BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY
& MANAGEMENT STUDIES(BIITM), BHUBANESWAR
Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24
Approved by AICTE, Govt. of India | Affiliated to BPUT, Odisha | NAAC Accredited | ISO 9001 : 2015

SUMMER INTERNSHIP PROJECT 2026

REPORT TITLE

A Study on Recruitment and Onboarding of employees at JSW Cement Ltd

SUBMITTED BY

SIDDHI PRAGALVA NAYAK
I-MBA Batch: 2022 - 27
University Regn. No : 2213258053

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CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that **Ms. SIDDHI PRAGALVA NAYAK**, bearing university registration no. 2213258053 of 2022-27 batch, has completed his/her summer internship at **JSW Cement Limited** from **13/10/2025** to **12/11/2025** under the supervision of Mr. Partha Prateem Khuntia (General Manager) 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. 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.

28/2/26

Date:
Guide Place: Bhubaneswar

Signature of the Faculty/Internal
Name: Dr. Bonita Mitra
Designation: Associate Professor (HR)

DECLARATION

I, **Ms. SIDDHI PRAGALVA NAYAK** Bearing university registration no. **2213258053**(22-27batch), hereby declare that the project report titled A study on Recruitment and Onboarding of employees at **JSW Cement Ltd**. From **13/10/2025**to **and12/19/2025** is an original work done by me under the supervision of **Mr. Partha Prateem Khuntia** (General Manager) and **Dr. Bonita Mitra** (Associate Professor HR). 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

I'm grateful to all who guided and supported me in my internship. I would like to thank my company mentor and guide Mr. Partha Prateem Khuntia (General Manager) for him supervision and guidance. I am thankful to sir for having taught me life skills and practical knowledge that is essential to thrive in the role of an HR. Truly grateful to sir for have given me challenging tasks for my summer internship and for constantly guiding me through all the steps of the process.

I'd also like to express my sincere gratitude to Mr. Manash Majumder (General Manager) for providing me with constant guidance and words of encouragement.

I am truly indebted to my faculty mentor Dr Bonita Mitra (Associate Professor HR), for her constant support and encouragement, and to my faculty at BIITM who have taught me about the field of HR.

I'd like to offer my heartfelt gratitude and appreciation to industry persons for generously giving me their time.

Date: Name: -

Place: -Bhubaneswar Regd no: -

Executive Summary of JSW Cement Limited

This project explores the recruitment and onboarding process of employees at JSW Cement Ltd. It emphasizes the various factors and practices followed by the organization in attracting, selecting, and integrating new employees into the company. Different organizations adopt different recruitment strategies and onboarding techniques to ensure they hire the right talent and help them adjust smoothly to the work environment.

Recruitment and onboarding are important functions of Human Resource Management. Recruitment refers to the process of identifying, attracting, and selecting suitable candidates for different job roles. Onboarding, on the other hand, is the process of introducing new employees to the organizational culture, policies, work procedures, and their job responsibilities. These processes help in improving employee performance, job satisfaction, and long-term retention.

In short, recruitment and onboarding represent the beginning of an employee's journey with the organization. These stages overlap with core HR responsibilities and often involve the use of recruitment portals, HR software, and ERP systems. A well-structured onboarding program ensures that new employees feel welcomed, engaged, and productive from the initial stage.

The recruitment and onboarding process includes activities such as manpower planning, job analysis, sourcing of candidates, screening, interviews, selection, offer and joining formalities, documentation, orientation, and training. These steps help the organization in selecting competent candidates and preparing them for their roles effectively.

This Summer Internship Project has helped me learn many aspects of the corporate world. As a summer trainee, I was required to understand the operational activities undertaken in the Human Resource Department, including candidate sourcing, interview coordination, documentation, joining formalities, orientation programs, payroll introduction, leave and attendance systems, insurance, compliance, and employee engagement activities. I also got the opportunity to communicate directly with candidates, which enhanced my communication and interpersonal skills.

Human Resource Management is a vital function for every management professional, and this experience became more meaningful with a reputed organization like JSW Cement Ltd. During my internship, I gained valuable corporate exposure, which I believe will act as a strong foundation for my future career.

The study has been conducted on the topic "Study of Recruitment and Onboarding Process at JSW Cement Limited."

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CHAPTER-1

1.1 INTRODUCTION

HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's strategic goals and objectives. HRM focuses on management of people within companies, emphasizing on policies and systems. In short, HRM is the process of recruiting, selecting employees, providing proper orientation and induction, imparting proper training and developing skills. HRM also includes employee assessment like performance appraisal, facilitating proper compensation and benefits, encouragement, maintaining proper relations with labour and with trade unions, and taking care of employee safety, welfare and health by complying with labour laws of the state or country concerned.

Human Resource Management (HRM) is a relatively new approach to managing people in any organization. People are considered the key resource in this approach. it is concerned with the people dimension in management of an organization. Since an organization is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities.

These activities fall in the domain of HRM. Human Resource Management is a process, which consists of four main activities, namely, acquisition, development, motivation, as well as maintenance of human resources. Scott, Clothier and Spiegel have defined Human Resource Management as that branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individual and the group. Human Resource Management is responsible for maintaining good human relations in the organization. It is also concerned with development of individuals and achieving integration of goals of the organization and those of the individuals

FEATURES OF HUMAN RESOURCE MANAGEMENT

Human Resource Management as a discipline includes the following features –

*It is pervasive in nature, as it is present in all industries

* It focuses on outcomes and not on rules.

* It helps employees develop and groom their potential completely.

* It motivates employees to give their best to the company.

* It is all about people at work, as individuals as well as in groups.

* It tries to put people on assigned tasks in order to have good production or results.

* It helps a company achieve its goals in the future by facilitating work for competent and well-motivated employees.

➡ It approaches to build and maintain cordial relationship among people working at various levels in the company.

Basically, we can say that HRM is a multi-disciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

FUNCTIONS OF HUMAN RESOURCE MANAGEMENT:

The main functions of human resource management are classified into two categories:

(a) Managerial Functions

(b) Operative Functions

1. Managerial Functions:

Following are the managerial functions of Human Resources Management:

a. Planning: The planning function of human resource department pertains to the steps taken in determining in advance personnel requirements, personnel programmers, policies etc. After determining how many and what type of people are required, a personnel manager has to devise ways and means to motivate them.

b. Organization: Under organization, the human resource manager has to organize the operative functions by designing structure of relationship among jobs, personnel and physical factors in such a way so as to have maximum contribution towards organizational objectives. In this way a personnel manager performs following functions:

(a) preparation of task force;

(b) allocation of work to individuals

(c) integration of the efforts of the task force;

(d) coordination of work of individual with that of the department.

c. Directing: Directing is concerned with initiation of organized action and stimulating the people to work. The personnel manager directs the activities of people of the organization to get its function performed properly. A personnel manager guides and motivates the staff of the organization to follow the path laid down in advance

d. Controlling: It provides basic data for establishing standards, makes job analysis and performance appraisal, etc. All these techniques assist in effective control of the qualities, time and efforts of worker.

2. Operative Functions:

The following are the Operative Functions of Human Resource Management:

i. Procurement of Personnel: It is concerned with the obtaining of the proper kind and number of personnel necessary to accomplish organization goals. It deals specifically with such subjects as the determination of manpower requirements, their recruitment, selecting, placement and orientation, etc.

ii. Development of Personnel: Development has to do with the increase through training, skill that is necessary for proper job performance. In this process various techniques of training are used to develop the employees. Framing a sound promotion policy, determination of the basis of promotion and making performance appraisal are the elements of personnel development function.

iii. Compensation to Personnel: Compensation means determination of adequate and equitable remuneration of personnel for their contribution to organization objectives. To determine the 7 monetary compensations for various jobs is one of the most difficult and important function of the personnel management. A number of decisions are taken into the function, viz., job-

evaluation, remuneration, policy, inventive and premium plans, bonus policy and co-partnership, etc. It also assists the organization for adopting the suitable wages and salaries, policy and

iv. payment of wages and salaries in right time.

v. Maintaining Good Industrial Relation: Human Resource Management covers a wide field. It is intended to reduce storifies, promote industrial peace, provide fair deal to workers and establish industrial democracy. It the personnel manager is unable to make harmonious relations between management and labour industrial unrest will take place and millions of man-days will be lost. If labour management relations are not good the moral and physical condition of the
employee will suffer, and it will be a loss to an organization vis-a-visa nation. Hence, the personnel manager must create harmonious relations with the help of sufficient communication system and co-partnership

vi. Record Keeping: In record-keeping the personnel manager collects and maintains information concerned with the staff of the organization. It is essential for every organization because it assists the management in decision making such as in promotions.

vii. Personnel Planning and Evaluation: Under this system different type of activities is evaluated such as evaluation of performance, personnel policy of an organization and its practices, personnel audit, morale, survey and performance appraisal, etc.

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT

Human Resource Management has a place of great importance. According to Peter F. Drucker, ―The proper or improper use of the different factors of production depend on the wishes of the human resources. Hence, besides other resources human resources need more development Human resources can increase cooperation but it needs proper and efficient management to guide it personnel department which are indispensable to the management activity itself. Because of the following reasons human resource management holds a place of importance:

(1) It helps management in the preparation adoption and continuing evolution of personnel programmers and policies. It supplies skilled workers through scientific selection process

(2) It ensures maximum benefit out of the expenditure on training and development and appreciates the human assets.

(3) It prepares workers according to the changing needs of industry and environment.

(4) It motivates workers and upgrades them so as to enable them to accomplish the organization goals.

(5) Through innovation and experimentation in the fields of personnel, it helps in reducing casts and helps in increasing productivity.
(6) It contributes a lot in restoring the industrial harmony and healthy employer- employee relations.
(7) It establishes mechanism for the administration of personnel services that are delegated to the personnel department.
Thus, the role of human resource management is very important in an organization and it should not be undermined especially in large scale enterprises. It is the key to the whole organization and related to all other activities of the management i.e., marketing, production, finance etc.

Human Resource Management is concerned with the managing people as an organizational resource rather than as factors of production. It involves a system to be followed in business firm to recruit, select, hire, train and develop human assets. It is concerned with the people dimension of an organization. The attainment of organizational objectives depends, to a great extent, on the way in which people are recruited, developed and utilized by the management. Therefore, proper coordination of human efforts and effective utilization of human and others material resources is necessary.

5.4 WHAT IS RECRUITMENT?

Recruitment is a core function of the Human Resource department. It is a process that involves everything from identifying, attracting, screening, shortlisting, interviewing, selecting, hiring, and onboarding employees.

The recruitment teams can be large or small depending on the size of an organization. However, in smaller organizations, recruitment is typically the responsibility of a recruiting manager.

Many organizations outsource their recruiting needs, while some companies rely exclusively on advertisements, job boards, and social media channels to recruit talent for new positions. Many companies of today, use recruitment software to make their recruitment process more effective and efficient.

What Goes into a Perfect Recruitment Process?

An efficient recruitment process is an organization-specific sourcing model that aims to find the right fit for the right job at the right time. It is a step-by-step approach to bringing in talented people who can help the company grow. An all-inclusive recruitment process has 5 key phases but it may vary from company to company depending on the business vertical, organizational structure, size of the company, nature of operations, existing recruitment workflow and selection process.

Importance of a Strong Recruitment Process

Any foolproof recruitment process is typically targeted towards attracting qualified candidates and encouraging maximum possible job seekers to apply. This makes it possible to build a big pool of talented players in a tight job market and minimizes the time involved in finding candidates and filling roles for the present and future requirements of the company. A well planned and thoughtfully crafted recruitment process helps the hiring team filter the right candidates faster while staying focused on engaging the eligible candidates for maximum conversions. The recruitment process not only reflects the company's professionalism but also helps attract the right kind of candidates while saving the time and money spent on identifying, attracting, engaging, recruiting and retaining talent.

1. Identifying the Hiring Needs

Whether a job opening is newly formed or just vacated, you cannot find what you need if you don't know what you need in the first place. So, your recruitment process should start with identifying the vacancies that exist followed by analysing the job specifications including the knowledge, skills and experience needed for the role. Here's how you can determine your hiring needs:

Figure out where the gaps are in your current team. Check if you have new needs in terms of ability, performance or personality. Ask yourself if you need someone to take care of something that is not being addressed currently. This will tell you that there is a hiring need.

Keep a track of input versus output when it comes to your team. See if there is an increase in workload that needs to be addressed by hiring.

Regularly analyse performance and make a list of missing qualities, qualifications, skills and proficiencies that you need to add to your team. This can also signal towards hiring needs.

Be mindful of existing employees leaving. This is definitely when you will have a hiring need. Every time you recognize that there is indeed a hiring need, act before it becomes a pressing matter.

The recruitment process starts off with recruitment planning that involves analyzing and describing job specifications, qualifications, experience, and skills required to fill the open positions.

If the recruitment plan is not well-structured, it may fail to attract potential employees from a pool of candidates.

Factors That Influence Recruitment

- Size of the organization
- Salary structure
- Work culture and working condition within the organization
- The growth rate of the organization

Recruitment Team

A strong recruitment team ensures a strong recruitment process. The team's role in the recruitment process is crucial because one wrong decision can affect the productivity of the entire workforce.

The best recruitment team should be able to:

Clearly identify the job vacancy and define the qualities of an ideal candidate.

Write a clear job description to enable candidates to understand the job and to assess whether they are the right fit. Create an outline detailing the qualities needed in an ideal candidate, which will also help later during the candidate selection process

2. <u>Preparing the Job Description</u>

Once you know exactly what you need in terms of knowledge, skills and experience, it is time to determine the duties and responsibilities of the job. Preparing a comprehensive job description (JD) will help you know what your potential employees must have in order to meet the demands of the role. More importantly, it provides your prospects with a checklist or a list that they can compare themselves to before applying. It is a tool to ensure that you get applications from the right candidates (hopefully).

A job description must include all of the following and can be as comprehensive as you want

Title

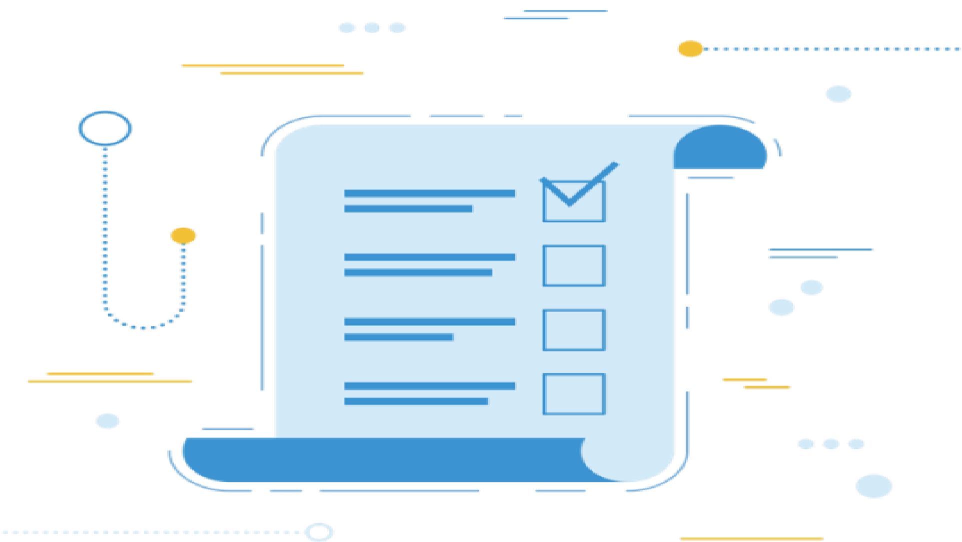
Duties & Responsibilities

Qualification & Skills

Location

Compensation, Perks & Benefits

Checklist to Crafting the Perfect Job Description



- Company Name & Description
- Core Values
- Benefits Offered
- Location
- Department
- Industry Pay
- Description of Duties
- Demand (specific skill set, knowledge, experience or training required for the job)
- Qualities that are nice to have and would be an added advantage A conversational CTA
- Job Title

Do's and Don'ts of Writing a Perfect Job Description

Do's	Don't's
Personalize Be specific Use the right keywords Use bullets to break the monotony Keep the tone conversational Provide details when you can	Don't use big chunks of text Don't use jargons or metaphors Don't sugar coat the challenging aspects – great candidates want to make things happen

3. <u>Talent Search</u>

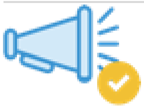
Identifying the right talent, attracting them and motivating them to apply are the most important aspects of the recruitment process. The job listing should be advertised internally to generate referrals as well as externally on popular social networking sites and preferred job boards. Recruiters can also conduct job fairs and promote openings in leading industry publications to cast a wider net. Broadly, there are two sources of recruitment that can be tapped for a talent search:

Internal Sources of Recruitment

When recruiters use internal sources for recruitment, it works to motivate the existing employees to be more productive and maximizes their job satisfaction and sense of security. Recruiting through internal sources also reduces the attrition rate along with cost and effort.

Transfer

The recruiter can fill a vacancy in a different location without any changes in the job role, status, or salary of the employee by transferring a suitable candidate from within the organization.



Promotion

A vacancy can also be filled by offering a high performing employee to take over a senior position within the organization for handling additional responsibilities along with a raise. Promotions motivate employees to perform better and also reduce the attrition rate.

Demotion

Depending on the performance of the employees, sometimes the management has to take the decision of lowering the position of underperformers. These employees then become a source for filling the lower positions.

Existing Employees

The employees of your organization can spread the word and create a buzz on their social media accounts to help you fill your vacancies. Have an employee referral program where

employees are incentivized for bringing in suitable candidates can also help accelerate the recruitment process
Retired Employees

In case of an emergency or a mission-critical project, retired employees can also be called in to fill a position for a short period till an appropriate candidate is found.

Previous Applicants

Keeping applicants on file who have previously applied and didn't make the cut the first time around makes for a resourceful database. They can be reached out to when matching positions open up.

External Sources of Recruitment

Recruiting through external sources offers a much wider scope for selection from a big number of qualified candidates. The process moves much faster even for bulk requirements while eliminating the chances of partiality or biases.

Advertisements

Advertisements help recruiters build a solid brand identity that attracts efficient manpower. You can go with the traditional approach by using print media or use digital media for better results at a reduced cost.

With the growing use of the internet, job portals have come to play a crucial role in connecting companies with candidates. These portals are a preferred platform for jobseekers looking for better career prospects so they make an excellent source for recruiters to tap the top industry talent. Company's Careers Site

Job Portals

A mobile-friendly, branded careers site that conveys your work culture and integrates with the company's social profiles not only makes it easier for your potential employees to apply but also attracts top industry talent with a professional theme, attractive headers, compelling content and engaging employee videos. An ATS-integrated careers site also eliminates the hassles of manual job postings while improving the candidate experience dramatically with a customizable application process.

Social Networking Platforms

Social networking sites are the place to find the most qualified, potential recruits and as a recruiter you would not want to miss out on this massive pool of talent. With a combined user base of 535 million, LinkedIn, Facebook and Twitter offer you a perfect opportunity to end up with highly skilled and efficient candidates for your company.

Placement Agencies

Placement agencies are a perfect solution for those hard-to-fill vacancies that often demand a lot of time, effort and resources. These agencies employ various tools and techniques to find top talent for your company faster, at a reduced cost.

Job Fairs

Job fairs are a one-stop public event offering easy access to a large pool of talent for bulk requirements. They bring you an opportunity to create brand awareness without having to advertise and you also get to network with other similar corporations while saving a lot of time and money.

Job fairs are a one-stop public event offering easy access to a large pool of talent for bulk requirements. They bring you an opportunity to create brand awareness without having to advertise and you also get to network with other similar corporations while saving a lot of time and money. Campus Placements

Campus placements are a quick and inexpensive way to find suitable candidates, who are competent, energetic, enthusiastic and most importantly interested in working for you.

Professional Bodies

Professional management bodies like Institute of Company Secretary, All India Management Association, Indian Medical Association, Institute of Chartered Accountants, Institution of Engineers, etc. maintain an up-to-date database of trained and qualified professionals in their respective fields and make a great resource for tapping top industry talent.

4.Screening and Shortlisting

A survey of recruiters revealed that while 46% struggle to attract top talent in the current candidate driven market, 52% confirmed that the most challenging part of hiring was identifying the right candidates from a large pool of applicants.

In order to move forward with the recruitment process, you need to screen and shortlist applicants efficiently and accurately. This is where the recruitment process gets difficult and challenging. You can resolve this recruitment bottleneck by following these four steps:

Steps to Effectively Screen or Shortlist Candidates

Screen applications on the basis of minimum qualifications. Next, sort resumes that have the preferred credentials by looking at their certifications, relevant experience, domain expertise, technical competencies and other specific skills that are required for the role.
Then, shortlist candidates who have both the preferred credentials and the minimum qualifications. Finally, flag any concerns or queries in the resume so they can be clarified during the interview.

No wonder, the most arduous task of the recruitment process is reviewing resumes. Fortunately, you can make this complicated, time-consuming task a total breeze with an applicant tracking system that is designed to screen resumes in a jiffy. Using an ATS will ensure that you have an unbiased, objective filter that will smartly wade through the sea of resumes to narrow down your talent pool in no time!

4. Interviewing

The shortlisted applications will now move through the interview process prior to receiving an offer letter or a rejection note. Depending on the size of the hiring team and their unique recruitment needs, several interviews may be scheduled for every candidate.

Telephonic Screening/Video Interviewing

This is a quick, easy and convenient way to screen candidates and their capabilities. The telephonic or video interview is also your first opportunity to leave a lasting first impression on your potential employees. So, while you need to keep your very first interview short, make sure you also take the time to screen them against the knowledge, skills and experience mentioned in your job description, so you can eliminate the irrelevant profiles first.

Jobsoid's video interviews allow recruiters to streamline the initial screening process by eliminating the need for phone calls and narrowing down the number of on-site interviews.

Psychometric Testing

This is a very crucial step of the selection process because the information revealed from this assessment will help you know if your potential employees will perform and stay productive in the long haul. This screening is absolutely unbiased yet an important eliminator that efficiently identifies the right fit for any job. Psychometric tests can be your reference model for any given position because these tests specify the complete personality profile, behaviour, flexibility, aptitude, creativity, communication and problem-solving skills that are required to perform in a given position.

Face-to-Face Interviewing

Personal interviews can last longer because this is the last step before the recruiter does a final evaluation and makes the job offer. Final interviews may be conducted by the top management and are typically extended to a very small pool of standout candidates. The final choice should be agreed upon at this stage along with a backup candidate selection

Interview Tips

Interviews are a two-way process. During the process, the potential candidate also assesses whether your company is the right fit or not. So, be courteous, respectful and sell the benefits of the job role and the organization.

Prepare questions that give you deep insights into every job applicant's professional background to assess whether they might be a good fit for your open role. Refrain from asking abstract questions to check your candidate's reaction; Rather, keep your questions relevant to the role.

5. Evaluation and Offer of Employment

This is the final stage of the recruitment process. You should never take it for granted that the candidate will accept your offer. However, if your candidate has patiently completed all the paperwork and waited through the selection process, the odds of accepting the offer are high.

Things you Should do Once you Zero in on a Candidate. The recruitment process is not easy, so if you have a structured format to follow, you wind up with more time to stay focused on finding the right fit for your business.

Checking the References

Once the final selection for a position is done, it is time to check the candidate's professional references and verify all the employment details. If you find that everything is in order, it is time to draft your employment contract and make the offer.

Making the Job Offer

The offer letter should include everything from the start date and the conditions of employment to the work hours and the compensation while ensuring that every detail is clear and unambiguous.

Onboarding

Every new hire feels awkward at first, but you can win some really good loyalty points here by putting in some extra effort and helping your new hire settle in. Instead of just showing them around the office and making sure all the essential supplies are handy, make them feel welcome by making special arrangements for lunch and getting colleagues to talk about non-work stuff.

Evaluation and Optimization of the Recruitment Process

Given the considerable amount of time, effort, cost and resources involved in the recruitment process, evaluation becomes imperative. While it may not be humanely possible for you to stay on top of everything at every stage of the recruitment process, having an ATS with real-time dashboards and analytics reporting will keep you organized with all your mission-critical data. Recruiting metrics reveal valuable insights into how well your recruitment process is working and also help you identify areas of improvement.

6. Introduction and Induction of the New Employee

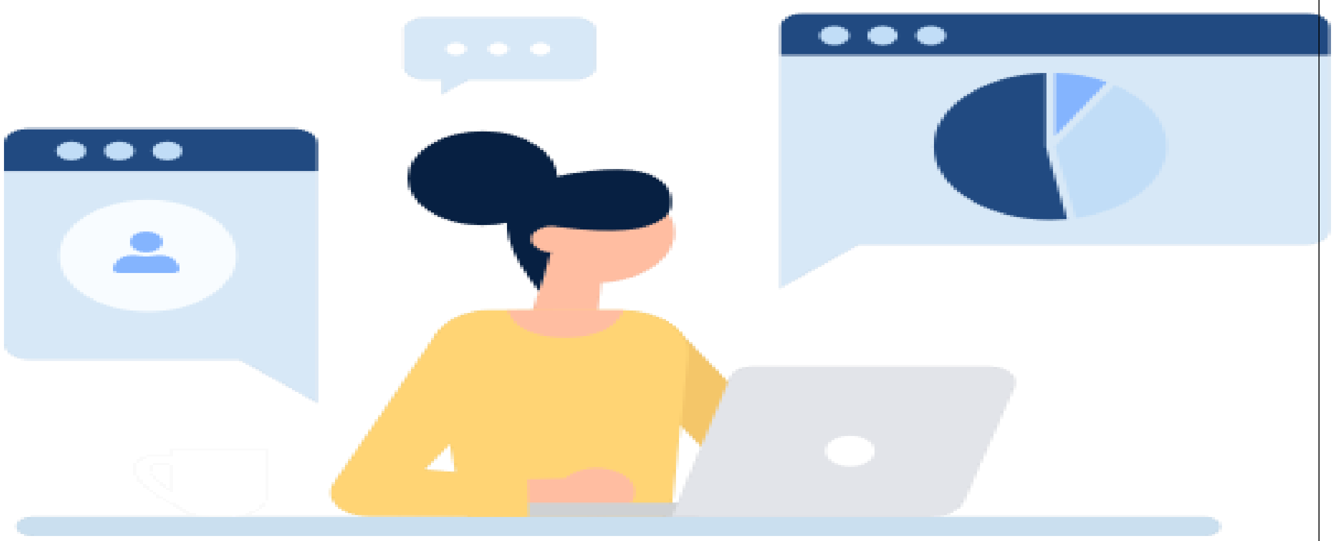
When applicants accept the job offer, they officially become the employees of the company. The joining date and time is communicated to the employee. Once that's done, pre-employment screening that includes reference and background checks are conducted. Once the verification is done, the employees are then introduced to the organization. The induction process of the employees then begins. During the induction process, a welcome kit is usually given to the new employees, and then the employment contract is signed.

Benefits of a Good Recruiting Process for the Organization

An up-to-date recruitment strategy positively impacts the bottom line in multiple ways. Better quality hires, an improved retention rate, reduced cost and enhanced job satisfaction are some of the benefits of following the best practices in the selection process. All of these benefits, when put together boost overall business success.

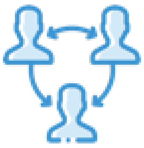
4 Benefits of an Effective and Comprehensive Recruitment Process

The best way to optimize the recruitment process is to monitor and measure how well it's performing. But if you are struggling to meet your recruitment needs and always rushing to fill your vacancies, consider using an applicant tracking system like Jobsoid to simplify, streamline and speed-up your recruitment process.



Time-Saving

Instead of putting candidates through a lengthy and complicated application process followed by every test practically possible, recruiters are now customizing the recruitment process for a personalized, positive candidate experience with an ATS. An applicant tracking system allows recruiters to accomplish their day-to-day recruitment tasks while staying focused on more important things. It also keeps you on top of bottlenecks that allow bad hires to get through the process so you can fix issues at the source and save tremendous time.



Engaged Employees

Engaged employees are motivated, enthusiastic and committed to their work. A recruitment and selection process that aims to hire applicants with a work history that reflects commitment, consistency and career growth is an easy way to predict their level of dedication in the organization. An in-depth interview process is the best way to evaluate the enthusiasm and efficiency levels of potential candidates.

Proactive Recruiting

A recruitment process that is designed to identify gaps ahead of time while ensuring that the talent recruitment team stays on the same page empowers the team to take a proactive approach.

This allows the recruiter to review and refine the recruitment strategies in real-time for better quality hires. The key takeaway here is that while evaluating the recruitment and selection process, it is important to identify the factors that interest and influence new hires. This will reveal what's hurting your recruitment process and which benefits can make you more attractive as an employer.

Improved Performance

Any applicant proactively seeking a change in job is definitely not in jeopardy of losing his/her current job due to poor performance. An extensive selection process sheds light on the candidate’s competence and skills that determine job performance. Skilful recruiters use the interview process to elicit responses that reveal the candidate’s strengths, limitations as well as areas of improvement - which is the very first step in predicting that employee’s future productivity.

Pro Tip: It is a good idea to involve employees and other members of the organization in the recruitment process. One of the best ways to do is by establishing and maintaining a strong employee referral program.

<u>ONBOARDING IN HUMAN RESOURCES</u>

Onboarding is defined as the process of familiarizing a new employee with the organization. Onboarding begins from the moment an offer is made to the employee until the time the employee becomes a productive member of the organization. Employee onboarding is broadly defined as the process of familiarizing a (new) employee with the organizations policies, the employees role in the organization, and the organizations culture. It also involves creating an environment in which the employee is made comfortable enough to interact freely with their colleagues and establish social relationships in the workplace Specifically, it involves getting the employee to complete the necessary paperwork for labour law compliance and equipping them with all the tools they need to do their job well. During onboarding, employees learn what the organization expects from them in terms of skills, communication style, and attitude We read through a number of research papers and studies on onboarding and its effectiveness.

The findings from all of them can be summarized in two key points: • Hiring is not only time-consuming, but it is also an expensive affair. • Retaining employees depends on how these difficult- to-find employees are onboarded. If they are not onboarded optimally, you may lose them, and that will result in another expensive hiring cycle

RESEARCH METHODOLOGY

Research methodology simply refers to the practical "how" of any given piece of research. More specifically, it's about how a researcher systematically designs a study to ensure valid and reliable results that address the research aims and objectives. Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. Research is an academic activity and the term should be used in a technical sense.

DATA COLLECTION

While deciding about the method of data collection used for the study of research should keep on mind two types of data i.e., primary and secondary, the primary data are those which are collected a fresh and for the first time, the secondary data on the other hand are those which have already been collected by someone else. Therefore, data collection can be broadly classified in to two types.

1. Primary Data
2. Secondary Data

PRIMARY DATA:

For the purpose of this study, both primary and secondary data were collected to understand the recruitment and onboarding process followed by JSW Cement Ltd.. The data collected helped in analyzing the effectiveness of HR practices and identifying the strengths and challenges in the recruitment and onboarding system.

The primary data was collected during the internship period through direct interaction with HR professionals and employees working in different departments such as Human Resources, Administration, and Operations. These interactions provided practical insights into the actual recruitment and onboarding practices of the organization.

The secondary data was collected from various sources such as company reports, official websites, HR policies, research journals, books, and internet resources. These sources provided theoretical knowledge and background information to support the primary data.

The combination of both types of data helped in making the study more reliable and comprehensive.

Research Design

The research design adopted for this study is descriptive and exploratory in nature. The descriptive design was used to describe the recruitment and onboarding practices of the organization, while the exploratory design helped in gaining a deeper understanding of HR procedures.

The study mainly focuses on:

- Understanding the recruitment process
- Identifying recruitment sources
- Evaluating selection methods
- Studying onboarding practices
- Analyzing employee satisfaction and challenges

Both qualitative and quantitative data were used in the research. Qualitative data helped in understanding employee experiences and opinions, while quantitative data helped in statistical analysis.

The methods used in this study include:

- Personal observation
- Face-to-face interviews
- Questionnaire survey
- Informal discussions

These methods helped in collecting accurate and practical information.

Sampling Technique

The organization has a large workforce across different plants and offices. For the purpose of the study, a sample of employees was selected from the head office and branch offices.

A simple random sampling technique was used to select the respondents to avoid bias. A total of 30 employees from different departments such as HR, Finance, Marketing, and Production were selected. Out of these, 26 employees responded to the questionnaire.

The sample included:

- HR executives
- Managers
- Administrative staff
- New joiners
- Experienced employees

This helped in obtaining diverse opinions regarding recruitment and onboarding.

Sources of Data

There are two major sources of data collection used in this study:

1. Primary Data

2. Secondary Data

Primary Data

Primary data refers to the first-hand information collected directly from respondents. The primary data for this study was collected through:

- ◇ Personal Observation

During the internship, the researcher observed the recruitment and onboarding process, including candidate sourcing, interview scheduling, documentation, and induction programs.

- ◇ Interviews

Face-to-face interviews were conducted with HR executives and managers to understand:

- Recruitment strategies
- Selection criteria
- Challenges in hiring
- Employee onboarding practices

◇ Informal Discussion

Informal conversations with employees helped in understanding their satisfaction level and experiences during the recruitment and onboarding process.

◇ Questionnaire Survey

A structured questionnaire was designed to collect employee opinions about the recruitment and onboarding system.

Secondary Data

Secondary data refers to the information collected from already published sources. The secondary data was collected from:

- HR manuals and company policies of JSW Cement Ltd.
- Company annual reports
- Official website and corporate publications
- Research journals related to HR
- Books on Human Resource Management
- Articles and case studies
- Internet resources

This data provided a theoretical base and industry practices.

Way of Data Collection

The data was collected in a systematic manner. Initially, secondary data was gathered to understand the theoretical framework of recruitment and onboarding. After that, primary data was collected to understand the practical implementation.

The steps followed include:

1. Literature review
2. Preparation of questionnaire
3. Interaction with HR department

4. Conducting interviews
5. Observation of recruitment activities
6. Data analysis and interpretation

Questionnaire Survey

A structured questionnaire was prepared to collect the opinions of employees about recruitment and onboarding practices. The questionnaire consisted of 10 close-ended questions and a few open-ended questions.

The questions covered the following areas:

- Sources of recruitment
- Transparency in hiring
- Effectiveness of selection process
- Joining formalities
- Induction and training
- Orientation programs
- Employee engagement
- Satisfaction with onboarding
- Communication with HR
- Overall experience

A total of 26 employees participated in the survey.

The responses were measured on a 5-point Likert scale, where:

1 = Strongly Agree

2 = Agree

3 = Neutral

4 = Disagree

5 = Strongly Disagree

The questionnaire is attached in the Appendix section.

Data Processing Methods

The collected data was processed using Microsoft Excel. The following statistical tools were used:

- Percentage analysis
- Mean and average
- Graphical representation
- Pie charts
- Bar charts
- Tables

These tools helped in presenting the data clearly and making accurate conclusions.

Recruitment Sources at JSW Cement Ltd

The organization uses both internal and external sources of recruitment.

◇ Advertisement

The company advertises job vacancies through newspapers, company website, and professional platforms. Advertisements include job responsibilities, qualifications, salary, and location.

◇ Online Recruitment

JSW Cement Ltd. uses online job portals such as LinkedIn and Naukri.com for hiring employees.

◇ Campus Recruitment

The company recruits fresh graduates and management trainees through campus placement programs.

◇ Employee Referral

Employees recommend suitable candidates, which helps in reducing recruitment cost and time.

◇ Internal Recruitment

Promotion and transfer are used to fill higher-level positions.

◇ Internship Programs

Interns who perform well are offered permanent roles.

🏢 Selection Process

The selection process followed by JSW Cement Ltd. includes the following steps:

1. Application Screening
2. Written and aptitude tests
3. Technical interview
4. HR interview
5. Background verification
6. Medical examination
7. Final selection and offer

This process ensures that only suitable candidates are selected.

Onboarding Process

The onboarding process includes:

- Pre-joining communication
- Offer and appointment letter
- Documentation and verification
- Orientation program
- Safety training
- Introduction to company culture
- Role-based training
- Mentorship and support

A well-structured onboarding process helps in improving employee performance and retention.

Reasons for Rejection of CVs

Common reasons include:

- Lack of required qualifications
- Poor presentation
- Incomplete details
- Irrelevant experience
- Grammar and spelling errors
- Fake references
- Overly lengthy CV

OBJECTIVES OF THE STUDY

- To understand the recruitment process followed at JSW Cement Ltd.
- To study the onboarding process adopted for new employees in the organization.

LIMITATIONS OF THE RESEARCH

- Limited Time Period – The study may be conducted within a short duration, which may not cover all aspects in detail.
- Limited Sample Size – The research may include responses from only a small number of employees.
- Restricted Access to Data – Confidential company information may not be fully available for analysis.
- Possibility of Biased Responses – Employees may not provide completely accurate or honest feedback.

CHAPTER-2

2.1 COMPANY PROFILE

JSW Cement Limited (JSWCL), part of the diversified JSW Group, operates a grinding unit in the Kalinga Nagar Industrial Complex, Jakhapura (Danagadi Tehsil), Jajpur district, Odisha. That is part of the larger JSW Cement Company, a leading green cement manufacturer in India. This facility is committed to environmental sustainability by using eco-friendly production processes, and it contributes to the JSW Group's overall operations in India and the UAE. The Jajpur plant specifically focuses on grinding cement and uses low-emission technology and waste materials like slag in its production, supporting the company's goal of minimizing waste and promoting a low-carbon future.

It benefits from proximity to raw-material sources: for example, the plant is located approximately 13 km by road from a major steel plant in the area, which supplies blast-furnace slag and fly-ash. The site spans approximately 13.99 acres as per the company’s facility list

It started on operations in 2009 in the southern region of India through there single grinding unit in Vijayanagar, Karnataka. Since then, they have expanded their presence across the southern, western and eastern regions of India and UAE. product portfolio consists of blended cement (including PSC and PCC), GGBS, ordinary Portland cement (OPC), clinker and a range of allied cementitious products such as ready-mix concrete (RMC), screened slag, construction chemicals and waterproofing compounds.

The Jajpur grinding unit of JSW Cement Limited represents a strategic component of the company’s eastern India manufacturing footprint. With access to key raw-material inputs and proximity to growing infrastructure markets in Odisha and neighbouring states, the facility contributes to the group’s capacity growth ambitions and supports its positioning as a “green cement” manufacturer. The unit also has regional significance in the Kalinga Nagar industrial zone and strengthens JSW Cement’s national network.

2.2 INDUSTRY ANALYSIS

Cement Manufacturing by JSW | Leading Cement Company JSW Cement Ltd, part of the $23 billion JSW Group, is a leading, fast-growing Indian manufacturer focusing on green, eco-friendly cement (Portland Slag Cement, GGBS). With a ~20.6 MMTPA capacity in FY25 and plans for 41.85 MMTPA, it dominates the Ground Granulated Blast Furnace Slag (GGBS) market with ~84% share, driven by strong industrial synergies and sustainable, low-carbon, high-volume production.

2.3 MARKET SEGMENTS

JSW Cement Ltd primarily targets the premium, sustainable construction market in India, focusing on green cementitious products like Portland Slag Cement (PSC) and GGBS for infrastructure projects, industrial construction, and eco-conscious residential consumers. The company heavily serves the South, West, and East regions.

Key segments for JSW Cement include:

Infrastructure & Major Projects: Supplying high-performance products for large-scale infrastructure, including roads, bridges, and industrial projects.

Eco-conscious Residential/Commercial: Targeting builders and individual home builders (IHBs) seeking sustainable and "green" building materials.

Specialty Concrete Applications: Utilizing Ground Granulated Blast Furnace Slag (GGBS) and Concreel HD for superior strength and durability.

Retail & Construction Chemicals: Offering a range of allied products like water-proof compounds, adhesives, and grouts to the retail construction segment.

Their marketing focuses on the "green" aspect (low CO2 emissions) and strength, leveraging a strong network of dealers and sub-dealers.

2.4 MARKET SIZE

JSW Cement Ltd, a leading Indian green cement manufacturer, has a market capitalization of approximately ₹16,200–₹16,500 crore as of early 2026, positioning it as a toMMp 10 player. The company reported a revenue of ₹5,813–₹5,914 crore in FY25, with a grinding capacity of 20.6 MTPA as of March 2024, aiming to reach 40.85 MTPA.

2.5 CORE IDEOLOGY

Global recognition for quality and efficiency while nurturing nature and society.

MISSION

Supporting India's growth in core economic sectors with speed and innovation

CORE VALUES

TRANSPERENCY

PASSION FOR LEARNING

SWOT ANALYSIS

The SWOT analysis refers to strengths, weakness, opportunities and threats that are linked to an organization. It is a management framework used to determine and evaluate the competitive position of an organization and develop strategic planning. Evaluate the internal and external factors, also taking into account the current and future potential of the company.

STRENGTHS

* Fastest-growing: Rapid growth in grinding capacity and sales volume.
* Market leader in green cement: India's largest manufacturer of ground granulated blast furnace slag (GGBS) with significant market share.
* Environmentally conscious: Lowest CO_2 emission intensity among peers and globally, and a high usage of green energy.
* Strategic locations: Plants are situated near raw material sources and key markets.
* Strong distribution: An extensive network of dealers and warehouses across India.
* Group backing: Strong brand support from the JSW Group.

WEAKNESSES

* Financial performance: Reported a net loss in FY25 and a significant drop in profit after tax compared to the previous year.
* High debt: Increased overall debt levels, impacting financial stability.
* Margin pressure: Profitability is being squeezed by rising input costs and intense expansion efforts.

OPPORTUNITIES

* Government infrastructure push: Expected demand growth from large government-led infrastructure projects.
* Growth in green construction: Rising demand for eco-friendly products aligns with JSW Cement's product focus.
* Market expansion: Opportunities exist for diversification into new regional markets.
* Strategic expansion: Plans to establish new plants to increase regional market reach.

THREATS

* Intense competition: Faces pressure from large, established competitors in the market.
* Rising input costs: Increasing costs for fuel, logistics, and raw materials can erode margins.
* Price volatility: Fluctuations in cement prices can negatively impact profitability.
* Input supply risks: Potential disruptions in the supply of critical raw materials like limestone and blast furnace slag.

CHAPTER-3

3.1 COMPETITOR ANALYSIS

When it comes to the cement industry in India, JSW Cement Limited is one of the fast-growing companies, while leading players like UltraTech Cement and ACC Limited dominate the market. The Indian cement sector is one of the largest in the world and is driven by infrastructure and real-estate growth. By 2023–24, the cement market in India was valued at over $26 billion and has been growing at a CAGR of around 6–7% due to rapid urbanisation, government housing schemes, and construction activities.

In the cement industry, organised companies contribute the majority of market share because of strong brand value, distribution, and technology. JSW Cement is expanding its capacity, focusing on eco-friendly and green cement, and strengthening its presence mainly in eastern and southern India to increase its market share in the coming years.

3.2 LIST OF TOP CEMMENT COMPANIES IN INDIA

Here is the list of top cement companies in India which are sorted based on their market presence and production capacity.

1. ULTRATECH CEMENT

UltraTech Cement is the largest cement manufacturer in India and is a flagship company of the Aditya Birla Group. The company has a strong presence across all regions of India and also operates in international markets such as the Middle East and neighbouring countries. It produces a wide range of cement products for residential, commercial, and large infrastructure projects. UltraTech is known for its advanced technology, large production capacity, and strong research and development capabilities. The company focuses on innovation, sustainability, and customer satisfaction.

Market share: approximately 24–25%.

2. ACC LIMITED

ACC Limited is one of the oldest and most trusted cement companies in India. It has a long history of producing high-quality cement and building strong customer relationships. The company is now part of a large business group and benefits from financial strength and operational efficiency. ACC is known for its strong distribution network, quality assurance, and focus on sustainable and eco-friendly products. It also invests in digital transformation and green manufacturing practices.

Market share: approximately 10%.

3. AMBUJA CEMENTS

Ambuja Cements is also a leading cement manufacturer in India and has a strong brand image among customers. The company focuses on innovative cement products, sustainability, and customer-centric services. It has a wide presence in western and northern India and strong dealer relationships. Ambuja is recognised for its efficient logistics, cost management, and environmentally responsible production methods.

Market share: approximately 8–9%.

4. SHREE CEMENT

Shree Cement is one of the most efficient and low-cost cement producers in India. The company is known for its strong focus on energy efficiency, cost control, and environmental sustainability. It has a strong presence in northern and eastern India and continues to expand into new markets. Shree Cement also invests in renewable energy and digital operations to improve productivity and reduce costs.

Market share: approximately 7%.

5. JSW CEMENT LIMITED

JSW Cement Limited is a fast-growing company and part of the JSW Group. The company focuses on eco-friendly, blended, and green cement products, aiming to reduce carbon emissions and environmental impact. It uses industrial by-products such as slag, which supports sustainable development and cost-efficient production. JSW Cement is expanding its manufacturing capacity and strengthening its presence mainly in eastern and southern India. The company is also improving its distribution network, marketing strategies, and customer engagement to increase its market share in the coming years.

Market share: approximately 3–4%.

Porter’s Five Forces Analysis of JSW Cement

Porter’s Five Forces model, developed by Michael E. Porter, is used to analyse the competitive environment of an industry. It helps in understanding the level of competition, market structure, and long-term profitability. This model is very useful for analysing the Indian cement industry, where companies face strong competition, high investment, and price pressure.

Threat of New Entrants – Low to Moderate

The cement industry requires huge capital investment, modern technology, skilled manpower, and strong distribution networks. Establishing cement plants also involves environmental approvals and government regulations, which create entry barriers. Because of these factors, it is difficult for new companies to enter the market. Large companies like UltraTech Cement and Ambuja Cements already have strong brand image and customer trust, making it challenging for new entrants. However, some regional players may enter local markets, so the threat is considered low to moderate.

Bargaining Power of Suppliers – Moderate

Suppliers provide important raw materials such as limestone, gypsum, coal, and energy. Although these materials are available from multiple sources, price fluctuations in fuel and transportation increase supplier power. In recent years, rising coal and energy costs have impacted cement companies. However, JSW Cement reduces supplier dependence by using industrial waste like slag from its steel plants. This integration helps control costs and supports sustainable production.

Bargaining Power of Buyers – High

The bargaining power of buyers in the cement industry is high because customers such as contractors, builders, and infrastructure companies have many options. Cement is a standardised product, so switching costs are low. Customers compare price, quality, and availability before making decisions. Strong competitors such as ACC Limited and Shree Cement increase buyer power. Therefore, JSW Cement focuses on competitive pricing, quality, and strong dealer relationships to retain customers.

Threat of Substitutes – Low

The threat of substitutes is low because cement is a basic material in construction, infrastructure, and real estate. Although some alternative construction methods such as prefabrication or steel structures are used, cement remains essential. Growing urbanisation, housing demand, and government infrastructure projects in India also reduce substitute threats.

Competitive Rivalry – Very High

The level of competition in the cement industry is very high due to the presence of both national and regional players. Companies like Dalmia Bharat, JK Cement, and Ambuja Cements compete based on price, quality, technology, and distribution. High fixed costs and low product differentiation further increase competition. To remain competitive, JSW Cement focuses on sustainability, eco-friendly products, capacity expansion, and strengthening its distribution network.

CHAPTER-4

4.1 CUSTOMER ANALYSIS

Customer analysis is an important aspect of marketing and sales management that helps organizations understand the needs, expectations, preferences, and buying behavior of customers. It enables the organization to identify target customers, improve product quality, develop effective pricing strategies, and strengthen long-term relationships. Customer analysis includes identifying types of customers, understanding their expectations, analyzing distribution channels, evaluating buying behavior, and studying factors influencing purchase decisions. In the case of JSW Cement, customer analysis plays a crucial role in ensuring that the company meets the requirements of builders, contractors, dealers, retailers, infrastructure companies, and individual house owners. These customers are responsible for purchasing cement for residential, commercial, and infrastructure projects. The effectiveness of sales and marketing strategies depends on understanding customer needs, price sensitivity, brand preference, and service expectations. By analyzing customer behavior, JSW Cement can improve customer satisfaction, increase market share, and build strong brand loyalty.

Types of Customers

JSW Cement serves different types of customers depending on construction requirements. The main types of customers include:

1. Individual House Owners

Individual house owners purchase cement for building or renovating homes. They usually buy in smaller quantities.

Responsibilities/Needs of Individual Customers:

* High strength and durable cement
* Affordable price
* Easy availability in local markets
* Brand trust and reliability

Individual customers are influenced by dealer recommendations and brand reputation.

2. Builders and Contractors

Builders and contractors purchase cement in bulk for residential apartments, commercial buildings, and other projects.

Needs of Builders and Contractors:
* Bulk supply availability
* Consistent product quality
* Competitive pricing
* Timely delivery
* Technical support

Builders focus on cost efficiency and project deadlines.

3. Dealers and Retailers

Dealers and retailers act as intermediaries between the company and end customers.

Responsibilities of Dealers and Retailers:
* Stock management
* Local promotion
* Providing product information
* Handling customer orders

They play an important role in increasing brand visibility and sales in local markets

4. Infrastructure Companies

Infrastructure companies use cement for roads, bridges, metro projects, and government contracts.

Needs of Infrastructure Companies:
* High-performance cement

* Quality certifications
* Large-scale supply
* Reliable logistics

These customers demand strict quality standards and long-term supply contracts.

Customer Expectations

Customers in the cement industry have certain expectations when purchasing cement because construction is a long-term and high-investment activity. Understanding these expectations helps the company improve product quality, service, and overall customer satisfaction. It also supports the organisation in developing effective marketing and distribution strategies. If the company fulfils customer expectations, it can build strong relationships, increase brand loyalty, and gain a competitive advantage. Therefore, analysing customer expectations is very important for long-term business growth.

1. Quality and Strength

Customers expect cement to provide high durability, strength, and safety in construction. Since buildings and infrastructure projects require long-term performance, customers prefer cement that ensures structural stability. They also expect resistance to weather, moisture, and environmental conditions. Builders and engineers focus on technical performance, while individual customers look for reliability and trust. Poor quality cement can lead to cracks and damage, which affects the reputation of the brand. Therefore, JSW Cement focuses on maintaining consistent quality and advanced production technology. The company also ensures strict quality control and certification standards. High-quality products help in building customer trust and long-term loyalty.

2. Competitive Pricing

Price is one of the most important factors influencing customer purchase decisions. Customers often compare the price of JSW Cement with competitors such as UltraTech Cement and ACC Limited before making a decision. In large construction projects, even a small price difference can affect the overall cost. Builders and contractors focus on cost efficiency, while individual customers look for value for money. However, customers are also willing to pay slightly more if they receive better quality and service. JSW Cement tries to maintain a balance between quality and affordability. Competitive pricing also helps the company expand in price-sensitive markets. This strategy supports growth in both rural and urban areas.

3. Timely Delivery

Timely delivery is very important because construction projects follow strict schedules. Any delay in cement supply can affect project completion and increase costs. Builders and contractors expect reliable and fast logistics support. Infrastructure projects also require continuous supply to avoid interruptions. Therefore, customers prefer companies that have strong distribution and transportation systems. JSW Cement focuses on improving its supply chain and logistics network. The company ensures availability of products across different regions. Efficient delivery also improves customer satisfaction and strengthens long-term relationships.

4. Brand Reputation

Brand reputation plays a major role in customer decision-making. Customers prefer trusted and well-known brands because cement quality directly affects construction safety. A strong brand image builds confidence among customers. Word-of-mouth recommendations and previous project experience also influence brand perception. Companies with good reputation attract more customers and maintain long-term relationships. JSW Cement focuses on building a positive brand image through quality, innovation, and sustainability. Marketing campaigns and dealer relationships also improve brand awareness. A strong reputation helps the company compete in a highly competitive market.

5. Eco-Friendly Products

With increasing environmental awareness, customers prefer eco-friendly and sustainable cement products. Many builders and infrastructure companies are focusing on green construction practices. Government regulations and environmental policies also encourage the use of blended cement. JSW Cement focuses on producing environmentally friendly cement using industrial waste such as slag. This reduces carbon emissions and supports sustainable development. Customers are becoming more conscious about environmental impact. Eco-friendly products also enhance brand value and attract modern customers. This trend provides growth opportunities for the company.

4.4 Distribution Channels Used

Distribution channels are the methods through which cement products reach customers. In the cement industry, an efficient distribution system is very important because cement is a bulky and heavy product. Strong distribution ensures availability and timely delivery. JSW Cement uses multiple channels to reach different customer segments across India.

1. Dealer Network

The dealer network is the primary distribution channel of JSW Cement. Authorised dealers and retailers distribute cement in local markets. They help in maintaining stock and ensuring availability. Dealers also promote the brand and provide product information. They influence customer buying decisions through recommendations. JSW Cement provides incentives, training, and marketing support to dealers. Strong dealer relationships improve market reach and sales. This network also helps the company expand in rural and semi-urban areas.

2. Direct Sales

Direct sales are used for large customers such as builders, contractors, and infrastructure companies. These customers purchase cement in bulk directly from the company. This channel helps reduce intermediaries and improve profitability. Direct communication also improves customer relationships. It allows the company to understand customer needs better. JSW Cement provides customised solutions and technical support to bulk buyers. This strategy strengthens long-term partnerships.

3. Institutional Sales

Institutional sales involve supplying cement to government projects and large infrastructure companies. These projects require large volumes and long-term contracts. Institutional customers focus on quality, reliability, and compliance with standards. JSW Cement has a specialised team to manage these projects. This channel provides stable demand and growth opportunities. Government infrastructure development increases the importance of this segment.

4. Digital Marketing

Digital platforms are used for brand promotion and customer engagement. Online campaigns increase awareness and attract modern customers. Customers also search for product information online. Social media and websites help in building brand image. Digital marketing also supports lead generation. This strategy is becoming more important in the modern construction industry.

4.5 Customer Buying Behaviour

Customer buying behaviour in the cement industry follows a structured decision-making process. Understanding this behaviour helps the company design effective marketing strategies and improve customer satisfaction.

1. Need Recognition

The process begins when customers identify the need for construction or renovation. This may be due to new housing, commercial development, or infrastructure projects. Demand also increases due to urbanisation and population growth.

2. Information Search

Customers search for information from dealers, contractors, engineers, and advertisements. They also use online platforms and social media. Recommendations from professionals play a major role in this stage.

3. Evaluation of Alternatives

Customers compare different brands based on price, quality, availability, and reputation. They also evaluate technical performance and previous project experience.
4. Purchase Decision

After comparison, customers select the brand that best meets their needs. Availability and timely delivery also influence the final decision.

5. Post-Purchase Behaviour

After using the product, customers evaluate satisfaction. Satisfied customers make repeat purchases and recommend the brand.

Factors Influencing Customer Decision

Customer decisions are influenced by multiple factors such as economic, social, and technical aspects.

1. Economic Factors

Price, project budget, and financial condition influence decisions. Cost control is very important in construction.

2. Social Factors

Recommendations from contractors, engineers, and family members influence customers.

3. Technical Factors

Strength, durability, and product performance play a major role.

4. Organisational Factors

Brand image, service quality, and distribution network also affect decisions.

How Customers Choose an Organisation

Customers evaluate cement companies based on price, quality, and reliability. Brand reputation and market presence also influence decisions. Availability and supply reliability are important for project completion. After-sales service and technical support increase trust. Companies that provide eco-friendly and innovative products attract more customers. JSW Cement focuses on quality, sustainability, and strong dealer relationships. This strategy helps in attracting and retaining customers.

Customer Satisfaction and Retention

Customer satisfaction is essential for long-term growth. Satisfied customers remain loyal and recommend the brand. JSW Cement focuses on consistent product quality and reliable supply. Competitive pricing and technical support improve satisfaction. Customer feedback helps in improving products and services. Strong relationships with dealers and customers improve retention. Long-term partnerships support business growth and brand reputation.

Emerging Trends in Customer Behaviour

Customer behaviour is changing due to digitalisation and environmental awareness. Customers prefer eco-friendly and blended cement. Online research and digital platforms are increasing. Demand for ready-mix and innovative products is growing. Infrastructure and urbanisation are also influencing behaviour. Customers expect better service and faster delivery. These trends create new opportunities for JSW Cement to strengthen its market position

CHAPTER-5

EMPLOYEE RETENTION ACTIVITIES IN JSW CEMENT LIMITED

5.1 WHAT IS EMPLOYEE RETENTION?

Employee retention is defined as an organization's ability to prevent employee turnover, or the number of people who leave their job in a certain period, either voluntarily or involuntarily. Increasing employee retention has a direct impact on business performance and success. Employee retention is a high priority for leading HR organizations today.

5.2 BENEFITS OF EMPLOYEE RETENTION

➢ Reduced costs- Recruiting and onboarding new hires is time-consuming and especially detrimental when paired with severance costs.

➢ Improved morale-When employee morale is high the workplace becomes a more positive place. Positivity rubs off on employees, making them believe their company is a great place to work.

➢ Increased Productivity-Long-term employees have had time to develop their abilities, can accomplish tasks within a shorter amount of time, and are more committed to the success of the business.

➢ Improved company culture-If you experience high retention rates, you can thank your culture initiatives. In fact, 72 percent of workers cited workplace culture as a driving factor in whether they work at a company or not.

➢ Higher employee engagement- Employees who are highly engaged are 1.8 times more likely to say they will be working at their current organization a year from now.

5.3 EMPLOYEE RETENTION POLICY AND PRACTICE IN JSW CEMENT LIMITED

1. Safe and Healthy Work Environment

JSW Cement gives high priority to employee safety and well-being. The company follows strong health and safety standards and aims to create a "zero harm" workplace, which helps improve employee satisfaction and retention.

2. Competitive Salary and Benefits

The company provides fair wages, incentives, and performance-based increments. It also follows equal pay and statutory wage norms to motivate and retain employees.

3. Work–Life Balance and Flexible Policies

JSW Cement offers:

* Flexible working hours
* Paid leave and annual leave
* 26 weeks maternity leave and paternity leave
* Day-care and family support facilities

These policies help employees manage personal and professional life.

4. Career Growth and Training

The company focuses on employee development through:

* Training and learning programmes
* Mentoring and coaching
* Leadership and skill-development initiatives
* Structured career progression

This helps increase job satisfaction and reduce turnover.

5. Performance Management and Rewards

Regular performance appraisals and feedback sessions are conducted. Rewards, promotions, and increments are linked to performance, which motivates employees to stay in the organisation.

6. Employee Engagement and Feedback

JSW Cement conducts employee surveys such as "Awaaz" to understand employee needs and improve policies. Feedback and grievance redressal systems help build trust.

7. Employee Well-being and Support

The company runs wellness programmes like JSW We Care, which provides counselling, mental health support, and stress-management services to employees.

ONBOARDING PROCESS AT JSW CEMENT

The onboarding process at JSW Cement is designed to make new employees feel comfortable, understand the company culture, and start their work smoothly. It is a structured and supportive process.

Steps in the Onboarding Process:

1. Offer Letter & Pre-joining Formalities

After selection, the candidate receives an offer letter. The company collects required documents such as educational certificates, ID proof, and experience details.

2. Joining & Documentation

On the first day, employees complete HR formalities like signing the appointment letter, filling forms, and submitting documents.

3. Induction Program

A formal orientation session is conducted where new employees learn about the company's history, values, policies, safety rules, and work culture.

4. Departmental Introduction

The employee is introduced to their team, reporting manager, and workplace. They are guided about their roles and responsibilities.

5. Training & Support

Basic training is provided related to the job, safety, and company systems. Continuous support is given during the initial period.

6. Follow-up & Feedback

HR and managers regularly interact with new employees to check their comfort, performance, and solve any issues.

DURATION OF EMPLOYEE ONBOARDING AT JSW CEMENT

The onboarding process at JSW Cement is continuous and starts from the time the employee accepts the offer letter. The company focuses on helping new hires adjust smoothly to the work environment, culture, and job responsibilities. The duration generally extends up to 6 months to 1 year, depending on the role and department.

Stages of Onboarding Duration:

1. Pre-joining to First Week:

In this stage, the employee completes documentation, compliance formalities, and attends induction and orientation programs. They are introduced to company policies, safety standards, and the work culture. The employee also meets the reporting manager and team members.

2. One Week to Three Months:

During this period, the new employee receives job-related training and guidance. They learn about their duties, work processes, and company systems. Managers and seniors provide continuous support to help them adjust to the work environment.

3. Three Months to Six Months:

The employee's performance is reviewed. Feedback is taken from both the employee and the supervisor. Any skill gaps are identified, and additional training is provided to improve productivity and confidence.

4. Six Months to One Year:

By this stage, the employee gains full knowledge about their role, company operations, and industry practices. They become comfortable with the team and organizational culture. The company ensures that the employee is fully integrated and ready for long-term contribution.

FINDINGS

1. Structured Recruitment Process

The company follows a systematic and merit-based recruitment process, which includes manpower planning, sourcing, screening, interviews, and background verification.

2. Focus on Technical and Safety Skills

Candidates are evaluated not only on qualifications and experience but also on safety awareness and cultural fit, which is very important in the cement manufacturing industry.

3. Use of Internal and External Sources

The organization uses multiple recruitment sources such as campus hiring, job portals, referrals, and internal promotions, which helps in attracting a diverse talent pool.

4. Delay in Selection Process

In some cases, there is a gap between interview rounds and final selection, which results in the loss of potential candidates to competitors.

5. Effective Onboarding Practices

The onboarding process is well-planned and includes induction, training, and departmental introduction. This helps employees understand company policies, work culture, and job roles.

6. Strong Team Support

Cooperation and teamwork within departments help new employees adjust easily to the workplace.

7. Continuous Training and Development

The company provides ongoing learning and skill-development opportunities, which enhance employee productivity and performance.

8. Need for More Mentoring and Feedback

Although training is provided, structured mentoring and regular feedback during the early stage of employment can be improved.

9. Employee Engagement and Retention Focus

The company promotes employee welfare, safety, and career growth, which supports employee satisfaction and retention.

CHAPTER-6

SUGGESTIONS

1. Reduce Hiring Time

The company should minimize the time gap between interview rounds and final selection to prevent loss of talented candidates.

2. Use Advanced Digital Recruitment Tools

Greater use of digital platforms, AI-based screening, and automated communication can make the recruitment process faster and more efficient.

3. Strengthen Employer Branding

Promoting the company's work culture, sustainability, and career growth opportunities on social media and job portals can attract high-quality candidates.

4. Introduce Structured Mentorship Programs

Assigning mentors to new employees will help in better guidance, faster learning, and smoother adjustment.

5. Regular Feedback Mechanism

Feedback should be collected from new hires during the first 3–6 months to understand their challenges and improve onboarding.

6. Improve Communication and Coordination

Better coordination between HR, hiring managers, and candidates can enhance the candidate experience.

7. Enhance Employee Engagement Activities

More engagement programs, team-building activities, and recognition systems will increase employee motivation and retention.

8. Career Development and Growth Opportunities

Clear career paths and continuous learning opportunities should be communicated to employees to improve long-term commitment.

CONCLUSION

The present study on recruitment and onboarding at JSW Cement Limited highlights the importance of effective human resource practices in building a strong and competitive organization. Human resources play a vital role in achieving organizational objectives, and therefore, selecting the right candidates and integrating them into the organization is essential for long-term success. The company has developed a structured and systematic recruitment process that ensures transparency, fairness, and merit-based selection of employees.

The recruitment process at JSW Cement begins with manpower planning and job analysis, which helps in identifying the required skills, knowledge, and experience. The company uses both internal and external sources such as employee referrals, campus recruitment, job portals, and promotions. This approach helps in attracting a diverse and talented pool of candidates. The screening, interviewing, and selection stages are designed to evaluate not only the technical competence of candidates but also their communication skills, problem-solving ability, safety awareness, and cultural fit. These factors are very important in the cement manufacturing industry, where safety and operational efficiency are critical.

The study also reveals that the company conducts background verification, medical fitness tests, and document verification before final selection. This ensures that only qualified and reliable candidates are recruited. The company's focus on safety, ethics, and work discipline reflects its commitment to maintaining a professional and responsible workforce.

The onboarding process at JSW Cement is well-structured and continuous. It starts from the pre-joining stage and continues for several months until the employee becomes fully productive. The company provides a comprehensive induction program that helps new employees understand the organization's history, mission, values, policies, and safety standards. Departmental orientation, job training, and regular follow-up sessions help employees adjust to their roles and responsibilities. Continuous training and support improve employee confidence, productivity, and performance.

One of the major strengths observed during the study is the positive work culture and teamwork in the organization. Employees cooperate and support each other, which helps new hires feel comfortable and motivated. The company also focuses on employee retention through training, career development, performance appraisal, and work–life balance. These practices improve job satisfaction and reduce employee turnover.

However, the study also identified certain areas for improvement. Sometimes, delays in the recruitment process lead to the loss of talented candidates. Faster decision-making, digital recruitment tools, and better coordination between HR and hiring managers can enhance efficiency. In addition, structured mentoring programs and regular feedback during the onboarding period can further improve employee engagement and retention.

In the future, the company can strengthen its recruitment and onboarding practices by adopting advanced technology, improving employer branding, and focusing more on employee experience. Continuous learning opportunities, leadership development, and employee engagement initiatives will also support long-term growth.

Overall, it can be concluded that the recruitment and onboarding practices at JSW Cement Limited are effective and aligned with organizational goals. The company's focus on quality hiring, safety, sustainability, and employee development provides a strong foundation for business growth. By continuously improving its HR strategies, the organization can attract, develop, and retain talented employees, which will help it maintain a competitive advantage in the dynamic and growing cement industry.

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ANNEXURE

1.The recruitment process in the organization is transparent.

☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree

2.The organization uses effective recruitment sources.

☐ Strongly Agree
☐ Agree
☐ Neutral

☐ Disagree
☐ Strongly Disagree
3.Campus recruitment is an important source of hiring.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
4.The selection process is fair and unbiased.
☐ Strongly Agree
☐ Agree
☐ Neutral

☐ Disagree
☐ Strongly Disagree

5.HR communicates properly during recruitment.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
6.Joining formalities are easy and smooth.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
7.Orientation programs are helpful.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
8.Safety and training programs are effective.
☐ Strongly Agree
☐ Agree
☐ Neutral
☐ Disagree
☐ Strongly Disagree
9.The onboarding process helps in understanding job roles.
☐ Strongly Agree
☐ Agree
☐ Neutral

☐ Disagree

☐ Strongly Disagree

10.Overall, you are satisfied with the recruitment and onboarding process.

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree