CHAPTER 5

FINDINGS OF THE STUDY

The current chapter explains the presentation of the findings drawn from the data analysis and interpretations based on the review of literature and the socio economic and industrial environment prevailing in the sample area. The findings are presented in a sequence from descriptive to inferential. It is followed by the suggestions to improve the HRA practices in the IT sector in the sample area. The chapter is concluded with the consolidation of the various dimensions of the study and by posing a positive note to the further extension of the research.

5.1 FINDINGS OF THE STUDY

Findings based on the Descriptive statistical analysis

1. It is noted that IT industry provides equal opportunities for both male and female. It is represented through the minor difference in terms of number of employees working in the sector. This is very high percentage of women employees working, when compared to many other sectors in the sample area. The physical observation notes that, in some of the IT firms women are more when compare to men in the sample area. The IT firms located in the City and near to the Residential places, women work force is deployed more. It indicates that the IT firms plan the employee allocation basis of requirements and also by considering the security and other parameters while deploying employees to different projects. Majority of these firms provided travel logistics from residence to office and back to home. It indicates that the IT firms are employee oriented and also task oriented.

2. Age lays a major role in learning, skill development and performance at work. The composition of employees in IT sector
represents high percentage in the age group of 21-30 years. This clearly indicates that the IT firms focus on recruiting and engaging young and high productive group of employees in its activities. This may be due to the industry and client requirements. In addition, IT requires both domestic and off-shore requirements and hence, willingness to travel and work at onsite projects is also a parameter to consider the young employees.

3. Education stream of the employees working in the IT firms in the sample represents that one fourth is from undergraduate technical stream, and it is followed by professional stream of education. It is obvious that IT firms requires technical and professional back ground employees when compared to non-technical and there by the relevance of education and the employment is very well found in the sample. Hence, it is inferred that IT firms in the sample area are adhered the basic recruitment aspects like relevance of education and the nature of employment. It is always good to have such combination for competing with the market and to satisfy the client requirements from time to time through innovative and cutting edge technology products.

4. Majority of the employees engaged in product design and development department and the remaining sixty percent is spread across the functional areas indicating the real and logical composition of the employees’ in the sample firms. It indicates that the IT firms plan the HR function very meticulously when compared to other sectors due to its sensitivity in terms of foreign client requirements and cost to the company.

5. It is observed that forty five percent of the employees working in technical firms are at shop floor level as designers and developers, almost one third at middle level as supervisors and quality control professional, and the remaining at top level as planning, control and business consistency strategists. The span of control observed at various levels of management is customized as per the requirements
of the firms from time to time. This can help in building good and effective guidance, supervision and control. This organizational factor is vital in performance improvement and to deliver the quality products and services.

6. An equal composition of the employees from different experience levels and technical domains is observed among the sample, indicates that the strong planning and business strategy development and effective implementation teams and good and effective co-ordinating middle level management is embedded in the IT firms in the sample area.

7. The awareness on human resources audit among the employees is found at moderate level and it indicates that the average level of awareness on the concept of the Human resources audit is found among the employees working in IT firms. Hence, it is advisable to create awareness of the concept among the employees during the training sessions and do the follow up on the same can helps in improving the level of awareness.

8. One fourth of the sample indicated that the source of awareness of the concept of human resources audit as offer letter and during training sessions and half of the sample indicated that source of awareness of the concept as friends and peers. It clearly indicates that training sessions and learning from peers is the highly influencing channels of learning and getting information among the youth and employees working in IT firms. It indicates that informal sources of learning are highly effective in IT firms when compared to other sources. Hence, frequent group discussions with cross domain teams and cross functional teams may help to get more information on organizational policies, HR practices and performance enablers and others among the employees in IT firms.

9. Two thirds of the sample from the IT firms are practicing the HR audit and the remaining one third of the firms are not practicing the
HR audit. The reasons could be size, compatibility, requirement and the other constraints like lack of infrastructure, no demand from the clients etc. However, a strict and commendable control on the performance of the employees is observed among these firms. Hence, it is advisable to introduce formally and creating awareness among the employees may help in standardizing the systems and procedures for the future.

10. One third of the firms always performs the HR audit and another one third of the firms in the sample most of the times performs the HR audit. It indicates that there is no strict regulation on the adoption and practice of HR audit among the IT firms. It is voluntary affair to the individual firms and based on the convenience and the requirements of the firm, companies are adopting and implementing. All the firms can adopt and practice the same for the mutual benefit of the employees, firm and the stakeholders at large.

11. Majority of the employees in the sample survey perceived that the human resources audit influences the performance of the employees is agreed. It indicate that majority of the employees agreed that the Human resources audit influences the individual performance in the IT firms. The disagreement of others may be due to lack of awareness and myth of loss of job and other individual attitude issues.

12. The perception on the impact of HR audit practices on the performance of the firm is indicated as excellent impact by one third of the sample respondents. It indicates that it is agreed that the Human resources audit is a motivating and control tool to improve the performance of the employees and the firm.

13. Two thirds of the sample respondents perceived that the practices of HR audit in their firm as the best and on par with the industry standard and others indicated as moderate degree of response. It indicates a mixed opinion on the HR audit practices of the IT firms
in the sample area and each company can think ahead and set a standard to reach the industry standard over a period of time. This can help in getting the best results from the practice of HR audit practice.

14. The prime factors influencing the adoption and practice of HR audit practices among the IT firms in the sample area are organizational factors, individual factors, environmental factors, managerial reasons and regulatory factors respectively. Hence, it is concluded that organizational factors are the prime factors influencing the adoption and practice of HR audit practices among the IT firms in the sample area.

15. It is observed from the results that, the frequency of conducting HR audit among the IT firms in the sample area is half yearly. Half yearly period is set as bench mark for HR audit among the sample firms. Hence, it is inferred that majority of the IT firms in the sample area conducts HR audit at a frequency of half yearly.

16. Perceptions on the frequency of measures taken on the basis of HR audit reports in IT firms indicated as always, infers the strict implementation of feedback reports. It is inferred from the above as the fair level of measures are taking on the basis of HR audit report indicates a good control and efficient use of the technique for the betterment of the performance of the employees in the sample firms.

17. Primary motive to focus on Human resources audit is perceived as to have self evaluation and to satisfy client’s requirements, to assess future preparedness and to improve the standards in quality. It indicates that HR audit is used as a tool for planning and controlling the performance of the employees and the firm in IT sector.

18. Sample respondents working in IT firms in the sample area always would like to have HR audit. It is inferred that Majority of the
Employees feel that HR audit is a useful tool for self-development and for the development of the firms.

19. The reasons for preferring HR audit by the employees working in IT firms in the sample are quoted as it helps to identify SWOT of the individual employee and HR audit reports help to grow in the career ladder. Hence, it is noted that HR audit serves many purposes of the employees working in IT firms and it is all in the hands of the employees, how they want to use the HR audit tool to improve them in career growth and development.

20. Most of the firms conduct audit by deploying the employees from other departments by exchanging interdepartmental deputations. This may not help in identifying the gaps in HR availability and the future requirements and to suggest the measures to be taken. Hence, firms need to focus on identifying and deploying the experts from the HR domain can improve the quality of work.

21. HR audit tool is used with a good intention to build and retain talented employees for the benefit of the firm and to protect the stakeholder’s interests at large. The myth of employee reduction through HR audit is to be removed from the minds of the employees.

22. Focused area of HR audit among the IT firms in Chennai indicated as recruitment, compensation and benefits to employees, performance evaluation of employees, tool for termination of employees and exit interview technique. It indicates that HR audit is widely used to measure the performance and to compensate the employees performing better in work. It is appreciable and advised to the extent to other possible areas in the firm and use for the benefit of the employees and to the benefit of the stake holders at large.

23. The primary factors influencing the HR audit practices among the IT firms in Chennai are Executive Leadership/leadership co-
operation (middle level), Employee Engagement and preparedness, Technology and company culture, and Competitiveness and future planning attitude of management. Hence, it is inferred that organizational factors are the prime factors influencing the HR audit practices among the IT firms in the sample area.

24. The secondary factors influencing the HR audit practices among the IT firms are Cost and legislation/ Employee involvement and participation, Expertise/ Attitude and work culture, Sustainability of business growth and development, Profitability of the business and business consistency. Hence, at secondary influencing factors are related to ability to take up and willingness to accept are important aspects of HR audit in IT firms.

25. With the practice of HR audit, highly influencing dimensions of performance of the employees are self evaluation and change in attitude towards organization and its importance among the employees, practicing the skill development exercises, improvement in the efficiency through training and development, developing communication skills, focus on interpersonal skills and team building.

26. Moderately influencing dimensions of employee performance by the HR audit among the sample firms are learning and equipping the self for future challenges, innovation and creativity at work is improved and client satisfaction individual involvement and personal interest related aspects of learning and development.

27. Impact of HR audit on the performance of the firms is impacted on the dimensions of stability and consistency of business growth, improved level of competitiveness, venturing into new domains, venturing into new locations.

28. Growth dimension of impact of HR audit practice among the IT firms in the sample area is represented with improved quality of planning and development towards protection of stake holder’s
interest, development of physical and intellectual infrastructure, facilities for training and development. Hence, adoption and practice of HR audit is need of the hour and it can benefit many ways to the employees and to the stakeholders at large.

29. Barriers to adopt and perform HR audit among the IT firms is represented in the table 4.26 indicates that the primary barriers are cost aspects, lack of requirement and management attitude towards HR audit and lack of possibility to interrupt the ongoing projects.

30. The primary benefits perceived from the HR audit is represented in the sample survey are recognition of strengths in terms of human capital, reveal problem areas of business intellectual capital, builds confidence in HR function, work culture and ethics adoption and inculcation, transparency in talent recognition and rewards. Hence, it is quoted that, without human capital there is no IT firms and without HR audit, there is no sustainable IT firms.

31. The highly approved suggestions along with the mean scores are standardization and benchmarking of training programmes, encouraging professional training associations, encouraging voluntary membership in training institutes, systematic training programmes schedule preparation and implementation, regular assessment of training needs, building team spirit and career counseling. These indicate that the IT firms need to focus on standardizing the training modules for the employees at frequent intervals during the tenure of the career. This can help in building intellectual capital for the future needs along with effective implementation of HR audit practices among the IT firms in Chennai.
5.2 FINDINGS OF INFERENTIAL STATISTICS

5.2.1 Findings of T-test

There is no significant difference between the perceptions of the male and female with regard to impact of HR audit on the performance of the individuals and the firm is rejected at 1% level of significance. Hence, it is inferred that, there is a highly significant difference between the perceptions of the male and female with regard to impact of HR audit on the performance of the individuals and the firm.

There is a significant difference between the perceptions of the male and female with regard to factors influencing HR audit, barriers and benefits on the performance of the individuals and the firm in IT sector.

The null hypothesis, there is no significant difference between the perceptions of the HRA practicing companies and non practicing companies with regard to impact of HR audit on the performance of the individuals and the firm is significance at 1% level. Hence, it is inferred that, there is a highly significant difference between the perceptions of the HRA Practicing companies and Non Practicing Companies with regard to impact of HR audit on the performance of the individuals and the firm.

There is no significant difference between the perceptions of the male and female with regard to factors influencing HR audit, barriers and benefits on the performance of the individuals and the firm in IT sector is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between the perceptions of the male and female with regard to factors influencing HR audit, barriers and benefits on the performance of the individuals and the firm in IT sector.

5.2.2 Findings of One Way ANOVA

Relationship between age and perceptions of various dimensions of HRA and its impact on the Performance: There is no Relationship between the
age and the perceptions on factors influencing HRA practices; impact of HRA on the performance of the employees, firm, barriers, and benefits among the sample is rejected at 1% level of significance. Hence, it is concluded that, there is no relationship between the age and the perceptions on factors influencing HRA practices, impact of HRA on the performance of the employees, firm, barriers, and benefits among the sample.

Relationship between educational qualification and perceptions of various dimensions of HRA and its impact on the Performance: Since p value is less than 0.01, the null hypothesis, there is no relationship between educational qualification and the perceptions on the factors influencing HRA practices, impact dimensions on the performance of the employees, firm and other dimensions among the sample is rejected at 1% level of significance. Hence, it is concluded that, there is a highly relationship between educational qualification and the perceptions on the factors influencing HRA practices, impact dimensions on the performance of the employees, firm and other dimensions among the sample.

Relationship between department of working and perceptions of various dimensions of HRA and its impact on the Performance: There is no relationship between department of working and the perceptions on the factors influencing HRA practices, impact dimensions on the performance of the employees, firm and other dimensions among the sample. Hence, the hypothesis, There is no Relationship between department of working and the perceptions on the factors influencing HRA practices, impact dimensions on the performance of the employees, firm and other dimensions among the sample is rejected at 1% level of significance.

Relationship between level of management of working and perceptions of various dimensions of HRA and its impact on the Performance: Since p value is less than 0.01, the null hypothesis, there is no Relationship between level of management and the perceptions on the factors influencing HRA practices; impact of HRA on the performance of employees, firm, barriers and benefits of HR audit among the sample is rejected at 1% level of significance. Hence, it is
concluded that, there is a highly relationship between educational qualification and the perceptions on the factors influencing HRA practices, impact of HRA on the performance of employees, firm, barriers and benefits of HR audit among the sample.

**Relationship between experience and perceptions of various dimensions of HRA and its impact on the Performance:** There is no Relationship between experience and the perceptions on the factors influencing HRA practices, impact dimensions of HRA on the performance of the firm, and barriers among the sample. Hence, the hull hypothesis, there is no relationship between educational qualification and the perceptions on the factors influencing HRA practices, impact dimensions of HRA on the performance of the firm, and barriers among the sample is rejected at 1% level of significance. Based on the mean value, it is noted that, the employees with above 20 years of experience are highly agreed the fact that, HR audit can help in improving the performance of the employees and the firm.

5.2.3 **Findings based on Chi-square Analysis (Associating variables)**

**Association between the personal, organizational variables and individual performance**

**Association between the degree of awareness on HRA and perception on impact of HRA on the performance of the employees in It firms:** It is inferred that, there is a highly significant association between degree of awareness and perception on HRA impact on individual performance among the sample.

**Association between degree of practice of HRA and Perception on HRA impact on individual performance :** There is no association between degree of practice of HRA and perception on HRA impact on individual performance among the sample is rejected at 1 % level of significance. Hence, it is inferred that, there is a highly significant association between degree of practice of HRA and perception on HRA impact on individual performance among the sample. Based on
the row and column percentage, it is noted that the companies which are practicing HRA most of the times and always are strongly agreed the fact the role of HRA on the performance of individual employees in the IT sector.

**Association between perceptions on HRA impact on the firm performance and Perception on HRA impact on individual performance:** There is a highly significant association between perceptions on HRA impact on the firm performance and perception on HRA impact on individual performance among the sample.

**Association between rating of HRA practice and Perception on HRA impact on individual performance:** There is no association between rating of HRA practice and perception on HRA impact on individual performance among the sample is rejected at 1% level of significance. Hence, it is inferred that, there is a highly significant association between rating of HRA practice and perception on HRA impact on individual performance among the sample. Based on the row and column percentage, it is noted that the employees who have rated the practicing status as very good are strongly agreed that the role of HRA on the performance of the individual employees in IT sector.

**Association between Factors influencing HRA Practice and Perception on HRA impact on individual performance:** There is a highly significant association between factors influencing HRA practice and perception on HRA impact on individual performance among the sample. Based on the row and column percentage, it is noted that, environmental factors are playing the strong role in the practicing of HRA practices in IT sector when compared to other factors quoted.

**Association between reasons for preferring HRA and Perception on HRA impact on individual performance:** There is a highly significant association between reasons for preferring HRA and perception on HRA impact on individual performance among the sample.
Association between the personal, organizational variables and performance of the firm

Association between age and Perception on HRA impact on the performance of a firm: There is no association between age and perception on the impact of HRA on the performance of the firm among the sample is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant association between age and perception on the impact of HRA on the performance of the firm among the sample.

Association between awareness on HRA and Perception on HRA impact on the performance of a firm: There is a significant association between awareness on HRA and perception on the impact of HRA on the performance of the firm among the sample.

Association between factors influencing HRA Practice and Perception on HRA impact on the performance of a firm: There is no association between factors influencing HRA practice and perception on the impact of HRA on the performance of the firm among the sample is rejected at 5% level of significance. Hence, it is inferred that, there is a significant association between factors influencing HRA practice and perception on the impact of HRA on the performance of the firm among the sample Based on the row and column percentage, it is found that, managerial and organizational factors are key in the implementation of HRA practices among the IT firms.

5.2.4 Findings based on Factor Analysis

Factors influencing the Adoption and implementation of HRA practices among IT firms:

External Factors: Under this factor, three variables are grouped. They are political interference and involvement with the factor loading score of 0.695, economic/ financial irregularities-scams with the factor loading score of 0.665 and
Social factors and media pressure on the HRA with the factor loading score of 0.556.

*Technology and Market factors:* Under this there are 3 variables are grouped. The variables are technology and company culture with the factor loading score of 0.642, competitiveness and future planning attitude of management with the factor loading score of 0.593 and sustainability of business growth and development factor loading score of 0.565.

*Consistency Factor:* Under this only one variable is loaded, profitability of the business and business consistency with the loading score of 0.846.

*Administrative Factors:* Under this factor there are two variables are grouped namely statutory and regulatory pressures with the factor loading score of 0.721 and stakeholder initiatives- transparency with the factor loading score of 0.682.

*Material Factors:* under this factor, there are two variables are grouped, namely, material risks with the factor loading score of 0.814 and employee engagement and preparedness with the factor loading score of 0.646.

*Managerial Factors:* Under this there are three variables are grouped and they are executive leadership/ leadership co-operation(middle level) with the factor loading score of 0.666, productivity of the employees and service quality with the loading score of 0.500 and expertise/ attitude and work culture of the employees with the factor loading score of 0.486.

*Cost and Commitment Factor:* Only one variable is grouped under this as Cost and legislation/ Employee involvement and participation with the factor loading score of 0.766. hence, these seven factors are influencing the adoption and implementation of Human resources audit practices among the information technology firms in the sample area.
Impact of HRA on the Dimensions of individual performance:

**Personality Factors:** under this factor three variables are loaded. The variables are focus on target completion and work culture and ethics with the factor loading score of 0.722, focus on interpersonal skills and team building with the factor loading score of 0.655 and developing communication skills with the factor loading score of 0.654. These are highly important to grow in the career.

**Work creativity and Quality Factors:** Under this factor, three variables are grouped and the variables are performance in terms of quality of work completed/service quality with the factor loading score of 0.797, innovation and creativity at work is improved and client satisfaction with the factor loading score of 0.669, and overall job satisfaction is improved with the factor loading score of 0.555. Creativity at work can improve the quality and also optimizes the resources utilization. Hence, the impact dimension is keen for the success of business in long run.

**Skill Factors:** under this factor, two variables are grouped and the variables grouped are learning and equipping the self for future challenges with the factor group loading score of 0.737 and improvement in the efficiency through training and development with the loading score of 0.640.

**Self development Factors:** Under this factor two variables are grouped and the variables are self evaluation and change in attitude towards organization and its importance among the employees with the factor loading score of 0.825 and practicing the skill development exercises with the factor loading score of 0.292.

Impact of HRA on the Dimensions of organizational performance:

Based on the rotated component matrix, the variables grouped into factors are shown and on the basis of the nature of the variables, appropriate names are given. The dimensions of impact of HR audit on the performance of the IT firms are growth and development, improved level of risk management, structural changes, and sustainability of business and expansion factors.
Barriers in conducting HR audit among the IT firms: Barriers in conducting HR audit among the IT firms are grouped into four factors and titled in appropriate manner. The prime factors affecting the adoption and implementation of HR audit among the IT firms are cost factors, resistance factors, reliability factors, and administrative factors. Hence, the steps taken in this dimension can help to improve the degree of practice and to grow in business.

Benefits in conducting HR audit among the IT firms: The benefits of HR audit among the IT firms is grouped into five factors, namely development factor, work culture and ethical factor, compliance factor, talent retention factor and intellectual development factor. Hence, it is interesting and useful to the employees and to the stake holders at large.

Suggestions to improve the level of awareness on HR audit and its benefits among the IT employees in the sample: The suggestions to improve the degree of practice of HR audit in IT firms are grouped into seven dimensions of factors. The suggestion factors to improve the degree of practice of HR audit among the IT firms are training and development factor, assessment factor, career development factor, training assessment factor, encouragement factor and quality factor. With these dimensions of suggestions a company can improve the degree of adoption and practice of HR audit for the benefit of the firm and to the society at large.

5.2.5 Findings of the Friedman Test

There is no significant difference between mean ranks of factors influencing the HR audit practices in IT firms is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant difference between mean ranks of factors influencing the HR audit practices in IT firms. Based on the mean ranks, it is noted that, productivity of the employees and service quality, technology and company culture, competitiveness and future planning attitude of management, employee Engagement and preparedness and executive Leadership/ leadership co-operation.
There is a highly significant difference between mean ranks of dimensions of impact HR audit on the individual performance of the employees in the sample. Based on the mean ranks, it is noted that the key dimensions of the individual performance on which HR audit influencing are self evaluation and change in attitude towards organization and its importance among the employees with the mean rank of 5.81, developing communication skills with the mean rank of 5.76, practicing the skill development exercises with the mean rank of 5.65, overall job satisfaction is improved with the mean rank of 5.58 and Improvement in the efficiency through Training and development with the mean rank of 5.52 respectively.

There is no significant difference between mean ranks of dimensions of impact HR audit on the performance of the firms in the sample is rejected at 1% level of significance. Hence, it is inferred that, there is a highly significant difference between mean ranks of dimensions of impact HR audit on the performance of the firms in the sample. Based on the mean ranks, it is noted that the dimensions of impact of HR audit on the performance of the firm is indicated with the higher levels of mean ranks.

There is no significant difference between mean ranks of barriers in conducting HR audit among the IT firms in the sample is accepted at 5% level of significance. Hence, it is concluded that, there is no significant difference between mean ranks of barriers in conducting HR audit among the IT firms in the sample. Based on the mean ranks, it is noted that the major barriers in conducting HR audit among the IT firms are not much of requirement and management attitude with the mean rank of 5.88, Impossible to interrupt projects and divert activities with the mean rank of 5.61, High cost/Too expensive with the mean rank of 5.55, difficult to access training on HR audit with the mean rank of 5.53 and HR experts are not trained in audit with the mean rank of 5.51 respectively.

There is no significant difference between mean ranks of dimensions of benefits of HR audit to the IT firms in the sample. Based on the mean ranks, it is noted that the kind of benefits to the IT firms through HR audit recorded are
recognition of strengths in terms of human capital with the mean rank of 5.60, Builds confidence in HR function with the mean rank of 5.59, Work culture and ethics adoption and inculcation with the mean rank of 5.66, Transparency in talent recognition and rewards with the mean rank of 5.65, Team building and communication effectiveness across the verticals with the mean rank of 5.66 respectively.

5.2.6 Findings of Correlation Co-efficient

The Correlation coefficient between factors influencing HRA Practices in IT sector and impact of HR audit on individual performance is 0.529 which indicate 65.29 percentage positive relationship. Factors influencing HRA Practices in IT sector and Impact of HR audit on Individual Performance and is significant at 1% level.

The correlation coefficient between factors influencing HRA Practices in IT sector and impact of HR audit on individual performance is 0.560, indicating 56 percent of positive relationship and significant at 1% level. Similarly the correlation between impact of HR audit on individual performance and impact of HR audit on organizational performance is 0.645 indicates 64.5 percent direct and positive and significant at 1% level.

The correlation co-efficient between barriers in conducting HR audit among the IT firms and factors influencing HRA Practices in IT sector and impact of HR audit on Individual performance and impact of HR audit on organizational performance is recorded at 0.669, 0.522 and 0.540 indicating 67 percent, 52 percent and 54 percent respectively and significant at 1% level of significance.

The correlation coefficient between benefits in conducting the HR audit among the IT firms and factors influencing HRA Practices in IT sector and impact of HR audit on individual performance and impact of HR audit on organizational performance, barriers in conducting the HR audit among the IT firms is recorded at
0.611, 0.558, 0.499 and 0.645 respectively and all are significant at 1% level of significance.

Finally, the correlation coefficient between suggestions to improve the HRA practices in IT firms and factors influencing HRA Practices in IT sector and impact of HR audit on individual performance and impact of HR audit on organizational performance, barriers in conducting the HR audit among the IT firms, benefits in conducting HR audit among the IT firms is recorded at 0.492, 0.507, 0.465, 0.485 and 0.542 respectively indicating 49 percent, 50 percent, 46 percent, 48 percent and 54 percent positive and direct and all the variables are significant at 1% level of significance.

5.2.7 Findings of the Regression

The coefficient of $X_1$ is 0.103 represents the partial effect of factors influencing HRA practices in IT firms on the performance of the individual employees by holding all other variables as constant. The estimated positive sign implies that such effect is positive that the performance of the individual employees score would increase by 0.103 for every unit increase in factors influencing HRA practices among the IT firms and this coefficient value is not significant at 5% level.

The co-efficient of $X_2$ is 0.456 represents the moderate level of effect of organizational performance on the individual performance, holding all other variables as constant. The estimated positive sign implies that such effect is positive that the performance of the individual employees score would increase by 0.456 for every unit increase in organizational performance and this coefficient value is highly significant at 1% level.

The co-efficient of $X_3$ is 0.060 represents the nominal effect of influence of barriers in conducting the HR audit among the IT firms on the performance of the individual employees, by holding all other variables constant. The estimated positive sign implies that, such effect is positive that the performance of the individual employees score would increase by 0.060 for every unit increase in the barriers in
conducting the HR audit among the IT firms in sample and this coefficient value is not significant at 5% level.

Finally, the co-efficient of X4 is 0.237 represents the moderate level of effect of benefits in conducting HR audit among the IT firms on the performance of individual employees by holding all other variables as constant. The estimated positive sign implies that such effect is positive that the performance of the individual employees score would increase by 0.237 for every unit increase in the benefits in conducting the HR audit among the IT firms and this coefficient is highly significant at 1% level.