CHAPTER – 3
OBJECTIVES AND RESEARCH METHODOLOGY

A systematic process is needed to conduct a research in a successful manner. This section of the study highlights the methodology and process used to conduct the present research. Further, it discusses the research techniques adopted for attaining the objectives of the study. Systematic research reduces the ambiguity for making critical decisions. Hence, it is extremely essential to describe the research procedure or methodology to enhance the efficiency of research study.

Justification of the Present Study

Change is the law of nature; the way Banks of India are providing services to their customers is also not an exception. During the last one decade, there have been significant demographical changes in India's population because of trends in globalization, medical facility and lifestyle. The declining trend of joint family System and upswing in nuclear family System has brought a new dimension to the care and welfare of the employee. HR Audit means the systematic verification of job analysis and design, recruitment and selection, orientation and placement, training and development, performance appraisal, job evaluation, employee and executive remuneration, motivation and morale, participative management, communication, welfare and social security, safety and health, industrial relations, trade unionism, employee disputes and their resolution. HR audit is very much helpful to achieve the organizational goal. It is a vital tool which helps to assess the effectiveness of HR performance of an organization. The current research *Human Resource Audit and its relationship with organizational performance of private sector banks* is highly significant because of its relative innovativeness and credible progression in potential of employees in India.

Existing review of literature highlights the gaps which persuade that there is a need to make a fresh attempt to understand the opportunities and challenges, HR Audit in the Indian private sector banks has a number of improvements which can be incorporated on behalf of gaps in existing literature. Hence, the study takes an attempt to analyze diverse dimensions of HR
Audit in the Indian private sector banks. The success of any innovative product depends upon the strategy, management directives, employee’s involvement, family bonding, impact of ethos and value on family system prevailed in any country.

**Objectives of the Study**

The broad objectives of the present study were as under:

- To assess the level of perceived quality of Human Resource Audit policies adopted by selected private banks of India.
- To analyze the impact of Human Resource Audit policies on employee performance of selected private banks of India.
- To examine the correlation between Human Resource Audit policies and employee performance of selected private banks of India.
- To examine the factors that motivates the employees to work towards enhancing the organizational performance of the selected private banks of India.
- To analyze the challenges for the Human Resource Auditors of the selected banks of India.

**Research Type**

Research type is based on the nature of data. In the light of the nature of data, the study is mainly of a quantitative nature. Most of the findings of the study are based on quantified measures. In this study, casualty and consequences are manipulated, which also represents a sign of qualitative research. According to the purpose of research, study is mainly of the applied nature which assess the level of perceived quality of Human Resource Audit policies adopted by selected private banks of India; to analyze the impact of Human Resource Audit policies on employee performance of selected private banks of India; to examine the correlation between Human Resource Audit policies and employee performance of selected private banks of India; to examine the factors that motivate the employees to work towards enhancing the organizational performance of the selected private banks of India; to analyze the challenges for the Human
Resource Auditors of the selected banks of India. Further, the survey method is adopted for selecting a sample chosen from the population for discover the relevant incidence, distribution and interrelation of variables.

**Research Design**

Reliability and validity of the research required planning of inquiry, i.e., the detailed strategy of how the research would be conducted. A good research design depends on two aspects of its designing: first, specifying what one wants to find out, i.e., properly posing the problem or proper phrasing the issues to be studied or the logical structure of inquiry; and second, determining how to-do it, i.e., collecting data through scientific and appropriate methods, using effective techniques of data analysis and rational and meaningful deductions (Ahuja, 2001). Therefore, the study has to take great care in the preparation of the research design (Thanulingom, 2003). There are many types of research design but there is no standard or ideal research design to guide. Different researches designs can help in accomplish the same objectives. Broadly, research design can be of three types: (1) Exploratory (2) Descriptive and (3) Casual/Experimental.

In the current research study, mainly exploratory research design has been used for gaining the information and familiarity with the various aspects of HR Audit policies adapted by selected private banks of India. The scope of the study is very vast, so that a characteristic of descriptive research design is also presents in the current study.

**Sample Design**

In most of the studies, it becomes almost impossible to examine the entire universe; the only alternative thus, is to resort to sampling. The present study is also of the same nature. According to Manheim (1977), “a sample is a part of the population, which is studied in order to make inferences about the whole population”. Thus, a good sample would be a miniature version of the population, which would involve the following:

- Sample Unit (Unit of Analysis)
Sample Techniques and

Sample Size

**Sample Unit:** Before selecting a sample, a decision has to be taken concerning a sample unit. The sample unit is the individual, group, or other entity that is selected for the survey. This is also known as the unit of analysis when the survey data are examined statistically (Fink, 1995).

The above mentioned banks are selected as sample units for this study on the basis of their Cash Adequacy Ratio.

**Sampling Techniques:** The procedure that a researcher adopt in selecting the unit for the sample is known as sampling technique. There are mainly two types of sampling, the first type of sampling is known as Probability Sampling and the second type of sampling is known as Non Probability Sampling. In Probability Sampling each sample has a known probability of being included in the sample, but Non-Probability Sampling does allow the researcher to determine this probability. Such samples are chosen based on judgments regarding the characteristics of the target population and the needs of the survey.

In the present study, Non-Probability sampling technique is used. The selection of the units is done on the basis of non-probability sampling technique, Viz., ‘QUOTA’ sampling. The data is obtain from the various respondents within the organization (Employees, Administrators and Human Resource Auditors of selected private banks), through appropriate questionnaires and schedules.

**Sample Size:** Sample size means the number of sampling units selected from the population for the purpose of investigation. No doubt, sample size must be sufficiently large so that we can have a representative sample. But, money and time constraints tend to limit the size of the sample. The population address under the study consists of selected private banks. The sample unit includes five leading private banks of India (based upon CAR) viz. HDFC Bank, ICICI Bank, Axis Bank, Kotak Mahindra Bank, IndusInd Bank), with a large number of offices located in Haryana, Delhi and Noida were chosen.
To achieve the research objectives of the present study, information is collected from two types of respondents. One, from the internal employees targeted from the top, middle and lower management. In total 500 concerned employees are surveyed from the different branches of selected banks of India located at Delhi, Haryana and Noida. Second, respondents targeted are Human Resource Auditors of selected private banks of India. In total 50 Human Resource Auditors are surveyed. Exhibit No. 3.1 and Exhibit No. 3.2 indicates the details of both types of samples of respondents.

Sample of Employee (Exhibit No.3.1)

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of Bank</th>
<th>Sample Quota</th>
<th>Percent (%) of Sample Quota</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>HDFC Bank</td>
<td>100</td>
<td>20</td>
</tr>
<tr>
<td>2.</td>
<td>ICICI Bank</td>
<td>100</td>
<td>20</td>
</tr>
<tr>
<td>3.</td>
<td>Axis Bank</td>
<td>100</td>
<td>20</td>
</tr>
<tr>
<td>4.</td>
<td>Kotak Mahindra Bank</td>
<td>100</td>
<td>20</td>
</tr>
<tr>
<td>5.</td>
<td>IndusInd Bank</td>
<td>100</td>
<td>20</td>
</tr>
</tbody>
</table>

Sample of Human Resource Auditors  (Exhibit No. 3.2)

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of Bank</th>
<th>Sample Quota</th>
<th>Percent (%) of Sample Quota</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Bank Name</td>
<td>Rate</td>
<td>Count</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------</td>
<td>------</td>
<td>-------</td>
</tr>
<tr>
<td>1</td>
<td>HDFC Bank</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>ICICI Bank</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Axis Bank</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>4</td>
<td>Kotak Mahindra Bank</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>5</td>
<td>IndusInd Bank</td>
<td>10</td>
<td>20</td>
</tr>
</tbody>
</table>

Five conditions are established to permit collection of the most representative samples:

(1) HR Auditors should be allowed to rate and review Employees of selected private banks based on their own service experience;

(2) Auditors should not be financially, socially, and emotionally motivated to express their opinions favoring the reviewed employees;

(3) Auditors should be encouraged to post both dissatisfied and satisfied reviews.

(4) The results of the survey are accurate. The validity of the model is based around the results of empirical studies.

(5) Employees’ responses can be documented and captured and they remain stable during the whole process.

**Data Collection**

In research process the result will be good if the data put in is good. If poor and unrelated data are collected, naturally poor and misleading conclusion will be drawn. Therefore, due consideration should be given to the type and method of data collection (Wilkinson and Bhandarkar, 2000). There are two types of data: primary data and secondary data. Since the scope of the study was really very gigantic, both types of data have been collected.

Primary data is collected through the well-structured comprehensive questionnaire. Two sets of questionnaires are prepared: one for employees of the selected private banks of India and another for the HR Auditors of selected private banks of India.
Well-structured questionnaires are prepared for the purpose of collecting the necessary information. The questionnaires are prepared in the two phases. In the first phase, unstructured in-depth interviews are conduct to create initial questionnaires. Further, expert opinions on the questionnaires are supported by extensive literature review of similar studies carried out in various countries of the world and improvements are made according to them. It requires some changes in the final version of the questionnaire. In the second phase, a pilot survey is also conduct with 2 banks (HDFC BANK & ICICI Bank) and 50 customers to evaluate how well the questionnaire is understood, and also to test alternative wordings of questions, alternative response options and determining whether some other response should be provided. During the interview process, some weaknesses in the design are also found. Some of the respondents have reservations about some questions in the initial questionnaire, due to the sensitive nature of the topic addressed. In various questions, internal respondents are asked to rate (1 highest to 10 lowest) the various reasons behind the factors affecting customer retention process and also factors that motivates customer care executives to provide excellent services for customer satisfaction, rather than asking only one reason. The survey also helped the researcher in rewriting and restructuring of the questionnaire. The validity of the questionnaires is check from the feedback from the academicians, practitioners and by the issues identified by relevant literature. Finally, the structured questionnaires are prepared and the survey is conducted by explaining the purpose of the research to the respondents.

The content of the first questionnaire (for employees) includes the company profile; primary job function of the respondent; gender; some strategic questions like technology purchase decision related etc. are also asked in the questionnaire. The second part of the first questionnaire (for employees) includes statements related to factors affecting HR Audit Policies, reasons for structural gap and motivating factors for employee of selected private banks. These statements are included after extensive literature review of the similar studies. According to Jillian Dawes Farquhar (1994), financial service retailers is aiming to retain customers through building relationships, but the lack of management appreciation for staff expertise and the burden for service quality and retention appears to fall upon the staff. The study also finds that the staff appeared to view themselves as key players in retaining customers and,
since information Systems and structure appear not to provide the required support, there are
grounds for this view. Dennis J. Adsit Rath & Strong Inc., and Steven Crom and Dana Jones
Rath & Strong, Inc., (1996) study found positive relationships between employee attitudes,
departmental performance and customer satisfaction with service quality. Krosnick and Petty
(1995) found strong evidence for effect of attitude strength on behaviour and the fact that
behavioural intentions lead towards customer satisfaction. Krosnick and Petty also refers to the
strong impact of attitude strength on behaviour and the processing of information.

According to Bowen and Lawler (1995), staffs give more power, greater access to
information and adequate knowledge, they would be in a better position to recover situations or
delight customers. Internal marketing supports the creation of a positive climate of cooperation
where everyone in the organization was working towards keeping customers (Reichheld and
Sasser, 1990). Segments focused HR Audit policies, practices and procedures activated
employee’s energies and provided direction and, activation and direction were the keys to the
motivation of employee’s (Locke and Latham, 1990). This focusing of employees was
recognized as “culture” and others have called it “climate” (Schneider, 1990). Steve Macaulay
and Sarah Cook (1995) concluded that teamwork is a term most people pay more lip-service to
insight into the relationship between perceived leader behaviour and employees' willingness to
provide excellent service as well as their perceptions of service quality. Supervisors' supportive
behaviours, providing useful information, giving feedback, fair evaluations of performance and
their direct stimulation of service related behaviours were all found to be positively related to
service outcomes. Neeru Malhotra and Avinandan Mukherjee (2004) study indicated that job
satisfaction and organizational commitment of employees had a significant impact on service
quality delivered. Avinandan Mukherjee, and Neeru Malhotra (2006) research revealed that role
clarity plays a critical role in explaining employee perceptions of service quality. Yong-Ki Lee,
Jung-Heon Nam, Dae-Hwan, and Kyung Ah Lee (2006) analysed the structural relationship
between empowerment, service training, service reward, job attitudes such as job satisfaction and
organizational commitment, and customer-oriented pro-social behaviour of employees.
Respondents of the first questionnaire (for employees) were asked to rate (1 highest to 10 lowest) these statements.

To assess the perceived quality of HR Audit policies provided by selected banks, the researcher had developed a 31 items questionnaire i.e. the second questionnaire (for HR Auditors) to collect information from HR Auditors, considering reference from various studies implies different models specially “SERVQUAL” (Parasuraman, Berry and Zeithaml, 1985). Customer perceived service quality can be defined as a global judgment or attitude quality relating to the superiority of a service relative to competing offerings (Parasuraman et al., 1988). Over the past three decades, numerous researchers had sought to uncover the global services attributes that contribute most significantly to relevant quality assessments (Sasser et al., 1978; Gronroos, 1983; Parasuraman et al., 1985; Pitt et al., 1999). Among them, the Parasuraman et al. (1985) work had been regarded as most prominent, which revealed ten dimensions:

(1) tangibles;
(2) reliability;
(3) responsiveness;
(4) communication;
(5) credibility;
(6) Fulfilment;
(7) Efficiency;
(8) courtesy;
(9) understanding the customer; and
(10) Access.

These ten dimensions were further purified and distilled to five:

(1) tangibles;
(2) reliability;
(3) responsibility;
(4) ease to understand; and
(5) Fulfillment (Parasuraman et al., 1988).
In turn, these five attributes constituted the base of a global measurement device for service quality, namely, SERVQUAL. SERVQUAL has been applied by various researchers to numerous service industries as a means of gauging service quality. The primary value of SERVQUAL lies in its powerful benchmarking, diagnostic, and prescriptive tools (Kettinger and Lee, 1997). However, it was also subjected to critical conceptual and empirical assessments (Cronin and Taylor, 1994; Dabholkar et al., 1996). One major concern raised with this instrument was that service quality dimensions tended to be context-bounded and service-type-dependent (Paulin and Perrien, 1996). For instance, two new dimensions unique to the traditional retailing environment, such as “willingness and ability to serve” and “physical and psychological access”, were subsequently identified by Hedvall and Paltschik (1989).

It is apparent that SERVQUAL might not be sufficient for measuring service quality across industries and situations, not to mention online service quality. The instrument did not consider unique facets of online service quality, since the five dimensions primarily address customer-to-employee, but not customer-to-Web-site/online/e-Interactions. Accordingly, some researchers attempted to identify key attributes that best fit the online business environment. Zeithaml et al. (2001) uncovered 11 dimensions of online service quality in a series of focus group interviews. These were access, ease of navigation, efficiency, flexibility, reliability, personalization, fulfillment, responsiveness, ease to understand /trust, site aesthetics, and price knowledge. Cox and Dale (2001) proposed that traditional service quality dimensions, such as Efficiency, courtesy, cleanliness, comfort, and friendliness, were not relevant in the context of online retailing, whereas other factors, such as accessibility, communication, credibility, and appearance, are critical to the success of e-Businesses. Barnes and Vidgen (2001) had extended the SERVQUAL scale and established a Web Qual Index with 24 measurement items. The index addressed the following seven Human Resource Audit aspects: reliability, Efficiency, responsiveness, access, credibility, communication, and understanding the individual. Similarly, Madu (2002) had proposed the following 15 dimensions of online service quality based on their literature review:

1. performance;
features;  
structure;  
aesthetics;  
reliability;  
storage capacity;  
serviceability;  
Fulfillment   and System integrity;  
trust;  
responsiveness;  
product differentiation and customization;  
Web store policies;  
reputation;  
ease to understand ; and  
Fulfillment.

Wolfinbarger and Gilly (2003), through a content analysis had uncovered four factors of online retailing experience:

(1) Web site design;  
(2) Reliability;  
(3) Fulfillment ;  
(4) Customer service (this factor is primarily related to the customer-to-employee interactions).

**Human Resource Audit constituting eleven dimensions**

- responsiveness;  
- reliability;  
- Efficiency;  
- access;  
- personalization;  
- Efficiency;  
- courtesy;
➤ continuous improvement;
➤ communication;
➤ Ease to understand; and
➤ Control.

(2) System quality consisting of six dimensions:
➤ ease of use;
➤ accuracy;
➤ Fulfilment;
➤ Responsiveness;
➤ Reliability; and
➤ Ease to understand.

(3) One dimension of HRD
➤ Privacy

In terms of frequencies mentions, the most often-cited quality attributes are *responsiveness, reliability, Efficiency, Privacy, ease to understand, and fulfillment* in the reverse mortgage service quality category, and product feature and product variety in the *Accuracy* category. Based on above discussion the researcher has been used these key dimensions and their respective service features to develop 31 item survey questionnaire for HR Auditors to assess the perceived level of HR Audit policies provided by the selected banks of India.

The second part of the HR Auditors questionnaire includes expectations regarding different dimensions (*Reliability, Responsiveness, Efficiency, Privacy, Accuracy, Fulfillment and Ease to understand*) of HR Audit policies offered to HR Auditors by the concerned bank of India. The third part of the HR Auditors questionnaire includes perceptions regarding different dimensions (*Reliability, Responsiveness, Efficiency, Privacy, Accuracy, Fulfillment and Ease to understand*) of HR Audit policies provided to HR Auditors by the concerned bank of India. The fourth part of the same questionnaire includes questions regarding importance weight related to the different dimensions (*Reliability, Responsiveness, Efficiency, Privacy, Accuracy, Fulfilment and Ease to understand*) of HR Audit policies offered by the selected banks of India.
The questionnaires mentioned above, contain several types of questions keeping in view the objectives of the present study. Easily understandable questions are prepared and carried to the respondents for filled up. In all the cases, personal interviews are conducted to secure correct and collect necessary information.

The present study analysis is also based on the secondary data, which is collected from various international and national journals of repute, annual reports of various Government institutions of India like RBI etc., text books, magazines of repute, annual reports of five selected private banks of India, annual reports of various financial institutions and commercial and social associations like CII, FICCI, Gartner, Oxford’s Economic Survey etc. For this purpose study explores many libraries (CII, ICSSR, FICCI, American Cultural and British library, and also libraries of various universities). Online libraries, the Internet and online databases are highly used for the purpose of data collection. Some important information is also compiled from the different international and national newspapers.

A number of studies spanning different organizations operating in various service industries provide evidence for a positive relationship between employee attitudes, customer service and satisfaction and profit s' (Pfeffer, 1998: 55). Schneider and Bowen (1985) reported in a study of bank branches, that when the branches had sufficient numbers and quality of people to perform its tasks (called the service imperative) customers reported receiving higher levels of service. In another study Schneider (1991) found that customer perceptions and attitudes were affected by what employees experienced. Organizational practices that are both service related and human resources related seem to provide cues to customers to evaluate bank's service.

A study by Johnson, Ryan and Schrnit (1994) at the Ford Motor Credit revealed that attitudes concerning workload, teamwork, training and development, satisfaction with the job, and satisfaction with the company were all related to customer satisfaction. Schmit and Aflscheid (1995) found that customer satisfaction and perceptions of service quality were significantly related to measures of employee attitudes about the fairness of pay, whether management was concerned about employee welfare and treated people fairly, and whether supervisors encouraged an open and participative work environment. Employee attitudes are in turn related
to profits. For example, in a study of an Eye Care Company a significant relationship was found between employee attitudes and profit (Moeller and Schneider, 1986).

Pfeffer, after examining evidence from a large number of studies linking strategy with HR strategy, concludes: 'I have come to believe that the strategic fit argument is sometimes mustered by managers and organizations that don't want to acknowledge that the way they manage their people is less than optimal and that they should change. They find it easier to say "Even though we aren't doing what some firms have found to be effective, that's all right because we are pursuing a different strategy." This rationalization should be challenged by asking a simple question: Wouldn't our existing strategy, whatever it is be better implemented if our people are more involved, committed, and better skilled?' (Pfeffer, 1998: 59)

Delery and Doty (1996) in a study of nearly 200 banks found that differences in HR practices accounted for large differences in financial performance. Huselid conclude that 'prior empirical work has consistently found that use of effective human resource management practices enhances Firm performance' (Huselid, 1995: 640).

Data Processing and Analysis

The task of data collection would be complete when all entries (or almost all) would be filled with the appropriate responses or values (Galtung, 1967). After the data has been collected the researcher turns to the task of data processing and further analyzing these data. ‘Data Processing and Analysis’, the task is to take the completed data matrix, which is amenable to processing, and do two things with, in this order: (1) Processing: to recast the matrix, concentrate and otherwise deal with it so that the data would be as amenable to analysis as possible and (2) Analysis: to see the data in the light of the objectives and theories, and draw conclusions that would be amenable to the theory formation as possible (Galton, 1967).

In the present study, responses from respondents were coded and tabulated in PASW 18.0. This process was used for the each type of the questionnaires. The responses of respondents were given in all the tables in the term of both the frequency, percentages and cumulative.
For analyzing the data, both simple and advanced statistical tools have been used. In some cases simple statistics like average, percentage, weighted average and mean score were applied. Exploratory research, required some advanced tools; therefore to find out and analyse the results of the study statistical tests like Comparative Mean, Mean Plots, Standard Deviation, Bi-variant Correlation, ANOVA, POST HOC analysis etc has been used. The test was conducted at 95 per cent confidence level (or 5 per cent level of significance).

The study has also applied GAP Analysis, to assess the perceived quality of HR Audit policies offered by selected banks of India. A seven point Likert scale is used to measure the intensity of the attitude of customers and officials of selected insurance companies, towards the selected dimensions of Human Resource Audit. The respondents has been asked to rate the variables, using seven point Likert scale, which ranged from strongly disagree (1) to strongly agree (7). The weighted average scores were also calculated at the appropriate places where the respondents were asked to rank/rate different statements, either according to degree of their importance or according to the extent they agree with the statement as the case may be.

**FREQUENCY DISTRIBUTION TABLES OF QUESTIONNAIRE-I (EMPLOYEES)**

**Survey Response Rate (Exhibit No. 3.3)**

<table>
<thead>
<tr>
<th>Total Sample Size</th>
<th>Response Received</th>
<th>Usable Response Received</th>
<th>Response Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>500</td>
<td>380</td>
<td>350</td>
<td>70</td>
</tr>
</tbody>
</table>
Employee Response Rate Bank wise (Exhibit No. 3.4)

<table>
<thead>
<tr>
<th>Name of Bank</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>HDFC Bank</td>
<td>77</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>ICICI Bank</td>
<td>70</td>
<td>20</td>
<td>42</td>
</tr>
<tr>
<td>Axis Bank</td>
<td>66</td>
<td>18.90</td>
<td>60.90</td>
</tr>
<tr>
<td>Kotak Mahindra Bank</td>
<td>69</td>
<td>19.70</td>
<td>80.60</td>
</tr>
<tr>
<td>IndusInd Bank</td>
<td>68</td>
<td>19.40</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>350</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Gender of the Employees (Exhibit No. 3.5)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>232</td>
<td>66.30</td>
<td>66.30</td>
</tr>
<tr>
<td>Female</td>
<td>118</td>
<td>33.70</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>350</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>
Out of 380 responses received, 350 (92.10%) are usable responses and of which 232 (66.30%) are males and 118 (33.70%) are females; 77 (22%) employees belongs to HDFC Bank, 70 (20%) are employees of ICICI Bank, 68 (19.40%) are employees of IndusInd Bank, 69 (19.70%) are employees of Kotak Mahindra Bank and 66 (18.90%) are employees of Axis Bank.
FREQUENCY DISTRIBUTION TABLES OF QUESTIONNAIRE -II (HR AUDITORS)

Survey Response Rate (Exhibit No. 3.6)

<table>
<thead>
<tr>
<th>Total Sample Size</th>
<th>Response Received</th>
<th>Usable Response Received</th>
<th>Response Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>47</td>
<td>42</td>
<td>84</td>
</tr>
</tbody>
</table>

Bank Wise Response Rate (Exhibit No. 3.7)

<table>
<thead>
<tr>
<th>Name of Bank</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>HDFC Bank</td>
<td>10</td>
<td>23.80</td>
<td>23.80</td>
</tr>
<tr>
<td>ICICI Bank</td>
<td>8</td>
<td>19.05</td>
<td>42.85</td>
</tr>
<tr>
<td>Axis Bank</td>
<td>8</td>
<td>19.05</td>
<td>61.90</td>
</tr>
<tr>
<td>Kotak Mahindra Bank</td>
<td>8</td>
<td>19.05</td>
<td>80.95</td>
</tr>
<tr>
<td>IndusInd Bank</td>
<td>8</td>
<td>19.05</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>42</strong></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Gender of the HR Auditors (Exhibit No. 3.8)
<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>32</td>
<td>76.2</td>
<td>76.2</td>
</tr>
<tr>
<td>Female</td>
<td>10</td>
<td>23.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Location of HR Auditors (Exhibit No. 3.9)

<table>
<thead>
<tr>
<th>Location</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban</td>
<td>20</td>
<td>48.6</td>
<td>48.6</td>
</tr>
<tr>
<td>Rural</td>
<td>8</td>
<td>20.3</td>
<td>68.9</td>
</tr>
<tr>
<td>Metro city</td>
<td>14</td>
<td>31.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Qualification of HR Auditors (Exhibit No. 3.10)

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Graduate</td>
<td>18</td>
<td>44.3</td>
<td>44.3</td>
</tr>
<tr>
<td>Graduate</td>
<td>24</td>
<td>55.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Out of 47 responses received, 42 (89.36%) are usable responses and of which 32 (76.2%) are males and 10 (23.8%) are females; 25 (59.4%) are HR Auditors of HDFC BANK, 10 (23.80%) are HR Auditors of ICICI BANK, 8 (19.05%) are HR Auditors of Axis Bank, 8 (19.05%) are HR Auditors of Kotak,
and 8 (19.05%) are HR Auditors of IndusInd; 8 (19.05%) of surveyed HR Auditors are residents of urban area, 8 (19.05%) are residents of metro city and 86 (20.3%) are residents of rural area; 236 (55.7%) surveyed HR Auditors are graduates, and 188 (44.3%) are post graduates.

**Limitations of the Study**

The present study has been led under certain limitations and based on some assumptions. Some of the most important are given as under:

- Emotional and societal aspect of HR Audit is not covered properly.
- Study collected the data which provides huge information. It might be helpful in reveal some other interesting results which cannot be include in the research because of the limited scope or objectives of the study.
- The sample size of present study is relatively small to generalize the results in the Indian context. But the study try to justify it by taking into consideration five private selected banks of India on the basis of their Cash Adequacy Ratio.
- The result of the present study is based on the opinions and experiences of the respondents. In the opinion survey, there always be possibilities of individual biasness in opinions. This bias could not be eliminated.
- There might be drop error, i.e. the respondents who are willing as well as able may not be contacted.
- There might be go error, i.e. the respondents who are unable or unwilling may include in the sample. However, the large sample base as well as the pre-testing would further reduce the chances of these errors.
- There might be chances of different perceptions on the writing of the questionnaire or scale.
- HRD audit is conduct as a fashion or as a requirement. Whether HRD has positive or negative results top management should accept.
- Most of the time HRD audit fails because of wrong implementation. Some CEOs are simply curious. They are restless and stressful until they know the results of the audit. After the audit results, they feel assure forget about stress of the audit.
- Sometimes HRD audit can also be used against the HRD department. It can be used to get rid of some staff in the department. Such a decision can have an adverse effect on the overall HRD of the company subsequently.