

A Study on Recruitment and Selection Process at Kalburgi Cement Private Limited Hyderabad

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Abstract—Recruitment and selection are important Human Resource Management activities because they determine the quality of employees entering an organisation. The present study examines the recruitment and selection process at Kalburgi Cement Private Limited, Hyderabad, with emphasis on recruitment sources, selection fairness, interview experience, HR communication, recruitment time, job-description clarity, transparency, skill testing, background verification, onboarding and overall recruitment effectiveness. A descriptive research design was adopted. Primary data were collected through a structured questionnaire from 50 respondents, while secondary information was obtained from books, academic material and organisational information. The responses were analysed using frequency and percentage methods. The findings show that 88% of respondents consider the overall recruitment process effective, 78% perceive the selection process as transparent, 84% rate overall recruitment satisfaction as good or excellent, and 90% believe equal opportunity is provided. Referrals, job portals and campus recruitment are all used as recruitment channels. The study concludes that the organisation has a generally positive recruitment and selection system, while interview feedback, recruitment time and consistency in communication can be strengthened further.

Index Terms—Recruitment, Selection, Human Resource Management, Interview, Recruitment Sources, Transparency, Employee Satisfaction

I. INTRODUCTION

Human resources are among the most important resources of an organisation. The effectiveness of production systems, technology and capital ultimately depends on people who possess the required knowledge, skills, attitude and commitment. Recruitment and selection therefore form the starting

point of an organisation's relationship with its employees.

Recruitment is concerned with finding and encouraging suitable people to apply for available jobs, whereas selection involves comparing applicants and choosing the person who best matches the role. A systematic hiring process helps an organisation obtain employees with the required ability, attitude and job fit. In an industrial organisation such as Kalburgi Cement, manpower decisions are important because operations depend on employees working across production, quality, safety, maintenance, logistics and administrative functions.

II. TOPIC CHOSEN FOR THE STUDY

Recruitment and selection was chosen as the focus of this study because every vacancy affects the quality of people who eventually join an organisation. The process begins with understanding the manpower requirement and the duties attached to the post. Vacancies may then be communicated through appropriate channels, applications are screened against eligibility criteria, and suitable candidates move through interviews or other assessments. Before joining, documents and medical fitness may be verified.

III. NEED FOR THE STUDY

- To understand how recruitment and selection are carried out at Kalburgi Cement Private Limited.
- To assess the effectiveness of HR policies connected with hiring.
- To identify the main channels used to attract candidates.
- To examine the stages followed while evaluating and selecting applicants.

- To understand whether employees perceive the hiring process as fair and transparent.
- To identify practical ways of making recruitment faster and more effective.

IV. REVIEW OF LITERATURE

Recruitment and selection have been widely studied as core Human Resource Management functions. Existing research generally suggests that planned recruitment, job-related assessment and fair selection improve the likelihood of obtaining employees who fit organisational requirements.

Kumar and Reddy (2021)

Kumar and Reddy examined human-resource practices in cement organisations. Their work suggested that training can improve employee capability and day-to-day performance, while safe working conditions can influence morale and satisfaction. Motivation, communication and teamwork were also linked with productivity.

Sharma (2022)

Sharma studied hiring practices in manufacturing organisations and emphasised that recruitment should be planned around actual job requirements. Applicants should be assessed on relevant qualifications and skills, while a fair selection process can improve workforce quality and reduce hiring mistakes.

Patel (2021)

Patel considered customer satisfaction in the cement market. Although the study was focused on customers, it highlighted the importance of quality, timely service and responsiveness, factors that depend partly on having capable employees in suitable roles.

Singh (2021)

Singh reviewed performance-appraisal practices in manufacturing companies and found that regular evaluation and constructive feedback can help employees understand performance expectations and identify development needs.

Gupta (2022)

Gupta examined quality management in cement production and highlighted the importance of process control, testing and standard operating procedures. These requirements reinforce the need to recruit people with suitable technical competence.

V. RESEARCH GAP

Existing studies provide broad evidence on HR practices and manufacturing employment, but organisation-specific evidence on recruitment and selection at Kalburgi Cement is comparatively limited. The present study addresses this contextual gap by examining how employees perceive recruitment sources, selection fairness, interviews, HR communication, transparency, onboarding and overall effectiveness.

VI. OBJECTIVES OF THE STUDY

- To study the recruitment and selection process followed by Kalburgi Cement Private Limited.
- To identify the main sources used for recruitment.
- To examine employees' perceptions of fairness and transparency in selection.
- To analyse satisfaction with interviews and HR communication.
- To assess recruitment time, job-description clarity and the use of tests.
- To understand perceptions of background verification, offer letters and onboarding.
- To suggest practical measures for improving recruitment and selection effectiveness.

VII. SCOPE OF THE STUDY

- The study covers recruitment and selection practices followed by the HR function.
- It considers recruitment of employees and trainees.
- It includes manpower planning, candidate sourcing, screening, interviews, assessment and joining.
- The study focuses on employee perceptions collected during the survey period.
- The findings are intended to support practical HR improvement within the organisation.

VIII. RESEARCH METHODOLOGY

The study follows a descriptive research design because it focuses on collecting and presenting respondents' opinions regarding recruitment and selection practices.

Particular	Details
Research Design	Descriptive research
Sample Size	50 employees
Primary Data	Structured questionnaire and personal interaction
Secondary Data	Books, research material and organisational information
Sampling	Convenience sampling
Analysis Tools	Frequency, percentage, tables and charts

The findings describe patterns in the sample and should not be interpreted as proof of causal relationships.

IX. SURVEY RESULTS AND ANALYSIS

1. GENDER OF RESPONDENTS

Gender	Frequency	Percentage
Male	28	56%
Female	22	44%
Total	50	100%

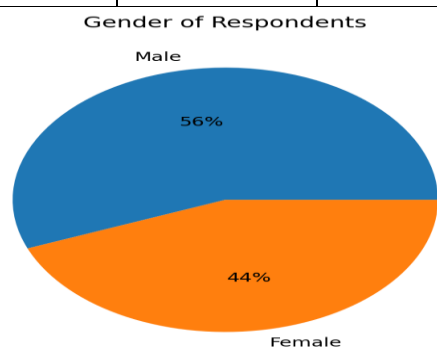
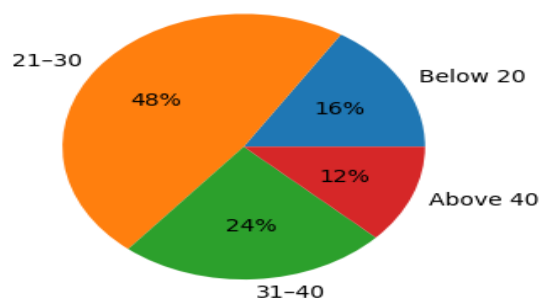


Figure 1: Gender of Respondents

Analysis: Male respondents account for 56% of the sample, while female respondents account for 44%. Interpretation: Both genders are represented in the survey, with a modest numerical lead for male respondents.

2. AGE GROUP OF RESPONDENTS

Gender	Frequency	Percentage
Below 20	8	16%
21-30	24	48%
31-40	12	24%
Above 40	6	12%
Total	50	100%



ANALYSIS:

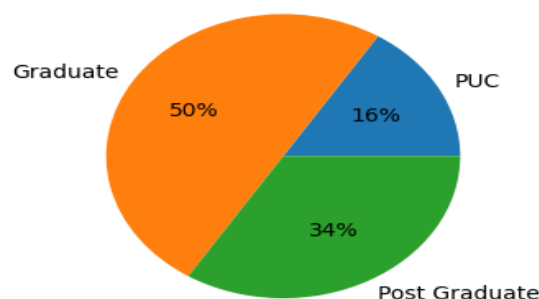
Nearly half of the respondents (48%) are aged 21-30. Employees aged 31-40 contribute 24%, those below 20 contribute 16%, and 12% are above 40.

INTERPRETATION:

The age profile is weighted toward younger employees, with the 21-30 group forming the largest part of the sample.

3. EDUCATIONAL QUALIFICATION

Particular	Frequency	Percentage
PUC	8	16%
Graduate	25	50%
Post Graduate	17	34%
Total	50	100%



ANALYSIS:

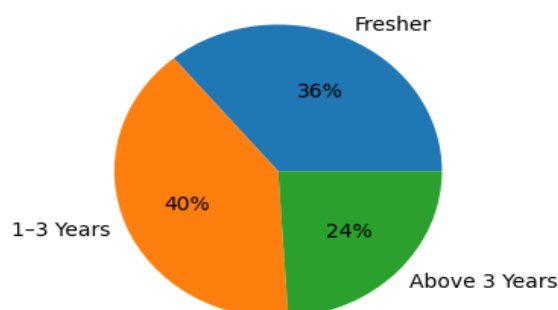
Graduates form 50% of the respondents, followed by postgraduates at 34% and PUC-qualified employees at 16%.

INTERPRETATION:

The sample is largely made up of employees with graduate or postgraduate education, suggesting a comparatively well-qualified respondent group.

4. EXPERIENCE

Particular	Frequency	Percentage
Fresher	18	36%
1-3 Years	20	40%
Above 3 Years	12	24%
Total	50	100%



ANALYSIS:

Employees with 1-3 years of service form the largest group at 40%. Freshers represent 36%, while 24% have more than three years of experience.

INTERPRETATION:

The responses include both newly joined and experienced employees, with early-career employees making up most of the sample.

ANALYSIS:

Referrals contribute 36% of hires in the sample, job portals 34%, and campus recruitment 30%.

INTERPRETATION:

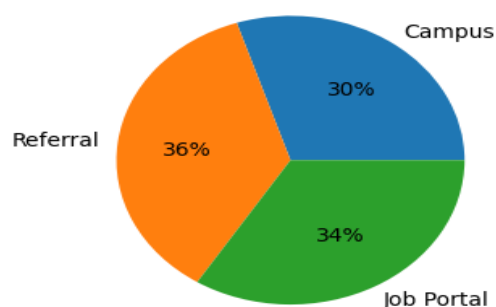
Recruitment is spread across all three channels, with employee referrals showing only a small advantage over online and campus sources.

KEY FINDINGS AND MANAGERIAL IMPLICATIONS

- Recruitment is distributed across referrals, job portals and campus recruitment, with referrals at 36%.
- Selection fairness is rated good or excellent by 76% of respondents.
- Interview satisfaction is positive, with 70% satisfied.
- HR communication is good or excellent for 80% of respondents.
- Job descriptions are clear for 84% of respondents.
- Interview panels are considered professional by 88%.
- Selection is perceived as transparent by 78%.
- Background verification is strongly supported by 92%.
- Onboarding is smooth for 82%, and post-selection training is reported by 86%.
- Overall recruitment effectiveness is rated positively by 88% of respondents.

5. Recruitment Source

Particular	Frequency	Percentage
Campus	15	30%
Referral	18	36%
Job Portal	17	34%
Total	50	100%



X. SUGGESTIONS

- Provide structured interview feedback to candidates, since 40% reported not receiving feedback.
- Reduce avoidable recruitment delays through defined approval timelines and digital tracking.
- Maintain multiple recruitment channels so that referrals, job portals and campus sources complement one another.
- Use job-related skill tests consistently for positions where technical assessment is required.
- Continue transparent communication of eligibility criteria and selection stages.
- Strengthen onboarding checklists and assign responsible HR personnel for each joining activity.

- Use HR technology or e-HR tools to reduce repetitive paperwork and improve recruitment records.
- Review job descriptions periodically so that duties, qualifications and skills remain clear.

[10] Suresh Babu, (2021). Employee satisfaction, performance and retention.

SOURCE: Primary Survey of 50 respondents and project material provided by the student.

XI. CONCLUSION

Recruitment and selection are fundamental HR activities that influence workforce quality, job fit and organisational performance. The present study at Kalburgi Cement Private Limited, Hyderabad indicates that employees generally have a favourable perception of the recruitment and selection system. Recruitment sources are diversified, the interview process is positively viewed, HR communication is largely satisfactory, and most respondents perceive the selection process as transparent and fair.

The study also identifies practical areas for improvement. Interview feedback is not yet consistent for all candidates, some respondents experience slower recruitment timelines, and a minority perceive gaps in communication or job-skill matching. Strengthening candidate communication, speeding up approvals, maintaining clear selection criteria and using relevant assessments can improve the overall candidate experience.

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