

Revista de Ciencias Sociales

Systemic review on personnel selection from the perspective of the labor organization and the candidate

Nolzco Labajos, Fernando Alexis*
Menacho Carhuamaca, Jaime David**

Maita Díaz, David***

Luque Málaga de Reátegui, Norma Máxima****

Abstract

The selection of personnel from the perspective of the labor organization and the candidate predisposes the purpose of conferring to the institutional structure capable people who can meet the appropriate profile to perform a job position and fulfill their functions optimally and can contribute to the achievement of the objectives. objectives of an organizational entity. The aim of this article was to carry out an analysis, based on the review of scientific publications, that would allow, from a conceptual perspective, understand how both the organization and the candidates perceive the personnel selection process. The descriptors in this review were personnel selection, organization, candidates, and human talent management. For this purpose, scientific articles in the Redalyc, Research Gate, Third Millennium Management, Scielo and Dialnet databases were taken into account. All the publications previously went through inclusion and exclusion criteria, finally selecting 51 articles to carry out the review work. It was concluded that an optimal selection of personnel guarantees greater productivity and efficiency in the work, which supports the effort in organizations to carry out an exhaustive filter of their personnel, taking into account that eighty percent of failures in organizations are related to an inadequate selection process.

Keywords: Candidate; organization; recruitment; personnel selection; human talent.

* Doctor en Educación. Magister con especialidad en Aprendizaje y Desarrollo Humano. Docente en la Universidad César Vallejo, Lima, Perú. E-mail: fnolzcola@ucvvirtual.edu.pe ORCID: <https://orcid.org/0000-0001-8910-222X>
Autor de correspondencia.

** Doctor en Educación. Magister en Educación. Docente en la Universidad César Vallejo, Lima, Perú. E-mail: jmenachoc@ucvvirtual.edu.pe ORCID: <https://orcid.org/0000-0002-2496-4280>

*** Candidato a Doctor en Educación por la Universidad César Vallejo, Lima, Perú. Magister en Docencia y Gestión Educativa. Docente en la Universidad César Vallejo, Lima, Perú. E-mail: davidmaita20062532@gmail.com ORCID: <https://orcid.org/0000-0003-2171-6123>

**** Doctora en Educación. Docente en la Universidad César Vallejo, Lima, Perú. E-mail: normaluque2010@hotmail.com ORCID: <https://orcid.org/0000-0002-3724-8507>

Revisión sistémica sobre la selección del personal desde la perspectiva de la organización laboral y del candidato

Resumen

La selección del personal desde la perspectiva de la organización laboral y el candidato predispone el propósito de conferir a la estructura institucional personas capaces que puedan reunir el perfil adecuado para desempeñar un puesto laboral y cumplir sus funciones de forma óptima y pueda contribuir al logro de los objetivos de una entidad organizacional. El objetivo del presente artículo fue realizar un análisis, a partir de la revisión de publicaciones científicas, que permitiera desde una perspectiva conceptual, entender cómo perciben tanto la organización como los candidatos el proceso de selección de personal. Los descriptores en esta revisión fueron la selección de personal, organización, candidatos y la gestión del talento humano. Para ello se tomaron en cuenta artículos científicos en las bases de datos Redalyc, Research Gate, Gestión del tercer Milenio, Scielo y Dialnet. Todas las publicaciones previamente pasaron por criterios de inclusión y exclusión, logrando seleccionar 51 artículos para realizar el trabajo de revisión. Se concluyó que, una óptima selección de personal garantiza mayor productividad y eficiencia en las labores, lo que sustenta el esfuerzo en las organizaciones para realizar un filtro exhaustivo de su personal, teniendo en cuenta que el ochenta por ciento de los fallos en las organizaciones se relacionan con un proceso de selección inadecuado.

Palabras clave: Candidato; organización; reclutamiento; selección de personal; talento humano.

Introduction

The selection of people for a job position in organizations is currently studied continuously, since it is an essential process for the recruitment of relevant personnel based on human talent requirements. In this way, when selecting the personnel, the recruitment action is carried out through the various organizational strategies to a potential applicant for the most qualified and who meets the expectations for the job function that he will fulfill and is willing to grow with the company (Valeriano, 2021; Bravo & Delgado, 2022; Chuchuca, Risco & Jaya, 2021).

Likewise, this variable has acquired a notable role in recent decades, due to the need for companies to increase productivity, efficiency in their processes and customer service, in order to maintain their competitiveness in the market, for which reason, they require

strategies based on competencies, capacities and skills to guarantee quality at work (Orrala, 2019; Rivera-García, 2019; Quispe, 2020). The selection of personnel represents a fundamental organizational process, which allows the identification of potential labor collaborators, who will be capable of executing a certain function in a company and whose participation will be essential for the development of activities in that organization.

In the field of human talent management, it is also relevant to know, how to handle aspects related to unfavorable situations; on the one hand, organizations due to the various and continuous changes are forced to carry out those processes, such as recruitment and selection of personnel in this way, to avoid economic declines, instability or economic crisis. This makes organizations hire better employees to fill the positions or the area in which they need more support, and that adjust

to the needs of the company (Martínez & Vargas, 2019; Paredes et al., 2020; Rodríguez-Sánchez & Calcerrada-Serrano, 2020).

Likewise, they emphasize that, for a good selection process, it is necessary to know and carry out the different evaluation tests of the personnel, having a clear and precise idea about the abilities and profile of the applicant, therefore minimizing future risks that affect the functions and the organizational development (Castro et al., 2021; Prieto & Chamorro, 2022).

On the other hand, when candidates join organizations, they contribute with new ideas and obtain from their employers, from professional achievements to personal fulfillment; above all, they gain experience becoming a possible potential candidate for any other company. There is no doubt that the human potential in organizations is extremely important, because through the organizations the candidate develops his skills, commitment and empowerment, therefore, the personnel selection process for candidates will always be an opportunity for something new (Melo, 2018; Paredes et al., 2020; Ramos, 2020).

The selection has to be based on criteria established by the organization, that will meet their objectives and future functionality. Consequently, it is important that candidates develop certain skills in their job profile, since this will guarantee them more and better job opportunities (Muñoz, 2021).

With these definitions it can be understood that, for organizations, the selection of personnel guarantees greater productivity and benefits, while for the candidate a greater professional growth, consequently a better quality of life. The development of the selection of personnel adequately within the business sector, is supported by stages and techniques, where through established levels it leads to an evaluation of the various characteristics and aptitudes needed, as well as determining the requirements and, on that basis, making decisions that will finally benefit the organization. For this, the person in charge of the interview of the applicants for an organizational position, must have the

necessary knowledge, in order to avoid some type of failure in the process.

However, for both parties, the selection of personnel is constantly evolving, since companies are developing multiple innovative market strategies and, on the other hand, candidates adapting to new market changes, so that they can function in positions that arise as a result of the demands of the context (Aguilera, Náhuat & Badillo, 2019; Saldaña et al., 2021; Bravo & Delgado, 2022). For this reason, organizations are focused on attracting and retaining human talent with special abilities and skills, through implementations, professional labor updates such as workshops, cooperative projects, in order to enhance organizational productivity and the achievement of the objectives set towards a stable position in the market (Heredia-Gálvez et al., 2020; Quiñones, 2022).

In the same way, it is important to have a personnel selection model, that allows the effective recruitment of suitable personnel and, that also meets the criteria that the organization currently requests. The model will serve so that, in future personnel selections, the job profile of the applicants will be related to the institutional vision and mission, thus avoiding that the applicants access a job position, without the requested requirements or that they can be selected, due to some internal institutional influence, which would lead to difficulties and compromising situations in the future, putting the entity's image at risk (Demirci & Kilic, 2019; Poggi & Macias, 2022; Leyva-López et al., 2022).

It is important to consider that the recruitment of personnel, is based on specific labor criteria in terms of the profile of the applicants, so that the most qualified can be incorporated into a certain institutional function that will benefit the organizational development of the company (Campion, Campion & Campion, 2019; Rezzani, Caputo & Cortese, 2020; Anggraini, 2023). The transparent perception of organizational recruitment, will strengthen the confidence and security of an adequate selection, without interests or preferences towards any of the

applicants, which will also reinforce the institutional image (Torres-Flórez, Godoy-González & Gallardo-Lichaá, 2019; Bolaños-Cerón, 2020; Coronel, 2022; Benítez & Hernández, 2023).

Personnel recruitment strategies must include effective measures, that demonstrate organizational dynamism in the processes of incorporating collaborators, since it is not a functional review, but, on the contrary, involves socio-emotional aspects and medium-term job expectations. and long-term on the part of the applicants (Carbonell et al., 2020; Rivero & Araque, 2022; Yudanto & Drahen, 2023).

For candidates, the selection process consists of meeting the expectations of a position, approving certain criteria on current market conditions and demands, however, for organizations, the selection process consists of finding profiles with special knowledge and skills for each job. Therefore, for the human talent management area, the ideal candidate for a position represents a difficult task to execute during the recruitment, evaluation, classification, selection processes and, finally, their integration into the human team through the recruitment process (Torres-Flórez, Velásquez-Díaz & Hernández-González, 2020; León, 2020; González & Cruz, 2021). Likewise, this process allows the candidates to identify their weaknesses and strengths in their personal profile, in order to improve certain capacities and, later successfully face a selection process (Armijos, Bermúdez & Mora, 2019; Ipanaqué, 2021).

On the other hand, in any organization, people are considered one of the most important components, because their success depends on them, due to the abilities and skills that each individual possesses, which give companies prestige and competitiveness (Rojas, 2018; Salinas & Malpartida, 2020; Alzate et al., 2021). The attitudes, skills and, above all, the ability of the candidate to adapt to the work context to occupy a certain position, will help to achieve the objectives and the organizational vision (Quintero & Cárdenas, 2021).

While for candidates the selection processes, in some cases, are taken as

discrimination due to the classification of personnel that is carried out, for companies it is an obligatory part of the process that is developed based on the potential of each applicant, as well as to the needs of the business entity to fill the job position. If the candidate is selected and manages to adapt easily to the organization, he has the opportunity to grow and develop within the company, and he will be able to contribute to the improvement of administrative management in the medium and long term (Martínez & Vargas, 2019; González & Cruz, 2021; Guerrero-Egurrola, 2021).

The hiring of personnel is not a function that belongs to the human talent management, but rather involves managerial procedures that identify the functional and labor capacity of an applicant for a job position, that is intended to be covered by competent personnel predisposed for such a function (Cedillo, 2019; Yuperel, Pasta & Hernández, 2020; Basurto & Yoza, 2022). In this sense, the adequate selection of personnel constitutes an organizational challenge and, for this reason, the optimization of institutional internal control will allow substantial improvements in said selection procedure (Ruiz et al., 2020; Chocano, 2020; Khodyreva, 2022).

As for the rotation of personnel, it is important to indicate that it should not imply a risk in the productive capacity of the other workers, but rather be understood as a strategy for the purpose of improvement and avoid the automation of functions (Caldera, Arredondo & Zárate, 2019; Zaballa et al., 2021). It is also essential to consider that staff turnover cannot be addressed or perceived as an action of labor exclusion, or as favoring certain employees, since it will affect the functional development of all workers and consequently the institutional image (Alcántara, 2019; Nolazco & Rodríguez, 2020).

The purpose of the research, was to carry out an analysis from the perspective of human talent, on the personnel selection process, both from the point of view of the organization and of the candidate himself, since the objective is to give clear and precise answers to the following questions: How to

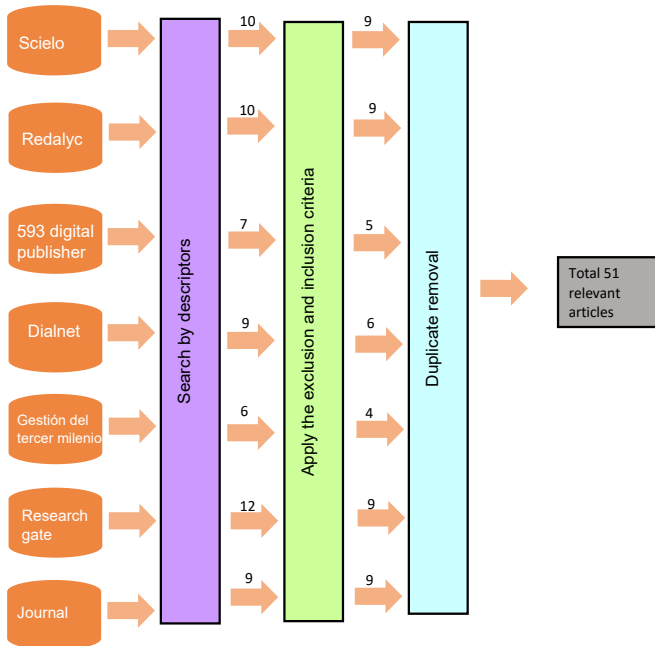
align the organization with the candidate in the personnel selection process? What can organizations contribute to candidates in the selection process? What can candidates contribute to organizations in the selection process? What is the fundamental advantage for corporations of carrying out an excellent personnel selection process?

1. Methodology

The research has been based at a methodological level on the systemic review of the information regarding the selection of personnel from the perspective of the labor organization and the candidate. In this way, we proceeded to the punctual and meticulous search of publications in the various indexed databases such as Scielo, Redalyc, 593

digital Publisher, Dialnet, Gestión del tercer millennium and Resarch Gate. During the research process, some articles were discarded that were not related to the objective of the study, or due to duplication, access problems, or unreliable information, based on the prism engine (Donato & Donato, 2019).

Work was carried out with articles from year 2018 onwards, by authors from Latin American and European countries, for example, Ecuador, Peru, Colombia, Venezuela, Panama, Cuba, Guatemala and Spain. Of the 63 articles identified for the initial database, the inclusion and exclusion criteria were applied, leaving 51 relevant articles, which provided in-depth information for the development of the review (see Figure I). To facilitate the search, the descriptors, selection of personnel, organization, candidates and management of human talent, were taken into account.

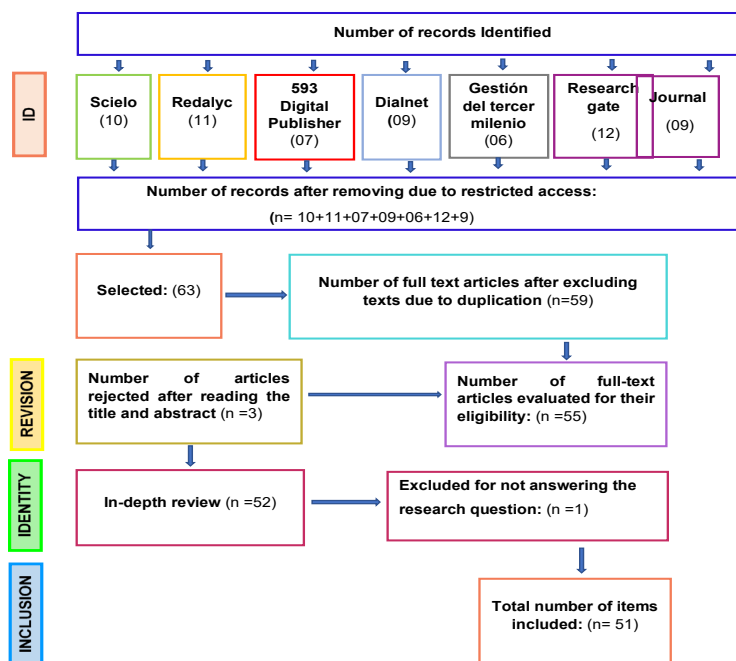


Source: Own elaboration, 2023.

Figure I: Distribution of articles by database and repositories

Figure II shows the systematic review flowchart, based on the documentary review on personnel selection which was developed in the database, to collect information through an exhaustive search. Therefore, the search criteria were based on the title of the article, the abstract and the keywords. The period of time was from the year 2018 to the year 2023, taking as keywords,

the search variable, human resources and human talent management. The country was also taken into account, of which the majority were Latin American countries. Of the 63 articles identified in the initial database, the number was reduced after applying the inclusion and exclusion criteria, leaving a total of 51 articles for the development of the review.



Source: Own elaboration, 2023.

Figure II: Systematic review flowchart

1.1. Criteria for the evaluation of scientific articles

The selected articles went through an analysis process to carry out this article, considering relevant information in the database in this sense to be able to base themselves, for this the following aspects will

be taken into account:

a. Analysis: The selected articles contain the required characteristics that will provide relevant information for the subject of study of the present review.

b. Veracity: The selected articles were compiled in academic databases, therefore their reliability is guaranteed, consequently,

said information presents contributions for this research.

c. Utility: The articles collected in the database have relevant information, that will help provide a better understanding of the personnel selection variable.

d. Perspective: Since the articles collected in our database provide information regarding the study variable.

e. Year of publication of articles and

language: The search years of the articles are from 2018 to 2022 and the language is Spanish.

1.2. Inclusion and exclusion criteria

The process for searching, of articles for our database, was carried out using the inclusion and exclusion criteria mentioned in the following Table 1.

Table 1
Selection criteria of articles for review

Criteria	
Inclusion	1 Articles published in the last 5 years (2018 – 2022)
	2 Articles that could be accessed
	3 Articles published in Spanish
	4 Reviewed and published journal articles
Exclusion	1 Restriction of the years from its date of publication
	2 Investigations that were not related to the objectives
	3 Articles without access possible
	4 Summaries not related to personnel selection

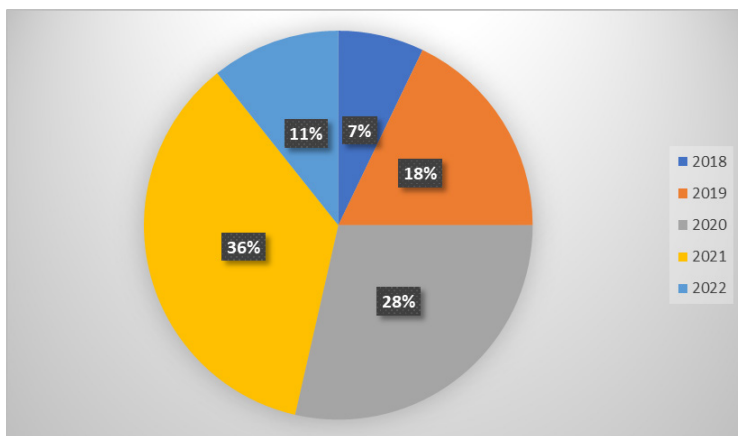
Source: Own elaboration, 2023.

1.3. Procedure

After the search and an exhaustive analysis of the personnel selection variable, 51 articles could be identified in the database that comprise the year 2018 to the year 2023, which will be displayed in the following graphs.

It can be seen in Graph I that of the total articles, published in the period from 2018 to

2022, that 64% of the articles were prepared in 2020 and 2021, which means that in the course of these years, there was greater interest for understanding the personnel selection process, since due to the COVID 19 pandemic and the economic crisis, companies carried out a greater filter of their candidates when selecting their personnel.

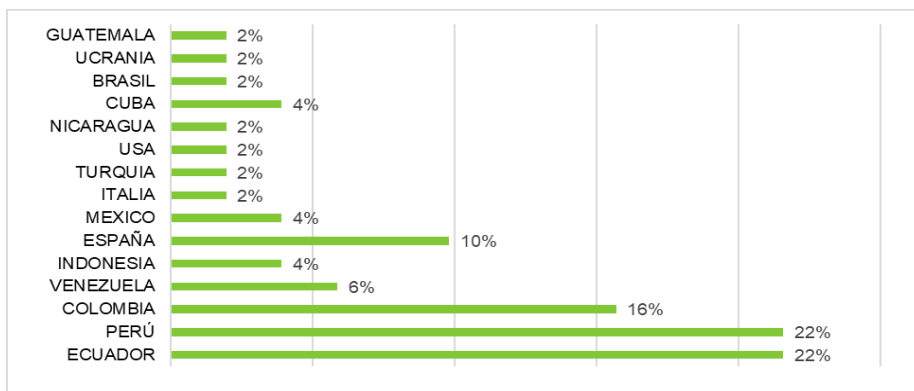


Source: Own elaboration, 2023.

Graph I: Articles by year of publication

Graph II shows the number of articles published by countries, where it can be seen that most of the investigations regarding the personnel selection variable were carried out by South American countries such as

Peru, Ecuador and Colombia with 30 articles respectively, followed by Venezuela. and Brazil with 4 articles, adding a total of 34 articles, which represent 68% of the research.



Source: Own elaboration, 2023.

Graph II: Articles published by countries

Likewise, it is observed that Cuba, Mexico, Spain and Indonesia have a moderate level of research regarding the personnel selection variable, with a total of 11 articles respectively, which represent 22% of the research. These countries followed by Guatemala, Ukraine, Nicaragua, USA, Italy and Turkey, which have a lower level of research, referring to the personnel selection variable, with a total of 6 articles respectively, which represent 12% of the research. All this shows that, in South American countries,

there is a greater scientific study regarding the variable selection of personnel.

2. Results and discussion

Among the results found, Table 2 shows the articles according to the elements that the organization considers to select the personnel, among which stand out: Personal characteristics, knowledge, capacity for teamwork, efficiency, productivity, work quality, meeting expectations, skills, and commitment.

Table 2
Grouping of articles according to the factors that the organization considers to select the personnel

References	Year	Factors
(28) (4) (6) (16) (1) (13) (15) (29) (33) (38) (44)	2023, 2022, 2021, 2020, 2019, 2018	Personal characteristics
(20) (22) (28) (6) (47) (51)	2020, 2019, 2021	Knowledge
(3) (12) (23) (16) (22) (4) (15) (32) (36) (41)	2023, 2020, 2019, 2022, 2021	Capacity for teamwork
(17) (5) (3) (20) (4) (30)	2022, 2021, 2020	Efficiency
(25) (1) (4) (5) (28) (42)	2021, 2019, 2022,	Productivity
(9) (19) (1) (37) (48)	2020, 2022, 2019	Work quality
(24) (26) (14) (4) (5) (6) (24) (34) (45) (49)	2018, 2019, 2020, 2021, 2022	Fulfillment of expectations
(18) (7) (14) (43)	2020, 2021	Abilities
(16) (5) (21) (13) (25) (31) (39) (46)	2019, 2021, 2022, 2020, 2018	Skills
(19) (9) (5) (35) (40) (50)	2022, 2020, 2021	Commitment

Source: Own elaboration, 2023.

Likewise, Table 3 shows the grouping of articles according to the factors considered by the candidate to apply for the position, such as: Job disclosure, economic wellness,

organizational culture, flexible schedules, acknowledgments, organizational prestige, equity, job opportunity, autonomy, and satisfaction.

Table 3
Grouping of articles according to the factors considered by the candidate to apply for the position

References	Year	Factors
(12) (17) (23) (21) (3) (11) (30) (38) (46)	2019, 2022, 2020	Job disclosure
(27) (2) (10) (40) (47)	2020, 2019, 2021, 2022	Economic wellness
(11) (7) (3) (15) (42)	2020, 2021, 2022	Organizational culture

Cont... Table 3

(7) (8) (23) (17) (27) (6) (4) (31) (37) (43)	2021, 2020, 2022, 2019	Flexible schedules
(20) (28) (21) (13) (27) (50)	2020, 2021, 2018	Acknowledgments
(12) (24) (18) (32) (41)	2019, 2018, 2021, 2023	Organizational prestige
(27) (2) (34) (45) (51)	2020, 2019	Equity
(5) (12) (29) (36) (44)	2023, 2021, 2019	Job opportunity
(23)(4)(15)(18)(7) (33) (39) (48)	2020, 2022, 2021	Autonomy
(1)(8)(17) (35) (49)	2019, 2021, 2022	Satisfaction

Source: Own elaboration, 2023.

For the discussion, the analysis of the problem has been considered in terms of the review of the indexed publications and that will respond to the articles related to the search for information bases such as Scielo, Redalyc, 593 digital Publisher, Dialnet, Third Party Management, millennium and Research Gate, and the problem was established in How to align the organization with the candidate in the personnel selection process?

For this, a validation process was carried out, where the criteria of Paredes et al. (2020); and Saldaña et al. (2021) who mention that organizations, beyond finding a candidate who meets the requirements that the company demands in their activities, must find the candidate who wants to collaborate, direct and above all who knows how to deal with any type of problem or situation unfavorable that may arise in it.

Rojas (2018); Orrala (2019); and Torres-Flórez et al. (2020), indicate that the selection of personnel is a process, that evolved with the need to find candidates according to the demands of the market, the needs and demands of the environment, beyond the knowledge or skills acquired, to having the ability to work in team in a healthy environment where harmonious coexistence is encouraged, taking into account that, it is one of the most important qualities for the common goal.

On the other hand, Martínez & Vargas (2019); Rodríguez-Sánchez & Calcerrada-Serrano (2020); and Alzate et al. (2021), affirm that, for an organization to have excellent results, the candidate must be continuously motivated through expectations, always highlighting the opportunity in the company, with this process the candidates will notice the motivation from the recruitment, and they will feel more than satisfied with belong to the team.

Regarding the systematic review problem, what can organizations contribute to candidates in the personnel selection process?, an analysis was carried out with the following authors, Quintero & Cárdenas (2021); and Quiñones (2022), who express that organizations provide an organizational culture that can be expressed in values, beliefs and behaviors, reinforced in respect and equity, especial knowledge that guarantees greater and better job opportunities for the benefit of business productivity.

Likewise, González & Cruz (2021); and Prieto & Chamorro (2022), affirm that organizations, through hiring, guarantee comfort and well-being in workers, having a healthy space to function at work, where coexistence allows to demonstrate tranquility among collaborators, when carrying out their work in the organization, also improving

their quality of life, with the ability to extract conflicts and learn from disagreements to generate new ideas in their life work and daily.

It is interesting what was proposed by Melo (2018); and Guerrero-Egurrola (2021), when determining that companies provide benefits, that in most cases, end up convincing the future employee. This benefit is represented by medical insurance, productivity bonuses, life insurance and pension plans, in some cases this influences transportation, food and professional training, all with the aim of retaining the collaborator in the company, therefore avoiding talent leaks to other organizations.

For the systematic review problem, what can candidates contribute to organizations in the personnel selection process?, an analysis of authors such as Ramos (2020); and Bravo & Delgado (2022), which mention that human capital is the most important resource that organizations can have, it constitutes the essential element for the implementation of work activities, because the future of the company depends on it, represented in the level of productivity and organizational efficiency.

Likewise, Armijos et al. (2019); and Heredia-Gálvez et al. (2020), reinforce this important question, by stating that candidates are the determinants of success within organizations since they provide their knowledge and skills, a key element to correctly carry out the entrusted activities; therefore, human capital continues to be the key and the fundamental dynamic axis for any company, and that, despite technological progress, human capital continues, and will continue, to be irreplaceable.

On the other hand, Chuchuca et al. (2021); and Muñoz (2021), affirm that candidates, just as they can be determinants of success, can also be determinants of organizational failure, since in some cases they could generate conflicts, creating a terrible work environment that could prevent the achievement of the objectives and the organizational vision, and that this generally occurs, in new collaborators due to the lack of

feeling of belonging to a team. For this reason, the predisposition of efficient management is essential, and organizational leadership is encouraged, so that labor compliance, operating conditions can be evidenced and serve as a reference for the achievement of planned achievements.

For the systematic review problem, what is the fundamental advantage for corporations of having an excellent recruitment process?, an analysis of the authors Rivera-García (2019); Aguilera et al. (2019); and León (2020), who pointed out, that an excellent personnel selection process increases productivity and efficiency in the work, therefore, having qualified personnel for their missions minimizes risks in the processes, and that consequently, the satisfaction of the employees for being a fundamental part and part of the organizational change.

Likewise, Quispe (2020); Valeriano (2021); and Ipanaqué (2021), mention, that organizations carry out a selection process with the precise objective that, when this activity is carried out in a not too distant future, will give them prestige and competitiveness, differentiating themselves from other companies, thus maintaining an effective position in the market. Business entities are predisposed to continuous change and therefore, the selection must address selection criteria, that is essential in an organization, such as the use of digital tools by new collaborators, as well as, the ability to work collaboratively in a healthy and diversified work environment.

On the other hand, Salinas & Malpartida (2020); and Castro et al. (2021), mention that, the personnel selection process is carried out with the purpose of finding special talents, that will generate changes through new and innovative ideas, subsequently, contributing to the achievement of the objectives and the organizational vision. Undoubtedly, attracting talent is the main objective of personnel selection, and each company tends to retain them, through persuasion and granting benefits that will improve their quality of life in a midterm scenario.

Conclusions

The review carried out has led to the conclusion that, in the institutions, through the personnel selection process, suitable applicants are sought who are related to the defined profile and the requirements of the functional position, so that they can take advantage of the talents of the human resource, to meet the demands of the current market and to maintain a competitive position over time, given that economic scenarios are dynamic where change is the only constant.

Likewise, it is concluded that organizations, from the moment they carry out the personnel selection process, guarantee the applicant the opportunity to grow with the company, that is, a career line that ranges from professional achievements to personal fulfillment, on the basis that the development of its collaborators, constitutes an element of high motivating power that will benefit the employee and the company. Job growth implies participation in the improvement of business management processes, and in the effective commitment of workers.

It can also be concluded, that the selection of applicants for a job position relies on the organizational criteria around the abilities, skills, individual attitudes, which will serve as references to be able to perform optimally in the functional activities of the company. Every organization is responsible for the selection of personnel, as well as for being able to attract the most representative talents that will benefit the institutional work.

In addition is concluded that candidates are the most important component for the success of organizations, since, when incorporated through the personnel selection process, they generate changes through new ideas, innovative proposals, perfecting their previous knowledge and skills, reasons for why people are considered the most important and irreplaceable resource in the organization. Candidates, upon joining an organization, will be able to develop their professional labor competencies, that will benefit the organization and to the person by strengthening their

functional activities. Organizations through retention strategies and labor valuation, promote the integral development of the worker, job stability and the socio-emotional situation.

It is relevant to conclude that the personnel selection process, is the result of organizational planning to interest and incorporate the ideal candidates to perform an institutional function. The managers assume the responsibility, in the formulation of the criteria to carry out the selection, and are in charge of the verification of the process.

Finally, an optimal selection of personnel, guarantees greater productivity and efficiency in the work of business, which implies addressing this selective action with great interest, and with the support of collaborators who are considered trustworthy by the organization, to help to carry out an exhaustive search for personnel to be hired. It is known that eighty percent of failures in organizations, are related to an inadequate selection process.

Bibliographic references

- Aguilera, G., Náhuat, J. J., & Badillo, O. D. (2019). Reclutamiento y selección por competencias: Empresas familiares del Estado de Coahuila. *Mercados y Negocios*, 1(40), 63-84. <http://mercadosynegocios.cucea.udg.mx/index.php/MYN/article/view/7393/pdf>
- Alcántara, A. E. (2019). Análisis de la discriminación hacia las personas con discapacidad en los procesos de selección de personal. *Trabajo Social Global – Global Social Work*, 9(16), 109-132. <https://doi.org/10.30827/tsg-gsw.v9i16.7858>
- Alzate, C. A., Gómez, L., Moreno, G., Vélez, O., & Hernández, C. P. (2021). Herramientas virtuales en reclutamiento y selección de

- personal para instituciones educativas en tiempos de COVID-19. En G. A. Moreno & Y. D. V. Chirinos (Coords.), *Universidad ciencia, tecnología e innovación pilares para la investigación y el desarrollo sostenible*, (pp. 115-123). ALININ. <http://doi.org/10.47212/Universidadcienciatecnologia2021.4>
- Anggraini, S. (2023). Accountability of recruitment of district social welfare personnel in the context of effective implementation of the e-warong program in the district of West Medan. *Aksaqila International Humanities and Social Sciences*, 2(1), 27-34. <https://www.aksaqilajurnal.com/index.php/aihss/article/view/363>
- Armijos, F. B., Bermúdez, A. I., & Mora, N. V. (2019). Gestión de administración de los Recursos Humanos. *Revista Universidad y Sociedad*, 11(4), 120-152. <https://rus.ucf.edu.cu/index.php/rus/article/view/1295>
- Basurto, R. D., & Yoza, N. R. (2022). Gestión del talento humano y su influencia en la contratación del personal. *Serie Científica de la Universidad de las Ciencias Informáticas*, 15(6), 128-141. <https://publicaciones.uci.cu/index.php/serie/article/view/1088>
- Benítez, F., & Hernández, Y. (2023). Percepción ciudadana en el proceso de selección de personal en el sector público ecuatoriano: Propuesta metodológica. *Conciencia Digital*, 6(1.1), 62-88. <https://doi.org/10.33262/concienciadigital.v6i1.1.2466>
- Bolaños-Cerón, A. D. (2020). Eficacia y eficiencia en los procesos de reclutamiento y selección de personal. *Revista Biumar*, 4(1), 134-146. <https://doi.org/10.31948/BIUMAR4-1-art11>
- Bravo, W. A., & Delgado, B. I. (2022). Selección de personal: Relevancia de las entrevistas vs. las pruebas psicológicas. *Revista Publicando*, 9(34), 41-56. <https://doi.org/10.51528/rp.vol9.id2324>
- Caldera, D. D. C., Arredondo, M. G., & Zárate, L. E. (2019). Rotación de personal en la industria hotelera en el estado de Guanajuato, México. *Revista Ibero Americana de Estrategia*, 18(4), 615-629.
- Campion, M. C., Campion, E. D., & Campion, M. A. (2019). Using practice employment tests to improve recruitment and personnel selection outcomes for organizations and job seekers. *Journal of Applied Psychology*, 104(9), 1089-1102. <https://doi.org/10.1037/apl0000401>
- Carbonell, N., Bindeoué, T., Ouédraogo, A., Hervé, B., Agyei, J., & Kinda, M. (2020). Recruitment methods and performance: An evidence from businesses in Burkina Faso. *International Journal of Management & Entrepreneurship Research*, 2(4), 262-272. <https://doi.org/10.51594/ijmer.v2i4.163>
- Castro, D. M., Zapata, R., Díaz, M., & Reyes, R. E. (2021). La gestión administrativa en la selección del talento humano un artículo de revisión de literatura. *Revista Iberoamericana de la Educación, E-1*, 19-32. <http://revista-iberoamericana.org/index.php/es/article/view/114/275>
- Cedillo, G. (2019). La gestión de capital humano en la detección de competencias laborales de docentes, para su selección y contratación en una universidad privada de la cdmx desde una perspectiva humanista. *bol.redipe*, 8(11), 69-90. <https://doi.org/10.36260/rbr.v8i11.850>
- Chocano, C. (2020). Integridad, competencia restringida y COVID-19: Retos para la contratación pública peruana. *Revista*

- Internacional del Derecho*, (1), 57-74. <https://doi.org/10.37768/unw.riid.01.01.004>
- Chuchuca, M., Risco, E., & Jaya, I. (2021). Diagnóstico del reclutamiento y selección del personal de la bananera San Francisco del Cantón Pasaje. *593 Digital Publisher CEIT*, 6(5), 226-240. <https://doi.org/10.33386/593dp.2021.5.688>
- Coronel, J. (2022). Percepción de los estudiantes universitarios sobre el uso de la Inteligencia Artificial en los procesos de reclutamiento y selección de personal. *Revista de Análisis y Difusión de Perspectivas Educativas y Empresariales*, 2(3), 35-44. <https://doi.org/10.56216/radee012022jun.a03>
- Demirci, A. E., & Kilic, H. S. (2019). Personnel selection based on integrated multi-criteria decision making techniques. *International Journal of Advances in Engineering. Pure Sciences*, 31(2), 163-178. <https://doi.org/10.7240/jeps.505970>
- Donato, H., & Donato, M. (2019). Etapas na condução de uma revisão sistemática. *Acta Médica Portuguesa*, 32(3), 227-235. <https://doi.org/10.20344/amp.11923>
- González, G., & Cruz, D. (2021). Diagnóstico del proceso de selección de empresas de la entidad queretana: Perspectiva del talento humano. *Revista Innova ITFIP*, 8(1), 19-32. <https://doi.org/10.54198/innova08.03>
- Guerrero-Egurrola, D. A. (2021). Gestión por competencias para el proceso de reclutamiento y selección del talento humano. *Revista Electrónica de Ciencias Gerenciales*, 3(5), 60-78. <https://doi.org/10.35381/gep.v3i5.33>
- Heredia-Gálvez, S. A., Becerra-Sarmiento, M. F., Cajas-Cajas, V. E., & Revelo-Oña, R. E. (2020). Métodos de reclutamiento y selección de personal: Análisis a la Gestión de las Empresas Ecuatorianas. *593 Digital Publisher CEIT*, 5(6), 173-180. <https://doi.org/10.33386/593dp.2020.6.329>
- Ipanaqué, A. D. C. (2021). Sabemos cómo impacta la selección y contratación de un talento humano para la organización. *Gestión en el Tercer Milenio*, 24(48), 85-92. <https://doi.org/10.15381/gtm.v24i48.21822>
- Khodyreva, O. (2022). Optimization of the recruitment process as a necessary condition for the development of the organization. *Управління змінами та інновації / Change Management and Innovation*, (3), 11-14. <https://doi.org/10.32782/CMI/2022-3-2>
- León, D. S. (2020). El proceso de selección y su efecto en el desempeño laboral en el personal de las micro financieras de la ciudad de Quetzaltenango. *Revista Científica del Sistema de Estudios de Postgrado de la Universidad de San Carlos de Guatemala*, 3(1), 25-32. <https://doi.org/10.36958/sep.v3i01.29>
- Leyva-López, J. C., Solano-Noriega, J. J., Gastélum-Chavira, D. A., & Gaxiola-Valenzuela, T. (2022). A personnel selection model for a software development company based on the ELECTRE III method and a variant of NSGA-II. *Innovar*, 32(85), 117-132. <https://doi.org/10.15446/innovar.v32n85.100657>
- Martínez, O. L., & Vargas, T. (2019). Procedimiento para la gestión del proceso de reclutamiento y selección del personal en función del desarrollo local. *Cooperativismo y Desarrollo*, 7(2), 220-240. <https://coodes.upr.edu.cu/index.php/coodes/article/view/241>
- Melo, L. A. (2018). Modelo de proceso de selección de personal para la Cooperativa AGM Salud C.T.A. *Ciencia Unisalle*, 15(3), 210-

235. https://ciencia.lasalle.edu.co/administracion_de_empresas/1551
- Muñoz, C. (2021). *Impacto de las redes sociales en el proceso de selección de personal: Una revisión bibliográfica* [Tesis de pregrado, Universidad de Zaragoza]. <https://zaguan.unizar.es/record/110135/files/TAZ-TFG-2021-4476.pdf>
- Nolazco, F. A., & Rodríguez, D. A. (2020). Los tres pilares para la retención del talento humano en una empresa de servicios generales. *INNOVA Research Journal*, 5(1), 255-266. <https://doi.org/10.33890/innova.v5.n1.2020.1240>
- Orrala, P. M. (2019). *Análisis de la gestión de selección de personal del sector hotelero en Guayaquil* [Artículo académico, Universidad Politécnica Salesiana Ecuador]. <https://dspace.ups.edu.ec/bitstream/123456789/17452/1/UPS-GT002686.pdf>
- Paredes, B., Del Olmos, S., Santos, D., Gandarillas, B., & Briño, P. (2020). La evaluación de candidatos en un proceso de selección de personal: Preferencia por la experiencia sobre el potencial en contextos desfavorables. *Anales de Psicología*, 35(3), 243-255. <https://dx.doi.org/10.6018/analesps.35.3.334771>
- Poggi, E. A., & Macías, M. (2022). Modelo de selección del personal en el departamento de ciencias jurídicas, Universidad Técnica de Manabí. *ECA Sinergia*, 13(1), 102-111. https://doi.org/10.33936/eca_sinergia.v13i1.4071
- Prieto, S. N., & Chamorro, J. M. (2022). El aprendizaje basado en escenarios como estrategia de desarrollo de competencias para afrontar el proceso de selección de personal. *Tecnología, Ciencia y Educación*, (21), 49-80. <https://doi.org/10.51302/tce.2022.650>
- Quintero, Y. A., & Cárdenas, R. P. (2021). *Evidencias de validez en la entrevista de selección: Una revisión sistemática* [Tesis de pregrado, Universidad de Cundinamarca]. <https://repositorio.ucundinamarca.edu.co/handle/20.500.12558/3694>
- Quiñones, A. E. (2022). Revisión de las estrategias que se usan dentro de la gestión de recursos humanos. *Ciencia Latina Revista Científica Multidisciplinar*, 6(1), 2707-2215. https://doi.org/10.37811/cl_rcm.v6i1.1501
- Quispe, L. B. (2020). *Selección de personal: La gestión por competencia para una buena contratación en Latinoamérica* [Tesis de pregrado, Universidad Nacional del Altiplano]. <http://repositorio.unap.edu.pe/handle/UNAP/15343>
- Ramos, E. Y. (2020). *Personal más eficiente y moderno: modelo de selección por competencias* [Tesis de pregrado, Universidad Nacional del Altiplano]. <http://repositorio.unap.edu.pe/handle/UNAP/15669>
- Rezzani, A., Caputo, A., & Cortese, C. G. (2020). An analysis of the literature about the application of Artificial Intelligence to the Recruitment and Personnel Selection. *BPA - Applied Psychology Bulletin (Bollettino di Psicologia Applicata)*, 68(289), 25-33. <https://doi.org/10.26387/bpa.289.3>
- Rivera-García, L. M. (2019). Reclutamiento y selección del personal empresarial. *Revista Científica FIPCAEC (Fomento de la Investigación y Publicación en Ciencias Administrativas, Económicas y Contables)*, 4(12), 58-71. <https://doi.org/10.23857/fipcaec.v4i12.65>
- Rivero, M. R., & Araque, M. A. (2022). Estrategias gerenciales para optimizar el proceso de reclutamiento y selección del personal. *Revista Transdisciplinaria del Saber*, (3), 140-157. <http://revistas.unellez.edu.ve/index.php/rtsa/article/view/1630>

- Rodríguez-Sánchez, J.-L., & Calcerrada-Serrano, S. (2020). La importancia de gestionar el proceso de reclutamiento, selección y socialización en el sector del autobús: Un caso de éxito. *Revista Espacios*, 41(3), 18-31. <http://www.revistaespacios.com/a20v41n03/a20v41n03p18.pdf>
- Rojas, M. T. (2018). *Reclutamiento y selección del personal como elemento de trabajo del talento humano* [Tesis de pregrado, Universidad Cooperativa de Colombia]. <https://repositorio.ucc.edu.co/items/d629a782-9a92-43d4-a27f-4cb62cabde1d>
- Ruiz, S., Delgado, J. M., Ruiz, J., Olivas, H., & Enriquez, R. A. (2020). Control interno para mejorar las contrataciones del área de logística, Unidad de Gestión Educativa Local San Martín 2020. *Ciencia Latina Revista Científica Multidisciplinar*, 4(2), 936-954. https://doi.org/10.37811/cl_rcm.v4i2.132
- Saldaña, C. A., Saavedra, F., Alejandría, C. A., & Delgado, J. M. (2021). Selección de personal y desempeño laboral de los colaboradores, dirección de operaciones agrarias de Tarapoto - región San Martín. *Ciencia Latina Revista Multidisciplinaria*, 5(4), 5835-5863. https://doi.org/10.37811/cl_rcm.v5i4.727
- Salinas, J. M., & Malpartida, J. N. (2020). Evolución del proceso de reclutamiento de personal en las empresas latinoamericanas. *Revista de Investigación Científica y Tecnológica Alpha Centauri*, 3(1), 26-41. <https://doi.org/10.47422/ac.v1i3.17>
- Torres-Flórez, D., Godoy-González, B., & Gallardo-Lichaá, N. (2019). Procesos de reclutamiento y selección en organizaciones de salud: Caso Villavicencio-Colombia. *Desarrollo Gerencial*, 11(1), 60-78. <https://doi.org/10.17081/dege.11.1.3380>
- Torres-Flórez, D., Velásquez-Díaz, J. S., & Hernández-González, J. W. (2020). Importancia del reclutamiento y la selección del personal en el sector hotelero: Caso Villavicencio-Colombia. *Desarrollo Gerencial*, 12(1), 1-23. <https://doi.org/10.17081/dege.12.1.3619>
- Valeriano, L. F. (2021). Reclutamiento y selección virtual por competencia. *Gestión en el Tercer Milenio*, 24(48), 145-152. <https://doi.org/10.15381/gtm.v24i48.21827>
- Yudanto, D., & Drahen, P. (2023). Strategy of recruitment and selection for Indonesian National Police (POLRI) candidates. *Khazanah Sosial*, 5(1), 12-27. <https://doi.org/10.15575/ks.v5i1.20964>
- Yuperel, B. R., Pasta, R., & Hernández, M. A. (2020). Políticas de selección y contratación de personal en la alcaldía municipal de Puerto Cabezas. *Revista Universitaria del Caribe*, 24(01), 68-76. <https://doi.org/10.5377/ruc.v24i01.9912>
- Zaballa, P. E., El Assafiri, Y., Medina, Y. E., Nogueira, D., & Medina, A. (2021). Procedimiento para el análisis de la rotación del personal. *Academo (Asunción)*, 8(1), 29-41. <https://doi.org/10.30545/academo.2021.ene-jun.3>