University job board and job placement systems: an analysis of their effectiveness and equity

Sistemas universitarios de bolsa de trabajo e inserción laboral: un análisis sobre su efectividad y equidad

Néstor Torres Gamarra
https://orcid.org/0009-0007-5406-5482
ntorresg@ucsm.edu.pe
Universidad Católica de Santa María
Arequipa-Peru

Manuel Zúñiga Carnero
https://orcid.org/0000-0002-1091-9438
mzuñigac@ucsm.edu.pe
Universidad Católica de Santa María
Arequipa-Peru

REVISTA INVECOM ISSN: 2739-0063

Received: 25-02-2025 Accepted: 30-05-2025

2026. V6. N1.

Abstract

The job placement of university students and graduates is a key indicator of educational quality and connection with the socioeconomic environment. This study analyzed the job board system of the Catholic University of Santa María (UCSM) during the 2022–2024 period, evaluating its efficiency and equity in the distribution of opportunities among programs. A mixed methodology was applied, combining historical-logical and quantitative analysis of institutional records. In three years, the system managed 3,617 job openings, with a 42% increase in vacancies between 2022 and 2023. The faculties with the most opportunities were Physical Sciences and Engineering (32%), Economics and Administrative Sciences (28%), and Social Sciences and Humanities (21%). The most in-demand programs were Administration (16%), Commercial Engineering (13%), and Industrial Engineering (12%). However, a 16% reduction in the number of bidding companies was detected, along with low participation from the healthcare sector, with less than 5% of offers. Furthermore, the system exhibited technological limitations compared to platforms such as LinkedIn or Empleos Perú. It is concluded that it is necessary to modernize the digital infrastructure, strengthen sectoral alliances, and establish impact indicators, such as hiring rates and graduate follow-up, to improve the effectiveness and reach of the UCSM job board system.

Keywords: job board, university employability, job placement.

Resumen

La inserción laboral de estudiantes y egresados universitarios es un indicador clave de la calidad educativa y la vinculación con el entorno socioeconómico. Este estudio analizó el sistema de bolsa de trabajo de la Universidad Católica de Santa María (UCSM) durante 2022–2024, evaluando su eficiencia y equidad en la distribución de oportunidades entre carreras. Se aplicó una metodología mixta, combinando análisis histórico-lógico y cuantitativo de registros institucionales. En tres años, el sistema gestionó 3,617 ofertas laborales, con un aumento del 42 % en vacantes entre 2022 y 2023. Las facultades con más oportunidades fueron Ciencias Físicas e Ingeniería (32 %), Ciencias Económicas y Administrativas (28 %) y Ciencias Sociales y Humanidades (21 %). Las carreras con mayor demanda fueron Administración (16 %), Ingeniería Comercial (13 %) e Ingeniería Industrial (12 %). Sin embargo, se detectó una reducción del 16 % en empresas oferentes y baja participación del área de salud, con menos del 5 % de ofertas. Además, el sistema mostró limitaciones tecnológicas frente a plataformas como LinkedIn o Empleos Perú. Se concluye que es necesario modernizar la infraestructura digital, fortalecer alianzas sectoriales y establecer indicadores de impacto, como tasas de contratación y seguimiento a egresados, para mejorar la efectividad y alcance del sistema de bolsa de trabajo de la UCSM.

Palabras clave: bolsa de trabajo, empleabilidad universitaria, inserción laboral.

Introduction

In the current context of labor market transformation, characterized by the automation of processes, the digitalization of services, and an increasing demand for both technical and soft skills, universities face the challenge of facilitating the effective integration of their graduates into the professional sphere. This challenge extends beyond traditional academic training and necessitates the implementation of robust institutional mechanisms that align educational offerings with the evolving dynamics of the labor market.

In this regard, university job placement services have emerged as fundamental platforms for labor intermediation. Their effectiveness, however, must be evaluated not only in terms of operational volume but also by their ability to generate sustainable and relevant employability for graduates.

In the Peruvian context, University Law No. 30220, along with guidelines from organizations such as the National Superintendence of University Higher Education (SUNEDU) and the National System for Evaluation, Accreditation, and Certification of Educational Quality (SINEACE), has incorporated employability as one of the transversal axes of educational quality. These regulations encourage institutions to implement systems that monitor the career paths of their graduates, organize professional fairs, and offer career counseling services. Nevertheless, recent research indicates that many universities still exhibit deficiencies in integrated tools, tracking methodologies, and strategic partnerships, which hinders an effective transition for students into the labor market (OIT, 2022). This disconnect between academia and employment has resulted in high levels of underemployment and a misalignment between educational profiles and business demands.

In light of this situation, the Catholic University of Santa María (UCSM), aware of its commitment to comprehensive education and the professional development of its students, has developed an institutional job placement service with multisectoral coverage, digital functionalities, and events aimed at enhancing employability. This platform is conceived as a linkage space between the university and businesses, facilitating the channeling of job opportunities and promoting early integration into internships, apprenticeships, and formal employment. However, its operation requires systematic evaluation to determine how well it meets the actual needs of the market and the expectations of students and graduates.

Given this context, it can be asserted that university job placement systems have solidified as strategic tools to facilitate the transition of graduates into the labor market. However, their effectiveness and equity continue to be subjects of discussion within the academic realm. Samaniego et al. (2024) indicate that the use of digital employment platforms positively impacts students' job placements, provided there is sustained institutional support. Conversely, Márquez et al. (2024) demonstrate that graduates from fields such as Business Administration, Finance, and Computer Science achieve higher employment rates when job placement services are integrated with business networks and pre-professional internships. Similarly, Hernández Flores et al. (2024) highlight a significant correlation between employability levels and the implementation of institutional tracking and training mechanisms.

From a sociological perspective, Arana (2024) emphasizes that social capital and future orientation are determining factors for equitable access to formal employment, particularly among graduates of economic disciplines. Finally, Cevallos Cruz (2024) concludes that well-structured and supervised pre-professional internships significantly increase the likelihood of job placement. Collectively, these studies agree that the effectiveness of university employability systems depends not only on their existence but also on their ability to adapt to market dynamics, address structural inequalities, and strengthen the link between academic training and professional demand.

Based on this context, the present study aims to analyze the job placement system of UCSM. It also seeks to identify the system's strengths, as well as its technical and operational limitations, and the strategic improvement opportunities that can optimize its impact on the labor integration of students and graduates. The significance of this research lies not only in its institutional value for UCSM but also in its contribution to the national debate on youth employability, professional transition, and university responsibility in an increasingly demanding and competitive labor environment. Finally, the study advocates for an evolution from a traditional job placement approach to an intelligent model of university labor intermediation, aligned with quality standards, emerging technologies, and the demands of the 21st century.

Methodology

This study adopts a mixed-methods approach that combines the historical-logical method with a quantitative analysis of institutional records from the period 2022-2024. Variables examined include the quantity and type of job offers managed, the profile of offering companies, participation by faculty, event coverage, and the level of technological interaction with other national and international platforms.

The methodological design is non-experimental and cross-sectional, aimed at exploring both the behavior of data managed by the institutional system and documented trends in previous research on university employability and digital labor intermediation systems. Additionally, a comparison was made of its characteristics with those of private portals such as LinkedIn, CompuTrabajo, and Indeed.

Regarding the theoretical component, the historical-logical method (Torres, 2020) was applied to analyze the evolution and current status of university job placement services. The literature search was conducted in recognized scientific databases, such as Scopus, IEEE Xplore, Springer Link, and ScienceDirect, supplemented by technical reports, relevant legislation (SINEACE and SUNEDU), and specialized sources. Articles and official websites were also considered to contextualize the national situation. Keywords such as "Job Offer," "Job Bank," and "Work Opportunities System" were employed. Inclusion criteria encompassed publications in Spanish and English from 2010 to 2024 that addressed concepts, models, regulations, or case studies related to the subject of study.

For the empirical analysis, a structured database containing information generated by the institutional job placement system between 2022 and July 2024 was utilized. The analyzed indicators included the number of offering companies per year, the volume of job offers, the distribution of offers by faculties and professional schools, and the number of employability events organized, such as workshops and conferences. These data were processed using descriptive analysis techniques, allowing for the identification of trends, behavioral patterns, and specific dynamics by academic areas. The information was systematized through frequency tables and comparative graphs, organized according to temporal and academic dimensions.

Additionally, a functional and technical evaluation of the job placement system implemented by UCSM since 2021 was conducted. This evaluation considered the software architecture, based on a client-server model, and the operation of its main components: Frontend (HTML, CSS, JavaScript), Backend (with business logic developed in .NET Core), relational database (SQL Server), and internal services.

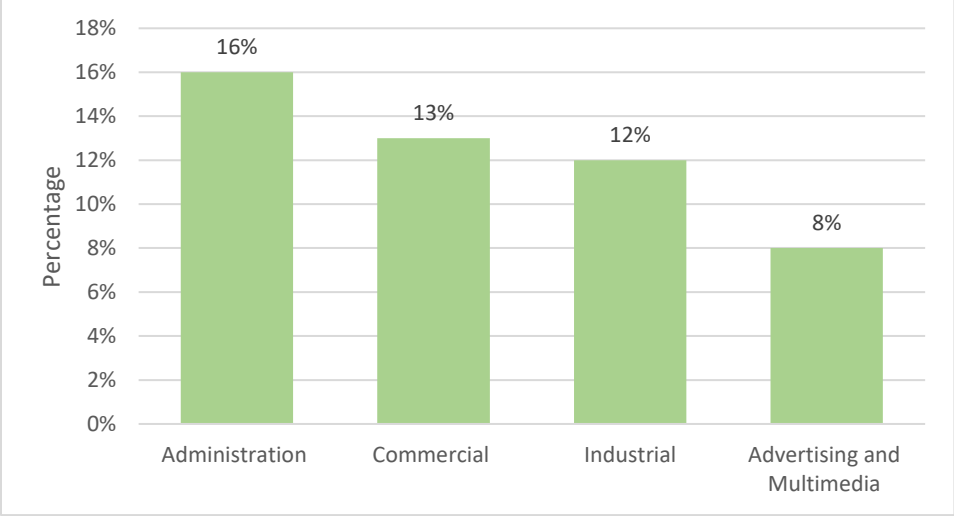
The active modules of the system were analyzed, which include user management (students, graduates, companies), visualization of professional schools, email templates, registration and tracking of job offers, report generation, and the organization of events and workshops. The purpose of this analysis was to determine the system's scalability level and its alignment with institutional objectives related to employability.

Table 1
Systematization table: Quantitative analysis of UCSM Job Placement (2022–2024)

Category	Subcategory	Indicator	Data	Interpretative analysis
Offering Companies	Number of companies per year	2022: 2692023: 2252024 (July): 185	16% decrease from 2022 to 2023; partial recovery in 2024 (July)	Possible company turnover or low institutional loyalty.
Job Offers	Total per year	2022: 1,1192023: 1,5912024 (July): 907 Total: 3,617	42% increase between 2022 and 2023; growing trend in 2024	Evidence of dynamism in system management; possible effect of local macroeconomic conditions.
Distribution by Faculty	Faculties with most offers	Engineering: 32 % Administration and Economics: 28 % Social Sciences and Technology: 21 %	3 faculties concentrate over 80% of offers	Labor demand is concentrated in technical-business careers; low participation from traditional fields like Law and Education.
Distribution by Professional School	Schools with highest insertion	Administration: 16 % Commercial: 13 % Industrial: 12 % Advertising and Multimedia: 8 %	Top 3 concentrate over 40% of offers	Correlation exists between business-oriented careers and greater job offers.
Employability Events	Organized workshops and conferences	Workshops 2022–2023: 10 per year Conferences: 13 (2022), 17 (2023), 8 (July 2024)	30% increase in conferences between 2022 and 2023; stable workshops	There is a growing emphasis on external training; potential for improvement in variety of formats and content.

The distribution of job offers by professional school shows a clear inclination towards careers with a business and technical orientation. The collected data allow for precise identification of which academic programs have greater employment opportunities within the analyzed intermediation system.

Figure 1
Distribution of job offers by professional school



The analysis of the distribution of job offers by professional school reveals a clear concentration in careers oriented towards the business and technical fields. In particular, the fields of Administration (16%), Commercial (13%), and Industrial Engineering (12%) lead the offerings, followed by Advertising and Multimedia (8%). These data demonstrate a direct correlation between professional profiles focused on management, productivity, and technology application, and current labor market demands. The notable concentration of opportunities in these programs suggests that organizations are prioritizing competencies related to process optimization, strategic marketing, financial analysis, and digital transformation.

Conversely, there is significantly lower participation from traditional professional schools such as Law, Education, or Humanities. This situation may reflect, on one hand, a mismatch between the training offered in these areas and market demands; and on the other hand, a limited connection between these disciplines and institutional employability mechanisms. Consequently, there is a need to strengthen links between academia and the productive sector, as well as to revalue comprehensive professional profiles that respond to the challenges of an increasingly dynamic and competitive labor environment.

Regarding the ethical treatment of information, this was guided by fundamental principles such as confidentiality, anonymity, and responsible use of institutional data. The analyzed records were duly anonymized and used exclusively for academic and evaluative purposes. Authorization for the use of this information was managed with the relevant unit, ensuring compliance with the internal data protection and transparency policies of the Catholic University of Santa María.

Results

The analysis of the institutional job placement system of the Catholic University of Santa María (UCSM) for the period 2022–2024 reveals a set of significant trends regarding the employability of its university community. During these three years, a total of 3,617 job offers were managed, highlighting a 42% increase in opportunities generated between 2022 and 2023. This sustained growth may be linked to both the dynamics of the macroeconomic environment and changes in sectoral demand in the southern region of the country.

However, this dynamism contrasts with a 16% decrease in the number of offering companies during the same period, suggesting a possible loss of strategic ties with the business fabric or, alternatively, the need to renew and strengthen institutional loyalty mechanisms.

Table 2

Performance indicators of the UCSM job placement system (2022–2024)

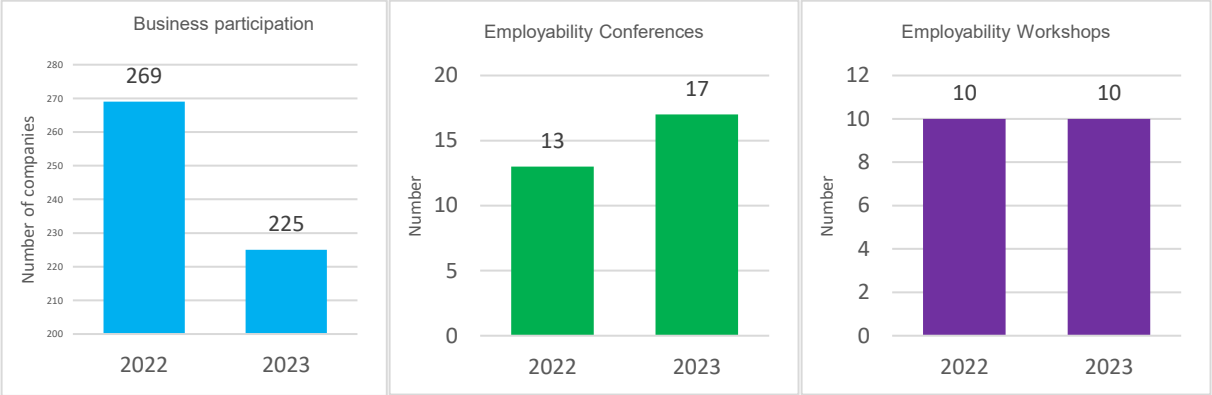
Dimension	Key indicator	Result	Interpretation
Volume of Offers	Total offers managed (2022–2024)	3,617 offers	Increasing trend. 42% increase between 2022 and 2023.
Business Participation	Offering companies (2022–2023)	16% reduction (from 269 to 225)	Possible weakening of strategic alliances.
Employability Events	Conferences held	30% growth between 2022 and 2023	Greater interaction with the employer sector.
	Workshops held	Stable: 10 per year (2022 and 2023)	Stagnation in training formats.
Academic Coverage	Faculties with highest demand	Engineering (32%), Administration (28%), Social Sciences and Technology (21%)	Concentration in technical-business careers.
	Faculties with low participation	Health, Education, Law (< 5%)	Risk of inequality in employability.

Regarding the distribution by faculties, the data show a marked concentration of offers in three key areas: the Faculty of Physical and Formal Sciences and Engineering (32%), the Faculty of Economic and Administrative Sciences (28%), and the Faculty of Social Sciences, Humanities, and Technologies (21%). This pattern aligns with previous studies identifying a greater connection between these disciplines and regional labor market demands.

However, careers related to health, education, or legal sciences present participation levels below 5%, revealing potential gaps in the intermediation strategy that could create inequality in insertion opportunities.

Figure 2

Key institutional performance indicators: business participation and employability events (2022–2023)



The comparison of indicators between 2022 and 2023 reveals contrasting dynamics in the employability system of the Catholic University of Santa María (UCSM). On one hand, there is a 16% decrease in business participation, which could be interpreted as a weakening of strategic ties with the employer sector or as a natural turnover within the ecosystem of collaborating companies. On the other hand, employability conferences experienced a 30% increase, reflecting greater institutional proactivity in generating spaces for professional interaction and engagement with the productive sector.

However, the number of workshops remained stable in both years, with ten events per year. While this stability ensures continuity, it also indicates an opportunity to innovate in formats, content, and methodologies that enrich the training provided. Collectively, these data highlight the need to strengthen the retention of business partners, diversify external training strategies, and consolidate a more dynamic employability system that is contextualized and aligned with current labor market demands.

At the professional school level, the programs that concentrate the highest volume of offers are Business Administration (16%), Commercial Engineering (13%), and Industrial Engineering (12%), all linked to business and operational management profiles. These figures confirm the trend toward the technification of employment and the valuation of managerial competencies. In contrast, disciplines such as Law, Tourism, Education, or Agronomy show low representation, raising questions about the equitable reach of the employability system and its ability to respond to the particularities of each professional field.

Regarding labor linkage events, there is notable positive evolution in the number of conferences held, with a 30% increase between 2022 and 2023, reflecting institutional efforts to strengthen engagement with the productive sector. In contrast, the number of training workshops remained constant, revealing an area for improvement in diversifying and updating these training spaces. Maintaining this stability could limit the development of soft skills and transversal competencies, which are essential in contemporary selection processes.

Table 3

Identified gaps and improvement opportunities in the UCSM system

Category	Identified gap or challenge	Strategic improvement proposal
Business Linkage	Decrease in participating companies	Establish sectoral agreements and business loyalty strategies.
Disciplinary Coverage	Bias towards traditional disciplines (Administration, Engineering)	Increase participation from areas such as health, law, and education through targeted campaigns.

Integration Platforms	Lack of linkage with portals like LinkedIn or CompuTrabajo	Integrate APIs and external channels for greater visibility and opportunities.
Technological Innovation	Absence of AI and automation tools	Incorporate recommendation algorithms and predictive analytics.
Quality Tracking	Lack of impact indicators (hiring, satisfaction, etc.)	Implement quality metrics aligned with the SINEACE Model (hiring and feedback).

The comparative analysis with private platforms such as CompuTrabajo, LinkedIn, and Indeed highlights that while the UCSM system presents advantages such as academic segmentation and institutional support, it still faces significant challenges in terms of reach, technological integration, and automation. The client-server architecture has proven functional and stable but requires modernization to incorporate artificial intelligence tools, interoperability with other platforms, and analytical visualization of quality indicators. These improvements would enable the university job placement service to transition from being a repository of offers to becoming an intelligent labor intermediation ecosystem capable of responding to market demands and positioning UCSM as a reference in university employability.

Graduate tracking and job placement effectiveness

Although the job placement system has managed a significant volume of offers, the study highlights the absence of indicators measuring the actual job placement rate. Currently, there is no data available to identify how many students or graduates have been successfully hired through the platform, nor the duration or quality of such placements. Incorporating metrics such as the percentage of offers successfully closed, response rates per offer, and average placement time would allow for an evolution from a productivity analysis (outputs) to a focus on results and impact (outcomes), in line with quality assurance standards required by entities like SINEACE.

Gender, academic level, and training modality analysis

Another underexplored dimension is the sociodemographic characterization of the system's users. There are no reported differences in access or participation based on gender, student or graduate status, or study modality (in-person, online, or hybrid). Including this data would allow for the identification of potential biases or access gaps to opportunities, as well as the design of more inclusive and equitable strategies. For instance, detecting underrepresentation of women in certain programs or low participation of graduates from distance learning programs could guide specific interventions for labor market engagement.

User and employer perception and satisfaction

The perspective of end users—students, graduates, and companies—has yet to be incorporated into the analysis. Evaluating satisfaction with the system, the usability of the platform, the relevance of the job offers, or the effectiveness of communication channels would be crucial for identifying strengths and areas for improvement from an experiential viewpoint. Conducting brief surveys or structured interviews could provide high-value qualitative insights to strengthen business loyalty and the perceived utility among applicants, transforming the system into a user-centered tool.

Institutional comparison (benchmarking) with other universities

Finally, the study lacks a benchmarking exercise that would situate the performance of the UCSM system relative to other higher education institutions in the country or region. Comparing indicators such as the number of offers managed per student, the diversity of represented sectors, or the annual growth rate of the system would allow for an objective assessment of its relative positioning. This comparison would be key to adopting best practices, identifying regional benchmarks, and setting improvement goals aligned with national and international standards in university employability management.

Discussion

The behavior of the job placement system at the Catholic University of Santa María during the period 2022–2024 reflects an active institutional dynamic oriented towards employability. The increase in the number of managed job offers aligns with the observations made by Vela Riera (2022), who emphasizes that the expansion of university job placement services strengthens ties with productive sectors. This outcome also relates to the study by Argandoña-Moreira (2020), which highlights how institutional job portals enhance the professional

visibility of graduates. However, the decrease in the number of participating companies between 2022 and 2023 raises concerns about the need for more robust strategies for business loyalty and collaboration, as previously suggested in comparative studies of South American universities (Bobadilla, 2024; Álvarez & Romero, 2015).

The distribution of opportunities by faculties and schools reveals a recurring pattern in Latin America: the concentration of employability in areas such as administration, engineering, and economic sciences, to the detriment of disciplines like health, education, and humanities (Albert & Davia, 2018; Contreras-Espinoza & Kuri-Alonso, 2024). This phenomenon, also documented by Velarde (2021), may reproduce structural inequalities and limit equitable access to job opportunities among graduates from different fields. The literature emphasizes that this gap should be addressed with institutional mechanisms that articulate educational programs with sectoral demand (Pérez & Pinto, 2020; Caballero Fernández, 2014), proposing differentiated professional development plans by area of knowledge.

On the other hand, the absence of outcome indicators beyond the number of job offers—such as hiring rates, duration of employment obtained, or user satisfaction—constitutes an evaluative weakness that compromises the continuous improvement of the system. According to SINEACE (2017), university systems must include mechanisms for tracking graduates and obtaining business feedback to ensure their effectiveness and relevance. In this regard, Caballero Fernández (2014) warns that employability cannot be understood solely from the available supply but must also consider the effective impact on job placement. The lack of qualitative metrics and tracking of graduates leaves significant gaps for strategic decision-making and for assessing the social return on higher education.

From a technological standpoint, the system maintains a robust but conservative architecture. Recent literature emphasizes that the most effective employability platforms incorporate artificial intelligence tools, natural language processing, and big data analytics to align profiles with real demands (Fajardo, 2023; Ministerio del Trabajo, 2025). Palomino (2023) and Martínez et al. (2024) agree that interoperability with professional networks like LinkedIn or CompuTrabajo significantly expands insertion possibilities. The current disconnection from these environments limits the system's reach and reduces its competitiveness against private employment platforms, which attract greater attention from recruiters and enhance the end user experience through automation and personalized recommendations.

Finally, the study suggests that strengthening the university-business link is a structural condition for enhancing university employability. Pérez & Pinto (2020) emphasize that agreements with key sectors, the early incorporation of internships, and continuous follow-up on graduates' performance are practices that elevate the value of the trained human capital. Sánchez, Rodríguez & Rodríguez (2016) add that integrating digital competencies and social networks into job search processes improves professional adaptability. However, as noted by Fachrunnisa & Hussain (2020), innovation must also focus on validating competencies through emerging technologies like blockchain, which would enable universities to position themselves as key players in certifying skills for the 21st century.

Conclusion

This study demonstrated that the job placement system at the Catholic University of Santa María has had a significant impact on promoting job opportunities for its students and graduates, particularly in high-demand areas such as engineering, administration, and applied social sciences. However, structural challenges persist related to disciplinary equity, a decrease in participating companies, and the absence of metrics measuring the real impact of the system in terms of effective job placement.

In this regard, the university faces a strategic opportunity to transform this system into an intelligent employability platform by integrating emerging technologies, diversifying sectoral alliances, and applying quality indicators that extend beyond the volume of offers. Only through a comprehensive approach that articulates technological infrastructure, multisectoral participation, and data analysis can a sustainable ecosystem be consolidated that positions UCSM as a leader in academic and labor linkage within the Peruvian and Latin American context.

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