

A Case Study on Enhancing the Effectiveness of Recruitment Process in IT Industry through Lean Management

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OBJECTIVE

- To identify the prominent wastages in recruitment process, and how this is reducing the overall effectiveness of recruitment
- To know the Perception of recruiters on how lean management can be used to improve their organization recruitment process with respective to cost, quality and time

INTRODUCTION

- Lean Management is an approach of running the organisation through continuous improvement.
- It is an approach to work which seeks to achieve small incremental changes to improve the quality and efficiency of work
- Lean basically means to eliminate waste ,this was first done in manufacturing

Literature Review

- Kronos(2010) described that lean management actually helps in identifying the nonvalue added labour and also when technology like this increases and improve the quality of the work force it also helps in increasing motivation for the other employees in the company to work better and give good results for the organization
- Manuel F. Sua´rez-Barraza (2010) lean implemented in a Mexican public service organization where they reduced the hiring process cycle time and also improved the staff by redesigning the jobs using a virtual production line
- Nolan, Sara(2007),applying lean made the recruitment process very simple, usage of the electronic means have helped the company in cutting its cost and also enhance its recruitment process, using lean methodology many companies identified that it is not only helping in reducing cost but also it will combat shortage skills and talent

LEAN EFFECT-TALENT ACQUISITION

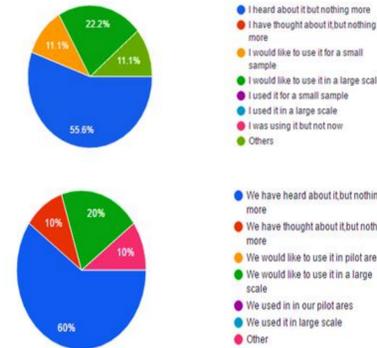
Types of Waste	Recruitment Process Flow
Waiting	Evaluations/Approvals/Waiting for Feedback, On hold Candidates, Waiting for offers
Over Production	Processing prior to the need/WIP Candidate Pipeline
Rework	Incorrect data, JD's ,Role Appreciation gaps
Motion	Tracking down paper work, time spent on non value added activities
Over Processing	Updating , Duplicating data points
Inventory	Offers to be processed, Resume Reviews
Transportation	Shipping offer letters, Multiple Interviews, Hiring Process

METHODOLOGY

- A questionnaire was designed ideally to understand the recruiters perspective of lean management application in organization
- The questions mostly were related to understand the waste which gets accumulated during these activities in the recruitment process and also to know how this is affecting the effectiveness of recruitment with respective to cost, quality and time.
- The responses which were received were nearly 138 and using these responses which were from the recruiter's perspective of lean management across various IT companies of various cities
- Here linear regression is applied taking the dependent factors as the cost quality, time and the wastes which are eliminated during lean management process as the Independent factors.
- Here we would also try to understand the usage of lean management in IT Industry through graphical representation

ANALYSIS

Here first we first see how many recruiters actually know about lean Management or had an experience with it



Here when the recruiters were asked their experience with lean 55.6% said that they heard about it but nothing more. Here when the recruiters asked about their organization experience in lean management 60% said that their organization heard about it but nothing more. Here we can evidently say that generally in IT Companies lean management is not prevalent and many are not using this technology, but know about this and 20% said that they would like to use it in a very large scale, so some are in a way trying to implement this.

RESULTS

Regression Analysis Dependent Variable Cost

Independent Factors	Beta	Sigma
Waiting time	.055	.046
Over Processing	-.147	.025
Transportation	-.144	.028
Over Production	.034	.031
Rework	.235	.023
Motion	-.014	.046
Inventory	-.375	.001

Regression Analysis Dependent Variable Quality

Independent Factors	Beta	Sigma
Waiting time	.029	.005
Over Processing	.016	.020
Transportation	.013	0.04
Over Production	.004	.002
Rework	.010	.050
Motion	.250	.042
Inventory	.069	.054

Regression Analysis Dependent Variable Time

Independent Factors	Beta	Sigma
Waiting time	.109	.040
Over Processing	.197	.011
Transportation	.162	.033
Over Production	-.332	.004
Rework	-.763	.000
Motion	.416	.005
Inventory	.259	.041

The above tables represent, how lean management in recruitment can enhance the effectiveness of recruitment with respect to cost, quality and time, here we can see that the p value is usually less than 0.05 and due this we can say that by eliminating these wastages in the recruitment process, the effectiveness of the recruitment process can be improved.

CONCLUSION

Here we can understand that usage of lean management in in the IT is very less, but they consider cost, quality and time as the crucial factor for recruitment, we can say that these are dependent on the wastages which occur in the recruitment process, and when these wastes are eliminated the efficiency of the process also increases. Most companies have a very less idea about lean practices, but usage of these practices in IT Sector has become very important. Reducing these wastes actually helps the organization to reduce their investment, and also speed up the process, and later they can also observe the candidates performing well in the organization and giving good results.

REFERENCES

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