that must be fulfilled, the prohibited work for women and minors under 18 years of age who are working or doing internships in the entity, Medinorte's obligations to the employee and the employee's obligations to the company, the special prohibitions for the IPS, the causes for which the contract can be terminated unilaterally between the two parties and the mechanisms for the prevention of labor harassment and the internal procedure to be carried out for its solution.

The last point within the structure of the induction program for Medinorte Cúcuta IPS S.A.S., are the evaluative tests that were taken from ARL SURA, which serve to verify whether the induction mode provided is optimal or not, these are composed of dichotomous questions which have two answer options which are; is the information clear? or would you like more information? these are marked with an X, 13 questions are about the presentation of the company and 8 about the generalities of the worker.

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Makalenin Türkçe başlığı buraya yazılır....

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## Özet

Türkçe özet.

*Anahtar sözcükler:* anahtar sözcükler1; anahtar sözcükler2; anahtar sözcükler3

**AUTHOR BIODATA**

Insert here author biodata.