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

Talent Acquisition Support: Sourcing, Screening & Verification Process at Aditya Birla Capital

SUBMITTED BY

Ayushi Sahoo
IMBA Batch: 2022-27
University Regn. No.: 2213258012

Faculty Guide

Mrs. SOUMYA MOHAPTRA
ASISTANT PROFESSOR,
HUMAN RESOURCE,
BIITM, BBSR

Corporate Guide

Mrs. FIRDOS ARIA,
SENIOR HR MANAGER,
ADITYA BIRLA CAPITAL,
JHARAPADA, BBSR

Biju Patnaik Institute of Information Technology & Management Studies

Estd. 1999

CERTIFICATE OF INTERNAL GUIDE

This is to certify that **MS. AYUSHI SAHOO**, bearing university registration no **2213258012** of 2022-27 batch, has completed her summer internship at **ADITYA BIRLA CAPITAL, SUNLIFE INSURANCE,** from **6th October 2025 to 17TH November 2025** under the supervision of **Mrs. SOUMYA MOHAPATRA** and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Integrated Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, Odisha.

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.

Mrs. SOUMYA MOHAPTRA,
ASSISTANT PROFESSOR
(HUMAN RESOURCE)
BIITM, BBSR

Date:
Place: Bhubaneswar

CERTIFICATE OF EXTERNAL GUIDE

ADITYA BIRLA CAPITAL

PROTECTING INVESTING FINANCING ADVISING

Dated ,17th Nov-2025

<u>TO WHOM IT MAY CONCERN</u>

This is to certify that Mr./Ms. Ayushi Sahoo, a student of IMBA (HR) from Biju Patnaik Institute of Information Technology and Management Studies, she has successfully completed her internship program from 06th-Oct-2025 to 17th Nov-2025 at our Aditya Birla Sunlife Insurance Branch/Company. During the period of internship program with us, she was found to be punctual, hardworking and inquisitive.

We wish her every success in life.

Authorized Signatory

Suhartha Chowdhury

Zonal Head - Talent Acquisition - Human Resources

DECLARATION

I, Ms. Ayushi Sahoo, bearing university registration no 2213258012 (2022-27 batch), hereby declare that the project report titled Talent Acquisition Support: Sourcing, Screening & Verification Processes is based on my internship at ADITYA BIRLA CAPITAL SUNLIFE INSURANCE, during the period 06.10.2025 to 17.11.2025 and is an original work done by me under the supervision of Mrs. Firdos Aria (Corporate Guide) and Mrs. Soumya Mohapatra (Internal Guide). 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: Bhubaneswar

Signature

ACKNOWLEDGEMENT

It gives me great pleasure to express my boundless sense of gratitude to each and every person who directly or indirectly helped me with hand and hand in completing this humble piece of work. First of all, I would like to thank Mrs. Firdos Aria (HR- Talent Acquisition) under whose supervision and guidance this report was completed. I convey my special thanks to Mrs. Soumya Mohapatra, Asst. Professor at BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES, for

rendering valuable support. I am also very grateful to the management of my college where I have been studying, for allowing me to do the internship and project. I specially remember and extend my humble words of thanks to my internal guide Mrs. Soumya Mohapatra for her guidance.

Name of the student: Ayushi Sahoo

Regd. No: 2213258012

ABSTRACT

The Talent Acquisition process aims to attract and hire the right candidates by systematically managing sourcing, screening, and verification stages. The process begins with sourcing, which focuses on identifying potential candidates through job portals, employee referrals, and social media platforms to build a qualified applicant pool. Screening follows, where resumes are reviewed, skills are assessed, and initial interviews are conducted to shortlist candidates who best match the job requirements. Verification is the final step and involves validating candidates' backgrounds through employment history, academic qualifications, reference checks, and identity verification to ensure authenticity. Based on these steps, organizations are able to reduce hiring risks and secure reliable talent. The evaluation of the process shows improvement in the quality of hires, reduced turnover, and better alignment of employees with organizational goals. The study demonstrates the importance of a structured talent acquisition process and the need for careful execution of each stage to achieve successful recruitment outcomes.

CONTENT TABLE

CHAPTER-1

INTRODUCTION:

Talent acquisition has been conceptualized as a strategic approach to identifying, attracting, and hiring skilled individuals who align with the organization's goals and culture. According to Phillips and Gully (2015), talent acquisition is not merely filling positions but creating a pipeline of capable candidates to meet both current and future organizational needs. Unlike traditional recruitment, which is often transactional, talent acquisition is continuous and long-term in nature, emphasizing relationship building with potential talent.

One of the fundamental stages in talent acquisition is **sourcing**, which involves searching and attracting qualified candidates through multiple channels such as job portals, professional networks, recruitment agencies, and referrals. As Breaugh (2008) notes, effective sourcing strategies directly influence the quality and diversity of applicants. The next stage is **screening**, where resumes are reviewed, skills are evaluated, and preliminary interviews are conducted to assess the suitability of candidates. Screening ensures alignment between job requirements and applicant capabilities.

The final step, **verification**, focuses on validating the background and credentials of candidates. This includes employment history, educational qualifications, reference checks, and at times, identity and criminal record verification. According to Gatewood, Feild, and Barrick (2011), verification reduces hiring risks and strengthens organizational trust in the recruitment process.

Talent acquisition is thus broader than recruitment, as it integrates sourcing, screening, and verification into a holistic process. Where recruitment is about filling vacancies, talent acquisition is about aligning workforce planning with business strategy. HR practitioners believe that effective acquisition practices determine the long-term sustainability of an organization by ensuring that only the most suitable and authentic candidates are selected. While challenges in identifying and retaining the right talent exist, organizations that view acquisition as a strategic investment tend to achieve better workforce stability, reduced turnover, and enhanced performance outcomes.

Moreover, talent acquisition has been increasingly linked to employer branding and candidate experience. As Cappelli (2008) highlights, organizations today must compete not only for customers but also for talent, and how candidates perceive the hiring process significantly influences their willingness to join and remain with a company. Sourcing strategies combined with fair screening and rigorous verification build credibility, while a positive experience fosters stronger engagement with potential employees. Thus, talent acquisition serves as both a functional and strategic pillar for organizational growth and competitiveness.

Definition: -

Human Resource Management (HRM) has been defined by Armstrong (2006) as "a strategic and coherent approach to the management of an organization's most important asset—the people—who individually and collectively contribute to the achievement of its objectives." In simple terms, HRM is about managing people in a way that helps both employees and the organization grow together. It is not only limited to administrative tasks but also focuses on employee development, motivation, and aligning individual performance with organizational goals.

The Human Resource (HR) process covers a series of important activities that ensure people are effectively managed throughout their journey in an organization. These processes are essential for attracting new employees, developing their skills, retaining them, and creating a positive work environment that supports overall success. Well-planned HR practices not only improve employee performance but also help in achieving the long-term vision of the company.

The main components of the HR process include:

- **Human Resource Planning:** Estimating the workforce needs of the organization by predicting how many employees and what kind of skills will be required in the future.
- **Recruitment:** Searching for potential candidates and encouraging them to apply for opportunities in the company.
- **Selection:** Evaluating candidates' education, skills, and experience to choose the most suitable person for the job.
- **Training and Development:** Providing learning opportunities so that employees can improve their abilities and contribute better.
- **Performance Appraisal:** Reviewing and assessing employee performance, giving feedback, and planning improvements.
- **Motivation:** Encouraging employees by offering recognition, rewards, and a supportive environment that inspires them to work harder.

All these functions are connected with each other and together they help in creating a workforce that is motivated, skilled, and aligned with organizational objectives.

Talent Acquisition: A Strategic HR Function

Talent Acquisition has been defined by Phillips and Gully (2015) as "a holistic approach to recruitment that not only focuses on filling current vacancies but also builds long-term strategies to attract, engage, and retain the right talent for future needs." Unlike traditional recruitment, which is often short-term and role-specific, talent acquisition is more strategic and focuses on creating a pipeline of potential candidates who can meet both present and future workforce requirements.

Talent staffing, which forms a part of talent acquisition, refers to planning, sourcing, assessing, hiring, and onboarding employees for different kinds of roles such as full-time, part-time, contract, and outsourced positions. The purpose is to ensure that the right people are placed in the right roles, contributing effectively to organizational growth.

In today's competitive job market, it has become very challenging to find suitable candidates. Organizations therefore spend more time and resources on refining their recruitment strategies to improve results. A good talent acquisition strategy not only helps in building a strong workforce but also becomes a key competitive advantage for the company.

Recruitment is an important part of the talent acquisition process. Poor recruitment choices often lead to mismatches in skills, low productivity, and higher costs for the company. On the other hand, well-planned recruitment and staffing practices help in improving employee quality, reducing turnover, and supporting long-term organizational success.

The main steps in talent acquisition include:

- **Recruiting:** Identifying and attracting suitable candidates through different sources.
- **Evaluating:** Assessing applicants' skills, knowledge, and suitability for the role.
- **Selecting:** Choosing the best fit from the shortlisted candidates.
- **Onboarding:** Supporting new employees in adjusting to the work culture and responsibilities.
- **Training and Development:** Providing opportunities for continuous learning and career growth.

SCOPE OF THE STUDY

- **Experience and Knowledge of the Staffing Industry**
- The staffing industry has evolved as one of the most significant areas of Human Resource Management. With more than five decades of proven expertise, the organization under study has successfully established itself as a global leader in staffing solutions. Today, it holds a strong position among the top five staffing firms worldwide and is highly regarded for its technological innovation in managing human resource requirements. In a world where businesses are rapidly expanding beyond borders, human resource challenges have also become global in nature. The company aims to meet these demands by providing customized staffing solutions that not only enhance organizational efficiency but also enable clients such as Aditya Birla Capital to remain focused on their primary business operations.
- **Insight About the Recruitment Process in Staffing**

  Recruitment forms the foundation of the staffing function and plays a central role in aligning people with organizational needs. Staffing, as a core activity of Human Resource Management, emphasizes the identification, sourcing, and hiring of suitable candidates. The process begins with effective workforce planning, where human resource managers assess organizational requirements and forecast future manpower needs. Based on this planning, recruiters design strategies to attract a pool of capable candidates, while simultaneously screening out unqualified applicants.
- Once applications are gathered, the selection process is initiated, which serves two key purposes: to shortlist potential candidates and to identify the individuals most suited to the given role. Staffing also incorporates job analysis and job design, ensuring clarity in roles, responsibilities, and performance expectations. Ultimately, the objective of staffing is to match the right talent with the right job, thereby ensuring that organizational goals are met efficiently and effectively.

OBJECTIVES OF THE STUDY

- **To examine the effectiveness of the talent acquisition process at Aditya Birla Capital**, particularly in terms of sourcing, screening, and verification, and how these contribute to overall HR efficiency as perceived by employees.
- **To evaluate the role of recruitment technologies and digital platforms** in improving transparency, candidate engagement, and operational efficiency, while also identifying factors contributing to increased time-to-hire.
- **To assess the extent to which the recruitment process ensures role–skill alignment**, by analyzing employee satisfaction levels regarding job fit, performance expectations, and actual job responsibilities.
- **To identify gaps between job expectations and actual roles**, especially in specialized positions, and understand the underlying causes of role mismatch reported by employees.
- **To analyze the challenges faced in the talent acquisition process**, including time delays and expectation mismatches, and evaluate the measures adopted by the HR department to address these challenges.
- **To suggest improvements for continuous enhancement of talent acquisition practices**, aimed at improving employee satisfaction, reducing time-to-hire, and strengthening long-term organizational performance.

REVIEW OF LITREATURE:

- **Talent Staffing and Human Capital**

Talent staffing plays a crucial role in determining organizational success and long-term competitive advantage. Effective recruitment, careful selection, and structured onboarding together ensure that human capital—the most valuable resource of any organization—is fully utilized. According to Human Capital Theory, employees are an investment, and organizations that continuously develop their people experience higher productivity and better performance outcomes. Employer branding also significantly influences talent staffing, as it shapes how candidates perceive the organization and its culture. Furthermore, structured recruitment practices such as assessment centers and competency-based interviews not only improve the quality of hires but also strengthen cultural fit within the organization. Research has also shown that strong onboarding programs positively impact employee retention and engagement. However, challenges such as unconscious bias, cross-cultural complexities in global staffing, and rapidly changing workforce expectations highlight the need for continuous improvement in staffing strategies.

- **Recruitment Strategies**

Recruitment strategies have evolved beyond traditional methods of job advertisements and career fairs. With the advancement of technology and social media, organizations are now adopting more proactive and innovative approaches to talent sourcing. Modern recruitment focuses on identifying and engaging potential candidates before vacancies even arise. Platforms such as LinkedIn, Twitter, and specialized job portals allow employers to connect with passive candidates, thereby widening the talent pool. Emerging tools like gamification are being used to engage applicants through interactive assessments that measure problem-solving skills and creativity. These techniques enhance diversity, improve candidate-job matching, and create a more positive recruitment experience.

- **Onboarding and Training**

  Onboarding and training are integral to employee success, satisfaction, and retention. A well-structured onboarding process ensures that new hires adjust quickly, gain clarity about their roles, and feel supported in the transition. Studies have shown that onboarding programs incorporating mentorship, peer support, and cultural orientation increase job satisfaction and reduce turnover rates. Beyond initial integration, continuous training and skill development are equally important in maintaining employee engagement. As industries undergo digital transformation, organizations must provide opportunities for lifelong learning to help employees keep pace with change. Investing in continuous training not only sharpens skills but also builds a culture of adaptability and innovation, which in turn enhances overall organizational performance.

- **Performance Management**

  Performance management is another critical component of effective staffing and employee engagement. Its primary aim is to align individual goals with the broader objectives of the organization. Traditional performance appraisals, often conducted annually, have been criticized for being rigid and incomplete in evaluating overall contributions. In contrast, modern approaches emphasize continuous performance management, where regular goal-setting, real-time feedback, and developmental discussions are prioritized. Such practices encourage accountability, motivate employees, and create opportunities for skill growth. The introduction of 360-degree feedback systems provides a more holistic evaluation by incorporating inputs from managers, peers, and subordinates. This method promotes fairness, transparency, and collaboration within teams. In today's dynamic environment, continuous and flexible performance management is essential for driving strategic success and keeping employees engaged.

- **Strategic Talent Acquisition**

  Talent acquisition has become a strategic necessity in a competitive job market. Unlike traditional recruitment, which fills immediate vacancies, talent acquisition is a long-term approach that focuses on building a strong pipeline of high-quality candidates. A key factor in successful talent acquisition is employer branding, which reflects the organization's reputation, workplace culture, and employee experience. A strong brand not only attracts talent but also ensures better retention by aligning candidates' values with organizational vision. Digital platforms and social media campaigns have become vital tools in communicating an authentic employer brand. By showcasing organizational culture, values, and growth opportunities, companies can attract diverse applicants and improve the overall candidate experience.

METHODS OF RECRUITMENT

Internal Recruitment

Promotions and Transfers:

These are common internal methods to fill vacancies. Transfers involve lateral movement within the same grade, usually with changes in duties but not salary. Promotions, on the other hand, move employees to higher positions with greater responsibilities, status, and value.

Employee Referrals:

These are widely used, contributing to nearly 35–40% of hires in many organizations. They often ensure better cultural fit and quicker integration, but to avoid nepotism, referral programs must be transparent and well-structured.

Job Posting:

It is another internal practice where openings are advertised on intranet portals, notice boards, or emails, encouraging mobility, motivation, and cost savings by hiring from within.

External Recruitment

Campus Recruitment:

It connects companies with fresh graduates eager to begin careers. It benefits both students—who gain structured corporate exposure—and employers, who access enthusiastic talent for long-term development.

Advertisements:

Through newspapers, online portals, and media are effective for attracting large, diverse applicant pools across regions.

Walk-ins:

It remains a cost-effective approach where job seekers apply directly, often leading to immediate shortlisting if requirements match.

RECRUITMENT PROCESS AT ABG

During my internship, I studied ABG's recruitment framework, which is largely externally driven through job portals, consultants, referrals, and campus hiring. The process involves:

- **Manpower Planning** – Identifying workforce requirements based on projects and business growth.
- **Sourcing** – Selecting suitable channels such as referrals, postings, and consultants.
- **Shortlisting** – Screening resumes against required competencies.
- **Assessment** – Using tests, psychometric tools, and interviews.
- **Selection & Offer** – Finalizing candidates and extending offer letters.
- **Onboarding** – Completing documentation, generating employee codes, and conducting induction.

PRIMARY SOURCES

- Observation: By observing the working environment.
- Discussion sessions: Discussion with the HR manager, Other senior officers and also with the employees.

SECOUNDARY SOURCES

- Company website: Visiting the website of the company.

RESEARCH METHODOLOGY:

Research Type	Descriptive Research
Data source	Primary and secondary data
Research instrument	Questionnaire, personal interview
Type of questionnaire	Close ended questions
Sampling unit	Employees of ABFRL, BBSR
Sampling method	Stratified sampling
Contact method	Personal interview
Location of survey	Aditya Birla Capital, Sun life Insurance, Jharapada

LIMITATIONS:

The project attempts to study the process of talent acquisition with special focus on sourcing, screening, and verification in Aditya Birla Capital. Since talent acquisition is a broad and evolving concept, the study is restricted to certain phases of the process and does not cover the entire recruitment lifecycle in detail. Additionally, the information available is based on limited interaction with HR officials and selected employees, which may not reflect the practices of the organization as a whole. Time constraints and the availability of respondents also posed challenges during data collection. Another limitation is that the project does not include a comparative analysis with other companies, hence the findings are specific to Aditya Birla Capital and cannot be generalized across industries.

Sample Size:

For the purpose of this study, I have taken **35 employees and HR officials** from Aditya Birla Capital as my sample size.

Sampling Type:

I used stratified sampling conduct my research. Types of data collection which I used in my project are:

Primary Data:

The primary data was collected through direct discussions with HR managers and employees, as well as responses from a structured questionnaire prepared for this project. The questionnaire was designed in close-ended form to obtain measurable insights.

Secondary Data:

Secondary data was also collected from journals, magazines and books. Secondary data was collected from company records, the official Aditya Birla Capital website, HR policy documents, and discussions with management representatives. In addition, journals, research articles, and HR-related books were also referred to in order to gain a deeper understanding of the concept of talent acquisition.

Data Collection Method:

.I have used the method of questionnaire in close ended form.

CHAPTER-2

COMPANY PROFILE & INDUSTRY ANALYSIS:

Aditya Birla Sun Life Insurance (ABSLI) is one of the leading private life insurance companies in India and a part of Aditya Birla Capital Limited, the financial services arm of the Aditya Birla Group. Established in 2001 as a joint venture between the Aditya Birla Group and Sun Life Financial Inc., a global financial services organization based in Canada, ABSLI provides a wide range of insurance and financial solutions. The firm operates in the insurance and financial services industry, which plays a crucial role in providing individuals and businesses with financial protection, long-term savings, and investment opportunities.

- **Life Insurance Solutions:** ABSLI offers diverse life insurance products, including term plans, savings plans, child plans, retirement plans, and wealth creation solutions, catering to customers at different life stages.
- **Market Position:** It is recognized for its strong distribution network, innovative product portfolio, and focus on customer-centric services, making it a trusted name in India's insurance market.
- **Sun Life Partnership:** With the expertise of Sun Life Financial in international insurance and wealth management, ABSLI combines global best practices with deep local market understanding.

By addressing the financial protection needs of both value-conscious and premium customers, Aditya Birla Sun Life Insurance ensures a strong presence across multiple customer segments, thereby contributing to financial inclusion and long-term economic growth.

Aditya Birla Sun Life
Insurance Co. Ltd.

ADITYA BIRLA
CAPITAL

ADITYA BIRLA CAPITAL SUN LIFE INSURANCE - JHARAPADA BRANCH

The Jharapada branch of ABFRL plays a crucial role in managing the human resource functions of the organization. This branch is particularly significant for its strong focus on talent acquisition, as most of the recruitment activities are carried out here. With a team of five HR managers, the branch works actively to ensure the right candidate is hired for the right job, thereby contributing to the company's long-term growth and efficiency. The HR team mainly concentrates on filling vacancies across different departments by identifying suitable candidates, conducting interviews, and ensuring cultural as well as professional alignment with the organization's values.

Alongside HR, the Jharapada branch also houses other essential departments such as **Finance, Legal, and Sales**, making it a central hub for multiple operations within the company. The presence of these diverse functions highlights the importance of effective coordination between HR and other departments to maintain smooth organizational functioning. By focusing on talent acquisition, employee engagement, and workforce planning, the Jharapada branch ensures that the organization not only meets its staffing requirements but also supports the overall mission of ABFRL to deliver value to consumers and stakeholders.

PUEPOSE AND GOALS

The purpose is to create a structured system for hiring and managing employees that supports organizational growth. It ensures that the recruitment process is not only about filling positions but also about finding individuals who align with the company's values and culture.

OBJECTIVES ALIGN WITH THE GOALS

The goals are to strengthen the workforce through effective talent acquisition, improve employee retention, promote engagement, and support ABFRL's long-term business vision. By achieving these goals, the Jharapada branch contributes to building a strong organizational foundation that drives productivity and sustainability.

Company's Vision, Mission & Values

VISION

Aditya Birla Capital aspires to be a top-tier player in the financial services industry, setting benchmarks for excellence and leading through innovation, performance, and trust.

MISSION

The company is committed to creating **long-term value** for all stakeholders, including customers, shareholders, employees, and the broader community, by delivering **superior financial solutions** with **integrity and responsibility**.

VALUES:

• **Integrity:** Acting and taking decisions in a manner that is fair and honest. Following the highest standards of professionalism and being recognized for doing so. Integrity for us means not only financial and intellectual integrity, but encompasses all other forms as are generally understood.

• **Commitment**: On the foundation of Integrity, doing all that is needed to deliver value to all stakeholders. In the process, being accountable for our own actions and decisions, those of our team and those in the part of the organization for which we are responsible.

• **Integrity:** Upholding honesty and fairness in all actions and decisions, ensuring the highest standards of professionalism and ethical conduct.

• **Commitment:** Delivering on promises with reliability, accountability, and ownership across all levels.

HR Policies

• **Recruitment and Selection** – Ensures hiring the right talent through fair, transparent, and merit-based procedures.

• **Onboarding and Training** – Helps new employees adapt quickly and provides continuous learning for skill development.

• **Compensation and Benefits** – Covers salaries, incentives, bonuses, insurance, and retirement benefits to attract and retain employees.

• **Workplace Conduct and Policies** – Defines professional behavior, ethics, anti-harassment rules, and disciplinary actions.

• **Performance Management** – Regular appraisals, feedback, and goal-setting to improve employee efficiency and growth.

• **Employee Relations** – Maintains healthy communication, resolves grievances, and builds a positive work culture.

• **Health and Safety** – Ensures safe working conditions, medical support, and compliance with health regulations.

• **Leave and Time Off** – Guidelines for sick leave, casual leave, maternity/paternity leave, holidays, and paid time off.

• **Employee Privacy** – Protects personal information and ensures data confidentiality of employees.

• **Termination and Exit** – Outlines resignation, retirement, or termination processes with full and final settlement and exit interviews.

FINANCIAL PERFORMANCE

- Financial performance reflects how effectively a company uses its resources to generate profit and growth. It is measured through indicators such as revenue, net profit, return on equity, and financial ratios.
- The performance of ABCL is also evaluated by looking at financial ratios such as cost-to-income ratio, capital adequacy ratio, and return on assets. A healthy balance sheet, coupled with sustainable growth strategies, highlights its strong presence in the financial services sector. Additionally, the company's emphasis on ethical practices and customer-centricity strengthens stakeholder confidence, ensuring stability even during market uncertainties.

Aditya Birla Capital Limited (ABCL) has demonstrated robust financial health in recent quarters:

- In **Q4 FY 2024-25**, consolidated revenue rose 13% year-on-year (YoY) to ₹14,138 crore, with consolidated operating profit and net profit increasing to ₹1,672 crore (↑25%) and ₹865 crore (↑6%) respectively. The total portfolio (lending, NBFC + HFC) climbed 27% YoY to ₹1,57,404 crore, while overall AUM stood at ₹5.11 lakh crore (↑17%)

- At the **Q3 FY 2024-25** stage, consolidated revenue reached ₹10,949 crore (↑10%), NBFC AUM was ₹1.19 lakh crore (↑21%), and mutual fund quarterly average AUM hit ₹3.84 lakh crore (↑23%) .

- In **Q1 FY 2025-26**, consolidated net profit grew by ~10% YoY to ₹835 crore, and revenue rose to ₹11,333 crore (↑11%). The lending portfolio surged 30% YoY to ₹1.66 lakh crore, while AUM expanded to ₹5.53 lakh crore (↑20%). These figures illustrate ABCL's consistent revenue growth, improving profitability, and expanding footprint across lending, mutual funds, insurance, and other financial domains. The diversified business model continues to provide stability and scalability—enabling the company to deliver continued value to stakeholders while reinforcing its standing in

India's financial services industry.

ETPrime

Can Aditya Birla Capital sustain its growth momentum in coming quarters?

By Ranjit Shinde, ET Bureau • Last Updated: May 16, 2025, 06:15:00 AM IST

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Synopsis
Aditya Birla Capital's stock has surged following a strong Q4 performance, marked by double-digit growth in AUM and disbursements. The company's strategic shift towards secured loans, now 46% of the portfolio, has reduced lending risk. With improving asset quality and rising traction in high-margin personal loans, analysts project continued momentum and have raised target prices.

ETMarkets.com
ADITYA BIRLA CAPITAL

In the nonbanking financing (NBFC) segment, ABCL has gradually increased the share of secured loans to nearly 46% in FY25 from 44% in FY22.

ET Intelligence Group: The stock of **Aditya Birla Capital** (ABCL) has gained over 5% in the two trading sessions after the company declared its fourth quarter performance on Tuesday. The company reported double-digit **assets under management** and disbursement growth, lower credit cost and improving asset quality. It is expected to sustain the momentum in the coming

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India's Aditya Birla sees 19%-21% growth in key financial businesses in 3-5 years

By **Siddhi Nayak**

April 16, 2024 3:19 PM GMT+5:30 · Updated April 16, 2024

MUMBAI, April 16 (Reuters) - Three key financial businesses of India's Aditya Birla group are expected to grow 19%-21% in the next three to five years, the cement-to-retail conglomerate's chairman Kumar Mangalam Birla said on Tuesday.

Speaking at an event in Mumbai, Birla was referring to the company's credit, investment and insurance arms, but did not provide more details how the growth would be achieved.

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These segments accounted for a lion's share of its financial services arm Aditya Birla Capital Ltd's (ABCL) (ADTB.NS) third-quarter earnings, amounting to roughly 79% of the revenue.

Besides those three units, Aditya Birla's financial services offerings include asset reconstruction and pension management.

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Business News › Industry › Banking/Finance › Finance › Aditya Birla Capital invests Rs 249 crore in its subsidiary ABHFL to fund growth, improve leverage ratio

Aditya Birla Capital invests Rs 249 crore in its subsidiary ABHFL to fund growth, improve leverage ratio

ET Online • Last Updated: May 30, 2025, 06:05:00 PM IST

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Synopsis
Aditya Birla Capital Limited has invested Rs 249 crore in its wholly owned subsidiary, Aditya Birla Housing Finance Limited (ABHFL). This investment aims to fund ABHFL's growth and improve its leverage ratio. Previously, Aditya Birla Capital announced a Rs 300 crore infusion into ABHFL through a rights issue, maintaining full ownership of the mortgage lender.

ETMarkets.com

The **Aditya Birla Capital** Limited on Friday announced that it has made an **investment** of Rs 249 crore in its wholly owned subsidiary **Aditya Birla**

Most Searched Stocks

IRFC Share Price	126.4	-52.8%
01:34 PM | 8 Aug 2025	↓-0.85(-0.67%)	Upside
Suzlon Energy Share Price	63.14	19.6%
01:34 PM | 8 Aug 2025	↓-1.07(-1.67%)	Upside

Company Structure of Aditya Birla Capital Limited (ABCL)

1. Holding Company

ABCL is a listed, systemically important NBFC (Non-Banking Financial Company) that serves as the holding entity for its constellation of financial services businesses.

2. Subsidiaries & Joint Ventures

ABCL's structure comprises several key subsidiaries and joint ventures spread across various verticals:

Life & Health Insurance

- Aditya Birla Sun Life Insurance
- Aditya Birla Health Insurance Limited

Asset Management & Wealth

- Aditya Birla Sun Life AMC Limited
- Aditya Birla Sun Life Mutual Fund
- Aditya Birla Sun Life Pension Management Limited

Housing & General Finance

- Aditya Birla Housing Finance Limited

Brokers & Advisory

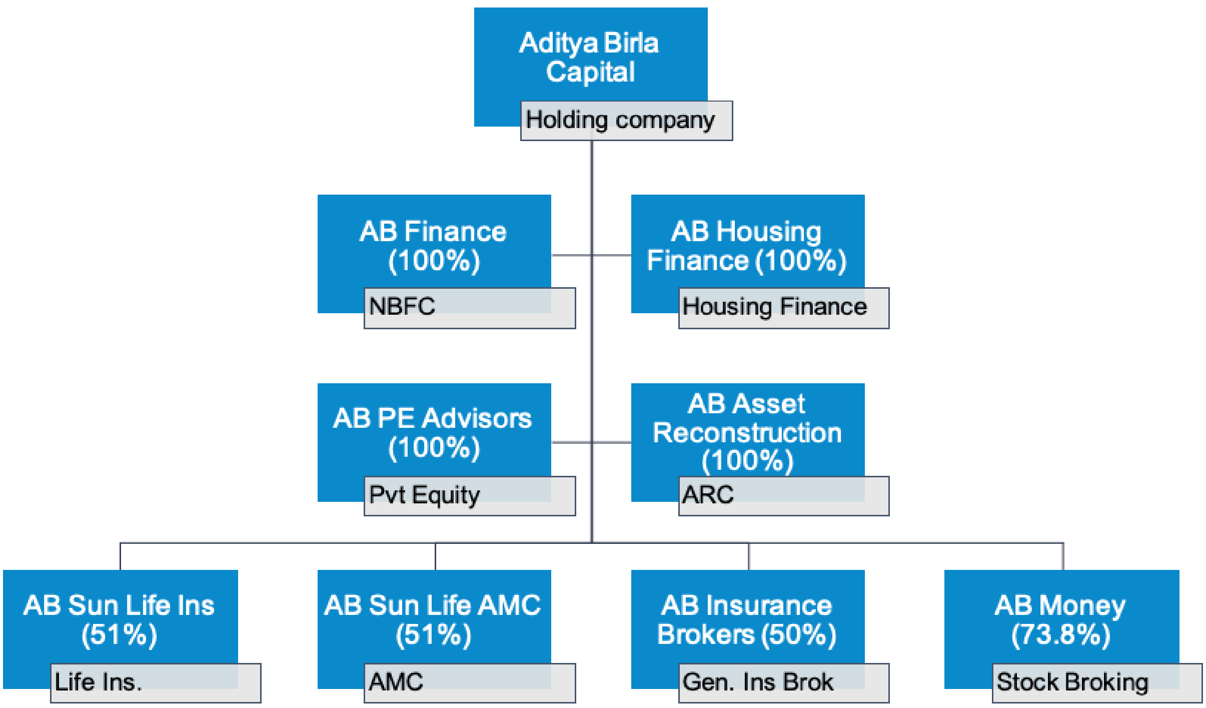
- Aditya Birla Insurance Brokers Limited

Asset Reconstruction

- Aditya Birla Asset Reconstruction Company Limited (ABARC)

3. Scale & Reach

With over 60,000 employees, 1,623+ branches, and 200,000+ agents/channel partners, ABCL has a widespread presence across India



Industry Analysis — Life Insurance in India

Number of players

India currently has **~26 licensed life insurers** (1 public: LIC; ~25 private) under IRDAI oversight. Counts vary slightly across sources as new licenses are issued/converted, but the regulator's listings and updated references confirm ~26 as of 2025.

Total market size

1. **New Business Premium (NBP) FY25:** about **₹3.97 lakh crore** life insurance's first-year premium share split: **LIC 57%**, **private sector 43%**.

Nature of competition

The structure is **oligopolistic**: one very large incumbent (LIC) plus a concentrated set of sizable private rivals (SBI Life, HDFC Life, ICICI Prudential, Max/Axis, Bajaj Allianz, Tata AIA, Kotak, etc.). Competition is active on product mix, pricing (within regulation), distribution, and service closer to **differentiated oligopoly** than price-taking "perfect competition.

Barriers to entry (and exit)

Entry barriers

- **Capital & solvency:** historically **₹100 crore** minimum paid-up capital for life insurers; reforms enable **IRDAI to relax entry capital (not below ₹50 crore) in specific cases**. Insurers must maintain a **solvency control level of 150%** of required margin.
- **Regulatory authorization & compliance:** multi-stage licensing, product/file-and-use norms, risk-based inspections.
- **Distribution scale:** bank tie-ups, large agency forces, and partner networks are costly/time-intensive to build; incumbents hold prime bancassurance relationships.
- **Capabilities & talent:** actuarial, risk, underwriting, and tech/analytics talent are scarce and critical.

Exit barriers

- **Long-duration obligations:** policyholder liabilities (guarantees, bonuses, annuities) require orderly run-off; **regulatory approval** needed for mergers/portfolio transfers.
- **Reputational & contractual lock-ins:** bancassurance/partner contracts and large agent forces add switching and wind-down frictions.

Porter’s Five Forces Analysis

1. Threat of New Entrants – Moderate

- **Barriers to Entry:** High regulatory requirements from RBI, SEBI, IRDAI, and other regulators act as strong entry barriers.
- **Capital Requirement:** Setting up NBFCs, insurance companies, or asset management businesses requires large financial capital, technology infrastructure, and a strong distribution network.
- **Brand Trust:** Customers in financial services value security and brand reputation. Established players like HDFC, ICICI, SBI, Aditya Birla Capital, etc., have a strong advantage.
- **Digital Fintechs:** However, fintech startups (like Paytm, PhonePe, Groww, Zerodha) are lowering entry barriers by offering digital-first, low-cost solutions.

Overall: Entry is **difficult but not impossible**, so the threat is **moderate**.

2. Bargaining Power of Suppliers – Low to Moderate

- In financial services, capital is the main "raw material".
- Large corporates, mutual fund investors, and global institutions supply capital.
- India has a strong banking system, large institutional investors, and foreign capital inflows, so funds are accessible.
- Big players like Aditya Birla Capital have multiple funding sources, reducing supplier power.

Overall: Supplier power is **low to moderate**.

3. Bargaining Power of Customers – High

- Customers have many options (banks, NBFCs, insurance firms, mutual funds, fintech platforms).
- Switching costs are low – customers can easily move their investments, loans, or insurance policies to competitors.
- Customers demand better rates, digital services, and transparent processes.
- High competition forces companies to continuously innovate and provide personalized services.

Overall: Customer power is **high**.

4. Threat of Substitutes – Moderate to High

- Substitute products exist across the financial ecosystem:
- Insurance ↔ Mutual Funds ↔ Gold/Sovereign Bonds.
- Bank FDs ↔ Stock Market ↔ Real Estate.
- Traditional banking ↔ Fintech wallets & UPI apps.
- With India's growing digital economy, fintech and alternative investment platforms are strong substitutes for traditional financial services.

Overall: Substitution threat is **moderate to high**.

5. Industry Rivalry – Very High

- The Indian financial services industry is **highly competitive** with large players:
- **Banks:** SBI, HDFC Bank, ICICI Bank, Axis Bank.
- **NBFCs:** Bajaj Finance, Tata Capital, Aditya Birla Capital.
- **Insurance:** LIC, HDFC Life, ICICI Prudential, SBI Life, Aditya Birla Sun Life Insurance.
- **Asset Management:** SBI Mutual Fund, HDFC MF, ICICI Pru MF, Aditya Birla Sun Life AMC.
- Players differentiate based on interest rates, product variety, digital platforms, customer service, and trust.
- Industry is growing fast, but margins are under pressure due to high rivalry.

Overall: Rivalry is **very high**.

CHAPTER - 3

COMPETITOR ANALYSIS

1. LIC (Life Insurance Corporation of India)

Strengths:

Massive Market Share & Trust – LIC holds the largest share (~60%) of India's life insurance market, with unmatched brand recognition and government backing, making it a tough competitor.

Strong Distribution Network – A presence in even the remotest areas with over 1.3 million agents ensures deeper penetration.

Weaknesses:

Traditional Approach – Slow in adopting digital innovations compared to private players.

Product Rigidity – Limited flexibility in policies compared to private insurers.

Why tough competitor? Its dominance in market share and strong customer trust make it the benchmark for all insurers.

2. Max Life Insurance

Strengths:

High Customer Satisfaction – Known for good claim settlement ratios and service quality.

Strong Partnership Network – Collaboration with Axis Bank boosts reach and customer trust.

Weaknesses:

Scale Limitation – Smaller compared to giants like LIC or SBI Life.

Lower Rural Penetration – Mostly concentrated in urban and semi-urban markets.

Why tough competitor? Customer-centric service and bancassurance tie-ups make it reliable and appealing to urban middle-class customers.

3. Bajaj Allianz Life Insurance

Strengths:

Innovation in Products – Strong ULIPs and digital-focused products.

Brand Trust of Bajaj Group – Backed by a trusted Indian conglomerate.

Weaknesses:

High Dependence on ULIPs – More vulnerable to market fluctuations.

Smaller Distribution Network – Compared to LIC and SBI, reach is limited.

Why tough competitor? Its innovative offerings and Bajaj's strong brand value attract young and investment-focused customers.

4. SBI Life Insurance

Strengths:

Banking Network Advantage – Backed by SBI, it benefits from 22,000+ branches for easy access.

Consistent Financial Growth – Among the top in profitability and persistency ratio.

Weaknesses:

Heavy Dependence on Bancassurance – Over-reliance on SBI's branch network.

Less Differentiation in Products – Many policies are similar to competitors, reducing uniqueness.

Why tough competitor? The SBI name and branch reach give it unmatched access to retail customers.

ABSLI's Competitive Positioning

Strengths:
ABSLI benefits from the strong brand reputation and financial backing of the Aditya Birla Group, giving it credibility and customer trust. Its wide product portfolio and pan-India presence make it competitive against established insurers.

Weaknesses:
Compared to LIC and HDFC Life, ABSLI has relatively lower market share and customer penetration. It also faces challenges in building the same level of distribution network and digital adoption as some competitors.

Opportunities:
The growing awareness of insurance in India, government support for financial inclusion, and rising demand for digital/online insurance solutions provide ABSLI with scope to expand and attract younger, tech-savvy customers.

Threats:
Intense competition from established insurers like LIC, HDFC Life, and ICICI Prudential, along with strict IRDAI regulations and market volatility, can affect its profitability and growth prospects.

CHAPTER-4

ACTUAL WORK DONE

WEEK 1:

The first week of my internship at **Aditya Birla Capital**, Jharapada branch, primarily focused on understanding the HR structure, talent acquisition processes, and operational workflow of the branch. The Jharapada office is a large facility that houses multiple departments such as Finance, Legal, Sales, and Human Resources. The HR department consists of five HR managers, most of whom are responsible for talent acquisition and recruitment activities. My primary observation was that the branch emphasizes hiring the right candidate for the right role while maintaining alignment with organizational goals and values.

Learning Objectives

During this week, my main objectives were to:

1. Gain a thorough understanding of the organizational structure and HR functions at the Jharapada branch.
2. Observe and learn the recruitment process, from manpower planning to onboarding.
3. Understand the roles of HR managers and talent acquisition teams in filling vacancies efficiently.

Activities Undertaken

- **Orientation:** The week started with an induction program for interns where the organizational mission, vision, goals, and HR policies were explained. I was introduced to the talent acquisition team and other departmental heads.
- **Sourcing & Screening:** I learned how HR managers use multiple sourcing channels, including employee referrals, job portals, and campus recruitment, to build a pool of qualified candidates. Shortlisting was done based on skills, experience, and fit for the job role.
- **Onboarding & Documentation:** I assisted in understanding the onboarding process, including document verification, employee code generation, and scheduling induction programs and orientation sessions for new hires.

Key Observations

- The branch follows a structured recruitment process to ensure the best match between candidate skills and job requirements.
- Talent acquisition managers work closely with other departments to understand their staffing requirements and prioritize urgent vacancies.
- The branch emphasizes both external and internal hiring, though the majority of recruitment was focused externally during this week.
- The HR team ensures that employees are properly onboarded and oriented, which helps in smooth integration and retention.

Skills and Knowledge Gained

- Gained a clear understanding of HR policies, recruitment procedures, and onboarding processes.
- Learned how talent acquisition strategies are aligned with the organization's vision and goals.
- Observed practical application of candidate screening, interviews, and selection methods.

Challenges Faced

One of the challenges I faced was getting familiar with the internal software systems used for tracking applicants and employee data, especially while navigating the onboarding platform initially. However, with guidance from the HR team, I gradually became comfortable using the system.

WEEK 2:

During the second week of my internship at Aditya Birla Capital, the focus shifted towards hands-on recruitment activities and practical exposure to candidate sourcing. This week provided deeper insight into how HR teams manage recruitment mandates, coordinate tasks within teams, and identify suitable candidates for specific job roles across different locations.

Learning Objectives

1. Gain practical exposure to candidate sourcing and screening techniques.
2. Understand how recruitment tasks are managed and distributed within HR teams.
3. Learn how to identify suitable candidates for specific job roles across multiple locations.
4. Develop communication and coordination skills while interacting with potential candidates.

Activities Undertaken

- **Team-Based Recruitment Task:** Our team was divided into groups by our reporting head, and each group was assigned specific recruitment responsibilities.

- **Candidate Sourcing:** I was assigned to source candidates for **HDFC Asset Management Company** roles across various locations in Bihar. My primary focus was recruiting for banca profiles.

- **Using Recruitment Platforms:** I used **Naukri.com** to search for potential candidates who matched the job requirements.

- **Candidate Communication:** Conducted follow-up calls with shortlisted candidates to confirm their interest and suitability for the role.

- **Data Management:** Maintained and updated candidate details in Excel sheets, ensuring proper tracking and organization of sourced profiles.

Key Observations

- Team-based task allocation helps improve efficiency in recruitment activities.
- Online job portals play a significant role in sourcing candidates quickly and effectively.
- Maintaining accurate candidate data is essential for tracking recruitment progress.
- Effective communication with candidates increases the chances of successful recruitment.

Skills and Knowledge Gained

- Developed practical knowledge of candidate sourcing and recruitment strategies.
- Learned how to use job portals effectively to identify suitable candidates.
- Improved communication skills while interacting with potential candidates.
- Gained experience in managing and organizing recruitment data using Excel.

Challenges Faced

One of the challenges I faced was identifying candidates who perfectly matched the required qualifications and experience for the banca profile roles. Additionally, coordinating with candidates across different locations required clear communication and follow-ups.

WEEK 3:

During the third week of my internship at **Aditya Birla Capital**, I gained practical exposure to employee engagement activities and onboarding processes. This week allowed me to understand how HR teams balance recruitment responsibilities with initiatives that promote a positive work culture. I also received hands-on experience with onboarding candidates through the internal system.

Learning Objectives

- To understand the importance of employee engagement activities in the workplace
- To gain practical experience using the IONA onboarding software and learn its functionalities.
- To assist and support onboarding candidates, ensuring smooth completion of their joining process.
- To develop communication and coordination skills while interacting with candidates and HR team members.

Activities Undertaken

- **Employee Engagement – Diwali Celebration:** I actively assisted the Senior HR team in organizing the **Diwali** celebration program for employees. This involved helping with planning, coordination, and execution of activities, which helped me understand how engagement initiatives contribute to employee motivation and workplace satisfaction.
- **IONA Onboarding Software:** I was introduced to IONA, the internal software used for onboarding candidates. I learned how to log in using my credentials and navigate the platform to verify candidate documents. The system highlights any discrepancies or issues under specific sections, making it easier to identify and resolve them.
- **Candidate Assistance:** I took the initiative to connect with onboarding candidates to ensure they had completed their onboarding processes. I also provided guidance to candidates who faced difficulties while submitting documents or completing the required steps in the system.

Key Observations

- Employee engagement activities such as festival celebrations significantly improve workplace morale and team bonding.
- Gained hands-on experience in document verification and candidate onboarding using the IONA system.
- Improved communication and coordination skills while assisting candidates.
- Developed a better understanding of HR responsibilities beyond recruitment.

Skills and Knowledge Gained

- Learned the importance of employee engagement activities in maintaining a positive organizational culture.
- Developed proficiency in **maintaining structured recruitment records** and tracking candidate progress.
- Understood the **importance of teamwork, responsibility allocation, and process efficiency** in achieving recruitment objectives.

Challenges Faced

Initially, understanding the different sections and verification requirements of the IONA software took some time. Additionally, coordinating with candidates who had incomplete documentation required patience and effective communication.

WEEK 4:

During the fourth week of my internship at **Aditya Birla Capital**, I was primarily involved in recruitment activities for Bihar and Odisha, along with assisting in the documentation and verification process for selected candidates. This week provided practical exposure to handling region-specific recruitment requirements and managing candidate onboarding processes efficiently.

Learning Objectives

- To understand regional recruitment strategies and adapt sourcing methods according to specific requirements.
- To gain hands-on experience in document verification, tracking, and issue resolution.
- To support the HR team in ensuring a smooth and organized recruitment and onboarding process.

Activities Undertaken

- **Recruitment for Bihar:** Focused on sourcing candidates for assigned locations in Bihar, ensuring they matched the required job profiles. I used platforms such as **Apna** and **Naukri.com** to identify suitable candidates and filtered them based on skills, experience, and eligibility criteria.
- **Recruitment for Odisha:** Managed recruitment for multiple locations in Odisha where the demand for candidates was higher, ensuring timely sourcing, shortlisting, and follow-ups with potential candidates.
- **Documentation and Verification:** Assisted in collecting and verifying documents of selected candidates. I helped track the verification status and guided candidates in resolving issues when documents were rejected, ensuring the correct files were uploaded.
- **Candidate Assistance:** Maintained regular communication with candidates, providing support and ensuring that all documentation and compliance requirements were completed smoothly.

Key Observations

- Recruitment for region-specific requirements requires careful sourcing and screening of candidates.
- The document verification process is crucial for ensuring smooth onboarding and compliance.
- Maintaining clear communication with candidates helps reduce delays in recruitment and documentation.

Skills and Knowledge Gained

- Enhanced skills in candidate sourcing, document collection, and verification processes.
- Improved communication and organizational skills while coordinating with candidates.
- Learned how to manage multiple recruitment tasks simultaneously while maintaining accurate records.

Challenges Faced

Sourcing suitable candidates for specific locations in Bihar and Odisha was sometimes challenging due to limited availability of matching profiles. Additionally, tracking and resolving document-related issues required patience, attention to detail, and consistent follow-ups with candidates.

WEEK 5:

In the final week of my internship at **Aditya Birla Capital**, my main focus was on recruitment and documentation activities for the Bihar and Odisha regions. This week emphasized completing recruitment tasks, supporting candidate documentation, and ensuring that all processes were handled smoothly before the conclusion of my internship.

Learning Objectives

- To ensure the completion of recruitment and documentation processes for all selected candidates.
- To gain experience in sourcing candidates according to region-specific requirements.
- To assist in document verification and tracking to support the onboarding process.
- To strengthen coordination and communication with candidates throughout the recruitment cycle.

Activities Undertaken

- **Recruitment for Bihar:** Focused on sourcing female candidates for specific roles in Bihar, as per the recruitment requirement. I used platforms such as **Apna** and **Naukri.com** to identify suitable profiles that matched the required criteria.
- **Recruitment for Odisha:** Managed recruitment for multiple locations in Odisha where the demand for candidates was higher, ensuring timely sourcing and follow-ups.
- **Documentation Support:** Collected necessary documents from selected candidates, tracked their verification status, and assisted in resolving issues when documents were rejected.
- **Candidate Guidance:** Guided candidates on uploading the correct files and maintained proper records to ensure a smooth and organized verification process.

Key Observations

- Recruitment based on specific criteria, such as gender requirements, requires careful sourcing and filtering of candidates.
- Maintaining accurate documentation and verification records is crucial for smooth onboarding.
- Continuous communication with candidates helps reduce delays and ensures process completion.

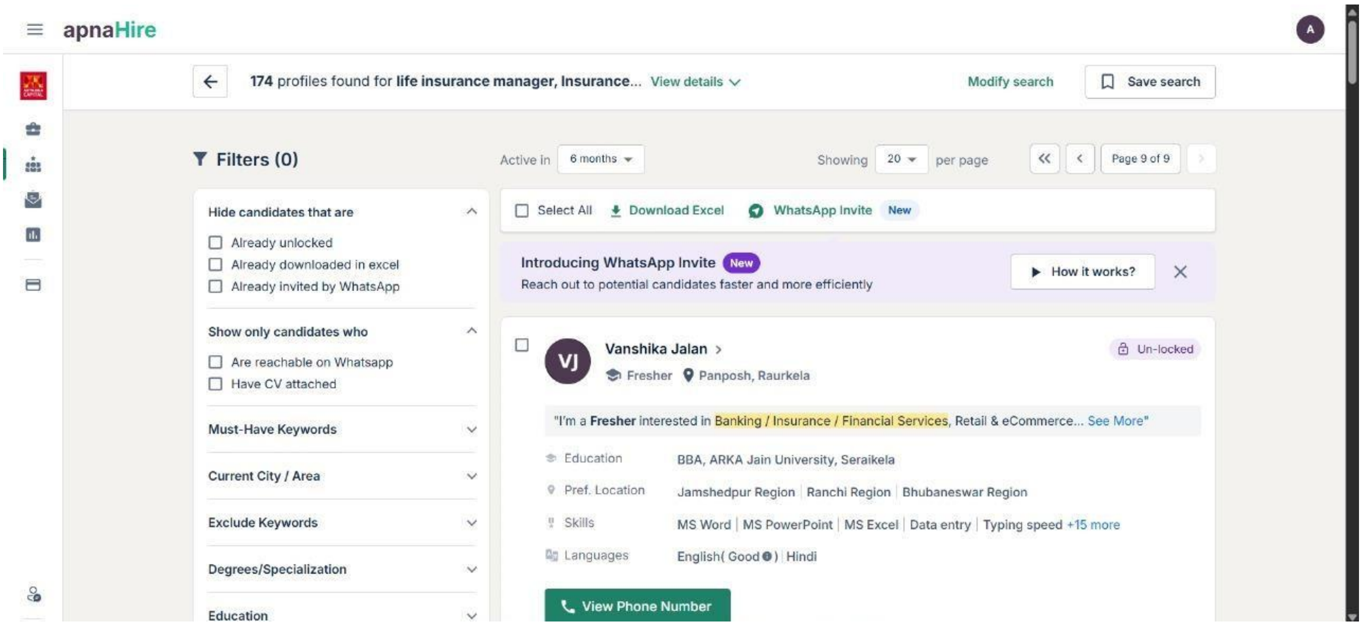
Skills and Knowledge Gained

- Improved skills in recruitment sourcing, documentation handling, and candidate coordination.
- Developed the ability to manage region-specific recruitment requirements effectively.
- Enhanced communication and organizational skills while handling multiple recruitment tasks.

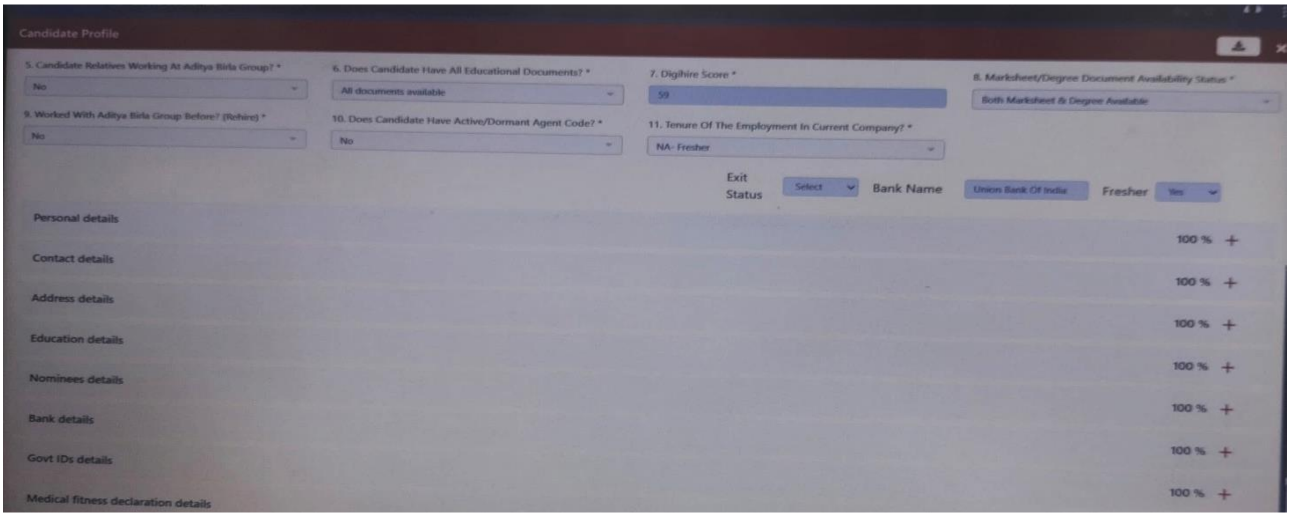
Challenges Faced

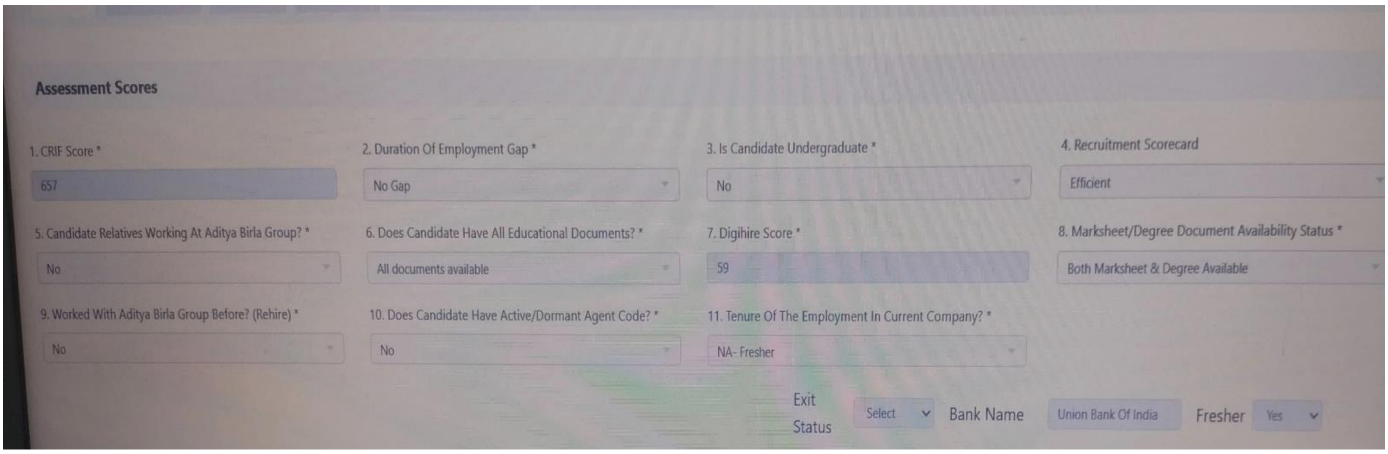
Sourcing female candidates for Bihar based on specific criteria was challenging due to limited availability of suitable profiles. Additionally, resolving document-related issues and ensuring timely verification required careful tracking and consistent follow-ups with candidates.

APNA PORTFOLIO



IONA ONBOARDING PLATFORM





CHAPTER-5

DATA ANALYSIS AND INTERPRETATION

The study on Human Resource Processes and Talent Staffing at Aditya Birla Capital was conducted using a carefully defined sample and comprehensive data collection methods to ensure accurate insights. The sample consisted of 33 respondents, including employees and HR professionals, selected through a combination of purposive and convenience sampling techniques. Purposive sampling ensured that participants were directly involved in or impacted by recruitment, onboarding, training, and staffing activities, while convenience sampling facilitated timely access to respondents. The sample represented a diverse mix of age, gender, job roles, and departments, providing a holistic view of HR processes and talent staffing practices across different levels and business units.

Data was collected using multiple sources to achieve a thorough understanding of HR operations. The observation method allowed for direct monitoring of recruitment, onboarding, training, and employee interaction, giving insight into the actual work environment and HR practices followed by personnel. Primary data was gathered through structured questionnaires created via Google Forms and shared with selected employees to capture real-time feedback on recruitment experiences, onboarding processes, training and development programs, career progression, and talent retention initiatives. Secondary data was obtained from the official Aditya Birla Capital website, company records, internal policy documents, HR manuals, as well as research papers, industry reports, and online HRM resources, providing background information, organizational HR frameworks, and industry benchmarks.

For effective data analysis, the collected information was recorded in Excel spreadsheets and represented using various visualization tools. Bar charts were used to compare response frequencies across HR and staffing categories, highlighting patterns in recruitment practices, onboarding experiences, and demographic trends. Pie charts illustrated the proportion of responses regarding the effectiveness of different recruitment strategies, employee satisfaction levels, and feedback on selection processes. Additionally, tables were employed to present detailed numerical insights and summary statistics, allowing easy comparison and interpretation of staffing metrics, hiring timelines, and talent engagement indicators. This multi-faceted approach enabled a comprehensive analysis and interpretation of the HR and talent acquisition practices at Aditya Birla Capital, offering actionable insights for process improvement.

Key insights from the survey:

- Employees rated their satisfaction level as High, Medium, or Low based on aspects like job role, workload, recognition, and growth opportunities.
- Employees were asked about the work culture, including teamwork, communication, leadership support, and overall environment.

Findings:

- A majority of employees expressed moderate to high satisfaction with their work culture, highlighting teamwork and supportive management as strong points.
- Some employees reported areas for improvement, such as workload balance, recognition, or clarity in communication.
- Creating a positive work environment, organizing activities like team outings, and acknowledging employees' contributions can enhance satisfaction and engagement.

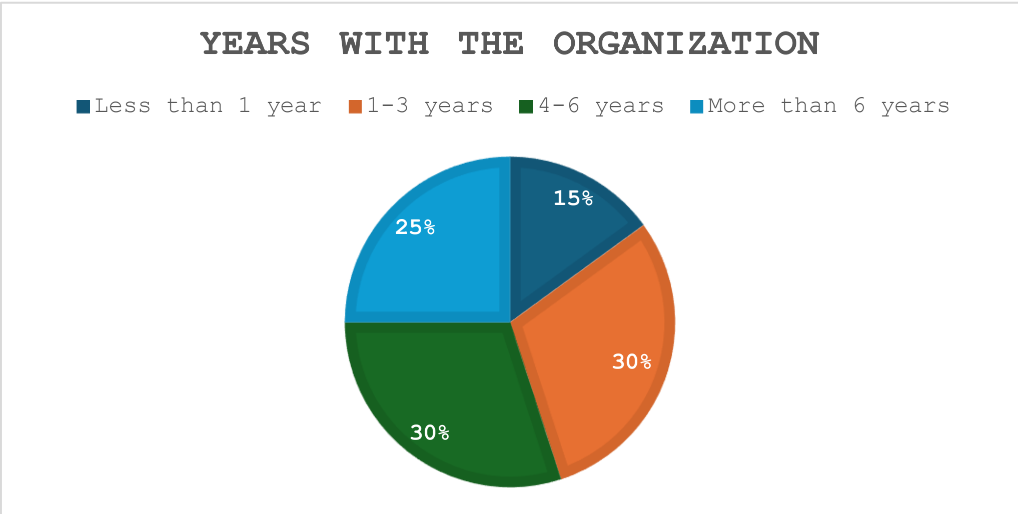
Tables & Charts with interpretation

A questionnaire was used to obtain information and views of employees at Aditya Birla Capital regarding Human resources process & Talent staffing. The questionnaire contents 10 questions which canvassed to 33 no. of sample respondents chosen randomly. The information obtained is presented in table and pie-charts and interpretation drawn as shown below

Section 1: Demographic Information

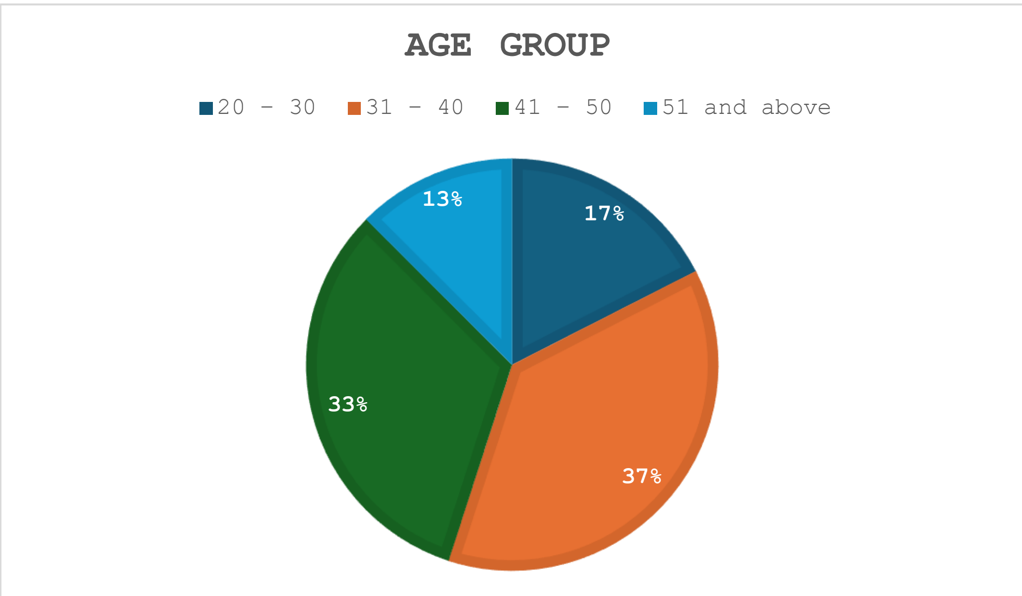
PIE CHART 1: Years with the Organization

This chart shows the distribution of employees across different age groups.



PIE CHART 2: Age Group Distribution of Respondents

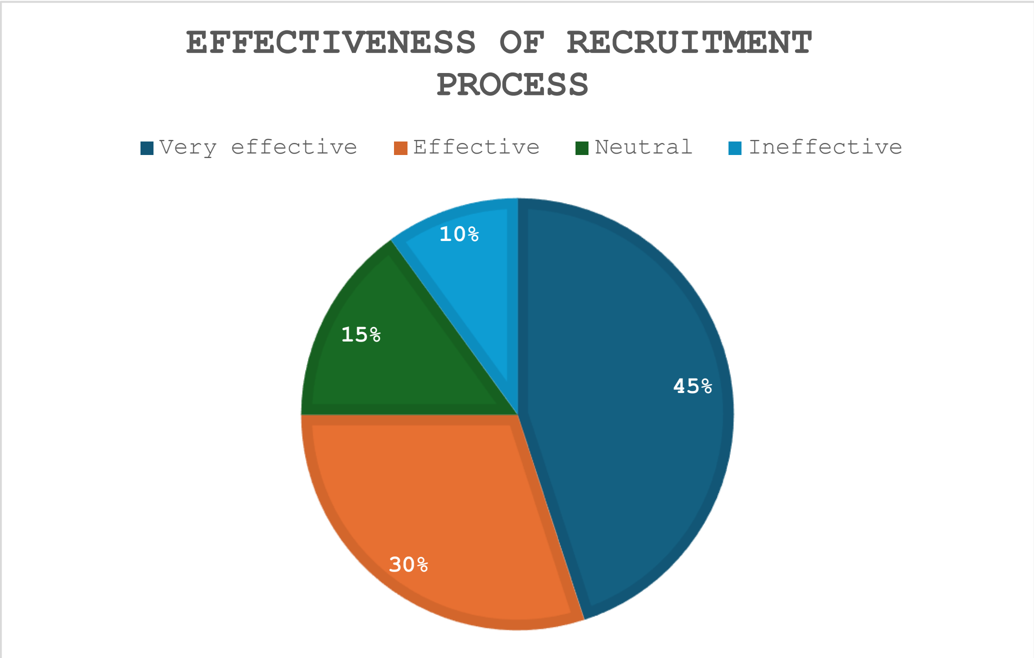
This chart indicates how long respondents have been working in the organization.



Section 2: Recruitment and Selection

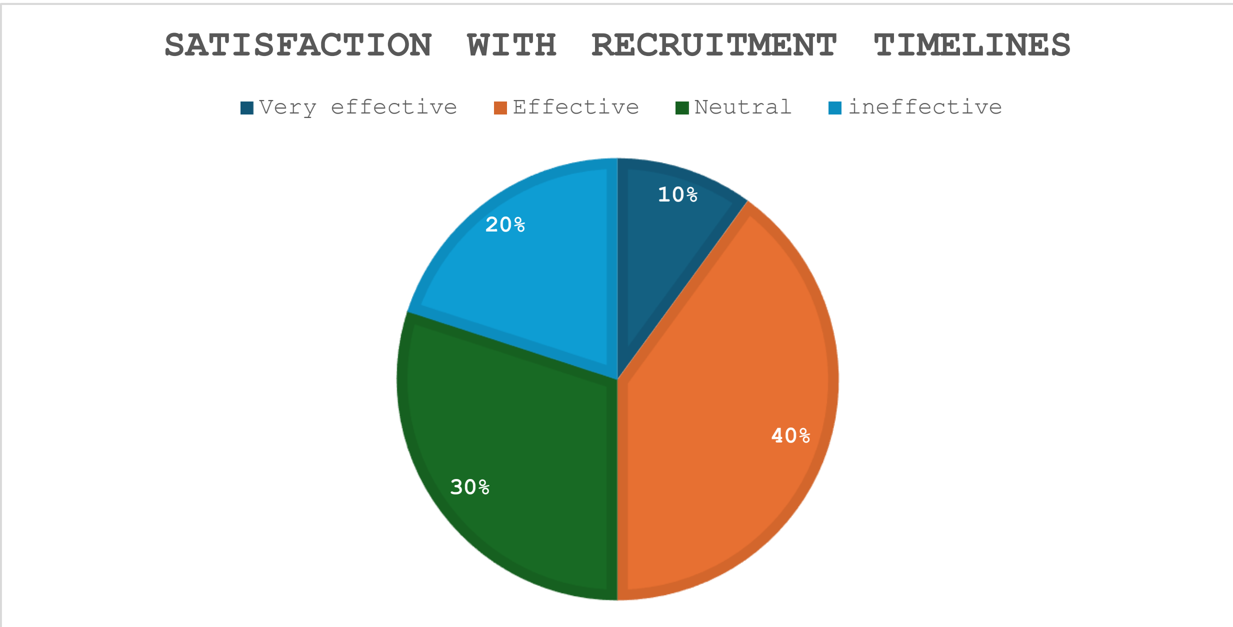
PIE CHART 3: Effectiveness of Recruitment Process

This chart reflects employees' views on how effective the recruitment process is.



PIE CHART 4: Satisfaction with Recruitment Timeliness

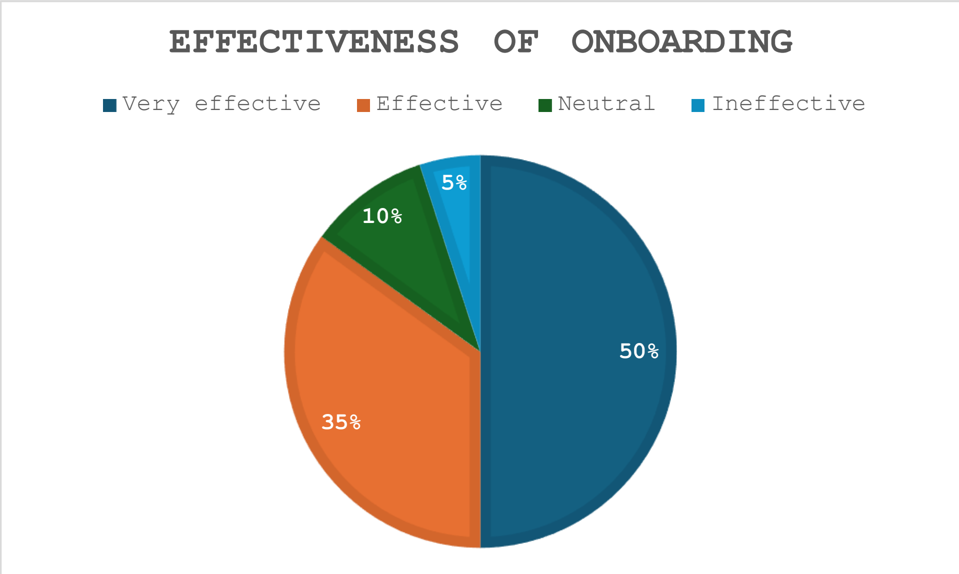
This chart shows how satisfied respondents are with the timeliness of recruitment.



Section 3: Onboarding Process

PIE CHART 5: Effectiveness of Onboarding Programs

This chart shows the employees’ perception of how effective the onboarding programs are.



Section 4: Performance Management

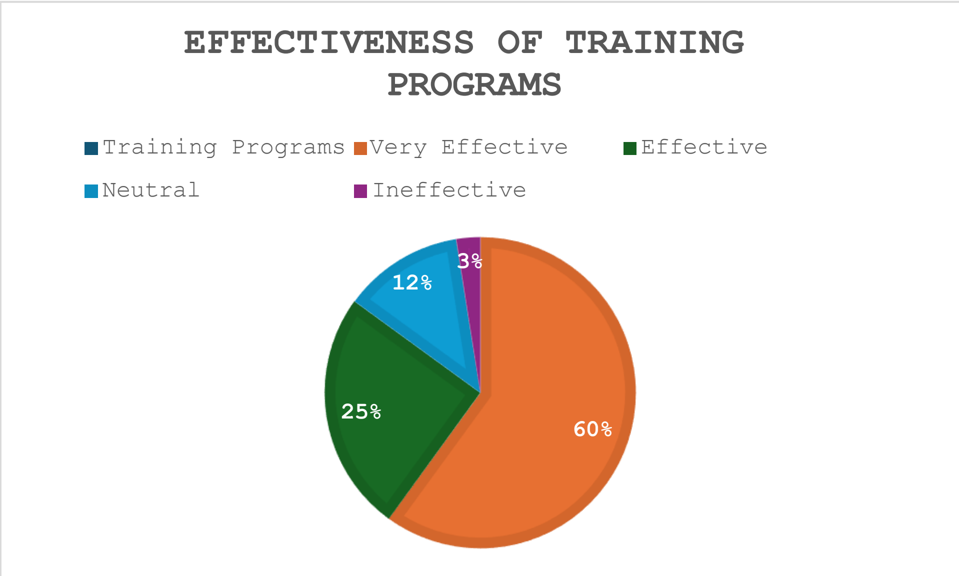
Chart 6: Satisfaction with Performance Appraisals

This chart displays the level of satisfaction with performance appraisal systems.

Section 5: Training and Development

Chart 7: Effectiveness of Training Programs

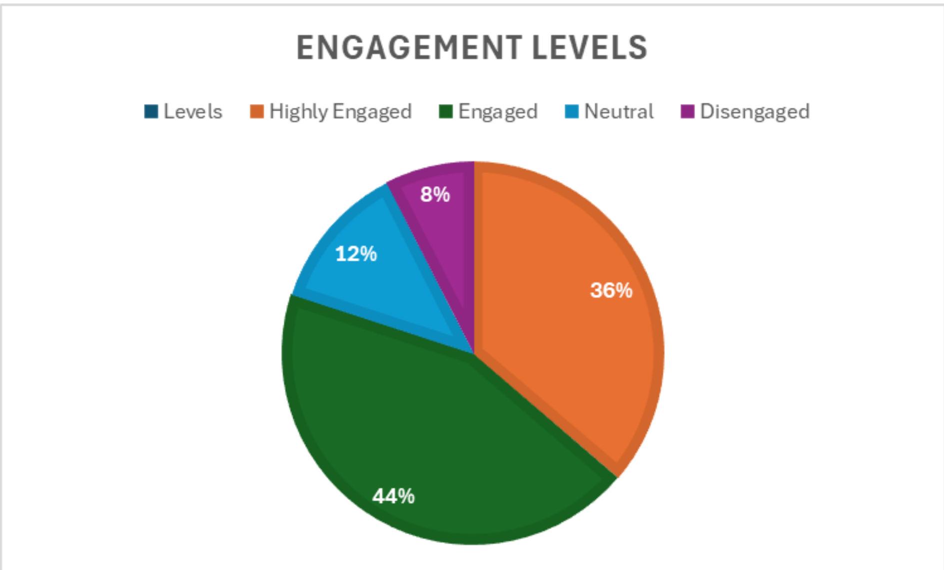
This chart shows employee perceptions regarding the effectiveness of training programs.



Section 6: Employee Engagement and Retention

Chart 9: Employee Engagement Levels

This chart represents the overall engagement levels of employees in the organization.



FINDINGS & ANALYSIS

- Future Focus: Maintaining and continuously improving these initiatives will be key to sustaining high levels of employee satisfaction and organizational performance. The overall HR processes at Aditya Birla Capital are perceived as efficient by 65% of respondents. Key areas such as employee engagement and recruitment reflect a well-organized structure.
- 60% of respondents expressed satisfaction with the transparency and clarity of the recruitment process.
- The current tools use for hiring are effective, but there is taking more time to-hire.
- 55% of employees felt that they were well-matched to their roles based on their skills and qualifications. However, 45% indicated that there is sometimes a mismatch between job expectations and actual responsibilities, particularly in more specialized positions.

SUGGESTIONS

- HR processes are effective but need better timeliness, especially in performance reviews and onboarding.
- Recruitment is strong with technology and communication, but hiring deadlines and talent evaluation for critical or technical roles should be improved.
- Using advanced analytics/AI and clearer role alignment can help attract top talent faster and ensure better cultural and technical fit.

CONCLUSION:

Based on the analysis conducted, it can be concluded that Aditya Birla Capital has a well-structured and clearly defined recruitment process. The organization follows a systematic approach to attract and onboard talent, with a strong emphasis on external hiring channels.

Most of the talent acquisition is carried out through external sources such as campus placements, employment exchanges, and advertisements. Internal mobility appears to be comparatively limited, with fewer candidates being selected from within the organization.

This indicates the organization's reliance on external talent pools to meet its staffing needs while maintaining a streamlined recruitment framework.

ANNEXURE:

Research Questionnaire: Talent Acquisition Process

Please respond to the following questions based on your experience.

1. How effective is the current sourcing process in attracting qualified candidates?
2. Which sourcing channel (job portals, referrals, social media, campus hiring) do you find most effective?
3. How satisfied are you with the transparency of the recruitment process?
4. Do you think digital recruitment tools improve the hiring efficiency?
5. How clear were the job roles and responsibilities communicated during recruitment?
6. Do you feel the screening process accurately evaluates candidate skills and competencies?
7. How effective is the verification process in ensuring candidate authenticity?
8. How would you rate the time taken to complete the hiring process?
9. Have you experienced any mismatch between job expectations and actual responsibilities?
10. To what extent does the recruitment process ensure role–skill alignment?
11. How satisfied are you with the onboarding support after selection?
12. What challenges do you think exist in the current talent acquisition process?
13. Do you believe advanced analytics or AI could improve hiring outcomes?
14. How would you rate overall satisfaction with the talent acquisition process?
15. What improvements would you suggest to enhance sourcing, screening, and verification?

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