

Procesos de reclutamiento y las redes sociales

Recruitment and social networks

Patricia Eugenia García Castro

Benemérita Universidad Autónoma de Puebla, México

patricia.garcia@me.com

Maria Laura Gatica Barrientos

Benemérita Universidad Autónoma de Puebla, México

eralekat@gmail.com

Emma Rosa Cruz Sosa

Benemérita Universidad Autónoma de Puebla, México

emmarc2001@yahoo.com.mx

Kathia Luis Gatica

Benemérita Universidad Autónoma de Puebla, México

kathialg@gmail.com

Rubí del Rosario Vargas Hernández

Benemérita Universidad Autónoma de Puebla, México

rubivargas17@hotmail.com

Jesús Hernández García

Benemérita Universidad Autónoma de Puebla, México

master7@live.com.mx

Virginia Araceli Ramos Velázquez

Benemérita Universidad Autónoma de Puebla, México

vicky_marquez24@hotmail.com

Dulce María Macías Díaz

Benemérita Universidad Autónoma de Puebla, México

kiss_love_never@hotmail.com

Resumen

La presente investigación tiene el propósito de identificar el uso de las tecnologías de información y comunicación (TIC), en los sistemas de reclutamiento y selección de personal de las empresas en México. Los efectos de la globalización exigen la generación de cambios en todos los ámbitos organizacionales para enfrentar la competencia; la revolución digital ha permitido optimizar los procesos que aseguran la captación, atracción y retención del talento humano.

Los fundamentos teóricos vinculados con la importancia de los procesos metodológicos para la contratación de personas y las herramientas tecnológicas que la facilitan en las organizaciones mexicanas, es un tema novedoso y desconocido para las micro y pequeñas empresas, pues la mayoría lleva a cabo procesos manuales. En la medida que se automaticen asegurarán la elección del personal idóneo para lograr sus objetivos estratégicos.

Palabras clave: talento humano, integración de personas, TIC, gestión empresarial.

Abstract

This research aims to identify the use of the information and communication technology (ICT) into the systems of recruitment and selection of personnel in companies in Mexico. The globalization effects require to generate changes in all organizational levels to face competition. The digital revolution has allowed to optimize the processes that ensure recruitment, attraction and retention of human talent making difference in the global corporations.

This paper tackles the theoretical foundations related to the importance of methodological processes in hiring people, as well as the technological tools facilitating the application in the Mexican organizations.

It is a new and unknown topic to the micro and small enterprise, since most of the companies carry out this process manually. Therefore as this process may be automated, the company will be able to ensure the best staff recruitment to achieve the strategic objectives of the organization.

Key words: Human talent, Integration of people, ICT, Business Management.

Fecha Recepción:

Julio 2015

Fecha Aceptación:

Diciembre 2015

Introduction

Companies face increasing competition in attracting and retaining talents, and therefore professionals Human Resources (HR) should reap the benefits and advantages offered by new technologies in the field of selection; its success depends largely on the good choice to make human capital (with skills, knowledge, skills, experience, skills, attitudes, values, needs, disposition, etc.). The recruitment and selection process (RSP) is a valuable tool to know the potential candidates to choose the most qualified talent.

The growth of technology, the Internet and other technological instruments that fall directly in the field of human resources, has led to significant opportunities for companies to streamline and make the processes of integration of their staff more efficient. However, in this scenario companies in Mexico are facing the challenge to seize the opportunity to incorporate these tools to optimize functions related to the selection of their staff.

In this paper, the RSP has been carried out for decades in organizations in Mexico and other countries, taking responsibility in the area of human resources is described. the fundamentals related to new technologies that are shaping the modern approach to make the RSP, as well as its advantages and disadvantages also exposed; further they point out the opportunities and challenges in Mexican companies to implement the use of digital tools.

Methodology

This study is conducted from a descriptive approach, documentary, transversal section showing empirical results of surveys conducted by specialized agencies on the use of technological tools in the recruitment and selection of personnel in Mexico. the major social networks and their application are described, and theoretical and practical aspects are analyzed RSP. The main result is that the use of ICT in the RSP presents great challenges, because there are still significant limitations in its implementation that affect recruitment of qualified personnel, generating impact on organizational productivity.

Literature review

Recruitment and staff selection

System management of HR in a company is composed of the following basic processes (Chiavenato, 2011):

1. Admission of people.- system of recruitment and selection of staff.
2. Application of people.- process used to design activities that people perform in the business, guide and monitor their performance. These include organizational design and job design, analysis and job descriptions, orientation of people and performance evaluation.
3. Compensation people.- process used to encourage people and meet their most pressing needs. It includes rewards, compensation and benefits, and social services.
4. Development of people.- process used to train and increase the professional and personal development of employees. It includes training, exchange programs and career development and communication and integration programs.
5. Maintenance of people.- processes used to create environmental and satisfactory for the activities of persons psychological conditions. It includes administration of discipline, hygiene, safety and quality of life, and maintenance of trade relations.
6. Evaluation Process people.- used to accompany and monitor the activities of people and verify results. It includes databases and management information systems.

HR management begins precisely with the task of recruiting and selecting staff, so it must be efficient as other processes depend on the qualifications recruited staff (Bretons and Rodriguez, 2008).

The admission process is finding the fit between what the company intended and what people offer. For this and other processes, the human resources area can support techniques and tools to recruit, select, hire and induce, forming the staff.

Recruitment is the set of procedures that tend to attract qualified and able to occupy positions within the organization (Bretons and Rodriguez, 2008) potential candidates.

The need to attract new human resource has different causes and reasons, for example, the expansion of the company, creating new jobs, internal promotions and so on. To recruit staff must follow certain steps: 1) identifying the vacant post, 2) determine the sources of recruitment,

3) choose the means to bring candidates and 4) to determine when the candidate seeks the post (Chiavenato, 2011).

a) Sources and means of recruitment

The sources are the channels through which the company can stock up on candidates to fill a specific job, these may be internal or external.

In small and medium enterprises it is common to resort to family and recommended. Externally the company uses placement agencies, professional and labor associations, job, internet and other technological tools.

The media are used to publicize a vacancy: print, radio and television, and digital media.

b) Purposes of recruitment

Determine the present and future needs of staff, b) provide a sufficient number of qualified staff at minimal cost, c) increase the success of the selection process, d) reducing the rate of rotativity personnel in the organization e) improve efficiency the company's short and long term.

c) The process of recruitment and selection of staff

To start the process, the recruiter identifies the vacancies that exist or will exist in the company, and also takes into account the job analysis. Recruitment itself generates a series of information systems, providing data about knowledge and ability possessed by each individual who is part of the organization, enabling strategic decisions (Werther and Davis, 2008).

The selection of personnel is one of the main functions: "Selection is the process by which an organization chooses, from a list of candidates, the person who best meets the criteria for the position available, considering current market conditions human resources "(Werther and Davis, 2008).

The selection process benefits a company by having less turnover, less absenteeism and higher state of mind, while the person has greater job satisfaction. Its stages are: a) evaluation of the curriculum, b) evaluation of candidates, c) interviews, d) psychological and health examinations, e) general assessment and f) choice of a suitable candidate (Werther and Davis, 2008). This function may be performed by the same company or hire outsourcing services.

The location of candidates within the organization is done by the usual instruments of internal communication: newsletters, bulletin board, immediate bosses, recommendations, etc., or by more current methods, such as computer databases, internet, extranet, and so on. For external search are available the usual means and new technological resources.

Social networks in the recruitment and selection of staff

In a competitive environment like the current one that says that there is a shortage of talent selection processes they are evolving and incorporating among its tools the use of new information technologies and communication, thus resulting in the e-recruitment, which is conceived as the system of recruitment and selection of talent through internet which enables to optimize processes. Therefore, companies must be aware of the technological advances in order to reap its benefits (Gonzalez, 2005).

Among the innovations most commonly used in these processes we are: detection of training needs, task managers, media, online media for interviews, candidates management platforms, collaborative software, among others. Today, the use of social networks as tools for recruitment and selection not only represents a novel alternative to attract staff but a business strategy whose cost reduction is the main advantage for micro and small enterprises (Gonzalez, 2005).

The HR professionals are adapting to the use of social networks as a tool in the process of recruitment, since it suggests that companies are requiring positions where the occupant needs a higher level of knowledge and skills in the past. Consequently, the gap between supply and labor demand is increasingly complicated. Processes attracting talent have several implications and recruiters need to use more professional and innovative tools that allow them to identify the skills required by the organization. In a study by Deloitte (2009), identified that 23% of companies were already using social media in their recruitment and selection process (IPADE, 2012).

According to a study Mediabistro (2014), the number of users of social networks in the world are:

Facebook: 1 billón de usuarios activos
Twitter: 600 millones de usuarios activos
Google+: 400 millones de usuarios activos
LinkedIn: 270 millones de usuarios activos
Instagram: 200 millones de usuarios activos
Pinterest: 70 millones de usuarios activos
Tumblr: 19 millones de usuarios activos

Source: <http://www.merca20.com/> (2014)

a) Objectives of the use of ICT in RSP (Giacomelli, 2009)

- Identify information technology and / or systems used for the recruitment and selection of staff.
- Evaluate the advantages and disadvantages of the use of information technology in the RSP.
- Discover solutions through social networks that are implementing companies to reduce time and cost in the RSP staff.
- Analyze the cost benefit of using information technology in the process of recruitment and selection companies.
- Attracting and retaining human capital immediately and effectively.
- Enable the job through new technological platforms.
- Propagate the use of social media in the community and in the workplace, providing new opportunities for development.

b) Advantages and disadvantages of using social networks (González, 2005)

VENTAJAS	DESVENTAJAS
Allow segmenting the target audience it is directed the labor supply.	Saturation of applications, generating large amount of demand for employment.
Social media increase access to a huge pool of candidates.	Loss of human contact.
There is availability of labor supply unlimited.	Some job site are not as efficient for filtering candidates, making it difficult for the coach.
They are wide-ranging, allowing recruit personnel anywhere in the world.	Not everyone has the ability to access, because some people do not have or do not know the use of technological tools.
Allow lower costs.	Unreliability in the use of data.
They have more information for candidates.	Many of the candidates do not have the desired profile.
Facilitate the process, because the information is processed electronically.	Limitations own networks, either by shortages, coverage or malfunction.
Maintains database of potential candidates for future recruitment processes.	Some of the formats that offer specialized websites are incomplete or disorganized, complicating the task of selection.
Allow effective consultation because at the desired time can access the system of job offers.	The recruitment is especially useful for certain profiles and jobs, mainly for technical positions and not for management positions.
Part of strategic HR functions.	
Allow access to assets and liabilities candidates.	
Quickly to fill vacancies since the tasks are automated and no slip too much paperwork.	

In this context the possibility of using these technological tools as an alternative to the traditional methods to recruit talent, as long as it is convenient for the particular company opens, balancing its benefits and disadvantages. RSP practices include: a) the use of computer resources for evaluation of candidates, b) the use of Internet in different stages of RSP and c) the use of videoconferencing for interviews of RSP.

c) Tools of e-recruitment

With the advent of social networks from 2003, it emerges a new scenario for the HR function, allowing entry to the call recruitment 2.0, innovative way to find candidates via social networks; in the international area range as there are some Jobs, which is available in countries like Mexico, Ecuador, Colombia, Chile, among others; coupled with the well known LinkedIn, known as the network of the world's largest professional. Meanwhile, the networking is one of

the sources of recruitment more growth, expansion and acceptance in society, through social networks for business (Rico, 2015).

The RSP account in technology with multiple tools: search engines, portals, specific pages, job boards, etc., so that organizations will have to choose the means appropriate to their needs and their potential candidates to capture the most competent according to the required profile and achieve the objectives of the company (González, 2005).

Media Recruitment

Until the mid-nineties: press, universities, consultants, CV direct, public employment agencies, temporary employment agencies (ETT), among others.

Today: job portals. They are most commonly used and are considered generalist and quantitative, they are also called jobsites. Infoempleo.com (Infojobs.net) is the most widely accepted. **Social networking professionals.** They are qualitative and are mainly used for highly specialized profiles and training. Other social networks. Facebook and Twitter (Gonzalez, 2005).

Social networks are the services offered via the Internet and allow users to generate a public profile with personal information; They provide tools to interact with other users and find them depending on the characteristics published in their profiles.

Classification:

- a) Generalists. Its main objective is to facilitate and enhance personal relationships among users. Available to users with a comprehensive platform.
- b) Professional. selective search for candidates, interest groups create and expand networks of professional contacts, for example, LinkedIn and Xing.
- c) Vertical. Direct search by specialized sector, for example, InnoCentive.
- d) Other. Microblogging networks or nanoblogging. Publish job offers for free, for example, Twitter.

Although custom development and software specialized in the area of recruitment are a fundamental piece to perform good practices and efficient results, the Internet generally provides a number of tools that also work to improve processes and management candidates. These tools include:

- E-mail, calendar, contacts, calendars, and so on.
- Project management, tasks and time management.
- Creation and / or participation in virtual communities.
- Management and creation of working groups, discussion or information distribution.
- Manage accounts in different social networks such as talent acquisition.
- Lead management and process monitoring, among others.

It is necessary to consider the relationship between cost and utility, it can be critical. You can generate similar assessment results through more modest instruments; the use of very sophisticated and expensive technology is not justified by itself, (Blasco, 2004).

d) Internet uses in RSP

The combination of computing and telecommunications has made us into the era of telematics, whose main exponent from socially and technologically is internet (Castells, 1997).

At least three major ways to use internet processes are observed RSP:

- As a method of recruitment.
- As a means of evaluating candidates away.
- As a way of exercising the usufruct of the means of evaluation by evaluators.

The use of Internet for recruitment web is the most widespread in the processes of RSP. Both the web of the organizations and specialized portals, have become more popular and have changed the social practices of attracting talent, making online recruitment consolidate as a means of more effectively and efficiently. Candidates are far from being a, for example, young people may be more favored by this type of recruitment in relation to the more mature candidates homogeneous group. So it must be used strictly (Blasco, 2004).

Also consider that the habit of using computers and other electronic means is not universal in our society, so that a clear social partition to consider during these processes and methods occurs.

Internet as a vehicle for psychological evaluation distance has allowed for such assessments with a good level of quality transmissions. Already he had experience in certain remote actions, such as diagnostics, therapy and controls, especially through closed, primarily in the field of medicine and healthcare in the early telemedicine circuits. Processes for RSP, the Internet has represented the possibility of evaluating candidates at any time and anywhere in the world (Blasco, 2004).

Interviewing distance using a technological intermediary, such as videoconferencing, it has many advantages, especially because it is one of the most important tools in the process of RSP. However, it has failed to generalize, because the Internet is not a good way to perform, among other reasons for the current transmission constraints. The conditions of each and every one of the elements that form the chain of communication are decisive for the quality of the final result (Blasco, 2004).

Another important aspect to be considered to distinguish the use of technology in the RSP is undoubtedly generational diversity, which means confluence in the same organization of people with different ages, skills, values, ideas, attitudes, ways and forms to communicate and, consequently, with different stages of technological evolution, fully identifying the X generation, the baby boomers, the generation millennels and z (important use of internet) (Cabrera, 2012).

ICT in recruitment and selection processes in Mexican companies

It is a fact that current employees are increasingly using social networks to connect, build relationships and even identify employment opportunities. These platforms have also become a useful tool for recruiters, so it is expected to have increased access to technology. Undoubtedly, social media are transforming the way people find employment.

With regard to the penetration of social networks, the Mexican Internet Association (AMIPCI, 2014) estimated that 90% of internet users use social networks Mexico. The evolution of internet users increased from 20.2 million in the year 2006 to 53,900,000 in 2014; however, from 2012 to 2013 the increase was higher (13%) compared to 2013 to 2014 was only 5.3%.

The main online activity of Internet users in Mexico, according AMIPCI (2015), was access to social networks (85%); and secondly, to search for information (78%). In terms of entertainment, the main activity is the use of social networks (83%), while the working interest through social networks alone was 18%, whichever is sending and receiving emails with 65%.

In Mexico prevails the use of social networks; for example, 9 out of 10 Internet users enter a network, and those who do not is because they believe that there are barriers, mainly lack of privacy in the information or because they are not interested or did not use it. See Table 1.

As for the age of users of social networks in Mexico (AMIPCI, 2015), these are:

EDAD	FACEBOOK	TWITTER	YOU TUBE	GOOGLE+	LINKEDLN
18-24	39 %	48 %	48 %	44 %	26 %
25-34	26 %	26 %	25 %	24 %	31 %
35-44	16 %	14 %	12 %	15 %	21 %
45-54	13 %	8 %	11 %	11 %	15 %
MÁS DE 54	6 %	4 %	4 %	6 %	7 %

Kelly Services México (2014), founding company of the outsourcing industry in Human Resources, presented the results of the Study on Social Networks and Technology 2013, which are part of the Kelly Global Workforce Index (KGWI) 2013, which reveals that today employees are using increasingly social networks to connect and identify employment opportunities.

The online job search in Mexico has become one of the 10 most important activities of Internet users, according to the study Habits of Internet Users 2013 by the Mexican Internet Association B.C. (AMIPCI, 2013).

The results of the survey in the Latin also show that:

- 39 % said it is now more likely to seek employment in the social networks through traditional methods such as newspaper ads, online job boards and recruitment firms; 32% use their social networks when making decisions about your career or employment; 35% say the use of personal devices such as smart phones, laptops and tablets in the workplace is "important" or "very important"; 39% say that the ability to use the device that provides the employer, both for work and personal use, exert "strong influence" and "very strong influence" when deciding where to work.

The interest of SMEs for online recruitment has also been increasing. For example, World Cup leader bag work in Mexico, OCC has more than two thousand customers classified as micro, small and medium enterprises, which together bid over six thousand jobs in 2013.

Job portals are considered true integrated HR management platforms are widely accepted in Mexico, provide a large volume of deals and include many other services such as counseling, interview preparation, job-related links, search for job by category, by sector, by type of business or geographical area, evaluation of candidates, and so on; In addition, through activating the logos of the companies relevant information is displayed about them, so they are considered the most comprehensive guides for e-recruiting, as so-called career networks that represent the evolution of electronic labor exchanges.

Specialized websites are dedicated exclusively to providing search services and publishing jobs in certain sectors of activities. There are also virtual companies specialized in recruitment and HR consultancy, providing services online -some have the advantage of being free for the candidates-and companies that already have their own websites and mobile technology to access the CV. videotaping for interviews is also used psychological assessment of candidates and online training (Blasco, 2004).

Despite the foregoing, in our country the majority of enterprises (micro and small) receive information from the candidates through their printed resumes or job applications, filing documents occupy large spaces; the recruitment and selection are done face to face, the RSP are slow, involve unnecessary expenses and use traditional methods to attract candidates, conduct interviews and apply the corresponding assessments. Other major disadvantages presented is the lack of knowledge and poor access to these tools, both recruiters and candidates themselves for the handling and management of technological tools applied to the recruitment and selection of staff and to search for jobs.

Companies and HR professionals in Mexico are facing an irreversible change to the Internet and social networks as a basic tool for the RSP. Social networks give us a new opportunity to offer employment, both nationally and internationally (Blasco, 2004).

Conclusión

In Mexico, the recruitment and selection of personnel traditionally continue to have a high application, however, before the great advantages of social networks is required to use new tools for RSP, and implement the e-recruitment because strong competition to capture the desired talents. Social and demographic trends in our country and the world are making a difference in the use of technological tools, such as the baby-boom generations and millenneals. On the other hand, some potential candidates do not have the necessary technology and others are not familiar with its use for these procedures.

Bibliography

- AMIPCI (2013-2015). Estudio sobre los hábitos de los usuarios de Internet en México.
- Alcaide, M. y González, M. (1996). Mercado de trabajo, reclutamiento y formación en España. Ediciones Pirámide, España.
- Blasco, D. (2004). Reclutamiento, selección de personal y las tecnologías de la información y la comunicación. *Revista de Psicología del Trabajo y de las Organizaciones*, Vol. 20, Núm. 2161.
- Bretones, D. y Rodríguez, A. (2008). Reclutamiento y selección de personal. Ediciones Pirámide, España.
- Cabrera, L. (2012). [Recursoshumanos.es/wp-content/uploads/2012/09/empleo-en-las-redes-sociales-.pdf](http://recursoshumanos.es/wp-content/uploads/2012/09/empleo-en-las-redes-sociales-.pdf)
- Castells, M. (1997). La era de la información. Economía, sociedad y cultura. Vol. 1., Madrid. Alianza editorial.
- Chiavenato, I. (2011). Administración de recursos humanos. McGraw Hill, México, 9ª ed.
- Giacomelli, R. (2009). Las tecnologías de información y su aplicabilidad en el proceso de reclutamiento y selección. *Daena: International Journal of Good Conscience*. 4(2): 53-96.
- González, R. (2005). Nuevas tecnologías aplicadas a la gestión de RRHH. Las TIC como herramienta permanente del capital humano. Ideas propias, España, 1ª ed.
- Hernández, G. (2014). Estudio sobre Redes Sociales y Tecnología 2013. Encuesta anual.
- Kelly Global Workforce Index (KGWI) (2013). CEO de Kelly Services México.
- IPADE Business School (2012). Las redes sociales en los procesos de reclutamiento y selección. México, Universidad Panamericana.
- Rico, Jesús (2015). <http://revistaemprendedor.com.ve/es/reclutamiento-1-0-vs-el-reclutamiento-2-0/>

Werther, W. y Davis, K. (2008). Administración de recursos humanos. McGraw Hill, México, 6a ed.