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ОПТИМІЗАЦІЯ НАЙМУ ТА АДАПТАЦІЇ ПЕРСОНАЛУ: ПІДХІД НА ОСНОВІ УПРАВЛІННЯ БІЗНЕС-ПРОЦЕСАМИ

OPTIMIZING PERSONNEL RECRUITMENT AND ONBOARDING:

A BUSINESS PROCESS MANAGEMENT APPROACH

This study explores the application of business process management techniques to optimize the recruitment and onboarding processes within organizations. The research highlights the importance of aligning recruitment and onboarding with organizational objectives to enhance efficiency, improve employee retention, and increase overall performance. Once focused on volume, recruitment has evolved into a more targeted and strategic activity to identify and attract the most qualified talent to meet specific organizational needs. Similarly, onboarding has progressed from informal practices to formal, structured programs that ensure new employees are integrated effectively and swiftly, fostering engagement and long-term retention.

The paper delves into qualitative and quantitative process analysis methods, noting their complementary roles in understanding and improving organizational workflows. Qualitative methods, such as SWOT analysis and document review, help identify gaps, inefficiencies, and areas for improvement in recruitment and onboarding. Meanwhile, quantitative techniques like process mining, simulation modeling, and statistical analysis provide measurable insights into the efficiency of these processes, enabling organizations to make data-driven decisions. The study also discusses hybrid methodologies, including Lean Six Sigma, Design Thinking, and Agile, which combine different approaches to enhance flexibility, reduce waste, and improve employee experience during recruitment and onboarding.

The research highlights the significant impact of optimized recruitment and onboarding on organizational success. The paper suggests that despite the advances in process management, challenges remain in fully optimizing these functions, such as

lengthy hiring times, inconsistent onboarding experiences, and insufficient feedback mechanisms.

This study provides valuable insights into how business process management can transform HR functions, offering organizations a competitive advantage by aligning human capital strategies with overall business goals.

Keywords: *recruitment, onboarding, business process management, business process optimization, business process analysis.*

Це дослідження вивчає застосування методів управління бізнес-процесами для оптимізації процесів найму та адаптації в організаціях. Дослідження підкреслює важливість узгодження найму та адаптації з організаційними цілями для підвищення ефективності, покращення утримання співробітників та збільшення загальної продуктивності. Найм персоналу еволюціонував у більш цілеспрямовану та стратегічну діяльність для виявлення та залучення найбільш кваліфікованих талантів для задоволення конкретних організаційних потреб. Аналогічно, адаптація перейшла від неформальних практик до формальних, структурованих програм, які забезпечують ефективну та швидку інтеграцію нових співробітників, сприяючи їх залученню та довгостроковому утриманню.

Стаття розглядає якісні та кількісні методи аналізу процесів, відзначаючи їх роль в розумінні та покращенні організаційних бізнес-процесів. Якісні методи аналізу, такі як SWOT-аналіз та аналіз документів, допомагають виявити прогалини, неефективність та області для покращення в наймі та адаптації. Тим часом кількісні методи, такі як аналіз процесів (process mining), моделювання симуляцій та статистичний аналіз, надають вимірювані відомості про ефективність цих процесів, дозволяючи організаціям приймати рішення на основі даних. Стаття також обговорює гібридні методології, включаючи Lean Six Sigma, Design Thinking та Agile, які поєднують різні підходи для підвищення гнучкості, зменшення відходів та покращення досвіду співробітників під час найму та адаптації.

Стаття підкреслює значний вплив оптимізованих процесів найму та адаптації на організаційний успіх. В роботі припускається, що, незважаючи на досягнення в управлінні процесами, залишаються виклики в повній оптимізації цих функцій, такі як тривалий час найму, непослідовний досвід адаптації та недостатні механізми зворотного зв'язку.

Це дослідження показує, як управління бізнес-процесами може трансформувати функції HR, пропонуючи організаціям конкурентну перевагу шляхом узгодження стратегій управління людським капіталом із загальними бізнес-цілями.

Ключові слова: *найм, адаптація, управління бізнес-процесами, оптимізація бізнес-процесів, аналіз бізнес-процесів.*

Introduction

The business process approach centers on optimizing integrated workflows for efficient organizational objectives, shifting focus from isolated functions to interconnected processes [31]. Pereira et al. define it as a dynamic sequence transforming inputs to outputs, involving human and automated actors within a defined timeframe [24]. This includes information entities, data, and responsible organizational units, all aimed at achieving specific business goals [24]. In HR, this translates to streamlining recruitment, onboarding, and performance management, aligning talent strategies with organizational needs. This standardization, technology integration, and data-driven approach enhances HR's strategic role, ensuring workforce capabilities match enterprise demands.

Recruitment and onboarding are foundational elements of effective human resource management, each crucial for building a strong and cohesive workforce. Scholars have long explored the complexities of these processes, offering diverse perspectives that contribute to a comprehensive understanding.

Regarding recruitment, early definitions focused on the fundamental act of connecting job seekers with organizations. Flippo E.B. [13] highlighted the dual nature of recruitment as both identifying and attracting potential employees, a view echoed by DeCenzo D.A., Robbins S.P., and Verhulst S.L. [9] who characterized it as a “linking activity”. Similarly, Werther W.B. and Davis K. [30] emphasized the discovery and linkage between employers and candidates. However, a more evaluative approach was introduced by Plumbley P. [25], who stressed the importance of matching candidate capabilities with organizational needs, a perspective reinforced by Yoder D. [33], who focused on efficient sourcing to meet staffing schedules. Kempner T.A. [16] viewed recruitment as the initial phase of staffing, while Famularo J.J. [12] uniquely emphasized the long-term impact on employee performance and compatibility. Francis A. [14] adopted a process-oriented view, defining recruitment as creating a candidate pool. Thus, while consensus exists on recruitment’s role in sourcing talent, scholars diverge on whether it is primarily a connecting, evaluative, procedural, or sequential activity.

Onboarding, the subsequent phase, has also been subject to varied interpretations. Bauer T. [3] emphasized acclimatization and rapid functional readiness, focusing on acquiring knowledge, skills, and abilities (KSA). Bauer T. and Erdogan B. [4] further expanded this by including networking and goal setting to maximize productivity. In contrast, Adler A.B. and Castro C.A. [1] highlighted the importance of social knowledge and integration, viewing onboarding as learning organizational norms and team dynamics. These varying perspectives reveal that onboarding serves both immediate functional goals and longer-term objectives related to social integration and cultural alignment.

Purpose

Optimizing recruitment and onboarding is crucial for acquiring top talent, ensuring rapid integration, and boosting performance. A business process approach enables standardization, optimization, data-driven decisions, strategic alignment, and enhanced collaboration. This transforms HR functions into strategic assets, driving efficiency and competitive advantage.

Therefore, this study aims to synthesize and analyze prevalent approaches to enhancing recruitment and onboarding through process management techniques.

Main body

The recruitment process has evolved significantly, transitioning from a traditional focus on quantity to a contemporary emphasis on quality and strategic alignment. Historically, organizations prioritized attracting a large pool of candidates to minimize recruitment costs. However, the modern business landscape has compelled organizations to adopt a more strategic approach. The limited availability of qualified talent, increasing competition for skilled workers, and evolving employee expectations have necessitated a shift toward a more sophisticated recruitment process [29]. Today, recruitment is viewed as a critical organizational strategy to identify, attract, and select the right individuals to fulfill specific roles. The goal is to secure the best possible talent to drive organizational success.

Effective recruitment follows a structured process [29; 7]: first, organizations define hiring needs through job analysis, identifying required skills and candidate

profiles. Next, they develop a strategic plan, setting clear goals and selecting optimal recruitment channels like job boards or referrals while building a strong employer brand. Candidate attraction involves proactive outreach and clear communication, leveraging technology for efficiency. Finally, screening and selection entail reviewing applications, conducting interviews, and verifying references to choose the best fit.

Organizations utilize both internal and external recruitment sources. Internal hiring, while cost-effective and morale-boosting, may limit candidate diversity. External sources, including job boards and agencies, expand the talent pool and introduce new perspectives. Source selection depends on job requirements and organizational culture. A balanced strategy utilizing both internal and external sources is crucial for attracting and retaining top talent [3].

The recruitment phase establishes the groundwork for onboarding, a subsequent and equally vital process in new employee integration. To optimize the new hire experience, organizations should strategically synchronize these stages. A robust recruitment process facilitates a seamless transition to onboarding by accurately identifying and attracting candidates whose values and skills align with the organizational culture. Consequently, new employees are more inclined to experience a sense of belonging and engagement when their personal and professional aspirations align with the organization's mission.

The effectiveness of an onboarding process can significantly impact an organization's ability to retain and engage new hires. Specialists distinguished two basic types of onboarding practices: formal and informal [4].

While informal onboarding, where employees learn on the job, may be suitable for specific roles and organizations, a formal, structured approach is often more beneficial. Formal onboarding involves systematically integrating new employees into the organization through planned activities and interactions. This includes providing clear expectations, assigning mentors, and facilitating socialization with colleagues [3]. Organizations can enhance employee satisfaction, improve productivity, and reduce turnover rates by implementing a well-designed onboarding program.

Process analysis should be understood as a comprehensive approach that encompasses not only the visualization of processes through graphical diagrams but also the systematic examination of all relevant information, the measurement of key performance indicators, and comparative analysis with industry benchmarks [32].

Business process analysis employs qualitative and quantitative methods, offering distinct perspectives and tools for understanding and improving organizational workflows.

Qualitative methods focus on subjective and descriptive assessments of processes, emphasizing context, interrelations, and strategic alignment. Such methods often derive from foundational business process reengineering theories, as discussed in the works of M. Hammer, J. Champy [15], and others. Standard tools like SWOT analysis and the Boston matrix help identify a process's strengths, weaknesses, opportunities, and threats. Qualitative methods also include graphical tools for visualizing processes, although these are less developed. These methods are useful in the early stages of analysis, providing insights into organizational dynamics and stakeholder feedback.

On the other hand, quantitative methods offer a structured, measurable approach, often based on statistical evaluations. They assess processes against standards like ISO 9000 or legal requirements and involve collecting and analyzing data. Techniques such as simulation modeling and Activity-Based Costing (ABC) are used for detailed cost and efficiency analysis, though they require significant resources and are better suited for regulated organizations.

Qualitative and quantitative methods are complementary. Qualitative methods are exploratory and strategic, while quantitative methods provide precision. Together, they offer a comprehensive understanding of business processes.

Hybrid methods combine elements from different methodologies to leverage their strengths, address organizational needs, and enhance problem-solving [32].

Let's discuss the application of the most common methods in analyzing recruitment and onboarding business processes.

Qualitative methods are essential in analyzing business processes, particularly in areas like recruitment and onboarding, where understanding human behavior, organizational culture, and employee experiences is crucial.

Document analysis involves systematically reviewing existing organizational documents, such as policies, procedures, job descriptions, and training materials [32]. In recruitment and onboarding, document analysis helps identify process inconsistencies or gaps. For instance, a study by the Society for Human Resource Management (SHRM) found that 55% of organizations do not measure the effectiveness of their onboarding programs, indicating a potential area for improvement [11].

Observation entails monitoring the recruitment and onboarding processes to understand their execution and identify potential issues. This method provides real-time insights into the interactions between recruiters, new hires, and other stakeholders [32]. For example, observing onboarding sessions can reveal whether new employees receive adequate support, addressing the concern that 88% feel their organization lacks a good onboarding program [11].

Conducting interviews and surveys with stakeholders, including HR personnel, hiring managers, and new employees, gathers firsthand accounts of their experiences and perceptions [32]. This approach uncovers challenges and areas for improvement. For instance, surveys have shown that organizations with solid onboarding processes increase new hire retention by 82% and improve productivity by over 70% [20].

Workshops and brainstorming sessions engage various stakeholders to discuss and develop solutions for recruitment and onboarding challenges [27]. They foster a shared understanding and collective problem-solving. For example, companies like Google have utilized workshops to refine their onboarding processes, enhancing employee satisfaction and retention.

SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis evaluates the internal and external factors affecting recruitment and onboarding. This method helps organizations identify areas of improvement and potential risks. For instance, a SWOT

analysis might reveal a company's strength in its strong employer brand, while a weakness could be a lengthy recruitment process.

Root cause analysis seeks to identify the underlying causes of problems within recruitment and onboarding processes. By addressing these root causes, organizations can implement effective solutions. For example, if high turnover is identified during onboarding, root cause analysis might reveal that inadequate training is the primary issue, leading to targeted improvements.

Implementing these qualitative methods enables organizations to gain comprehensive insights into their recruitment and onboarding processes, leading to informed decisions and enhanced organizational performance.

Quantitative methods are pivotal in analyzing business processes, offering objective metrics that facilitate data-driven decision-making [32]. In the context of recruitment and onboarding, these methods provide insights into efficiency, effectiveness, and areas for improvement.

Statistical analysis involves collecting and interpreting numerical data to identify patterns, trends, and relationships within business processes. In recruitment and onboarding, time-to-hire, cost-per-hire, and employee retention rates are analyzed to assess process efficiency and effectiveness. For instance, a study by the Society for Human Resource Management (SHRM) reported that the average time to fill a position is 42 days, highlighting the need for streamlined recruitment processes [2].

Process mining utilizes data from information systems to reconstruct and analyze business processes. Recruitment and onboarding help visualize the activities flow, identify bottlenecks, and ensure compliance with established procedures. For example, a case study involving a multinational corporation revealed that process mining reduced the onboarding time by 30% by identifying and eliminating redundant steps [23].

Simulation modeling creates digital replicas of business processes to test various scenarios and predict outcomes without real-world risks. In recruitment and onboarding, simulations can evaluate the impact of changes, such as implementing new technologies or altering workflows. A notable example is IBM's use of simulation

modeling to optimize its global hiring process, resulting in a 15% reduction in hiring time [23].

Benchmarking involves comparing an organization's processes and performance metrics against industry standards or best practices. Recruitment and onboarding help identify performance gaps and areas for improvement. For instance, benchmarking studies have shown that organizations with structured onboarding programs experience 50% greater new hire productivity [8].

KPIs are specific, measurable metrics that reflect the success of business processes in achieving objectives. In recruitment and onboarding, KPIs may include offer acceptance rate, new hire performance, and onboarding satisfaction scores. Google, for example, tracks KPIs such as candidate experience ratings and onboarding completion rates to refine its hiring and integration processes continuously [18].

Implementing these quantitative methods enables organizations to comprehensively understand their recruitment and onboarding processes, facilitating data-driven improvements and enhanced organizational performance.

Hybrid business process analysis methods combine traditional and modern approaches to create versatile and efficient tools for optimizing organizational workflows. Lean Six Sigma, Design Thinking, and Agile Methodology are three hybrid approaches that have proven effective in analyzing and improving complex business processes. Each method offers unique benefits and presents specific applications for recruitment and onboarding processes.

Lean Six Sigma integrates Lean principles of waste elimination with Six Sigma's focus on reducing process variation. This method emphasizes data-driven decision-making, streamlining processes, and achieving measurable improvements. In recruitment and onboarding, Lean Six Sigma can help identify inefficiencies such as delays in resume screening or excessive paperwork during onboarding. Statistical tools and control charts enable organizations to analyze key metrics such as cycle time, cost-per-hire, and employee attrition rates. By focusing on the root causes of inefficiency, Lean Six Sigma ensures that recruitment and onboarding processes are efficient and aligned with organizational goals.

Design Thinking is a human-centered approach emphasizing empathy, creativity, and iterative problem-solving. Unlike traditional methods, it focuses on understanding user experiences and creating innovative solutions. In recruitment, Design Thinking might involve mapping the candidate journey to identify pain points, such as complex application forms or impersonal interview processes. This method can co-create customized onboarding plans, ensuring a positive first impression and faster integration of new hires. Design Thinking's iterative cycles encourage continuous improvement, making it suitable for processes directly impacting employee engagement.

Initially developed for software development, Agile methodology focuses on flexibility, collaboration, and iterative progress. In business process analysis, Agile enables organizations to adapt quickly to changing requirements and market conditions – recruitment and onboarding benefit from Agile's iterative sprints, allowing incremental improvements. Agile onboarding involves breaking the process into manageable phases and promptly ensuring new hires receive relevant information and training. Regular feedback loops, a core aspect of Agile, enable organizations to dynamically refine recruitment strategies and onboarding programs, addressing challenges as they arise.

While all three methods aim to enhance efficiency and effectiveness, their application in recruitment and onboarding varies based on organizational needs. Lean Six Sigma is best suited for organizations seeking to eliminate waste and standardize processes, such as high-volume recruitment or onboarding in manufacturing firms. Design Thinking is ideal for organizations focused on improving user experiences, such as technology companies looking to attract top talent. Agile methodology works well in dynamic environments where flexibility is critical, such as startups that need to scale quickly and onboard employees seamlessly.

Research shows that companies with structured and innovative recruitment and onboarding processes outperform their peers. According to a study by Deloitte, organizations that excel in onboarding achieve 33% higher revenue growth and 50% better new hire productivity [28]. Additionally, a survey by LinkedIn found that 83%

of talent leaders believe improving the candidate experience is a priority, highlighting the relevance of human-centered approaches like Design Thinking [5].

Business process management, by its nature, demands ongoing refinement. Contemporary organizational strategies employ incremental and transformational principal improvement paradigms, each designed to elevate efficiency and performance yet varying significantly in scope and execution.

The incremental approach, frequently termed continuous improvement, advocates for progressive, step-by-step enhancements to existing workflows [10]. This methodology focuses on identifying and eliminating inefficiencies, thereby streamlining operations. Prominent frameworks within this approach include Lean, which prioritizes waste reduction and value stream optimization [19]; Six Sigma, a data-driven strategy aimed at minimizing defects and variability [26]; and Total Quality Management, a comprehensive quality initiative engaging all organizational members [22].

Conversely, the transformational approach, often exemplified by business process reengineering, necessitates a fundamental redesign of core processes. This method seeks substantial performance gains by challenging established assumptions and pursuing innovative solutions. Key attributes include a pronounced emphasis on customer value, the utilization of cross-functional teams, and the implementation of technology-driven solutions [21].

A comparison of the two approaches is provided in tab. 1.

Table 1

Comparison of approaches to business process improvement

Feature	Incremental approach	Transformational approach
Basis	Continuous improvement	Reengineering
Scope of change	Incremental	Transformational
Pace of change	Slow and steady	Rapid and disruptive
Risk	Lower	Higher
Cost	Lower	Higher
Focus	Efficiency and standardization	Innovation and customer value
Organizational impact	Minimal	Significant
Methodologies	Lean, Six Sigma, TQM	BPR, Agile

The choice of approach depends on various factors, including the organization's size, industry, culture, and the specific challenges it faces. While incremental improvement may be sufficient for addressing minor inefficiencies, transformational or radical transformation may be necessary to address fundamental problems.

In practice, a combination of both approaches may be most effective. Organizations can implement incremental improvements while simultaneously identifying opportunities for radical change. By striking a balance between the two, organizations can achieve significant and sustainable improvements in their business processes.

Applying the outlined methodologies to improve recruitment and onboarding business processes can significantly improve the efficiency, effectiveness, and overall quality of their recruitment and onboarding processes. The specifics of their implementation in recruitment and onboarding business processes are summarized in tab. 2.

Table 2

**Application of business process improvement methodologies to
recruitment and onboarding**

Methodology	General principles	Specific application to recruitment and onboarding
Lean	Eliminate waste, maximize value	<ul style="list-style-type: none"> – identify and eliminate waste (reduce redundant steps, paperwork, and waiting time.); – just-in-time hiring (hire only when needed); – value stream mapping (visualize the entire process to identify bottlenecks)
Six Sigma	Reduce defects, improve quality	<ul style="list-style-type: none"> – DMAIC; – statistical process control (monitor critical metrics like time-to-hire and quality of hire); – root cause analysis (identify the root causes of problems, such as high turnover or poor candidate experience)
Total Quality Management (TQM)	Continuous improvement, customer focus	<ul style="list-style-type: none"> – Customer focus (prioritize the needs and expectations of candidates and new hires); – continuous improvement (regularly review and improve the recruitment and onboarding process); – employee involvement (involve employees in the improvement process)
Business Process Reengineering (BPR)	Radical redesign of processes	<ul style="list-style-type: none"> – rethink the entire process (challenge traditional assumptions and identify opportunities for radical change); – technology implementation (utilize technology to automate tasks and improve efficiency); – cross-functional collaboration (break down silos and foster collaboration between HR, hiring managers, and other stakeholders)
Agile	Iterative and incremental development	<ul style="list-style-type: none"> – iterative recruitment (break down the recruitment process into more minor, manageable phases); – flexible approach (adapt to changing needs and priorities)

		– collaboration (encourage collaboration between HR, hiring managers, and candidates)
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The Lean methodology eliminates waste and streamlines processes to create maximum value [19]. In recruitment and onboarding, waste might include delays in communication, unnecessary paperwork, or redundant approval steps. By applying Lean principles, organizations can identify and remove non-value-adding activities, ensuring smoother workflows.

Six Sigma aims to reduce process variability and defects through data-driven decision-making [26]. In recruitment, this could mean minimizing mismatched hires, while onboarding involves standardizing processes to ensure consistent employee experiences. The DMAIC (Define, Measure, Analyze, Improve, Control) framework is often employed to optimize recruitment pipelines or onboarding procedures.

TQM emphasizes continuous improvement and customer-centricity, where the “customers” in recruitment and onboarding are candidates and new hires. TQM ensures quality in every touchpoint, from job posting to the completion of onboarding training. It promotes entire team involvement and process monitoring [22].

BPR involves a radical redesign of processes to achieve dramatic improvements. BPR might mean overhauling outdated applicant tracking systems (ATS) or revamping talent acquisition strategies in recruitment. For onboarding, it could involve digitizing manual processes or integrating learning management systems (LMS).

Agile methodology, with its iterative and collaborative approach, is particularly effective for recruitment and onboarding in dynamic environments [6]. By dividing the process into short sprints and incorporating frequent feedback, Agile allows HR teams to adapt quickly to changes, such as shifts in candidate expectations or organizational needs.

Applying BPI methodologies in recruitment and onboarding transforms these essential HR processes, enhancing their efficiency, quality, and alignment with organizational goals.

By leveraging these methodologies, companies can achieve measurable improvements, such as reduced hiring times, enhanced employee satisfaction, and cost efficiencies, thereby staying competitive in today's talent-driven market.

Conclusions and prospects for further research

This study has highlighted the business process approach's significant role in optimizing recruitment and onboarding processes. Organizations can achieve higher efficiency, strategic alignment, and a more data-driven HR function by integrating process management techniques.

The shift in recruitment from a traditional, volume-based approach to one focused on strategic alignment and quality, along with the growing importance of structured onboarding, underscores the need for organizations to optimize these foundational HR processes. Streamlining recruitment and onboarding through process optimization techniques leads to faster hiring, better employee integration, and enhanced retention, ultimately contributing to organizational success.

However, the research also points out that while many organizations apply process management techniques to their recruitment and onboarding, a gap exists in consistently measuring and refining these processes. Issues such as lengthy recruitment cycles, ineffective onboarding practices, and a lack of alignment with organizational culture often arise, affecting retention rates and employee satisfaction.

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