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Human talent selection process and its impact on work performance

Proceso de selección del talento humano y su impacto en el desempeño laboral

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ABSTRACT

The purpose of this article is to analyse the relationship between the human talent selection process and its impact on the work performance of staff at the company Consulmedik. This is a mixed descriptive-correlational study with a non-experimental cross-sectional design, applied through a census of 45 employees of Consulmedik, Guayaquil, Ecuador. A 15-item Likert-type questionnaire with a Cronbach's alpha reliability of 0.967 was used, supplemented by semi-structured interviews. The data were processed using SPSS with descriptive and correlational analyses. The selection process received a moderate-low rating (M=2.49; SD=0.87), as did job performance (M=2.46; SD=0.90). A high and statistically significant positive correlation was identified between both variables (ρ=0.788; $p<0.01$). The structuring and systematic application of the selection process is a determining factor in improving organisational performance, productivity and service quality at Consulmedik.
Descriptors: human development; personnel management; quality of working life. (Source: UNESCO Thesaurus).

RESUMEN

El articulo tiene por proposito analizar la relación del proceso de selección del talento humano y su impacto en el desempeño laboral del personal en la empresa Consulmedik. De estudio mixto descriptivo-correlacional con diseño no experimental transversal, aplicado mediante censo a 45 colaboradores de Consulmedik, Guayaquil, Ecuador. Se utilizó cuestionario tipo Likert de 15 ítems con confiabilidad alfa de Cronbach de 0,967, complementado con entrevistas semiestructuradas. Los datos se procesaron mediante SPSS con análisis descriptivos y correlacionales. El proceso de selección presenta valoración moderada-baja (M=2,49; DE=0,87) al igual que el desempeño laboral (M=2,46; DE=0,90). Se identificó correlación positiva alta y estadísticamente significativa entre ambas variables (ρ=0,788; $p<0,01$). La estructuración y aplicación sistemática del proceso de selección constituye un factor determinante para mejorar el desempeño organizacional, la productividad y la calidad del servicio en Consulmedik.
Descriptores: desarrollo humano; gestión del personal; calidad de la vida laboral. (Fuente: Tesauro UNESCO).

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Research articles section

INTRODUCTION

The human talent selection process is now recognised as a key element in organisational management, as it directly influences the composition of human capital and, consequently, the overall functioning of institutions. In sensitive areas such as occupational health and industrial safety, having competent staff is critical. Several studies indicate that having highly qualified employees not only ensures more efficient internal performance, but also contributes to the provision of quality services, humanised care and a higher level of trust on the part of users and the institutional environment (Piter et al., 2018).

Despite having more than ten years of experience in the market, many organisations face significant challenges in managing their staff when their selection processes are informal or poorly structured. Academic evidence shows that the adoption of informal human resources practices, including non-standardised recruitment and selection processes, is associated with higher staff turnover rates, deterioration in work performance and a decline in employee development within organisations, which negatively impacts the overall efficiency and reputation of the institution (Saruchera & Gie, 2025).

Research shows that well-structured recruitment and selection processes are positively related to better organisational outcomes, while inconsistent or inadequate practices tend to make it difficult to identify suitable candidates, which can lead to higher turnover rates and negative impacts on institutional stability (Arokiasamy, 2024). In this context, there is a need to answer the central question: How does the absence of a structured human talent selection process affect staff turnover and service quality at Consulmedik, and what strategies can be implemented to optimise this process? In this regard, human talent management based on formal procedures consistent with the organisational culture facilitates the attraction and retention of suitable personnel, reduces staff turnover and strengthens the continuity of work teams (López, 2025). It should be noted that the partial application of essential stages of the process on staff turnover and service quality; the formulation of actions aimed at strengthening the selection process; the assessment of the benefits that more efficient human talent management can generate; and the review of current human talent management methodologies and practices make it possible for them to be relevant and applicable to the company's operational context.

This approach is supported by recent literature, which indicates that the implementation of structured recruitment and selection processes aligned with organisational strategy contributes significantly to improving institutional performance. In this sense, human talent management based on formal procedures consistent with the organisational culture facilitates the attraction and retention of suitable personnel, reduces staff turnover and strengthens the continuity of work teams (López, 2025).

Based on the above, the objective of this article is to analyse the relationship between the human talent selection process and its impact on the work performance of staff at the Consulmedik company.

Theoretical Basis

The personnel selection process begins with human resources planning, a strategic stage through which the organisation projects its present and future personnel needs, considering both the volume of work and the skills required to achieve its objectives. This process not only allows for the evaluation of internal talent availability, but also determines the most appropriate external recruitment sources, thus facilitating evidence-based decision-making aligned with organisational strategy. This approach contributes to more effective human capital management by ensuring that the available human resources meet the demands of the position and the institution (Sarwary et al., 2022). From there, the attraction phase begins through the personnel requisition, a document that formalises the job application and integrates the technical, legal and administrative aspects that the candidate must meet. In this sense, human talent planning begins the attraction phase through the personnel requisition, a formal document that formalises the need to fill a vacancy and specifies the technical, legal and administrative aspects that the

candidate must meet. This requisition serves as a basis for guiding the search for suitable candidates and selecting the most appropriate recruitment sources.

In this process, organisations can opt for internal, external or a combination of both recruitment strategies; the choice of strategy has a decisive influence on the effectiveness of the overall selection process, as it conditions the quality of the group of candidates and their alignment with organisational objectives, which in turn has an impact on institutional performance and results (Alhassan & Alhassan, 2025). After completing the recruitment process, the selection stage begins, in which the applicants who best fit the previously defined profile are evaluated. This phase ensures consistency between the requirements of the position and the skills of the applicants, promoting better alignment with institutional objectives. The process begins with a pre-selection stage, which acts as an initial filter to identify the candidates with the greatest potential for fit.

Subsequently, the selection process incorporates the application of objective assessment techniques, including structured interviews, knowledge tests, psychometric evaluations, and verification of employment history. In this context, competency-based selection has become increasingly relevant in recent years due to its ability to anticipate future performance based on the systematic analysis of observable behaviours and previous experiences of the candidate. This approach allows for a better match between individual competencies and job requirements, strengthening the quality of hiring decisions and organisational performance (Alhassan & Alhassan, 2025). Within this set of techniques, the job interview remains a fundamental tool and usually takes place in three stages: beginning, middle and end... This dynamic makes the interview a two-way process where both the organisation and the candidate can assess the suitability of a possible relationship, thus strengthening the transparency and effectiveness of the process (Díaz & Rodríguez, 2003).

On the other hand, Assessment Centres function as a broader method, ideal for group evaluations or processes with many participants; therefore, experience-based interviews such as Assessment Centres give more solidity and transparency to the selection process. At the same time, they help organisations identify talent with good potential that is suited to the real needs of the position. The *Assessment Centre*. The selection process includes a comprehensive evaluation system that uses different tools, such as psychological tests, practical exercises, and group activities. All of this helps to predict how each candidate would perform in real work situations. To ensure that this method is objective, a team of human resources professionals, psychologists, and evaluators participates in observing and recording the behaviour of the applicants. Based on these observations and the agreement among the evaluators, it is possible to more accurately identify each person's skills and potential, which facilitates fairer and more informed decisions.

In addition to these assessments, additional steps are included, such as verification of employment references, which confirms the candidate's experience and behaviour in previous jobs, and medical examinations, which ensure that the person meets the physical requirements for the position. These final procedures strengthen the selection process, as they help to ensure that the chosen worker is truly suited to the position and that the organisation maintains a responsible image and commitment to the occupational safety and well-being of its staff.

The last part of the process consists of formalising the hiring and organising the employee's file with all the required documentation. After this, two key moments take place: induction, which serves to familiarise the new employee with the company, its rules and the way it works; and socialisation, where the employee begins to adapt to the values and culture of the institution. This entire process can be evaluated through reports and metrics that allow for reviewing whether human resources practices are working correctly and, if necessary, making improvements. Today, the selection process is increasingly focused on a competency-based model. This approach seeks to identify not only technical knowledge, but also skills, attitudes, and behaviours that directly influence success in the position.

METHOD

The research focuses on analysing the strategies and challenges of the human talent selection process in the occupational health sector, taking as a case study the company Consulmedik, located at the following address: Guayaquil Headquarters: Av. Francisco de Orellana 233, Blue Towers Building, 6th floor, office 605, Ecuador.

To this end, a mixed methodological approach was adopted, combining quantitative and qualitative techniques in order to obtain a comprehensive view of the problem. As Hernández and Mendoza (2018) point out, this approach promotes a broad understanding of the phenomena by articulating numerical and narrative data, allowing for the analysis of the variables involved, their relationship with staff turnover, and their impact on service quality. The study is descriptive-correlational in scope, as it seeks to characterise the staff selection process and analyse its relationship with job performance, without deliberately manipulating the variables. According to Hernández-Sampieri et al. (2014), this type of study is appropriate when the aim is to describe phenomena and, simultaneously, identify associations between variables in real contexts. The research design is non-experimental and cross-sectional, since the information is collected at a single point in time and the variables are observed as they occur in their natural environment, which is relevant for organisational diagnostic studies.

The study population consists of the 45 employees who were on the active payroll of the Consulmedik company at the time of the research. Given that the population size is small and accessible, no sample calculation was performed; instead, it was decided to work with the entire population, applying a census. According to Otzen and Manterola (2017), when the population is small and access to all subjects is available, the use of a census eliminates sampling error and increases the accuracy of the results, strengthening the internal validity of the study. Therefore, the research considers the 45 employees as the unit of analysis, a sufficient number to support valid inferences about the human talent selection process and its impact on work performance within the company.

The main technique used to collect information was a survey, applied using a structured questionnaire consisting of 15 items, formulated on a five-level Likert scale, which allowed for the measurement of perceptions and attitudes related to the selection process, the use of technical criteria, the suitability of the job profile, and its influence on job performance. According to Likert (1932), this type of scale is appropriate for evaluating attitudinal constructs in social and organisational studies. In addition, open-ended questions and semi-structured interviews with key employees were incorporated in order to delve deeper into qualitative aspects that complement the quantitative information.

The reliability of the instrument was assessed using Cronbach's alpha coefficient, obtaining a value of 0.967, which shows an excellent level of internal consistency. According to Taber (2018), alpha values above 0.90 indicate high reliability of the instrument, reflecting consistency between items and precision in the measurement of the construct analysed. In other words, the coefficient obtained reflects stability and precision in the measurement, supporting the validity of the results obtained (Oviedo & Campo-Arias, 2005).

The quantitative data collected were processed using SPSS (Statistical Package for the Social Sciences) software, through which descriptive and correlational analyses were performed to identify trends, frequencies, and significant relationships between the study variables. The qualitative data, meanwhile, were analysed using coding and thematic categorisation techniques, which facilitated a comprehensive interpretation of the strengths and weaknesses of the human talent selection process at Consulmedik.

RESULTS

Descriptive results of the study variables

This section presents the descriptive results of the variables analysed in the study, corresponding to the human talent selection process and staff performance at Consulmedik, with the aim of characterising the general behaviour of employees' perceptions.

Human talent selection process

The human talent selection process was evaluated using items P1 to P7. The descriptive results showed a mean of 2.49 (standard deviation = 0.87), reflecting a moderate-low perception of the level of structuring, formalisation and application of selection procedures at Consulmedik (see Table 1).

Table 1. *Descriptive statistics of the human talent selection process.*

Variable	Mean	Standard deviation
Human talent selection process	2.49	0.87

***Note**: Prepared internally based on the results of the study.*

Additionally, the percentage distribution of responses shows that most items are concentrated in the *neutral* and *disagree* categories, especially those related to the formalisation of the process, the use of objective criteria, and training in the Human Resources area (see Figure 1). This behaviour reinforces the overall result obtained for this variable.

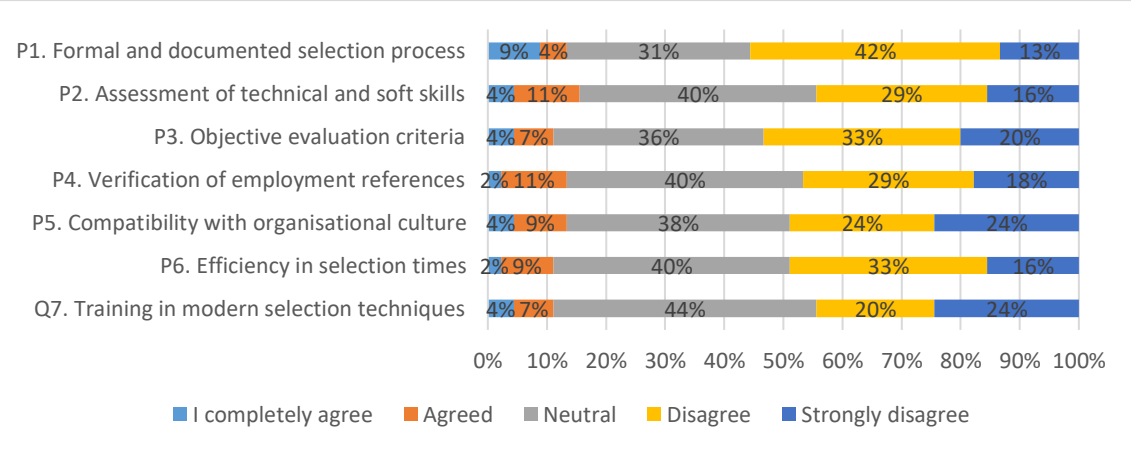

***Figure 1.** Results on human talent selection processes*
***Note:** Prepared internally based on the study results*

The descriptive results showed an average of 2.49 (Standard Deviation = 0.87), reflecting a moderate-low perception of the level of structuring, formalisation, and application of selection procedures at Consulmedik. Therefore, it can be generally inferred that employees recognise the existence of practices associated with competency-based selection and the use of objective criteria; however, the values obtained suggest that these procedures are not applied in a completely consistent or systematic manner in all cases.

Staff work performance

Staff job performance was assessed using items P8 to P15, whose descriptive results showed a mean of 2.46 and a standard deviation of 0.90, indicating a moderate perception of the level of job performance of employees in that company in aspects related to job fulfilment, productivity, organisational commitment and service quality (see Table 2).

Table 2. *Descriptive statistics of staff job performance.*

Variable	Mean	Standard deviation
Staff performance	2.46	0.90

Note. *(F) Frequency (%) Percentage value*

In this same context, the percentage distribution of responses shows that, for most items, the *neutral* and *disagree* categories predominate (see Table 4). This behaviour is particularly evident in indicators related to periodic performance evaluation, the use of results for improvement processes, and the perception of the impact of human talent selection on productivity and customer satisfaction.

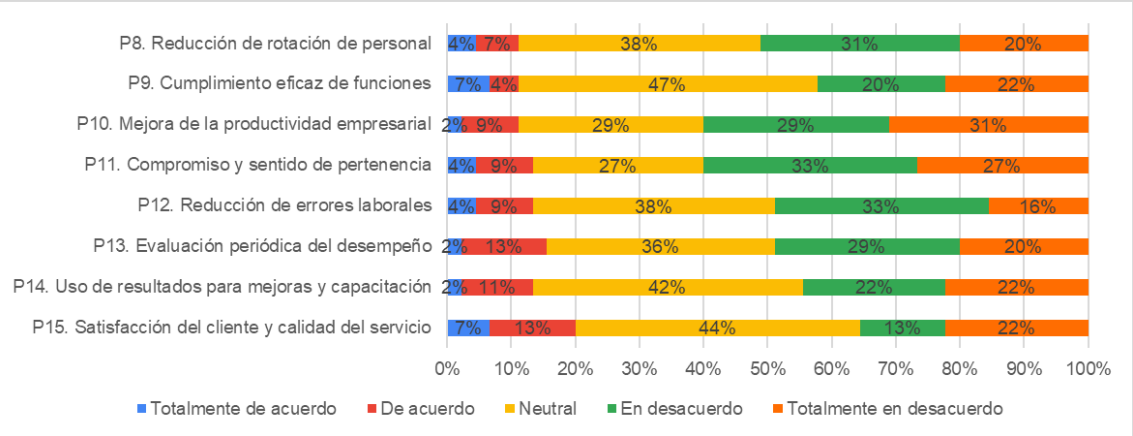

Figure 2. *Percentage distribution of responses on staff performance*
Note: *Prepared by the authors based on the study results*

Correlation analysis between variables

In order to determine the relationship between the human talent selection process and staff performance at Consulmedik, a correlation analysis was applied using Spearman's Rho coefficient, considering that the variables were measured using Likert scales and that the study has a non-experimental design.

For this analysis, global indices were used, constructed from the means of the items corresponding to each variable (v1 and v2): human talent selection process (P1–P7) and staff job performance (P8–P15).

The results showed a high and statistically significant positive correlation between both variables ($\rho = 0.788$; $p < 0.01$), indicating that the higher the levels of structuring, formalisation, and application of human talent selection processes, the higher the perceived levels of staff performance within the organisation.

Table 1 . *Correlation between the human talent selection process and job performance.*

			v1	v2
Spearman's Rho	v1: Human talent selection process	Correlation coefficient	1.000	0.788**
		Sig. (two-tailed)	.	0.000
		N	45	45
	v2: Staff work performance	Correlation coefficient	0.788**	1.000
		Sig. (two-tailed)	0.000	.
		N	45	45

Note: ***. The correlation is significant at the 0.01 level (bilateral).*

These results establish that there is a direct and consistent relationship between both variables, demonstrating that the human talent selection process is a relevant factor associated with the work performance of Consulmedik employees.

DISCUSSION

The results of the study show that the human talent selection process at Consulmedik has a moderate-low rating (Mean = 2.49; Standard deviation = 0.87), suggesting the existence of formal procedures and practices associated with competency-based selection which, however, are not applied consistently or systematically in all cases. This situation is consistent with the findings of González and Cruz Manzano (2021), who identify that in many organisations, selection processes exist on paper but have weaknesses in terms of standardisation and internal communication, which limits their actual effectiveness on staff performance.

Likewise, the percentage distribution of responses shows a significant concentration in the neutral and disagree categories on key aspects such as the formalisation of the process, the use of objective criteria, and training in the Human Resources area. These findings coincide with the views of Morejón and Barcia (2024), who highlight that the lack of ongoing training for staff responsible for selection and the partial application of modern recruitment techniques affect the quality of hiring decisions, especially in public sector and service organisations.

In relation to staff performance, the results indicate a moderate perception of job performance (M = 2.46; SD = 0.90) in dimensions such as job fulfilment, productivity, organisational commitment, and service quality. This finding is consistent with the findings of Minaya-Serna et al. (2024), who argue that human talent management has a direct impact on job performance, to the extent that selection, evaluation, and development processes are articulated within a strategic vision of the organisation.

The central finding of the study corresponds to the high and statistically significant positive correlation identified between the human talent selection process and staff performance ($\rho = 0.788$; $p < 0.01$). The magnitude of this coefficient demonstrates a strong relationship between the two variables, indicating that improvements in the structure, objectivity and application of the selection process are directly associated with higher levels of job performance among Consulmedik employees. This result empirically confirms the findings of Vilca (2024), who demonstrates that competency-based management allows for a better person-job fit, which translates into more efficient and consistent performance. Similarly, Casavilca et al. (2023) show that comprehensive human talent management, based on structured and competency-oriented selection processes, contributes significantly to improving job performance and organisational productivity.

Likewise, the high correlation coefficient found ($\rho = 0.788$) reinforces the proposal of Minaya-Serna et al. (2024), who point out that human talent selection is a strategic axis within organisational management, as it conditions commitment, productivity and service quality. In this sense, the results of this study confirm that personnel selection should not be approached as an isolated administrative procedure , but rather as a process that determines job performance.

The high correlation found in this study suggests that, to the extent that Consulmedik strengthens its managerial approach and consolidates its selection practices, it will be able to

generate sustained improvements in staff performance. In this regard, Macías and García (2025) point out that a coherent organisational culture oriented towards talent development enhances the positive effects of human management processes. In the case of Consulmedik, the moderate-low perception of the selection process could be linked to the need to reinforce an organisational culture that promotes continuous training, objective evaluation and strategic alignment of human talent.

The results of the study show that the human talent selection process at Consulmedik has significant limitations in terms of its structure, consistency, and systematic application. This situation suggests that the selection process operates more as an administrative requirement than as a strategic mechanism aimed at ensuring the suitability of new staff. This finding is consistent with the observations of González and Cruz (2021), who note that, in various organisations, selection processes are formally established but lack standardisation and effective communication, which reduces their real impact on staff performance.

Likewise, the percentage distribution of responses shows a significant concentration in the neutral and disagree categories on key aspects such as the formalisation of the process, the use of objective criteria, and training in the Human Resources area. These findings coincide with the views of Morejón and Barcia (2024), who highlight that the lack of ongoing training for staff responsible for selection and the partial application of modern recruitment techniques affect the quality of hiring decisions, especially in public sector and service organisations. In relation to the variable of staff performance, the results show that employees fulfil their basic functions; however, opportunities for improvement are identified in key areas such as organisational commitment, productivity, and service quality. In this regard, Minaya-Serna et al. (2024) point out that job performance is strengthened when staff selection, evaluation, and development processes are articulated within a strategic vision of human talent management, which is not always evident in the context analysed.

The main contribution of the study lies in the close relationship identified between the human talent selection process and staff performance, which allows us to affirm that both variables are deeply interconnected. From an interpretative approach, this relationship shows that weaknesses in staff selection translate into subsequent difficulties in work performance, affecting aspects such as adaptation to the job, operational efficiency and service quality. This result supports the findings of Vilca (2024), who highlights that competency-based management promotes a better fit between the person and the job, generating a positive impact on performance and job stability. Similarly, Casavilca et al. (2023) argue that comprehensive human talent management, based on structured and competency-oriented selection processes, contributes significantly to improving job performance and organisational productivity.

Furthermore, the study's findings confirm the position of Minaya-Serna et al. (2024), who consider that human talent selection is a strategic axis within organisational management, insofar as it conditions the level of commitment, productivity and quality of service offered by employees. In the case of Consulmedik, the results suggest that personnel selection should not be conceived as an isolated or merely operational process, but rather as a key component for strengthening job performance and achieving institutional objectives. The relationship observed between the variables also highlights the influence of contextual factors, such as organisational culture, on the effectiveness of selection processes and their impact on performance. In this regard, Macías and García (2025) point out that a organisational culture focused on human talent development enhances the positive effects of personnel management. In this sense, the moderate-low perception of the selection process at Consulmedik could be associated with the need to strengthen an organisational culture that promotes continuous training, objective performance evaluation, and the strategic alignment of human talent with institutional objectives.

CONCLUSION

The human talent selection process at Consulmedik receives a moderate-low rating, which shows that formal procedures aimed at competency-based selection are in place; however, these procedures are not applied consistently or systematically in all cases. In particular, weaknesses have been identified in relation to the formalisation of the process, the consistent

use of objective criteria and the training of the Human Resources department, which limits the full use of selection as a strategic organisational management tool.

Regarding the job performance of Consulmedik staff, the results reflect a moderate perception, indicating that employees adequately fulfil their duties and responsibilities. However, there are opportunities for improvement associated with periodic performance evaluations and the strategic use of their results for training, professional development, and continuous improvement processes, which are fundamental elements for strengthening performance and organisational commitment.

Statistical analysis established a high and statistically significant positive relationship between the human talent selection process and staff job performance, confirming that greater structure, objectivity, and consistency in selection processes are directly associated with better levels of job performance at Consulmedik. In this regard, it is concluded that strengthening the selection process is a key factor in improving organisational performance, productivity and service quality, consolidating it as a strategic component for human talent management in the organisation.

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