

Factors Influencing the Human Talent Recruitment Process in Private Companies: A Systematic Review

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Abstract: Over time, organizations have made important changes with respect to the perspectives of human capital management, going from being a resource that is easy to replace to a resource with a sustainable vision in the company. Changing situations and technological advances have allowed organizations to give due importance to human participation, since it is a resource that, through its activities, makes the achievement of objectives possible. Therefore, organizations consider that the recruitment process must go through more demanding filters where the productive factors possessed by human talent are reliably captured. The present review has been submitted to databases such as: Dialnet, Redalyc, Scielo and Scopus, obtaining 25 articles, Redalyc had a greater contribution with 48% and the countries with greater implication for the study were Ecuador and Peru with 24%, the methodological design with greater use in the literatures was quantitative with 48% and the most used instrument was the questionnaire with 52%. Likewise, to detail the search procedure, the PRISMA 2020 diagram was used, and from a total of 3411 articles, a total of 2857 was excluded between non-retrieved and ineligible reports, arriving later under a final filter to a total of 25 articles. In conclusion, the results showed that the most influential factors in the recruitment process were education; where relevance is given to knowledge and professional and specialized training for effective decision making around their functions; on the other hand, work experience that links the technical and practical aspect of the collaborator who seeks efficiency in the processes; finally, the psychological traits that reflect the emotional balance and management of pressure situations and soft skills that affect productivity and performance. This research contributes to future researchers to identify the most used parameters in human recruitment processes for success and consistency in business decision making.

Key words: Human talent, Human capital, Recruitment

1. Introduction

Since ancient times human beings have had the need to work and adapt to society, from their subconscious they analyzed the skills in which they excelled and thus selected the tasks to be performed. Nowadays, every responsible organization has the obligation to consider the human resources department as an essential element for the development and determination of success. Barrios et al. (2019), states that human resources management appears with the purpose of organizing the efficiency of human capital to provide satisfaction and value generation. Alcívar et al. (2020), explains that the most important factor in the management of an organization is human capital, since it is the principle of fruitful knowledge. Therefore, it is considered that organizations should take into account factors that help to classify their processes so that the personnel hired is the most suitable. Aguilera et al. (2019), the recruitment process helps to make information filters regarding the different qualitative skills of each person which benefits the organization to raise and opt for key decisions in its operations.

1.1 Relevant Considerations in the Recruitment Process

As time goes by, organizations become more demanding and especially when it comes to such an important resource as human participation, where the recruited must comply with essential factors within their qualities. In view of this, there are multiple positions that analyze the appropriate profile for the position to be filled, in relation to what is stated by Pardo et al. (2014), indicates that personality traits are determining factors to be selected in a recruitment process. Alonso et al. (2015), points out that the information provided in the resume is the instrument where you must specify particular data of the person, academic training, experience in the work environment. Then the development in educational training influences the increase of productivity, that is why emphasis is made on the focus on continuous trainings for the collaborators of the organizations (Flores, 2016; La Torre-Torres et al., 2022; Salazar-Rebaza et al., 2022).

Bendezú (2020), adds that, the participation of human talent is a profitable resource because it possesses of a diversified set on skills such as experience, intelligence and information. Therefore, the recruiter must know and understand the necessary characteristics of the position to be filled. To contribute on the information Cordero et al. (2019) explains that, at the time of making the selection of personnel during the interview stage it is paramount to make filters through tests on the understanding of the position to occupy, Aguilera et al. (2019), highlights the value of the experience in the position to occupy that the candidate must possess to be chosen. During the search for a job and the work environment everything is of interest to organizations from the way of dressing to the work experience, before that scenario, Mena et al. (2019) observes that, labor capabilities are produced by different characteristics such as physical attributes, skills, intellect. To add, García et al. (2016) explains that, the knowledge of human capital is the main factor that gives the valuation of organizations and this allows the market to consider competitive organizations. Checa et al. (2020), highlights that training and work experience contribute to the growth of a competent professional.

Then it can be concluded that the recruiter will have to be meticulous in observing these particular characteristics in the recruitment process since his main objective will be the productive growth of the organizations (Campuzano et al., 2016; Cordova-Buiza et al., 2022; Barro-Chale et al., 2022). For further support Mayoral et al. (2014) explains about the considerable factors in the retention of human capital where it should be deepened about the candidate's academic background and career experience. To conclude Arrieta (2022), points out that, in candidate retention, aspects of preparation and skills should be considered and candidates who do not have the skills should be discarded.

1.2 National and Global Realities in the Recruitment Process

Regarding the study at the national level, according to Chaparro et al. (2014), points out that the tool of technology has not benefited the staff of organizations, so Peru is positioned in third place among Latin American countries, with a large percentage of dissatisfaction of the recruitment processes of human talent. Therefore, emphasis is placed on the main function that a recruiter must perform, since it depends on the result, organizations will obtain greater development and growth.

On the other hand, at the global level, Moreira et al. (2013) states, human talent scotches for 12 years, which achieved a significant impact in the period from 2007 to 2019 with a percentage of 45%. The analysis projects the disinterest in performing a rigorous recruitment process of the candidate's qualities. Finally, the motive behind the present work on the influential factors in the recruitment process is to provide private organizations with the opportunity for self-analysis and improvement of the filters they use to select human capital.

In view of the research, the question is: ¿What are the factors that influence the process of recruiting human talent in private companies? A systematic review between the years 2012 - 2022. Given the argument of the above, it is concluded that the purpose of this study is to identify the factors involved in the process of recruiting human talent in private companies.

2. Methodology

The present research study is based on the method of information compilation known as empirical literature search, which has as a concept the inquiry in bibliographic reference databases such as; Dialnet, Redalyc, Scielo, Scopus, Ebsco. Likewise, another form of truthful search is through types of search engines such as Google Scholar, Scirus, Micrisoft Academic search, Google books. which fulfill the same purpose of inquiry on truthful scientific articles, for further support. Martínez (2021) explains that, the methodology is an element of scientific analysis and the way in which a learning is developed for the collection of acquiring new cognitions, which facilitate and grant knowledge value.

The present study shows a search of consolidated tools which are carried out in a truthful way and certified scientific information in a way that reinforces the researcher's knowledge. For the development and corroboration of this research work, the following databases were used: Redalyc, Dialnet, Scielo, Scopus, which were filtered by years, countries, sectors, languages for the search of articles with a greater relation, where a total of 25 scientific articles were obtained.

Figure 1 shows the Prisma diagram with the databases and the articles found, the application of systematization until the articles included in the study were selected. For the selection of articles, the following search strategies were used. It starts with the method of keywords such as; "Human talent", "strategic management", "human resource", "recruitment and selection", "competencies", "recruitment" also some phrases and connectors such

as; "and", "or", in "management and human talent", "human resource or human talent", "factors and human talent", "personnel selection", "process and recruitment of human talent".

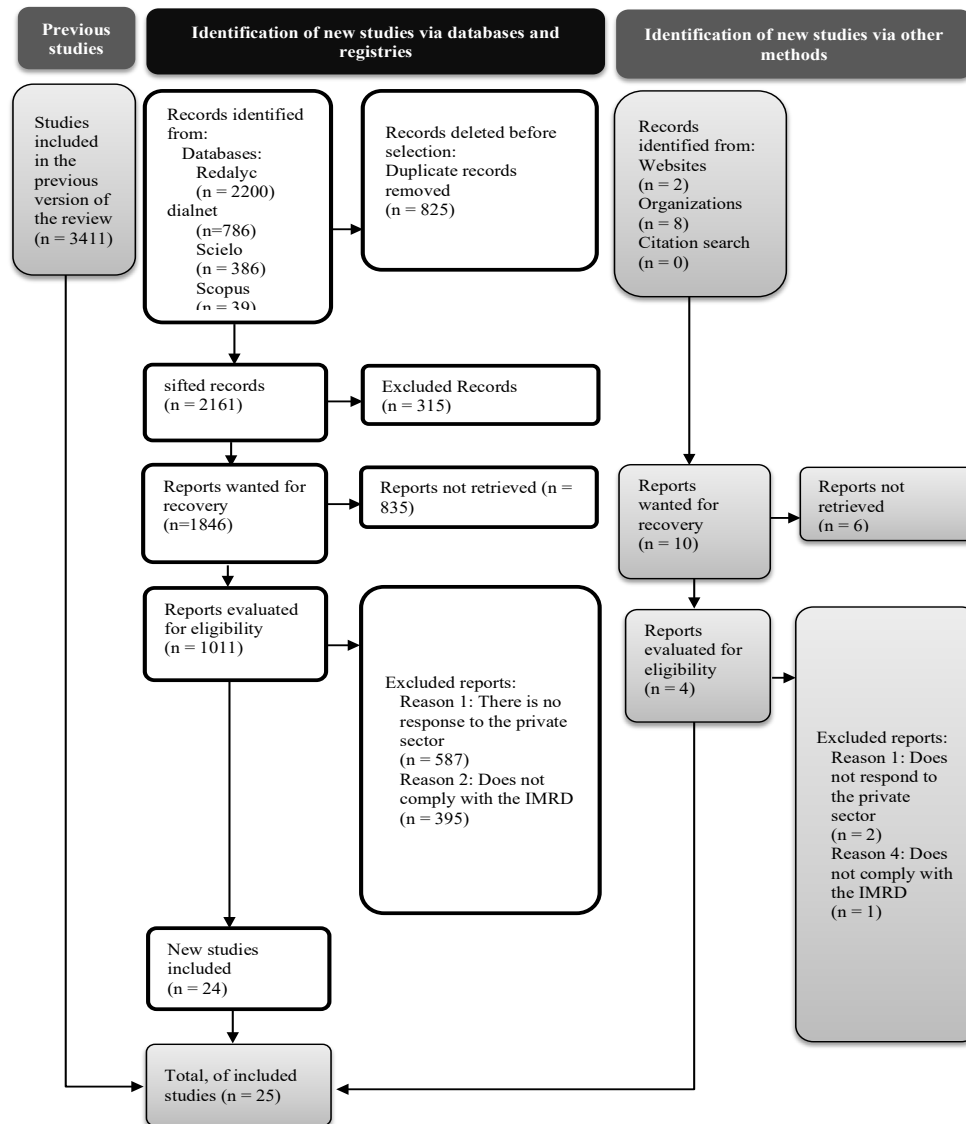


Figure 1: PRISMA 2020 – Flow Diagram

The search, filtering and selection of scientific articles provides the systematization of scientific articles on the proposed topic, the PRISMA 2020 flowchart allows to achieve the objective of a review of scientific articles.

3. Results and Discussion

The results of the systematic review are presented in relation to databases, years of publication, scientific journals, methodological approaches and types of studies. The articles correspond to the databases of Redalyc, Dialnet, Scielo and Scopus that met the necessary filters to be considered scientific articles, some of the characteristics of determination are that they have articles within the established years, in the range of the years 2012 to 2022 and the structure containing introduction, methodology, Results and Discussion. In addition, the articles present relationship with the topic under study for the research.

According to figure 2 the collection in the database is composed of a total of 25 articles that make up 100% of the findings, the lowest percentage with (4%) corresponds to Scopus and with (8%) of participation in the Scielo database, likewise (38%) corresponds to the Dialnet database, finally Redalyc has (48%) of scientific research articles making it the database with the greatest contribution for this systematic review.

Figure 3 shows the percentage amount of the years involved in the articles, with the highest percentage rates in the investigation being 2020 with a percentage amount of 20%, having had an amount of five articles involved.

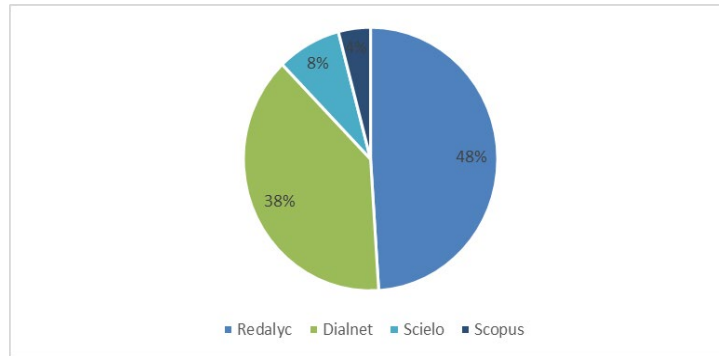


Figure 2: Selected Database

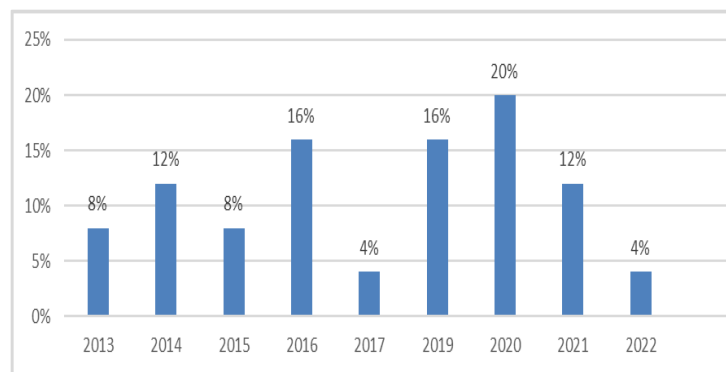


Figure 3: Years considered in the articles

Figure 4 shows the percentages of each journal within the subject of the study, although it is true that there is a great variety of journals involved in the systematic review, which helps the study to obtain a greater variety of opinions from different authors. The journals that obtained the highest rate of involvement were the industrial data journal that publishes original works, edited by the faculty of industrial engineering of the San Marcos University, which is considered the most important Peruvian institution in Peru, the technological information journal with original articles in the field of science edited by the technological information center of La Serena, Chile, the Vadian research journal provides true articles edited by the Hermilio Valdizan National University of Huanuco, Peru, all with a percentage of 8%.

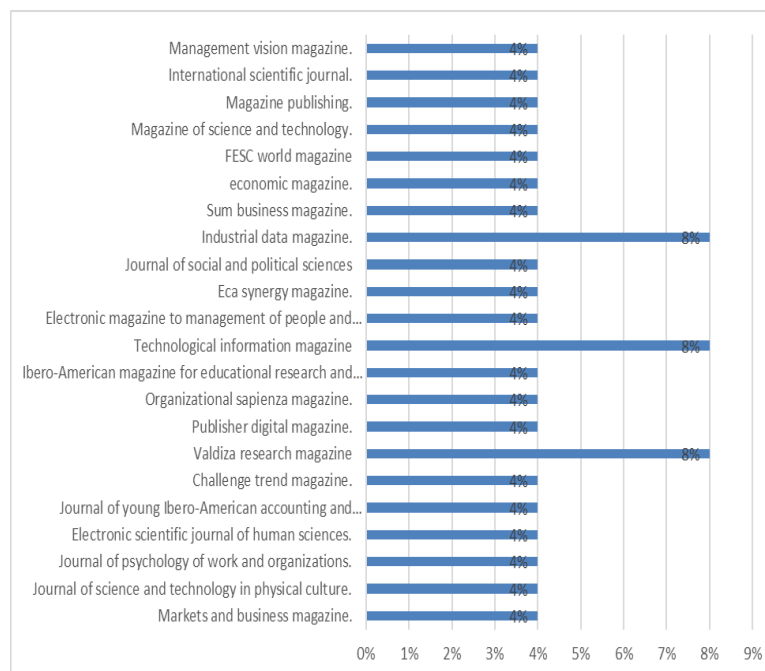


Figure 4: Name of the journals considered

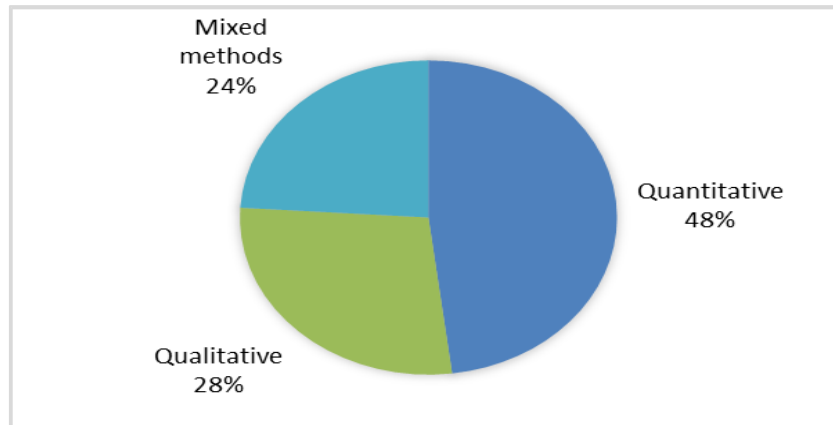


Figure 5: Methodological approaches

According to figure 5 the methodological approaches found in the studies have made it possible to identify the paths followed by the authors in order to gather information on their object or subject of study. The results show that 48% follow a quantitative approach, using statistical and numerical instruments for their research; 28% use a qualitative analysis; and finally, 24% of the research has made use of a mixed approach.

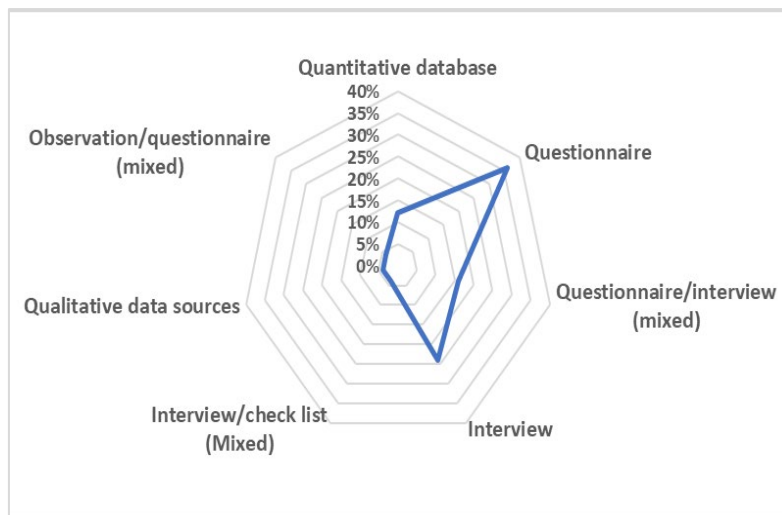


Figure 6: Methodological research tools

As can be seen in the figure 6, there is an important use of a quantitative approach to the study using the questionnaire as the main tool (36%), followed by a qualitative approach, using interviews (24%) and finally a mixed approach involving questionnaires and interviews (16%).

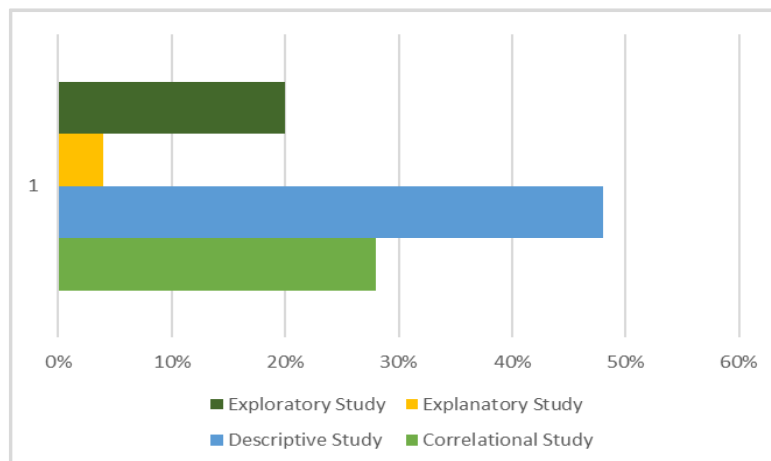


Figure 7: Types of studies

Finally, the most predominant studies are descriptive studies with 48% participation, followed by correlational studies with 28%; such research has allowed enriching this review with diverse academic approaches.

Private companies have shown great interest in the way recruitment processes are carried out because it is a fundamental pillar to continue perfecting the same philosophy and internal work operation. The work rhythm is considered an expression that directly involves the collaborators of an organization; because, it would not be possible to talk about productivity or moments of success if the elements that make up a company are not in line with its objectives; therefore, the need to create, propose and establish guidelines that guide the recruitment processes has been latent (Flores, 2016; Rodríguez and Murillo, 2016; Checa et al., 2020)

According to Jaimes et al. (2015), industrial companies have decided to give great importance to factors that involve professional competitiveness and periodic training, allowing processes to be increasingly modern in order to simplify actions; on the other hand, as mentioned Calle (2021), companies in the field have shown great interest in the exceptional capabilities of individuals who are committed to innovation, impetuous individuals with high adaptability.

When studying the competencies to be considered in candidates applying for job positions, intrinsic capabilities oriented to verbal skills, conflict management and interpersonal relations are qualities of great importance in these processes; likewise, certain researches subscribe that organizations include in their requirements communication skills that allow channeling the company's philosophy and business objectives for greater growth (Marquez, 2012; Alcívar et al., 2020; Alonso et al., 2015; Mayoral and Rezrazi, 2014).

There are researches that show certain contrasts in the results, the first one shows a focus on competencies, where the balance and emotional management in the collaborators are vital to solve conflict environments or situations of pressure and adaptability in the work environment; however, the second approach shows that companies are mostly looking for skills acquired from experience and knowledge; being these who provide the necessary tools to achieve high standards of productivity (Campuzano et al., 2016; Mayoral and Razrazi, 2014; Arrieta, 2022).

On the other hand, for companies it is a priority to maintain objective levels of recruitment when selecting people who fit the profile they are looking for, the existence of evaluation tools that unite objective factors of analysis, such as: time of experience, levels of specialization, degrees of study, among others; as well as subjective factors such as: values and principles, management of emotions and soft skills, is already a permanent policy because it facilitates the process (Martínez, 2021; Amez, 2022; Muños et al., 2020; Ramirez et al., 2019).

When mentioning the diversity of factors taken into account in the recruitment processes, it should be considered that not all processes should follow the same parameters or indicators; this is due to the fact that the requirements according to the positions are unique and in many occasions they should (Bernal and Vargas, 2017; Pardo and Díaz, 2014). According to Ramirez et al. (2019), there are certain factors in which operational or manual skills are mandatory to be considered for an appropriate performance in the position; but there are also other realities in which these skills can be complementary; all this will depend directly on the profile of the position that organizations are looking for.

4. Conclusions

The research paper has as a tool the empirical literature search, which contributes of great importance to the study conducted since it allows analyzing truthful and scientific information from different years, countries and studies, so that the research can be supported by the opinions of veteran authors, thus strengthening the prior knowledge of the researchers.

The methodology analysis is the means to channel and guide the research in a way that gives veracity on the finding of selected items, as well as this employed by approaches and tools that help the analysis of the research. The quantitative approach is a data collection on numerical and statistical measurement to establish accuracy in the study and the qualitative approach aims at in-depth analysis of human actions, these elements contribute significantly to the results of the research study.

The first limitation was the difficulty in finding articles related to the variable. The second limitation was the search for articles that complied with the methodology structure (Introduction, Methodology, Results and Discussion or conclusion), so many articles were discarded for the research.

Finally, when knowing the importance of the influential factors, similarities were found in the opinions of the authors, so that it gives greater veracity and reliability to the research, where the recruitment process because

it allows to analyze the different options of human capital that meet the requested profile of the position to occupy, qualifying their skills and abilities such as; academic training, experience in the position to occupy, psychological traits in relation to the function of the position.

Some of the recommendations for research is to analyze a global analysis that includes not only private organizations, but also to investigate the variable in public organizations in order to have more access to updated scientific articles. In relation to the selected articles, an analysis of the techniques of the instruments should be carried out in order to better understand and enrich the knowledge about a methodology in a complete manner, as well as to provide an accurate research study. Likewise, it is recommended that a study of the sectors involved in the scientific articles be carried out in order to provide more detailed information so that researchers can identify in which sector the variable is most involved and the sectors consider their recruitment processes to be more demanding so that there is an expansion of their influencing factors in the recruitment process.

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