

# A Study on Recruitment & Selection at Ultratech Cement LTD., Tadipatri

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## ABSTRACT:

Recruitment and selection are important functions of Human Resource Management that help organizations attract and select suitable candidates. The study focuses on the recruitment and selection practices in UltraTech Cement Limited and evaluates their effectiveness from the employees' perspective. Data were collected from 100 employees through a structured questionnaire. The findings show that employee referrals and campus recruitment are the major sources of job opportunities. The study also identifies challenges such as delays in results, high competition, and cost issues during recruitment. Most employees believe that an effective recruitment process improves employee performance and organizational growth. The study suggests improvements such as faster hiring procedures, better communication, increased transparency, and the use of modern technology to make the recruitment process more efficient.

**Keywords:** Recruitment & Selection process, Human Resource Management, Employee Performance, Organizational Growth, Recruitment Challenges.

## INTRODUCTION:

Recruitment and selection are important Human Resource Management (HRM) functions that help organizations attract and choose suitable candidates. Recruitment refers to identifying manpower needs and encouraging qualified applicants to apply for job vacancies. It is considered a positive process because it increases the number of applicants. Selection is the process of choosing the most suitable candidate from the applicant pool based on skills, qualifications, and experience.

Organizations use methods like internal recruitment, external recruitment, employee referrals, and campus recruitment to attract candidates. The selection process includes steps such as application screening, tests, interviews, and background checks. An effective recruitment and selection system ensures the right person in the right job, improves employee performance, and supports organizational growth and productivity.

## REVIEW OF LITERATURE:

- **Effective Recruitment Strategy (2025):**

Outlines strategies linking selection to role/culture fit, stressing evaluation stages to enhance hiring outcomes and reduce mismatches.

- **AI Ethics in R&S (2025):**

Mori's analysis (67 citations) applies ethics frameworks to AI tools in recruitment/selection, addressing bias in predictive analytics and screening.

- **Consultancy Client Study (2025):**

Analyzes ethical policies and satisfaction in agency-led processes using primary/secondary data from 30 employees, confirming effective screening and climate support best practices.

- **Cauvery College Review (2019):**

Mirrors the 2019 systematic analysis, highlighting adoption of digital tools (e.g., apps, portals) alongside expatriate considerations to optimize candidate selection in competitive markets.

## COMPANY PROFILE:

UltraTech Cement Limited was established in 2004 after the cement division of Larsen & Toubro Limited was acquired by the Aditya Birla Group. It is one of the largest cement manufacturers in India, producing OPC, PPC, and PSC for the infrastructure and construction sectors. The company operates several plants across the country and follows international

quality standards. Led by Chairman Kumar Mangalam Birla, It also has a wide distribution network that supplies cement to different parts of the country. The organization focuses on advanced technology, quality production, environmental sustainability, and community development to achieve long-term growth.

### **OBJECTIVES OF THE STUDY:**

1. To study the recruitment methods followed by UltraTech Cement Limited.
2. To assess employee satisfaction with the company's recruitment policies.
3. To identify and suggest improvements for a more effective recruitment process.
4. To analyze the challenges faced by the organization during recruitment and selection

### **NEED FOR THE STUDY:**

To know the importance of having the right number of employees to achieve organizational goals effectively. To know that skilled and capable employees are the key factor for organizational survival and success. To know the importance of conducting recruitment carefully to select the right and efficient candidates. To know that proper planning and effective recruitment management help attract suitable talent and improve overall organizational performance.

### **SCOPE OF THE STUDY:**

The study focuses on understanding the recruitment policies of UltraTech Cement. It examines how manpower requirements are identified and planned. The scope includes the role of HR department in attracting suitable candidates. It studies the effectiveness of different recruitment sources used by the company. It provides insights for improving recruitment practices in the organization.

### **LIMITATIONS**

- The study is based on a small sample size, so it may not reflect the views of the entire organization.
- Limited time of respondents affected the depth and quality of their responses.
- Employee bias may have influenced the reliability of the collected data.
- The short project duration 45 days restricted detailed and comprehensive analysis.
- Lack of access to confidential information limited a complete understanding of recruitment practices.

### **DATA COLLECTION:**

#### **Data Sources:**

##### **1.PrimaryData**

Structured Questionnaires and Personal interviews were conducted with HR managers and senior executives to gather information insights on the recruitment process.

##### **2. Secondary Data**

Secondary data was collected from various published sources such as books, journals, HR manuals, company websites and magazines research papers related to recruitment and selection.

**Sampling Method:** Simple Random Sampling (Probability Sampling)

**Sample Size:** 171 employees

**Research Instrument:** Close-ended questionnaire

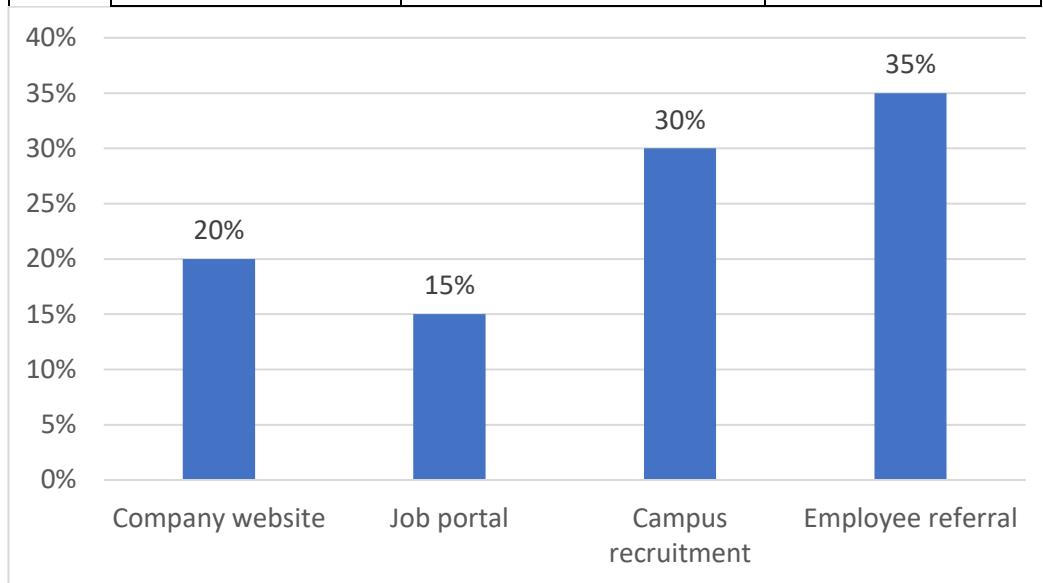
**Data Analysis Tools:** Percentage Analysis

**DATA ANALYSIS & INTERPRETATION:**

**TABLE 1**

**1. How do you know about the job opportunity?**

S.no	Options	No. of Respondents	Percentage (%)
1.	Company website	34	20%
2.	Job portal	25	15%
3.	Campus recruitment	51	30%
4.	Employee referral	61	35%
	<b>TOTAL</b>	<b>171</b>	<b>100%</b>



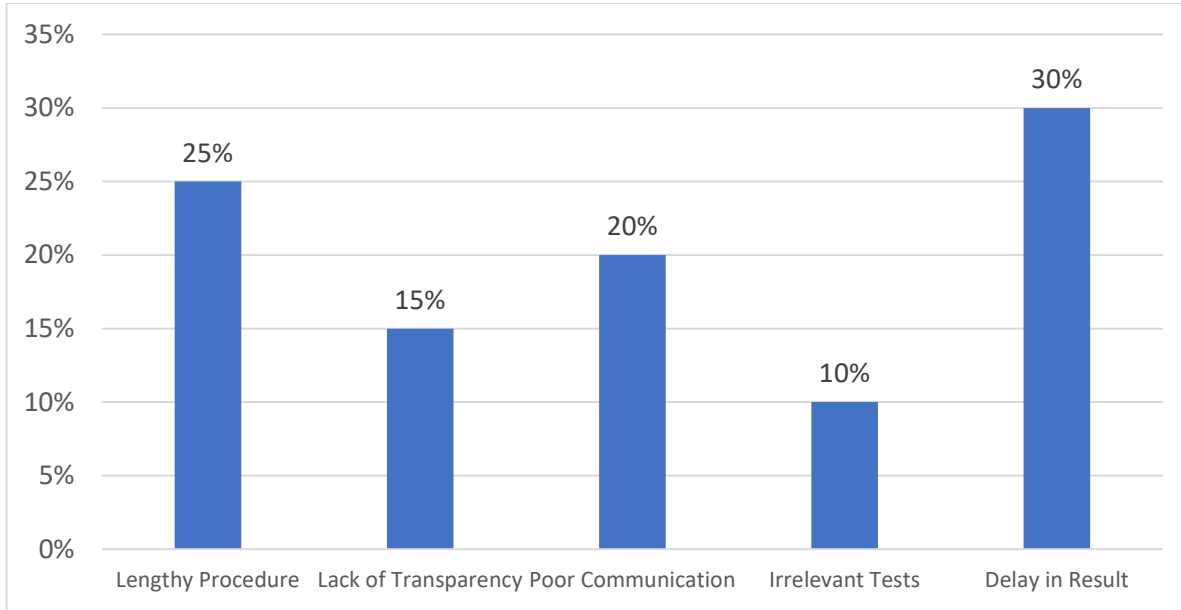
**INTERPRETATION**

35% of respondents knew about the job through employee referrals, followed by 30% through campus recruitment, 20% through the company website, and 15% through job portals. This shows employee referrals are the main source of job information.

**TABLE 2**

**2. What is the main problem faced during the selection process?**

Sno	Options	No of Respondents	Percentage (%)
1	Lengthy Procedure	43	25%
2	Lack of Transparency	26	15%
3	Poor Communication	34	20%
4	Irrelevant Tests	17	10%
5	Delay in Result	51	30%
	<b>TOTAL</b>	<b>171</b>	<b>100%</b>



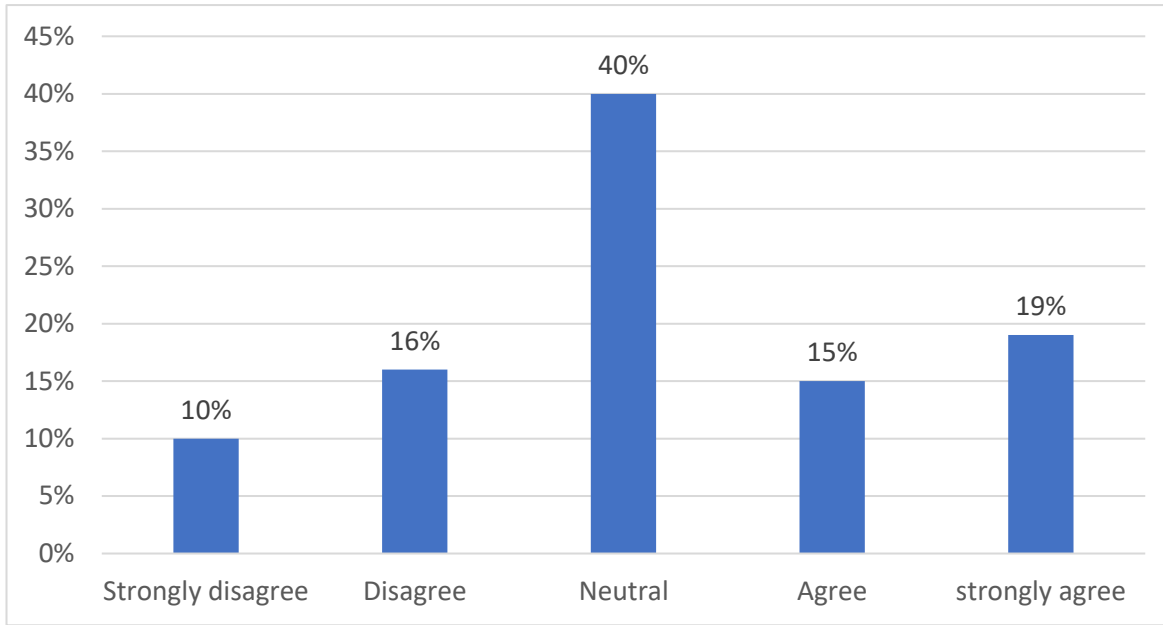
**INTERPRETATION**

The table shows that 30% of respondents faced delay in results as the main problem. 25% reported lengthy procedures, while 20% mentioned poor communication. 15% felt there was a lack of transparency, and 10% pointed out irrelevant tests as an issue.

**TABLE 3**

**3.Are you satisfied with the recruitment policies followed by the company?**

Sno	Options	No of Respondents	Percentage (%)
1	Strongly disagree	18	10%
2	Disagree	27	16%
3	Neutral	68	40%
4	Agree	26	15%
5	strongly agree	32	19%
	<b>TOTAL</b>	<b>171</b>	<b>100%</b>



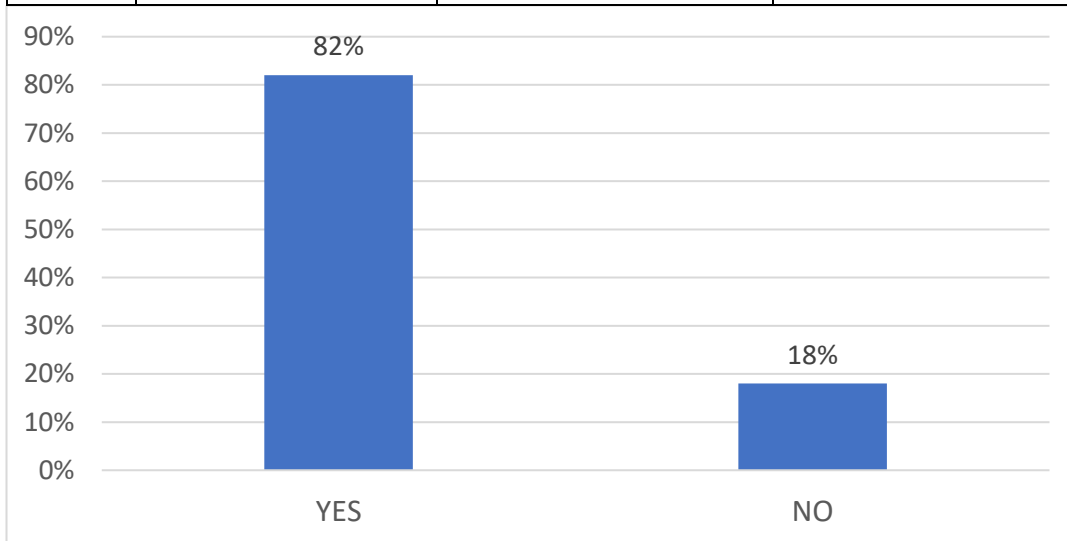
**INTERPRETATION:**

The table shows that 40% of respondents are neutral about the company’s recruitment policies. 34% agree or strongly agree, while 26% disagree or strongly disagree. This indicates that most employees have a neutral opinion, with a moderate level of satisfaction.

**TABLE 4**

**4. Do you think modern methods should be used more in recruitment?**

Sno	Options	No of Respondents	Percentage (%)
1	YES	140	82%
2	NO	31	18%
	<b>TOTAL</b>	<b>171</b>	<b>100%</b>



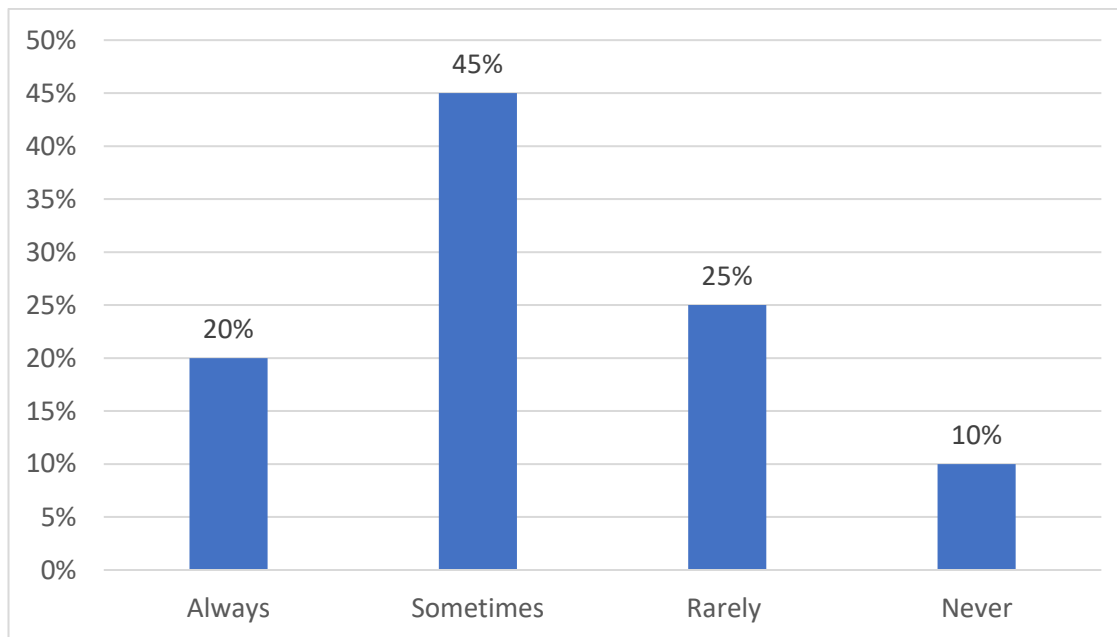
**INTERPRETATION:**

The table shows that 82% of respondents believe modern technology should be used more in recruitment, while 18% do not. This indicates a strong preference among employees for integrating technology into the recruitment process.

**TABLE 5**

**5. Are there delays in the recruitment and selection process?**

S.no	Options	No of Respondents	Percentage (%)
1	Always	34	20%
2	Sometimes	77	45%
3	Rarely	43	25%
4	Never	17	10%
	<b>TOTAL</b>	<b>171</b>	<b>100%</b>



**INTERPRETATION:**

The table shows that 45% of respondents said delays sometimes occur in the recruitment and selection process. 25% said rarely, 20% said always, and 10% said never. Overall, most respondents feel that delays occur occasionally in the recruitment process.

**FINDINGS:**

- 35% of Candidates came to know about the job opportunities through employee referrals.
- Delay in results 30% is the main problem in the selection process.
- 40% employees are neutral, indicating need for improvement in recruitment policies.
- Most employees 82% want modern recruitment methods.
- 45% said delays occur sometimes when in recruitment and selection.

**SUGGESTIONS:**

- The company should reduce delays in the recruitment process and complete hiring procedures faster.
- Advanced recruitment technology and software should be used to make the process more efficient.

- Recruitment policies should be reviewed and updated regularly to improve employee satisfaction.
- The company should strengthen campus recruitment and employee referral programs to attract talented candidates.
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### CONCLUSION:

Ultra Tech Cement has a structured recruitment and selection process, with employee referrals and technical skills being key factors. Most employees are satisfied with the process and orientation programs, and believe proper recruitment improves performance. However, delays, cost issues, and occasional lack of transparency were identified as challenges.

To improve, the company should speed up hiring, enhance communication, use more technology, include practical tests, ensure fairness, and update policies. These steps will make recruitment more efficient, increase employee satisfaction, and strengthen overall performance.

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- Cauvery College Review (2019): Mirrors the 2019 systematic analysis, highlighting adoption of digital tools (e.g., apps, portals) alongside expatriate considerations to optimize candidate selection in competitive markets.
- Effective Recruitment Strategy (2025): Outlines strategies linking selection to role/culture fit, stressing evaluation stages to enhance hiring outcomes and reduce mismatches.

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