CHAPTER – 5
FINDING, CONCLUSION & SUGGESTIONS

FINDING

The concept of HR Audit has utmost important especially for the banking sector of India. There is little doubt that good HR Audit practices have a tremendous influence on banking sector performance. The researcher has concluded that good HR audit practices mark a difference in terms of organizational performance. This research has been carried out to assess the level of perceived quality of Human Resource Audit policies adopted by selected private banks of India.

The employees view point on the traditional mechanism of HR policies delivery, expectations level and perception level regarding the HR Audit offered by the selected private banks of India has been studied. This study demonstrated the usefulness of the GAP analysis as a measure of assessing perceived quality of HR Audit policies. It not only highlights areas for specific action but also addresses shortcomings of perceived policies. The study of expectation and perception level of employees using HR Audit policies facilities offered by the selected private banks revealed, inter-alia,

- That overall average unweighted GAP score for the total of 424 respondents has been found 0.69. It is in positive zone, meaning thereby that the employees’ perceptions are more than their expectations. Employees perceived the Human Resource Audit policies provided to them are of good quality. The overall Weighted GAP Score (9.31) has also been found positive. This reaffirmed that private banks of India are providing the quality Human Resource Audit policies to their Employees.

- That the respondents assigned maximum weight to Fulfillment (16.80), closely followed by Easy to Understand (16.70) and Privacy (16.24). It means that respondents considered these dimensions (Fulfillment, Easy to Understand, and Easy to use) more important than any other dimensions.

- Reliability (15.19) has been ranked fourth closely followed by Responsiveness (14.46), Efficiency (11.60), and Accuracy (9.36) in Human Resource Audit policy dimensions. Meaning thereby, the employees are ready to compromise on Reliability, Responsiveness of employees of selected private banks, Efficiency and different types of product offered by the selected private banks of India. The inherent in
privacy of Human Resource Audit policies led the respondents to look for surrogate parameters of quality in Fulfillment, Easy to Understand, and Privacy, which they rightly ranked higher than other quality dimensions.

- The gap analysis disclosed the fact that employee’s expectation regarding HR Audit dimensions have been met by the selected private banks of India. Employees have been consistently more satisfied with Assurance dimension both in unweighted (0.85) and weighted (13.71) gap score with highest rank.

- That there was a significant correlation, both positive and negative, existing between most of the dimensions of HR Audit policies offered by the selected private banks of India.

- That the employees rated the quality of HR Audit policies provided by HDFC as [both unweighted (0.46) and weighted (6.17) GAP score]. The HDFC has also been considered having the best unweighted and weighted gap score in all the seven quality dimensions of HR Audit policies offered.

It is pertinent to note that all the selected private banks of India are providing HR Audit policies at or above par than expected by their respective employees. However, the perception level of HDFC employees has been found significantly higher than the employees of remaining the selected private banks of India.

Although the entire selected private banks of India are providing HR Audit policies at or above par than expected by their employees. As there is always a scope for improvement, governing bodies of these banks should train personnel professionally. The banks are also required to upgrade technologies to improve overall employees’ experiences. The best way for the management is to look at the improvement in implementing HR Audit policies, training of the personnel. The banks must provide precise information on all functions related to HR policies followed in the selected private banks of India.

The results of this study indicated that the Gap analysis has valuable contribution in developing the understanding of the perceived quality of HR Audit policies in banking sector of India. The measurement scale also serves in identifying symptoms and the underlying problems that obstruct the effective provision of quality HR Audit policies in banking sector of India.

A vital aspect of the present research was to analyze the level of influence of awareness campaigning on level of HR Audit in India.
CONCLUSION

While comparing the level of overall performance of banks before and after organizing awareness campaigning with respect to HR Audit policies, it was revealed, inter-alia,

- that in the case of overall performance after organizing awareness campaigning regarding HR Audit policies, the overall mean value of all the selected private banks has been found increased from 3.44 to 5.24. This shows that there is a positive impact of awareness campaigning on performance of HR Audit.
- that the overall performance mean value of all the selected private banks of India has been increased after organizing awareness campaigning regarding HR Audit policies. It has also been observed that the employees of ICICI [by replacing HDFC] has high mean score (4.31) after organizing awareness campaigning regarding HR Audit policies. It indicates that overall performance of HR policies, ICICI are better as compared to other selected private banks.
- That after organizing awareness campaigning related to HR Audit policies, the overall mean value of selected private banks related to overall performance of HR Audit has been found increased from 3.44 to 5.24.
- that the mean value of overall performance after organizing awareness campaigning related to HR Audit policies for HDFC has been found increased from 3.08 to 5.46. For other banks, it has been observed that mean value of performance for ICICI shifted from 4.31 to 5.13, for AXIS shifted from 4.21 to 5.32, for KOTAK shifted from 4.60 to 3.60, and for IB shifted from 3.63 to 4.59.
- Exhibit No.4.15 depicted that there is a significant relationship between Overall employees’ performance before Organising Awareness Campaigning and the selected private banks of India. Post hoc analysis has been used to identify specific category having significant relation. The multiple comparisons in Exhibit No.4.16 signified that Overall employees’ performance in all banks is significantly different from ICICI, AXIS, KOTAK and INDUSIND except AXIS with ICICI and KOTAK with INDUSIND.
- Exhibit No.4.18 depicted that there is a significant relationship between Overall employees performance after Organising Awareness Campaigning and the selected private banks of India. The multiple comparisons in Exhibit No.4.19 signified that Overall employees’ performance after Organising Awareness Campaigning in all selected private bank is
significant difference except following categories of banks: HDFC with AXIS, ICICI with AXIS, and KOTAK with INDUSIND.

- In the present study, employees performance level has been tested twice, i.e. before creating awareness related to Human Resource Audit and after creating awareness related to HR Audit policies (Exhibit No. 4.20 and 4.21). The significance value (.050) of Paired Samples t-TEST strongly confirmed that there is a significant influence of organizing awareness campaigning related to HR Audit policies on performance of HR Audit products and policies.

In the context of employee satisfaction in private banks in India, it has been concluded that the employees’ satisfaction may not always lead to their retention, and has greater influence on performance of HR policies. The top management of banks of India must focus on above mentioned facts before designing schemes for promoting HR Audit policies.

A vital aspect of the present research was to examine the factors that motivate the employees to work towards the overall performance of their respective banks. The foremost factor like Incentives/Rewards/ Recognition, Authority/Employee Empowerment, Monthly Targets, Service Vision/ Employee Oriented Company Policy, Supportive Behaviour of Employee, Constant Under Observation, Latest Technological Equipment Support, etc. has been included in this study. The results firmly indicates, inter-alia, that

- On the overall basis Incentives/ Rewards/ Recognition (mean 4.10) has been assigned first rank. It means that the employees strongly admitted that Incentives/ Rewards/ Recognition is the most inspiring factor and Clarity of Job Profile/ Functions (mean 8.87) is the least inspiring factor for employees to work towards the better retiree satisfaction.

- The results of ANOVA related to all the motivational variables clearly indicated that there is a significant relation existed between motivational variables and selected private banks. Hence, the selected private banks’ HR officials are required to take immediate steps to consider motivation as a source to increase the organizational performance.

- Exhibit No.4.24 depicted that there is a significant relationship between Incentives/ Rewards/ Recognition and the selected private banks of India. A significant relation existed between motivational variables and selected private banks. The employees of ICICI consider the above factor more important than the employees of other banks. The multiple comparisons in Exhibit No.4.25 signified that Incentives/ Rewards/ Recognition in HDFC
bank is significantly different from ICICI and KOTAK. Incentives/ Rewards/ Recognition has also been found significantly differ between following categories of banks: AXIS & KOTAK, KOTAK & INDUSIND, and ICICI & INDUSIND.

- The results also indicated that there is a significant relationship between Emotional Commitment towards Job/ Company and the selected private banks of India. The employees of INDUSIND consider the above factor more important than the employees of other banks. The multiple comparisons in Exhibit No.4.27 signified that Emotional Commitment towards Job/ Company in HDFC bank is significantly different from AXIS and INDUSIND. Emotional Commitment towards Job/ Company has also been found significantly different between following categories of banks: ICICI & INDUSIND, AXIS & INDUSIND, and KOTAK & INDUSIND.

- Exhibit No.4.28 depicted that that there is a significant relationship between Authority/ Employee Empowerment and the selected private banks of India. It signifies that the employees of ICICI consider the above factor more important than the employees of other banks. The multiple comparisons in Exhibit No.4.27 signified that Authority/ Employee Empowerment in almost between all the banks are significant except AXIS & ICICI, ICICI & INDUSIND, and AXIS & INDUSIND.

- Exhibit No.4.30 depicted that there is a significant relationship between Working Environment/ Culture for Success and the selected private banks of India. The employees of INDUSIND consider the above factor more important than the employees of other banks. The multiple comparisons in Exhibit No.4.31 signified that Working Environment/ Culture for Success in AXIS bank is significantly different from all other banks. Working Environment/ Culture For Success has also been found significantly different in INDUSIND & KOTAK.

- Exhibit No.4.32 showed that there is a significant relationship between Latest Technological Equipment Support and the selected private banks of India. The employees of ICICI consider the above factor more important than the employees of other banks. The multiple comparisons in Exhibit No.4.33 signified that Latest Technological Equipment Support in HDFC bank is significantly different from INDUSIND. Latest Technological Equipment Support has also been found significantly different between following categories of banks: ICICI & AXIS, ICICI & KOTAK, INDUSIND & other banks.
- Exhibit No.4.34 depicted that there is a significant relationship between Service Vision/Employee Oriented Company and the selected private banks of India. The employees of INDUSIND have been found considering the above factor more important than the employees of other banks. The multiple comparisons in Exhibit No.4.35 signified that Service Vision/Employee Oriented Company in HDFC bank is significantly different from AXIS and INDUSIND. Service Vision/Employee Oriented Company has also been found significantly different between following categories of banks: ICICI & KOTAK, INDUSIND & other banks except with KOTAK.

- The significant relationship has been found between Comfortable Environment and the selected private banks of India. The employees of ICICI have been found considering the above factor more important than the employees of other banks. The multiple comparisons signified that Service Vision/Employee Oriented Company in INDUSIND bank is significantly different from all the other banks.

- The significant relationship has been found between Supportive Behaviour of Employee and the selected private banks of India. The results revealed that the employees of ICICI consider the above factor more important than the employees of other banks. The multiple comparisons favoured that Supportive Behaviour of Employee in ICICI bank is significantly different from all the other banks. Supportive Behaviour of Employee has also been found significantly different between following categories of banks: HDFC & INDUSIND, AXIS & INDUSIND.

- The significant relationship has been found between Monthly Targets and the selected private banks of India. The results revealed that the employees of ICICI consider the above factor more important than the employees of other banks. The multiple comparisons signified that Monthly Targets in INDUSIND bank is significantly different from all other banks. Monthly Targets has also been found significantly different between following categories of banks: ICICI & HDFC, HDFC & KOTAK.

- The results clearly indicated that there is a significant relationship between Constant under Observation and the selected private banks of India. The results in Exhibit No.4.23 revealed that the employees of INDUSIND consider the above factor more important than the employees of other banks. The multiple comparisons in Exhibit No. 4.41 signified that Constant under Observation in ICICI bank & INDUSIND are significantly different from
all other banks. Constant under Observation has also been found significantly different in following categories of banks: HDFC & INDUSIND.

- Exhibit No.4.42 depicted that there is a significant relationship between Clarity of Job Profile/ Functions and the selected private banks of India. The results in Exhibit No.4.43 revealed that the employees of INDUSIND consider the above factor more important than the employees of other banks. The multiple comparisons in Exhibit No.4.43 signified that Clarity of Job Profile/ Functions in HDFC bank is significantly different from KOTAK. Clarity of Job Profile/ Functions has also been found significantly different between following categories of banks: ICICI & INDUSIND, AXIS & INDUSIND, KOTAK & INDUSIND.

- Exhibit No.4.44 depicted that there is a significant relationship between Personal factors like Age, Sex, Marital Status and the selected private banks of India. The results in Exhibit No.4.45 revealed that the employees of INDUSIND consider the above factor more important than the employees of other banks. The multiple comparisons in Exhibit No.4.45 signified that Personal factors like Age, Sex, Marital Status in ICICI and INDUSIND banks are significantly different from all other banks.

Hence, the officials of the selected private banks should take instant steps to consider these factors considered as sources of motivation for employees to enhance the overall performance.

A noteworthy aspect of the present research was to analyse the retention challenges for the selected private banks of India. Key retention challenges like Insufficient or Inappropriate or Bad Information, Employee Ego, Quality vs. Quantity Problem, Demanding Employees, Annoyed Employee/Poor Employee Attitude, etc were incorporated in this regard. The results firmly indicated, inter-alia, that

- On the overall basis insufficient/ inappropriate/ bad Information has been assigned first rank (mean 3.11) that means appropriate information regarding employees is essential for employee involved overall performance. While cooperation related factors has been considered least important (mean 8.11) by the respective employees.

- The significant relation existed between factors related to retention process and the selected private banks except odd working schedule variable (ANOVA Sig.=0.56).

- The results revealed that there is a significant relationship between annoyed
employees’/Poor employees’ attitude and the selected private banks of India.

− The multiple comparison results in Exhibit No.4.49 signified that Annoyed employees’/Poor employees’ attitude in HDFC bank is significantly different from ICICI and INDUSIND. Annoyed employees’/Poor employees’ attitude has also been found significantly differ between following categories of banks: ICICI, AXIS & KOTAK, AXIS & INDUSIND, and KOTAK & INDUSIND.

− It has been observed that there is a significant relationship between Employees’ ego and the selected private banks of India. The multiple comparison results in Exhibit No.4.51 signified that Employees’ ego in HDFC bank is significantly different from ICICI AXIS and INDUSIND. Employees’ ego has also been found significantly differ between following categories of banks: ICICI & INDUSIND, AXIS & INDUSIND, and KOTAK & INDUSIND.

− The results clearly indicated that there is a significant relationship between Inappropriate or poorly applied procedures and the selected private banks of India. The multiple comparison results in Exhibit No.4.53 signified that Inappropriate or poorly applied procedures is significantly different only in HDFC from ICICI AXIS, KOTAK and INDUSIND.

− It has been found that there is a significant relationship between Insufficient or Inappropriate or Bad Information and the selected private banks of India. The multiple comparison results in Exhibit No.4.55 signified that Insufficient or Inappropriate or Bad Information in HDFC bank is significantly different from ICICI and INDUSIND. Insufficient or Inappropriate or Bad Information has also been found significantly differ between following categories of banks: ICICI & AXIS, AXIS & INDUSIND, and KOTAK & INDUSIND.

− The results clearly indicated that there is a significant relationship between low technical skills and the selected private banks. The multiple comparison results in Exhibit No.4.57 signified that low technical skills in HDFC bank are significantly different from ICICI and AXIS. It has been observed that there is a significant relationship between demanding employees and the selected private banks of India. The multiple comparison results in Exhibit No.4.59 signified that Demanding employees in all selected private banks is significantly different except the following categories of banks: HDFC & INDUSIND, AXIS, KOTAK & INDUSIND, and KOTAK & INDUSIND.
– The significant relationship has been observed between quality vs. quantity problem and the selected private banks of India. The multiple comparisons signified that quality vs. quantity problem is significantly differing only in HDFC bank.

– The results indicated that there is a significant relationship between team-mate resistance and the selected private banks of India. The multiple comparison results signified that team-mate resistance is significantly different only in KOTAK bank from HDFC and INDUSIND.

– The results revealed that there is no significant relationship between odd working schedule variable and the selected private banks of India. Hence, Post hoc analysis has not been used.

– The results clearly indicated that there is a significant relationship between low level of cooperation and the selected private banks of India. The multiple comparison results signified that low level of cooperation is significantly different only in KOTAK bank from HDFC and INDUSIND.

Hence, the governing bodies of the selected private banks should take instant steps to manage all these factors considered as key retention challenges.

Deregulation, diversification and globalization have stimulated a dramatic rise in competition - and these unforgiving marketplace realities have forced banks of India to switch from a product-centric approach to employee-centric approach.

Apart from the observations recorded above, the researcher has come across some other observations which could not be taken into the ambit of research for lack of time and the cost involved and the existing employees seemed satisfied with the policies extended by the bank official.

**SUGGESTIONS**

HRD audit always keeps business goals in focus. At the same time, it attempts to bring in professionalism in HRD. In keeping the business focus at the center, HRD audit attempts to evaluate HRD strategy, structure, system, staff, skill and style and their appropriateness.

There are various reason given why companies want to undertaken HRD audit, some of which has been stated below:
HRD audit is undertaken by organizations to make HR systems and processes more relevant to business goals. Over a period of time, business changes can have taken place for a variety of reasons including environmental changes. Organizational restructuring, (financial, technological, marketing, manufacturing, engineering, etc.) can have necessitated meeting the changing environmental demands and opportunities. Such changes should be accompanied by appropriate modifications in the HR function (its goals, emphasis, strategies, systems and processes). Organizations go for an HRD audit to examine current state and make changes in the HR function to accompany with organizational changes. Some organizations that have undertaken business process reengineering have conducted an HRD audit to assure that the HR function is aligned with business goals and strategies.

Many organizations in India, after liberalization, have entered in a competitive phase. These are those organizations that saw many opportunities, both within the country and abroad. In the light of these new opportunities, some of these felt that organisations have not paid enough attention to their human resources because of the constraints of the past. Organisations used to recruit employees at low salaries and by contacts rather than competence. As a result, the organizations ended up having very heterogeneous categories of employees. Moreover, organizations suddenly discovered that what was value in the past—employees with average competence and high loyalty—have become a weakness in the present. To compete in the future, organisations have to change their profiles. Thus, companies felt the need to take stock and see the direction in that they should move.

Some of these companies have borrowed many HRD practices from professionally managed companies, but without enough preparation. Companies are not sure if they are going in the right direction or not. Thus, HRD should go for HRD audit to know about the direction of company.

With a transforming of the world into a global village, some companies start realizing the importance of skill development and professionalism among the employees. To inculcate professionalism companies wants to take stock of their HRD and therefore undertook an HRD audit.

Some multinationals who have been operating in the country, found from their experience that though they pay low salaries in India in comparison of other plants that have in their countries, the labour productivity is poor. After a careful examination of a several good
practices multinational companies have discovered that they have some unique problems with the Indian people. Some of that includes high designation-consciousness, low level of teamwork, tendencies to unionize, lack of trust on the management, low energy levels, and preference for a paternalistic treatment. Several of these companies relied heavily on their HRD departments to change the situation. Their experiences were not as much positive as desired. Therefore, companies should decide to undertake an HRD audit. They perceived HRD audit as a renewal exercise.

One or two organizations after their initial success and building core competencies in certain areas want to diversify and expand into new areas. Organizations even undertook the initial steps for using their existing staff in handling new projects. Organizations are not sure either this likely to work out or not. Organizations also wanted to know the direction in which they should move. Therefore, organizations decided to undertake HRD audit.

Some organizations undertook an HRD audit more as a necessary, comprehensive review of their needs generated from their dissatisfaction with one or two subsystems of HRD. It has been observed during the research that in some companies, HRD audit use as a means to improve communications. In another company appraisal use as the starting point, but later it has been decided that appraisal is linked to many HRD subsystems. Therefore, organizations should make a comprehensive examination of HRD. A third company use HRD audit with the aim of developed a training plan. In all these the influencing element for beginning and using HRD audit has been some visionary either at the top level or at the board level who has a more holistic view of the organization.

Some organizations undertook an HRD audit because their HRD manager leaved and they need to recruit a new HRD manager and reorient the entire HRD department. Sometimes change in the top management members can also prompt it.

The experiences of this research indicate that HRD audit can give many insights into a company's affairs. HRD audit is also cost-effective. The auditors normally camp in the organization for one to two weeks, make their observations, and give their report in a month's time. They normally make a preliminary presentation at the end of their visit.

The auditors bring with them their experience of HRD with many companies and provide a good degree of qualitative data. Thus, the returns on such low-cost audit can be substantial. The following are some of the favorable consequences of HRD audit that have been observed:
Ironically, it may seem that HRD audit should begin with strategic plans, but in sometimes it has propelled the top management has to formulate such plans. The important aspect in this regard is that individuals cannot participate in HRD audit without some sharing of these plans. The audit, therefore, has forced the top management to share their plans across the organization, resulting in increased involvement and commitment of employees. Sometimes, a new system of annual planning and sharing of the business plans with management staff, enable them to plan their own activities and competency development programs.

Successful HRD companies have an excellent learning environment. Thus, one of the major objectives of HRD is to create a learning oriented organization. A learning culture can be created only if the top management of the company expresses an HRD orientation. For the same organizations requires an empowering attitude, participative style of management, ability to convert and use mistakes, conflicts and problems as learning opportunities etc. Some top-level managers in India have been found to block the motivation and learning of employees through coercive, autocratic and even paternalistic styles of management. HRD audit highlights such detrimental styles of management, thereby pointing out the difficulties in developing and preparing the employees for the future. It helps in providing subtle feedback to the top management and commencing a change process.

In most of the companies, the HRD audit has been found to draw the attention of employees at various levels to the important role of the HRD department: current as well as the future. Better role clarity of the HRD department and the HRD function, resulting in increased understanding of line managers about their HRD role are the uniform results of HRD audit. Although the degree may vary from organization to organization depending on various factors, HRD exercise has a favorable impact on employee productivity.

HRD audit has helped almost all the organizations in measuring the effectiveness of their HRD systems, and in designing or redesigning HRD systems. The most frequently changed or renewed systems include performance appraisal, induction training, job rotation, career planning and promotion policies, mentoring, communication, and training. Numerous organizations have changed or strengthened one or more of their HRD subsystems because of HRD audit.

One of the HRD audit result found that organizations should focus on new knowledge, attitudes and skills required by the employees. Observations are made about the technical, managerial, human and conceptual competencies of staff at various levels. This differentiation
has been found to help organizations in identifying and focusing sharply on the competency requirements and gaps. The audit establishes a system of role clarity and fixing of accountability. It may take place through separate role-clarity exercises or through the development of an appropriate performance appraisal system. Sometimes, the attention of the organization gets focused on developing the competency based organization. More sensitivity is developed towards missing aspects of competencies. For instance, it is observed that few organizations are found to neglect the human relations competencies of their staff, which led to create few problems and wastage of time. With HRD audit, many of these were streamlined. The various HRD policies also got strengthened.

HRD audit proposes that competence base should be developing by the organization. It gives direction for competency requirements of employees at various levels that provide a base for recruitment policies and procedures. As a result, in some companies, new recruitment and retention strategies have been worked out. In other companies, the audit has led to strengthening recruitment policies and procedures.

HRD audit has been found to assist in assessing the returns on training. One of the major emphasize is to calculate the investments made in training and ask questions about the returns. The process of identifying training needs and utilization of training inputs, learning for organization growth and development are assessed. It is observed that direct investments are made in training and development. Huge investments are made in the HRD so that cost-benefit analysis draws the attention of the top management. HRD manager needs to review the training function with relative ease. During study it is found that organization has strengthened its training function by introducing an advance system of post-training follow-up and dissemination of knowledge to others through seminars and action plans. Many organizations have developed training policies and systematized their training function. Training needs assessment becomes more scientific in these organizations.

HRD audit can give significant inputs about the existing state of accountability of employees. This can be assessed through performance through the work culture and other cultural dimensions. A number of organizations have introduced systems of performance planning, sharing of expectations, and documenting the accountability of staff. HRD audit has led to the changing of appraisal systems.
Most of the times, HRD audit points out the strengths and weaknesses in the management systems existing in the organization and it also indicates the absence of systems which enhance both human productivity and utilization of the existing competency base, e.g., MIS, rules and procedures, etc., which can affect the functioning of employees. HRD audit also helps the management to look at some subsystems and work procedures. Therefore, organizations should make the policies for the preparation of a manual for delegation of powers, clarification of roles and responsibilities, developing or streamlining the manuals of financial and accounting procedures and systems, strengthening the information systems and sharing of information.

Quality improvements and establishing TQM systems require a high degree of involvement of employees. HR audit highlights the linkages between TOM and other quality programs, and helps in strengthening the same. With the improvements in the training system, enhancement of the quality of group work and strengthening of the appraisal systems, TOM programs should also gotten improved. Some organizations observed that performance appraisals have been changed the integrate quality aspects and internal customer satisfaction into the appraisal system. Thus HRD audit leads to the strengthening of quality systems.

With the insights of all above points, it is observed that HRD audit aligns the HR function and activities with business goals. It eliminates non-value adding HR systems, activities, processes and enhances the value-adding activities and processes. It reduces non-productive assets of the HR department (for example, underutilized training centers, ill-implemented appraisal systems, etc.) and sharpens the focus of the HR function to get better results. The main contribution of HRD audit is to focus attention on value-adding HRD.

After the deep insights of the results of existing literature, this study revealed some important conclusions which can be incorporated by the suggestive measures. Some of the following are given below:

- Generally, industries make very small investment in research and development so that the HRD institutions suffer from lack of sufficient and satisfactory findings. Literature revealed that the challenge in front of the industry is the development of a competent, dynamic and capable human resource. Therefore, industry should consider the human cost as a human capital investment. They need to invest huge cost and time to find out the accurate and sufficient findings.
• Industries have been shifting their focus from a predominantly agricultural to industrial and post-industrial high-tech service society. This transition resulting into shifts from (a) land to money and money to information in wealth base, (b) muscle to machine inclining skills to mind in the dominant use of human skills /energy and (c) direction and control to inducement to consensus and commitment in the principles and philosophy of managing people.

• Corporate goal and business ought to be linked with the functional goal and strategy. All human resource managers must appraise the employees from the shop floor to the top management with the essential data. It will enhance the efficiency of each and every employee of the organization and reduce the chances of biasness.

• Cultural characteristics should be embedded in Human resource development strategy. Human resources Development used to be an important instrument in Indian organizations. Nowadays, it has played a critical role to help organizations in remain effective and enrich the employees’ quality of life.

• Study concludes that an organization can change its culture through its recruitment strategy for example replacing managers from external sources. Restructuring the organization, downsizing the workforce, training programs, new reward strategies and performance management are useful to alter employee behaviors or reinforce emergent ones.

• Some of the studies find the issues relating to human resource planning, training and development, executive performance appraisal and employee participation. And these issues can be reveal or solve out with the help of effective performance measurement tools.

• Literature found a significant correlation between a set of contingent variables i.e. age, size &life-cycle stage, HRM strategies of an organization, type of industry, and union membership. It means organization should emphasize on the factors influencing HRM policies and practices.

• The concept of work values and ethics present a review of cross-cultural/national studies of managerial ethics and final report an empirical analysis of management work values and ethical beliefs studies at the micro level in the state of Jammu and Kashmir. The empirical study explored the question: how and to what extent do values and ethical
beliefs vary by cultural setting and background.

- Training needs identification/ assessment should be properly implemented. Though training is required for all categories of employees, yet the organization needs to provide lesser training to the productive employees as compared with supervisors and executives. It also found that training is the more or less approachable to the senior level. So that organization should take firm policies for the implementation of training at senior level.

**Recommendations**

HRD audit always keeps business goals in focus. At the same time, it attempts to bring in professionalism in HRD. In keeping the business focus at the centre, HRD audit attempts to evaluate HRD strategy, structure, system, staff, skill and style and their appropriateness. There are various recommendations and suggestions which should be incorporated by banks to improve their performance, some of which has been stated below:

- HRD audit should undertake by organizations to make HR systems and processes more relevant to business goals. Over a period of time, business changes can have taken place for a variety of reasons including environmental changes. Organizational restructuring, (financial, technological, marketing, manufacturing, engineering, etc.) Such changes should be accompanied by appropriate modifications in the HR function (its goals, emphasis, strategies, systems and processes).

- Organizations should go for an HRD audit to examine current state and make changes in the HR function to accompany with organizational changes. Some eminent measures should be adopted by organizations i.e. business process reengineering and balance scorecard.

- Many organizations in India, after liberalization, have entered in a competitive phase. Companies felt the need to take the right direction in that they should move. And HRD audit provides a base for the decision making.

- Some of these companies have borrowed many HRD practices from professionally managed companies, but without enough preparation. Companies are not sure if they are going in the right direction or not. Thus, HRD should go for pre analysis of HRD audit to know about the benefits of a particular HRD practice and their alignment with the future direction of company.
With a transforming of the world into a global village, some companies start realizing the importance of skill development and professionalism among the employees. To inculcate professionalism, a company needs to maintain HRD audit.

One or two organizations after their initial success and building core competencies in certain areas wants to diversify and expand into new areas. Organizations even undertook the initial steps for using their existing staff in handling new projects. Organizations are not assuring either this likely to work out or not. Organizations also wanted to know the direction in which they should move. Therefore, organizations decided to undertake HRD audit.

Some organizations undertook an HRD audit more as a necessary or comprehensive review of their needs generated from their dissatisfaction with one or two subsystems of HRD. It has been observed during the research that in some companies, HRD audit use as a means to improve communications. In another company appraisal use as the starting point, but later it has been decided that appraisal is linked to many HRD subsystems. Therefore, organizations should make a comprehensive examination of HRD.

The experiences of this research indicate that HRD audit can give many insights into a company's affairs. It provides a good degree of qualitative data.

Ironically, it may seem that HRD audit should begin with strategic plans, but in sometimes it has propelled the top management has to formulate such plans. The important aspect in this regard is that individuals cannot participate in HRD audit without some sharing of these plans. The audit, therefore, has forced the top management to share their plans across the organization, resulting in increased involvement and commitment of employees. Sometimes, a new system of annual planning and sharing of the business plans with management staff, enable them to plan their own activities and competency development programs.

Successful HRD companies have an excellent learning environment. Thus, one of the major objectives of HRD is to create a learning oriented organization.

These humble recommendations emanating from the present research work may mark the end of this particular thesis but there is a strong hope it shall mark the beginning of a new section of leading in the concept of the HR Audit in private sector banks of India and other organizations.