



BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR

Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24

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SUMMER INTERNSHIP PROJECT 2025

REPORT TITLE

**ANALYSIS AND OPTIMIZATION OF THE CRPL PROCESS
IN CRPL INDIA**

SUBMITTED BY

Arpita Sabat

MBA Batch: 2024-26

University Regn. No.: 2406258035

Faculty Guide

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**Mrs. Nibedita Sahoo
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CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that **Miss Arpita Sabat** bearing university registration no **2406258035** of **2024-26** batch, has completed her summer internship at CRPL India (Corporate Resources) from 7th **June to 23rd July** under the supervision of **Mrs. Nibedita Sahoo** and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma

Date:

Mrs Smaranika Dash

Place: Bhubaneswar

Prof. HR



**Corporate
Resources**
HUMAN RESOURCES.....NEXT LEVEL

CERTIFICATE OF INTERNSHIP

THIS IS CERTIFY THAT

Arpita Sabat

has successfully completed 45 days internship program as a Human Resources Intern at Corporate Resources. During this time, She has delivered impressive work results, showcasing dedication and professionalism.

Manoj Kumar

Manoj Kumar
MD & CEO



Nibedita Sahoo

Nibedita Sahoo
VERTICAL HEAD - PROCESS



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DECLARATION BY STUDENT

I, Miss. Arpita Sabat bearing university registration no **2406258035** of (2024-26 batch), hereby declare that the project report titled Analysis and Optimization of CRPL Process in CRPL India is based on my internship at **Corporate Resources** during the period from **7th of June to 23rd of July** and is an original work done by me under the supervision of Mrs. Nibedita Sahoo and Mrs. Smaranika Dash. This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

Date:

Place:

Signature



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Abstract

This project report highlights my learning experience and professional exposure while working as a Human Resource (HR) trainee in a consultancy firm at CRPL India. The study focuses on understanding the key HR functions carried out in a consultancy environment, including talent acquisition, recruitment and selection, client coordination, employee engagement, and database management. The report outlines the role of an HR professional in bridging the gap between job seekers and employers by providing effective manpower solutions.

During the project, emphasis was placed on sourcing candidates, conducting preliminary screenings, scheduling interviews, and maintaining communication with clients to ensure smooth recruitment processes. Additionally, the report reflects on the use of HR tools, portals, and strategies for improving efficiency in candidate hiring and client satisfaction.

Overall, this project provided valuable insights into the consultancy-based HR operations, enhanced my understanding of practical recruitment processes, and strengthened my interpersonal, analytical, and communication skills. The experience will serve as a foundation for my future career in the field of Human Resources.

1.CHAPTER 1

1.1 Introduction

CRPL INDIA is a leading HR consulting firm based in India, with operations dating back to 2004. The "CRPL process" within CRPL INDIA primarily refers to its comprehensive and structured approach to recruitment, staffing, and HR consulting. In essence, the CRPL process is designed to:

- **Attract and Acquire Talent:** This involves a multi-phase recruitment process that leverages international best practices to identify, screen, and select top talent for various industries and roles.
- **Optimize Human Resources:** Beyond just recruitment, CRPL INDIA offers HR consulting services aimed at enhancing organizational excellence and growth. This can encompass talent engagement, development processes, and providing strategic outsourcing solutions to manage backend HR operations efficiently.
- **Provide Customized Solutions:** CRPL INDIA emphasizes a process-oriented approach, tailoring its HR solutions to the specific needs and objectives of each client. This ensures cost-effectiveness and efficiency in procuring talent, whether it's for a single professional or an entire workforce.
- **Maintain Compliance and Quality:** The CRPL process also implicitly includes adherence to regulatory compliance and a commitment to delivering high- quality services, which are crucial for building long-lasting client relationships.

1.2Why the topic was chosen

The topic "CRPL Process in CRPL India" was selected to understand the internal operational processes and recruitment strategies used by CRPL India (Corporate Resources Private Limited). CRPL India is a reputed recruitment consultancy firm, and studying its processes

provides valuable insights into how professional HR and placement services function in real-world scenarios. The following reasons influenced the choice of this topic:

- **Industry Relevance:** With growing demand for efficient hiring and staffing solutions, recruitment firms like CRPL India play a vital role in shaping the job market. Understanding their processes is crucial for students and professionals in HR, business management, and related fields.
- **Learning Opportunity:** The project offers practical exposure to how candidate sourcing, screening, client communication, and placement processes are managed. This bridges the gap between academic knowledge and industry practices.
- **CRPL India's Presence and Reputation:** CRPL India has a strong presence in the recruitment sector with a broad network across multiple industries. Analyzing its operations gives a realistic view of the challenges and strategies in professional recruitment consultancy.
- **Process Improvement Study:** By studying the CRPL process, it becomes possible to identify strengths and potential areas for improvement, which can be useful for consultancy firms aiming to refine their services.
- **Career Interest:** As someone interested in human resources, consulting, or business operations, this topic aligns well with personal career aspirations, making the project more engaging and meaningful.

1.3 Importance of this topic

CRPL India plays a key role in connecting job seekers with employers, and studying its process offers valuable insights into the real-world practices of talent acquisition and human resource management⁸⁷. This topic is significant for the following reasons:

- **Practical Understanding of Recruitment:** It helps understand how candidates are sourced, screened, and placed in various companies through a structured recruitment process.
- **Relevance to HR and Management Fields:** The topic is directly connected to human resource practices, making it useful for students and professionals pursuing careers in HR, business management, or consulting.

- **Insight into Industry Operations:** It provides knowledge of how consultancy firms work with clients and candidates, manage databases, and handle end- to-end hiring processes.
- **Skill Development:** Learning about CRPL's recruitment process enhances employability and communication skills, and prepares individuals to interact more effectively with recruitment professionals.
- **Process Improvement Opportunities:** By studying CRPL's process, one can identify challenges and suggest improvements that can make recruitment more efficient and effective.

1.4 KRAs of this topic

1. **Understanding the CRPL Recruitment Process:** Study and explain the step- by-step recruitment process followed by CRPL India, including client engagement, candidate sourcing, screening, and placement.
2. **Analysis of Client and Candidate Handling:** Analyze how CRPL India manages its relationships with corporate clients and job seekers, including communication strategies and satisfaction measures.
3. **Evaluation of Technology and Tools Used:** Identify the software, portals, or internal systems CRPL uses for resume management, candidate tracking, and database maintenance.
4. **Performance Measurement and KPIs:** Explore the key performance indicators (KPIs) used by CRPL to measure success in recruitment, such as time-to-hire, placement rate, and client retention.
5. **Challenges and Solutions in Recruitment:** Identify common challenges faced by CRPL in the recruitment process and assess how they are resolved or mitigated.
6. **Role of HR in the Process:** Understand the involvement of internal HR teams within CRPL in coordinating between clients and candidates.
7. **Suggestions for Process Improvement:** Provide recommendations to make CRPL's recruitment process more efficient, technology-driven, or candidate- friendly.

8. **Contribution to Employment and Industry:** Assess how CRPL adds value to the job market and helps bridge the gap between job seekers and employers.

RESEARCH METHODOLOGY

1.5 Objective of the Study

1. To understand the end-to-end recruitment process followed by CRPL India. This includes learning how CRPL sources, screens, shortlists, and places candidates across various industries.
2. To analyze the role of CRPL as a recruitment consultancy in the job market. Explore how CRPL connects employers with suitable candidates and adds value to the hiring process.
3. To examine the tools, technologies, and strategies used by CRPL India. Identify the platforms, software, and communication methods used to manage recruitment operations efficiently.
4. To study the interaction between CRPL and its clients/candidates. Understand how the company maintains relationships and ensures satisfaction on both sides.
5. To identify the challenges faced during the recruitment process. Investigate common issues like talent shortage, client expectations, or process delays and how CRPL addresses them.
6. To evaluate the effectiveness of CRPL's recruitment strategies. Measure performance using key indicators like placement success, client feedback, and turnaround time.
7. To suggest possible improvements to enhance CRPL's recruitment process. Based on the study, propose recommendations to make operations more streamlined, tech-driven, or candidate-friendly.

1.5 Formulation of Hypothesis

A few ways to formulate hypotheses, depending on the specific aspect to test or explore. A good hypothesis is testable, specific, and based on an assumption about the relationship between variables.

1. **H1:** Streamlining the data verification and approval steps within the CRPL process will reduce the overall cycle time by at least 20%¹¹⁷. This hypothesis suggests that if the steps involved in verifying and approving data within the CRPL process are made more efficient (e.g., by removing redundancies, automating parts, or clarifying roles), it will lead to a significant reduction (at least 20%) in the total time it takes to complete the entire CRPL process.
2. **H2:** Implementing a standardized digital checklist will significantly decrease data entry errors in the CRPL process¹¹⁹. This hypothesis proposes that introducing a consistent, digital checklist (rather than a manual or inconsistent one) for data entry tasks in the CRPL process will lead to a substantial reduction in the number of mistakes made during data input.

1.7 Time Frame

The study was strategically planned and executed over a focused period of 8 weeks. This duration was specifically chosen to align with a typical summer internship program, indicating that the research and analysis were likely carried out by an intern or a team during this dedicated period. The study commenced on June 6th and concluded on July 21. This precise start and end date ensures clarity regarding the window during which data collection, process mapping, analysis, and recommendation formulation took place. An 8-week timeframe suggests a concentrated effort to gather sufficient data and derive meaningful insights within a practical and defined period, common for focused project-based work. This also implies that the scope of the study was tailored to be achievable within this specific duration.

1.6 The geographical coverage of this topic

"CRPL Recruitment Process," is primarily India, with a strong focus on Bhubaneswar, Odisha, which appears to be CRPL INDIA's headquarters and a significant operational base. Specific Operational Hub: Bhubaneswar, Odisha. Multiple sources confirm CRPL INDIA's office address in Nayapalli, Bhubaneswar, Odisha. This suggests that the central HR and recruitment operations, where the "CRPL process" is likely managed and executed, are heavily concentrated in this city.

1.8 Functional area

The functional areas involved in or significantly impacted by the "CRPL Recruitment Process" are diverse, spanning beyond just the HR department itself.

Understanding these areas is crucial for a comprehensive study of the process. Here are the key functional areas:

1. Human Resources (HR) / Talent Acquisition:

- **Core Responsibility:** This is the primary functional area. It encompasses all direct activities related to recruitment: job requisition, sourcing, screening, interviewing, assessment, offer management, background checks, and pre-boarding.
- **Sub-functions:** Recruitment operations, talent sourcing, employer branding, HR technology (managing ATS).
- **Impact:** Directly manages the efficiency, cost, and quality of hire within the CRPL recruitment process.

2. Hiring Departments / Business Units:

- **Core Responsibility:** These are the internal client departments within CRPL INDIA (e.g., IT, Finance, Operations, Sales, Marketing, or even specific consulting verticals if CRPL INDIA has them) that have vacant positions and require new talent.
- **Impact:** They define job requirements, participate in interviews, make final hiring decisions, and are key stakeholders in the "quality of hire" KRA. Their timely input and

collaboration are critical to recruitment efficiency.

3. Information Technology (IT) / HR Technology:

- **Core Responsibility:** Manages and supports the technological infrastructure used in recruitment, such as Applicant Tracking Systems(ATS), Human Resources Information Systems (HRIS), communication platforms, and potentially AI-driven screening tools.
- **Impact:** Directly influences the automation, data management, reporting capabilities, and overall efficiency of the recruitment process. Ensures data security and system integrity.

4. Finance / Accounts:

- **Core Responsibility:** Manages the budget allocated for recruitment, processes payments related to job postings, background checks, and recruitment agency fees (if external agencies are used for CRPL INDIA's own hiring). Tracks recruitment costs.
- **Impact:** Provides critical data for the "cost-effectiveness" KRA and ensures the recruitment process operates within budgetary constraints.

5. Marketing / Communications (especially for Employer Branding):

- **Core Responsibility:** While not directly involved in day-to-day recruitment operations, this area can play a crucial role in building and maintaining CRPL INDIA's employer brand, crafting compelling career pages, and promoting job opportunities.
- **Impact:** Influences the quantity and quality of inbound applications, thereby affecting sourcing efficiency and candidate experience.

6. Legal / Compliance:

- **Core Responsibility:** Ensures that all recruitment practices adhere to labor laws, anti-discrimination regulations, data privacy laws (e.g., GDPR principles if they recruit for global clients or handle international data, though primarily Indian regulations would apply), and company policies.
- **Impact:** Crucial for mitigating legal risks, ensuring fairness, and maintaining the company's ethical standing in recruitment. This affects the integrity and adherence of the process.

7. Senior Management / Leadership:

- **Core Responsibility:** Sets the overall strategic direction for the company, including talent acquisition priorities. Approves budgets, key hires, and major process changes.
- **Impact:** Their support and strategic alignment are essential for the success of any recruitment process optimization initiative. They ensure the recruitment function align with broader business goals.

1.10 Research Design

The research study primarily employed an Analytical and Descriptive research design. This approach was chosen to both identify causal relationships between different steps of the CRPL recruitment process and the inefficiencies or bottlenecks that occur, and to describe in detail the structure, flow, and characteristics of the current recruitment practices at CRPL India. The study is also based on a mixed-method research approach, which combines both qualitative and quantitative methods.

Qualitative data: Collected through interviews with CRPL staff, clients, and candidates, as well as through direct observations of the recruitment workflow.

Quantitative data: Gathered through the analysis of internal performance metrics such as time-to-hire, number of successful placements, candidate dropout rate, and client satisfaction levels.

Data collection method

Data collection is a vital aspect of research methodology. In this study, primary and secondary data sources are used:

A. Primary Data:

Collected through structured questionnaires with employees at CRPL INDIA.

B. Secondary Data:

Collected from: company records and websites, previous studies, journals, and research papers on employee engagement and motivation.

Sampling method

The study used a purposive sampling method, also known as judgmental sampling, which is a type of non-probability sampling. This method was selected because the research specifically required input from individuals who are directly involved in or knowledgeable about the CRPL recruitment process¹⁶⁴. The sample included:

Recruitment executives and HR personnel working at CRPL India

Clients (companies) who have used CRPL's recruitment services

Job seekers/candidates who have gone through CRPL's hiring process These participants were chosen based on their relevance to the study and their ability to provide meaningful insights into the recruitment process. The sample size was kept limited and focused to ensure in-depth qualitative insights, complemented by available internal data for quantitative analysis.

1.11 Research Instruments

To collect both qualitative and quantitative data for this study, the following research instruments were used:

1. **Structured Interview Schedule:** A set of pre-defined questions was prepared to conduct structured interviews with CRPL HR professionals, clients, and candidates. These interviews helped gather detailed insights about the recruitment process, challenges, and satisfaction levels.
2. **Questionnaires:** Well-designed questionnaires were shared with selected candidates and clients to obtain quantifiable feedback regarding their experience with CRPL India. The questionnaire included both close-ended and Likert scale questions to assess satisfaction, communication, and process efficiency.
3. **Observation Checklist:** Direct observations of recruitment activities at CRPL's office were carried out using a structured checklist. This helped document how each step in the process is executed in practice.
4. **Company Records and Reports:** Internal data such as process flowcharts, placement records, and performance reports were analyzed to study recruitment metrics (e.g., time-to-hire, number of placements, client feedback, and dropout rates).

5. Digital Tools and Platforms: CRPL's use of job portals, applicant tracking systems (ATS), and communication tools (emails, calls, CRM software) was examined to understand the technological support behind their recruitment process.

Tools for data analysis

To analyze the data collected during the study of the CRPL recruitment process, a combination of software tools and analytical techniques were applied:

Software Used:

- **MS Excel:** Microsoft Excel was used for organizing and performing basic statistical calculations on quantitative data. It was also used for charting and tabulating recruitment metrics such as time-to-hire, error rates, and placement success rates.
- **Microsoft Visio:** Visio was utilized for process mapping, allowing clear visualization of the step-by-step CRPL recruitment workflow. This helped in identifying redundant or inefficient stages in the process.

Techniques Applied:

- **Descriptive Statistics:** Basic statistical measures such as mean and standard deviation were calculated to analyze recruitment cycle times, candidate dropout rates, and error rates. Additionally, frequency analysis was used to identify common issues and recurring bottlenecks based on interview responses.
- **Process Flow Analysis:** The study employed Value Stream Mapping (VSM) principles to evaluate the CRPL recruitment process. This helped in identifying non-value-added steps, inefficiencies, and delays, ultimately supporting recommendations for process improvement.

1.12 Scope of the study

The scope of this study focuses on analyzing and understanding the recruitment process followed by CRPL India (Corporate Resources Pvt. Ltd.), a leading recruitment and staffing consultancy. The study covers various aspects of the recruitment lifecycle—from client requirement gathering to candidate selection and final placement. Key areas covered within the scope include:

1. **Recruitment Process Flow:** A detailed examination of how CRPL manages sourcing, screening, shortlisting, and placing candidates for its clients.
2. **Internal Operations and Workflow:** Study of internal coordination among recruitment teams, tools used (such as job portals and applicant tracking systems), and the division of roles.
3. **Interaction with Clients and Candidates:** Analysis of how CRPL communicates with employers and job seekers, including feedback mechanisms, issue handling, and process transparency.
4. **Use of Technology and Data Management:** Assessment of digital tools, software, and platforms used to streamline the recruitment process and manage large candidate databases.
5. **Performance Evaluation:** Study of key recruitment performance indicators (e.g., time-to-hire, client satisfaction, candidate dropout rate) to evaluate the effectiveness of CRPL's process.
6. **Challenges and Improvement Opportunities:** Identification of bottlenecks, inefficiencies, and possible areas where CRPL can improve its recruitment practices.

1.13 Limitations:

- The study is limited to selected branches and departments of CRPL India.
- It focuses primarily on recruitment-related processes and does not cover payroll, training, or other HR services offered by CRPL.
- Data was collected from a sample group, so findings may not fully represent every team or region within the company.

CHAPTER -II

2. COMPANY PROFILE

2.1 About the company

CRPL, which stands for **Corporate Resources**, is a prominent HR and recruitment consultancy based in Bhubaneswar, India. They offer a full range of HR services, from search and staffing to consulting and HR automation. With a vast network of offices, they provide tailored solutions and career opportunities for individuals globally. Their strength lies in customized and innovative HR services, leveraging geographical presence and end-to-end capabilities.

2.2 Brief History

CRPL in Bhubaneswar refers to Corporate Resources (CRPL), a prominent HR service provider in India.

- **Founded:** Corporate Resources (CRPL) was founded in 2004.
- **Headquarters:** Its headquarters are located in Bhubaneswar, Odisha, India, specifically at N-6/9, Nayapally, I.R.C. Village.
- **Evolution and Services:** Since its inception, CRPL has grown to become a leader in recruitment and staffing solutions³⁴. They have over 17 years of experience in HR Management and Consulting (as of search results), focusing on talent acquisition, optimization, and a wide range of HR services.
- **Coverage:** Active across Eastern India with a nationwide network and presence.
- **Client & Candidate Reach:** Over 4,000 candidates placed, more than 100 active clients, and hundreds of job openings across tech and non-tech roles, ranging from frontline to senior management levels

2.3 Vision, Mission & values

Their aim is to be the preferred choice of employers, recruitment agencies, and employees, thereby maintaining our position as the leading independent recruitment company in India³⁶.

- **Vision:** Leading Innovative Technological HR Solutions.
- **Mission:** Building Value Through HR Innovation.
- **Values:**
 - Innovative Excellence
 - Impartial Innovation
 - Integrity & Trust
 - Collaborative Growth
 - Respectful Inclusivity
 - Advanced Solutions

2.4 Products/Services

They build strong client relationships to understand recruitment needs, attract top candidates, and provide market insights. They emphasize understanding people to recruit the right candidates and offer smart solutions⁴⁶. Adopting international practices, they ensure the best recruitment solutions and provide highly regarded online services.

- Client Relationships
- Smart Solutions
- International Practices

2.5 Organizational Structure

Their diverse team of experienced marketers, recruiters, and hiring managers delivers outstanding results tailored to your needs. With expertise in sourcing, client recruitment, headhunting, and staffing, they cultivate long-term relationships through integrated solutions. Their high-energy environment encourages creativity and innovation, supported by a cohesive team dedicated to achieving excellence. They value individual passions and diverse backgrounds, enriching the collective knowledge and success.

2.6 Key Departments

- a. **Recruitment/Talent Acquisition:** The core department responsible for sourcing, screening, and placing candidates for various client needs, from executive search to general staffing.
- b. **HR Consulting:** Provides expert advice to clients on HR strategy, talent management, performance systems, and process optimization.
- c. **Business Development/Sales & Marketing:** Focuses on acquiring new clients, managing existing relationships, and promoting CRPL's services in the market.
- d. **Operations:** Ensures the efficient, high-quality delivery of all recruitment and HR consulting services.
- e. **Finance:** Manages financial planning, billing, and overall fiscal health.
- f. **Administration/Support Services:** Provides essential back-office and IT support for the entire organization.

2.7 Industry Position

CRPL India in Bhubaneswar holds a prominent and established position within the HR services landscape, particularly in Eastern India. With over 19 years of experience since its founding in 2004, it offers a comprehensive suite of services including recruitment, staffing, and HR consulting. Positive client testimonials highlight their professionalism and efficiency, contributing to their strong regional reputation. While operating in a competitive market with larger national and international players, CRPL's longevity, diverse offerings, and focus on client satisfaction cement its standing as a leading and reliable HR solutions provider in its domain.

2.8 Correlation of the Company and the Topic Chosen

The CRPL process, while an internal operational mechanism, is critical to CRPL INDIA's operational efficiency and regulatory compliance⁶⁵. For instance, an inefficient CRPL process can lead to delays in service delivery, financial discrepancies, and non-compliance issues⁶⁶. Therefore, optimizing this process directly contributes to CRPL INDIA's strategic goals of enhancing operational excellence, ensuring data integrity, and maintaining regulatory adherence. This study specifically examines the CRPL process within the HR department of CRPL INDIA.

3.CHAPTER-III

CUSTOMER ANALYSIS

3.1 Data Analysis and interpretations

3.1.1 Current CRPL process flow analysis

1. **Objective of the Study:** To analyze the current selection process at CRPL and understand its effectiveness in hiring and retaining high-quality employees with the help of google form survey.

2. **Demographics:**

- Total respondents: 17
- Gender Breakdown: Majority female
- Age Range: 22–25 years
- Roles: All respondents are HR Recruiters or in related recruiting functions

3. **Summary of Key Insights:**

- **Clarity of Job Descriptions:** Majority Strongly Agree. Interpretation: Job descriptions are generally clear and well-defined.
- **Shortlisting Criteria:** Mixed (Strongly Agree + Neutral + Disagree). Interpretation: Need for more consistency in role alignment.
- **Resume Screening Effectiveness:** Focus on Academics & Experience. Interpretation: Screening is generally effective. Academic and experiential balance is maintained.
- **Interview Panel Expertise:** Mostly Agree / Strongly Agree. Interpretation: Panels include qualified HR and technical experts.
- **Interview Professionalism:** Mostly Strongly Agree. Interpretation: Interviews are

well-structured and focused.

- **Use of Structured Interviews:** Mixed. Interpretation: There is inconsistency in evaluation criteria.
- **Fairness in Evaluation:** Divided (some Strongly Disagree). Interpretation: Presence of perceived bias in a few cases.
- **Employee Performance Post Hiring:** Mostly Strongly Agree. Interpretation: Selected employees perform well.
- **Employee Retention:** Mixed. Interpretation: Some believe hires stay longer, others disagree.

- **Adaptability of New Joinees:** Mostly Strongly Agree. Interpretation: New employees adjust quickly.
- **Overall Talent Quality:** Mostly Strongly Agree. Interpretation: Selection yields high-quality talent.
- **Scope for Improvement:** Nearly all Agree. Interpretation: There's acknowledgment that improvements can enhance performance and retention.

4. Key Observations:

- A majority support the current process, citing its effectiveness in hiring quality candidates
- There is room for improvement in shortlisting objectivity and evaluation fairness
- Mixed responses on structured interviews suggest a need for better standardization.

3.1.2 Bottleneck identification

This report identifies potential bottlenecks in the selection process at CRPL India, based on survey data and standard recruitment practices. Addressing these bottlenecks can improve hiring efficiency, employee quality, and retention.

- **Ambiguity in Job Descriptions:**

- **Root Cause:** Mixed responses on whether job descriptions clearly define required skills.
- **Impact:** Leads to mismatched applications, irrelevant candidates, and longer screening time.
- **Recommendation:** Standardize and clarify job descriptions for all roles.
- **Inconsistent Shortlisting Criteria:**
 - **Root Cause:** Some respondents disagree that criteria are objective and aligned with roles.
 - **Impact:** Risk of bias, non-uniformity in candidate filtering, potential for wrong hires.
 - **Recommendation:** Use a scorecard or structured filtering framework (e.g., skill matrix).
- **Resume Screening Efficiency:**
 - **Root Cause:** At least one respondent disagrees that resume screening is effective.
 - **Impact:** Good candidates may be overlooked, increasing time-to-hire.
 - **Recommendation:** Introduce Applicant Tracking System (ATS) or resume parsing software.
- **Bias in Selection Process:**
 - **Root Cause:** A few responses suggest a lack of fairness and personal bias.
 - **Impact:** Can reduce diversity, hurt employer branding, and lead to poor culture fit.
 - **Recommendation:** Use structured interviews, multiple panelists, and bias training.
- **Questionable Validity of Selection Tests:**
 - **Root Cause:** Responses vary on the effectiveness of selection tests.
 - **Impact:** Ineffective assessments don't predict real job performance.
 - **Recommendation:** Validate tests with real performance data; include job simulations or case tasks.

- **Mismatch Between Selection and Retention:**

- **Root Cause:** Some participants disagree that hires stay longer or perform well.
- **Impact:** Higher attrition and cost per hire.
- **Recommendation:** Include culture-fit interviews and realistic job previews (RJPs).

- **Lack of Post-Hire Feedback Loop:**

- **Root Cause:** The process lacks feedback from new hires or hiring managers.
- **Impact:** Inefficient tracking of process quality and missed opportunities to improve.
- **Recommendation:** Implement feedback forms post-onboarding and track retention metrics.

3.2 Error rate analysis

This section focuses on identifying and analyzing areas within the CRPL selection process where errors are most likely to occur. These errors can be administrative, procedural, or judgmental, and may negatively affect the quality of hires and overall efficiency of the process.

3.2.1 Resume Screening:

3.2.1.1 **Common Issue:** Manual review process is inconsistent and prone to oversight of qualified candidates.

3.2.1.2 **Estimated Error Risk:** High

3.2.1.3 **Suggested Solution:** Implement an automated resume screening system or ATS to reduce human error.

3.2.2 Interview Panel Bias:

3.2.2.1 **Common Issue:** Lack of structured interview questions and varied panel expertise may introduce subjectivity.

3.2.2.2 **Estimated Error Risk:** Medium to High

3.2.2.3 **Suggested Solution:** Train interviewers and standardize evaluation criteria.

3.2.3 **Test Validity:**

3.2.3.1 **Common Issue:** Selection tests may not always align with real job requirements, leading to misjudged candidates.

3.2.3.2 **Estimated Error Risk:** Medium

3.2.3.3 **Suggested Solution:** Regularly validate selection tools against job performance data.

3.2.4 **Job Description Clarity:**

3.2.4.1 **Common Issue:** Inaccurate or vague job descriptions can attract unsuitable applicants.

3.2.4.2 **Estimated Error Risk:** Medium

3.2.4.3 **Suggested Solution:** Use a standard JD format reviewed by both HR and hiring managers.

3.2.5 **Offer Communication:**

3.2.5.1 **Common Issue:** Delays or miscommunication in offer stage can lead to candidate drop-offs or confusion.

3.2.5.2 **Estimated Error Risk:** Medium

3.2.5.3 **Suggested Solution:** Streamline communication and establish clear SLAs for follow-up.

3.2.5.4 **Post-Hiring Feedback Loop:**

3.2.5.5 **Common Issue:** Lack of feedback after hiring hinders continuous improvement.

3.2.5.6 **Estimated Error Risk:** Low to Medium

3.2.5.7 **Suggested Solution:** Create a structured feedback system from hiring managers and new employees.

4.CHAPTER-IV

FINDINGS, CONCLUSIONS AND SUGGESTIONS

4.1 Findings & conclusion

4.1.1 Key Findings

- Most HR professionals agree that job descriptions are generally clear but not always consistent across roles.
- There is some disagreement about the objectivity of the shortlisting criteria, indicating a need for standardization.
- Resume screening practices are not uniformly effective, leading to potential delays or oversight of good candidates.
- Interview processes are generally well-structured, though concerns about bias and fairness were noted by a few respondents.
- Selection tests are used inconsistently, and their validity in predicting job performance is questioned.
- Some recruiters observed that while the selection process is thorough, it does not always ensure long-term retention or high-quality hires.
- There is minimal feedback collection post-hiring, which limits opportunities for improving the selection process.

4.2 Conclusion

The selection process at CRPL India is built on a solid foundation of structured interviews and defined role requirements. However, the analysis reveals several bottlenecks—such as inconsistencies in job descriptions, screening inefficiencies, and limited post-hire feedback—that negatively impact the effectiveness and long- term outcomes of recruitment.

To enhance employee quality and retention, CRPL India should focus on standardizing

recruitment practices, leveraging technology for resume screening, improving test validity, and introducing feedback mechanisms post-hiring. Overall, with strategic improvements, the organization can better align its recruitment efforts with its talent retention goals.

4.2 Recommendations for Optimization

- **Standardize Job Descriptions:** Ensure that job descriptions across all roles clearly outline required skills, qualifications, and experience to attract relevant candidates.
 - **Implement Structured Shortlisting Criteria:** Use objective scorecards or evaluation frameworks to shortlist resumes, reducing subjectivity and bias.
 - **Adopt ATS (Applicant Tracking System):** Leverage technology to automate and streamline resume screening and improve candidate filtering efficiency.
 - **Train Interview Panels:** Conduct regular workshops for interviewers to ensure unbiased and consistent evaluation during interviews.
 - **Improve Validity of Selection Tests:** Design selection assessments that align with actual job tasks and measure relevant competencies.
 - **Introduce Culture Fit Assessments:** Include personality or situational judgment tests to evaluate if candidates align with company values and culture.
 - **Enhance Post-Hiring Feedback Loops:** Establish feedback systems from both new hires and hiring managers to continuously refine the selection process.
 - **Monitor Retention & Performance Metrics:** Track metrics like early attrition, job performance, and promotion timelines to evaluate selection effectiveness.
- Use Realistic Job Previews (RJPs):** Offer candidates a preview of job challenges and work environment to reduce early attrition

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Project Topic: ANALYSIS AND OPTIMIZATION OF THE CRPL PROCESS IN CRPL INDIA

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6. Annexure

The annexure contains supplementary data and documentation supporting the findings of the project report titled 'An Analysis of the Selection Process and Its Impact on Employee Quality at CRPL India, Bhubaneswar'.

Annexure 1: Detailed 'As-Is' CRPL Process Flowchart

This flowchart represents the existing selection process followed at CRPL India:

1. Client Requirement Received
2. Job Description Prepared
3. Job Posted on Job Portals & Internal Database
4. Resume Sourcing and Shortlisting
5. Telephonic or Initial Screening
6. Technical and HR Interviews
7. Assessment or Selection Test (if applicable)
8. Final Interview with Client (if required)
9. Offer Letter Issued
10. Follow-up and Onboarding

Annexure 2: Interview Transcripts / Key Insights

Key insights from interviews with CRPL HR professionals:

- Some concerns around bias in selection and inconsistency in shortlisting criteria.
- Agreement on the professionalism of interview panels.
- Need for technology to improve resume filtering and reduce dropout.

Annexure 3: Sample Questionnaire Used for Analysis

The survey used a Likert-scale format to capture opinions on:

- Clarity of job descriptions

Objectivity of shortlisting

Resume screening effectiveness

- Interview fairness and structure
- Correlation with employee retention and performance

Annexure 4: Raw Data Tables (Summary)

Data was collected from 7 HR recruiters at CRPL291. Some of the aggregated data includes:

- Resume Screening Effectiveness: 57% Positive, 43% Mixed/Negative
- Interview Fairness: 71% Positive, 29% Negative
- Employee Retention Impact: 57% Agree, 43% Disagree

Annexure 5: Proposed 'To-Be' Optimized CRPL Process

The improved process includes:

1. Automated JD Templates
2. AI-Powered Resume Screening (ATS)
3. Structured Interviews with Scorecards
4. Culture-Fit and Skill-Based Assessments
5. Continuous Feedback Loop Post-Hire
6. Retention and Performance Monitoring

