

## A STUDY ON HR AUDIT IN PENVER PRODUCTS PRIVATE LIMITED

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### ABSTRACT

This research paper investigates HR Audit processes within an organization, aiming to enhance efficiency and effectiveness. The study includes gathering employee feedback on perceptions of HR audit processes and their impact on various HR aspects. The results, based on 100 respondents, highlight areas for improvement in aligning HR practices with the organizational mission, addressing staffing inadequacies, and optimizing workload distribution. While a majority views HR planning positively, there is room for improvement in analyzing human resource utilization. The paper also explores the effectiveness of HR in finding candidates from non-traditional sources and suggests enhancements. Mixed responses on current employee practices emphasize the need for targeted improvements, while positive sentiments on compensation administration call for refining practices to ensure universal satisfaction and transparency. Overall, the findings underscore the importance of continuous improvement in HR strategies for organizational development and employee satisfaction.

**Keywords:** HRM, HR Professionals, Audit Checklist, Planning Process.

### INTRODUCTION

The word "audit" comes from the Latin verb *audire*, which means, to listen. Listening implies an attempt to know the state of the affairs as they exist and as they are expected/ promised to exist. Auditing as a formal process is rooted in this feature of listening. Consequently, it is a diagnostic tool to gauge not only the current status of things but also the gaps between the current status and the desired status in the area that is being audited. Every organization should look back in order to proceed ahead. The evaluation and the study of the existing objectives, policies and practices of human resources management indicate to what extent they contribute to the organizational goals. Further, they indicate to what extent the practices are in accordance with the objectives.

Penver Products Limited is a vertically integrated company primarily involved in seafood processing, aquaculture, and global marketing. They are known for their high-quality products, including farmed shrimp (Vannamei), wild shrimp, squid, cuttlefish, octopus, and various fishes. The company has processing facilities in Andhra Pradesh (Gudur) and Kerala (Aroor), and they export their products globally.

Penver Products Limited (PPL) is a significant seafood company in India, known for its vertically integrated operations in aquaculture, processing, and global marketing of seafood products. They are particularly recognized for their commitment to quality, sustainable practices, and their large-scale exports to various countries, including the US, Europe, and Asia. PPL's focus on innovation and customer satisfaction, coupled with certifications like BRC Global Standard and FDA, has contributed to their strong reputation and growth.

The Food and Beverage Manufacturing Industry is a cornerstone of both the global economy and society. It generates significant economic output, creating millions of jobs worldwide and driving growth across related sectors like agriculture, retail, and logistics. Beyond its economic contributions, the industry plays a critical role in food security, public health, and consumer behavior by ensuring the availability of diverse, affordable, and safe food products. It also influences cultural trends and lifestyles, shaping how people eat and what they value in

their food. As sustainability becomes a priority, the industry is adapting to meet evolving consumer demands for ethical and eco-friendly practices. In essence, the Food and Beverage Manufacturing Industry is vital not only for economic stability but also for societal well-being.

## **REVIEW OF LITERATURE**

Costel (2008) defines HR audit as a systematic process to evaluate the effectiveness of HR policies, practices, and procedures. It can be conducted at strategic, functional, and intermediate levels within an organization. Key audit parameters include personnel administration, application of development programs, and utilization of human potential. HR audits enhance legal compliance and help improve employee satisfaction and morale. They also contribute to reducing staff turnover and boosting overall organizational performance. Thus, HR audits serve as a strategic tool for improving HR management and achieving organizational goals.

Vasantham (2021) highlights the essential role of properly conducted HR audits in organizational success. The study stresses that simply having an audit is not enough—actionable insights must follow. A well-crafted action plan derived from audit results is crucial for effective HR management. The paper warns that poorly executed audits can produce misleading data. Such inaccuracies may lead to faulty managerial decisions and strategic missteps. Therefore, a rigorous and precise HR audit process is vital for informed decision-making and organizational growth.

Shiri (2012) Shiri presents HR audits as strategic tools for organizational improvement. They align HR practices with company strategy and reveal gaps. Audits help maintain industry standards and refine HR functions. They enhance motivation, efficiency, and HR's professional image. Cost-effectiveness and performance appraisals benefit from audit insights. Overall, HR audits drive long-term effectiveness and commitment.

Sharma & Patil. This study shows HR audits assess legal and policy compliance. They evaluate HR's climate effect on morale and job satisfaction. Audits gauge function effectiveness across HR departments. Positive HR climates foster employee motivation and engagement. Audits improve work environments and HR systems. They're vital tools for strengthening HR practices overall.

Stefanescu & Marin. The paper focuses on tools and frameworks in HR audit stages. Effective mission management is vital for audit success. Streamlined frameworks solve problems identified in audits. Human resources are core organizational assets, requiring care. Audits are key to maintaining HR health and productivity. They reinforce structured and strategic HR audit practices.

Kumar et al. (2015). This study highlights audits' role in HR system maturity at BHEL. Emphasizes strategic importance of career planning and job rotations. Audits align HR systems with organizational objectives. Job rotations boost performance and employee satisfaction. Audits help refine performance management and planning systems. They're critical for long-term HR and organizational growth.

Mufliha & Nisamudheen (2016). Audits in Kochi Refineries enhance HR capability and performance. They generate clean or qualified reports for improvement focus. Human Resource Accounting Systems are crucial in this context. Audits support fair evaluations and

HR cost efficiency, They boost motivation, development, and competency. Overall, they align HR practices with strategic goals.

Adaikalasamy (2017). The study links staff views on audits with demographics. Findings show differences based on age, education, and experience. Improved job specs can attract better multi-skilled candidates, Audit results can guide recruitment and retention strategies. It reveals areas of HR needing enhancement in Mando Ltd. Audits thus influence talent management and organizational success.

Marin (2013). Marin presents an applied model for HR audits. A case study identifies HRM gaps and improvement areas. Audits enhance recruitment, training, and performance management, Compensation and employee relations are also addressed. Recommendations improve HRM systems' effectiveness, Audits are positioned as essential HR management tools.

Kulchitskaya et al. (2016). This research covers cognitive and motivational audit aspects. Cognitive maps aid managerial decisions during audits. Motivational mechanisms come from employee feedback and surveys. Principles like objectivity and innovation guide the process. Audits fulfill motivational expectations and promote fairness. They're insightful tools for enhancing HR involvement and strategy.

Sathishkumar & Najumudeen, Focuses on HR audits in safety management for SMEs, Finds safety systems are vital for worker well-being and success, Audits ensure effective implementation of safety policies, They identify critical areas for safety improvements, recommendations aim at aligning HR with safety goals. Audits help achieve shared safety and productivity objectives.

Rao (2011). Rao explores HRD audit as an OD intervention. Audits initiate change and shape organizational development. They aid in policy creation and system establishment. Issues like trust, planning, and teamwork are addressed. Audit effectiveness depends on leadership and HRD structure. It redefines HRD audits as tools for transformation.

Ilies et al. (2014). The study develops an internal HR audit model for Romanian textiles. Focuses on strategic HR, quality, recruitment, and motivation. Identifies best HR practices for industry improvement. Addresses labor issues and challenges of the Lohn system. HR development is vital for sector-wide success. Audits strengthen competitiveness through strategic HR alignment.

Hegde. Explores HRD audits during organizational disruptions and innovation. Highlights alignment of HR practices with shifting strategies. Audits guide strategic HRM in evolving business contexts. They help balance innovation with core organizational values. HRD audits support sustainable competitive advantages. They're strategic enablers in turbulent organizational environments.

## **RESEARCH METHODOLOGY**

The research methodology serves as the architectural blueprint of this study, which aims to uncover the multifaceted factors contributing to the exceptional success of Penver Products Pvt Ltd. In this extended methodology section, we navigate the intricate nuances of the research design, sources of data, data collection methods, the defined population, sampling techniques, the sampling frame, and data collection instruments. This comprehensive approach is crucial to enable a thorough and holistic understanding of the company's success and its unwavering commitment to innovation, safety, and sustainability. The choice of data

collection method is pivotal in ensuring that the research objectives are met and that the data collected is comprehensive, reliable, and representative. In this study, both qualitative and quantitative data collection methods have been thoughtfully designed to cover the full spectrum of the research goals. Qualitative data will be meticulously gathered through in-depth interviews. These interviews will serve as a platform for a deep dive into the intricacies of Penver Products Pvt Ltd. They will be semi-structured, with open-ended Questions allowing the participants to express their insights and experiences freely. By engaging key personnel within the organization, these interviews will unearth the nuances of the company's strategies, practices, and the ethos that drives its success. On the quantitative front, structured surveys and questionnaires will be deployed to collect data from customers and suppliers. These instruments will be designed with precision, ensuring that the questions are framed to capture the required quantitative data related to customer satisfaction, supplier relations, and their experiences with Penver Products. The surveys and questionnaires will allow for systematic and structured data collection, enabling rigorous analysis and comparison.

The need of the audit is to reveal the strengthen and weakness of the organization to solve their problems. This audit helps us to know the opinions of the employees towards the organization in which they are working. The organization can identify and solve the problem of the employees to achieve their goals. By studying this topic, we can know the overall knowledge about HRM in an organization.

The scope of human resource audit is very wide. It represents the encompassing approach Human resource audit goes beyond simply managing recruitment, hiring, retention, and dismissal of employees. It encompasses all programs related to employees, regardless of their origin. This includes areas such as recruitment, selection, job analysis, training, management development, promotions, transfers, labour relations, morale building, employee benefits, wage administration, collective bargaining, industrial relations, and communication. Moreover, HR audit also covers leadership, handling grievances, performance evaluations, and employee movement within the organization. As personnel management integrates with HR development (HRD), the scope of HRD audit expands to include reviewing and integrating corporate missions, goals, policies, and objectives. It also involves areas such as manpower planning, career development, transfer policies, performance appraisal systems, training, recruitment, and selection processes.

### **OBJECTIVES OF THE STUDY**

- To study the HR Audit in the organization system and improve their efficiency and effectiveness.
- To gather employee feedback on their perceptions of HR audit processes and their impact on the workplace.
- To study the impact of HR Audit on HR Effectiveness, HR Cost, HR Motivation, HR Development and HR Competency of organization.

A research design is simply the framework or plan for a study that is used as a guide in collecting and analyzing the data. It is blue print that is followed in completing a study.

Employees of Penver Private Limited Punaparavaripalem.

95 employees (including junior staff, mid-level managers, and HR personnel).

Stratified random sampling to ensure representation from different departments.

The tool of data collection begins after a research problems has been defined and research design/plan chalked out. While deciding about the method of data collection to be used for the study, the researcher should keep in mind two types of data viz., primary data and secondary data. Primary data are those which are collected afresh and for the first time. Secondary data are those which have already been collected by someone else.

In primary data collection, we collect the data ourselves using methods such as interviews and surveys. The key point here is that the data we collect is unique to us and our research. Primary data is the data which is collected by the researcher directly from his own observations and experiences. For Example, if the researcher conducts a survey for the collected data, then it is known as Primary data.

There are many methods of collecting primary data and the main methods include, Structured questionnaires will be distributed to employees across different levels. HR managers and supervisors will be interviewed to understand the appraisal process. Workplace observations will be conducted to understand how performance evaluations are carried out.

Secondary data sources of information may be divided into two categories.

Data that originate within the firm for which the research is being conducted are internal data. Which are generally published and are available in different forms and from different sources.

The main sources of external secondary data are,

Researcher first attend libraries to find out relevant data pertaining to research, Management institutes, research institutes, banks, insurance companies, public utility companies and manufacturing units have maintained adequate libraries.

A great amount of secondary data is available from literature, particularly literature on marketing subjects. Consultations of this literature may provide proper guidance pertaining to publication, which can be used from time to time.

Different government departments have different data, which are not available in libraries. But these are very useful for understanding various aspects of the economy. The researchers can utilize them for the purpose of their researchers.

Statistical tools like percentages, mean, and standard deviation will be used for survey data analysis.

Thematic analysis will be used to interpret interview and observation findings.

## **DATA ANALYSIS & INTERPRETATION**

### **COMMUNICATION**

**Employees generally feel informed about changes that affect them within company.**

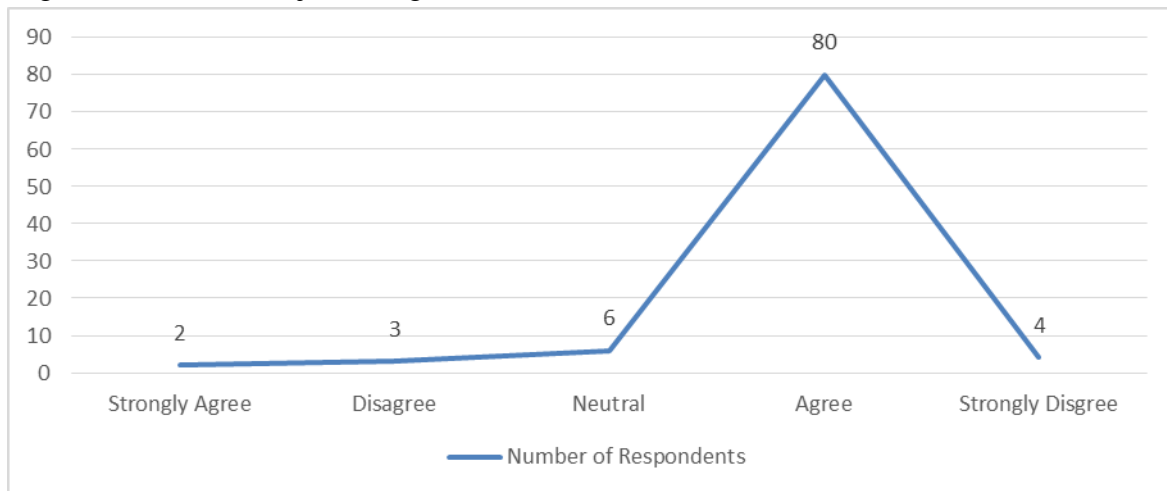
Employees at Penver Products Pvt. Ltd generally feel well-informed about changes that impact their roles and responsibilities. The company has established a communication framework that ensures employees receive timely and relevant updates regarding organizational developments, policies, and procedures. This level of transparency helps foster an atmosphere of trust and openness, where staff members are kept in the loop about significant decisions or changes that may affect them. Effective communication not only ensures that employees are aware of changes but also empowers them to adjust their work practices accordingly, contributing to higher levels of engagement and morale. This approach to information sharing reinforces the organization's commitment to inclusion, allowing

employees to feel valued and included in the decision-making processes. As a result, employees are more likely to align with the company's goals and demonstrate increased productivity and satisfaction.

ATTRIBUTES	NUMBER OF RESPONDENTS	PERCENTAGES
Strongly Agree	02	2.1
Disagree	03	3.1
Neutral	06	6.3
Agree	80	84.2
Strongly Agree	04	4.2
Total	95	100

Source: Primary Data

The table 1(a) reveals that the majority of respondents (80 out of 95, or approximately 84%) agreed with the given statement, indicating a strong overall positive sentiment. A smaller portion (4 respondents, about 4%) strongly agreed, reinforcing this positive trend. Meanwhile, 6 respondents (6%) remained neutral, suggesting some uncertainty or indifference toward the statement. Only a very small percentage expressed disagreement, with 3 respondents (3%) disagreeing and 2 (2%) strongly disagreeing. Overall, the data shows a clear majority of respondents support the statement, reflecting satisfaction or alignment with the subject being measured.



**Fig-1(a) :** Employees generally feel informed about changes that affect them within company. The graph 1 reveals that according to the above table, 84.2% of employees are feeling that the company is informing that affect them within the company. It denotes that the company bis taking care of their employees.

**B) Employees usually know about the important things that happen within the company.**

Employees are typically well-informed about important happenings within the company. Their daily roles and responsibilities keep them connected to key developments and decisions. Regular communication, meetings, and updates also help ensure they stay in the loop. This awareness supports better engagement and productivity.

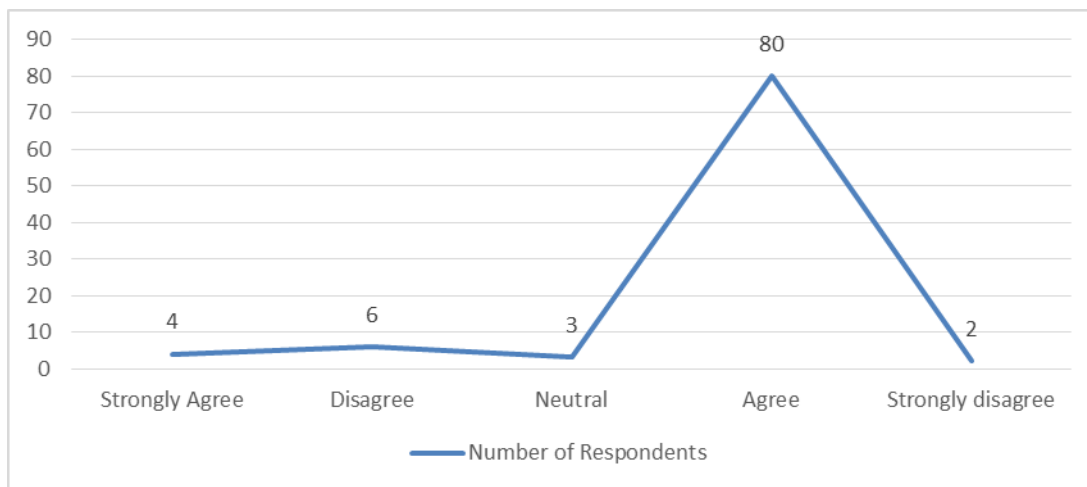
**Table-1(b):** Employees usually know about the important things that happen within the company.

ATTRIBUTES	NUMBER OF RESPONDENTS	PERCENTAGES
Strongly Agree	04	4.2
Disagree	06	6.3
Neutral	03	3.1
Agree	80	84.2
Strongly Disagree	02	2.1
TOTAL	95	100

Source: Primary Data

The table 1(b) reveals that the majority of respondents (88%) expressed a positive opinion, indicating strong agreement with the statement. Only a small percentage (8%) showed disagreement, while 3% remained neutral, reflecting overall satisfaction among participants.

#### GRAPH



**Fig-1(b):** Employees usually know about the important things that happen within the company.

The graph 1(b) reveals that according to the above table, 84.2% of employees feel that they usually know about the important things that happen with in the company. It shows that the employees are aware of the things that happen within the company.

#### SATISFACTION

##### **Considering every thing, employees are satisfied at the company.**

Overall, employees at the company appear to be highly satisfied with their experience, driven by several key factors that contribute to a positive workplace environment. A supportive and inclusive organizational culture, along with a positive work environment, plays a significant role in fostering employee satisfaction. The company's commitment to maintaining effective communication ensures that staff members are kept informed and engaged, leading to stronger connections between employees and the organization's objectives. Additionally, the support and guidance provided by leadership instills confidence and trust, making employees feel valued and appreciated. Many employees report feeling empowered in their roles, which enhances their sense of ownership and responsibility towards their work. This positive experience not only boosts individual morale but also strengthens overall team dynamics, promoting collaboration and productivity. As a result, employees feel more invested in the company's success, leading to greater job satisfaction, higher retention rates, and a more

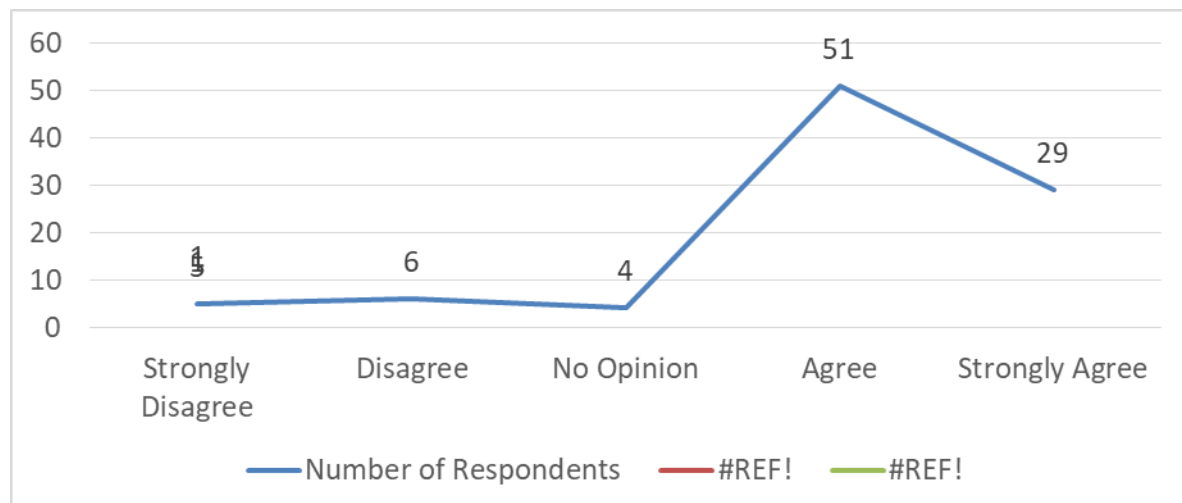
motivated workforce. This general contentment reflects a healthy and thriving organizational culture, where employees feel respected, supported, and connected to the company's mission and values. Such an environment is key to attracting top talent, fostering long-term employee loyalty, and maintaining overall business success..

**Table -2(a):** Considering every thing, employees are satisfied at the company.

ATTRIBUTES	NUMBER OF RESPONDENTS	PERCENTAGES
Strongly Agree	05	5.2
Disagree	06	6.3
Neutral	04	4.2
Agree	51	53.6
Strongly Agree	29	30.5
TOTAL	95	100.0

Source: Primary Data

The table 2(a) reveals that based on the data, a significant majority of respondents (84%) either agreed or strongly agreed with the statement, indicating a positive perception. Only a small portion (6%) disagreed, while 4% remained neutral, reflecting overall approval with minimal resistance.



**Fig-2(a):** Considering every thing, employees are satisfied at the company.

The Fig 2(a) reveals that according to the above table, 53.6% of employee's answers as agree, 30.5% employee's answers that they strongly agree that they are satisfied at the company. It denotes that most of the employees are very much satisfied at the company.

#### **Employees find their work challenging.**

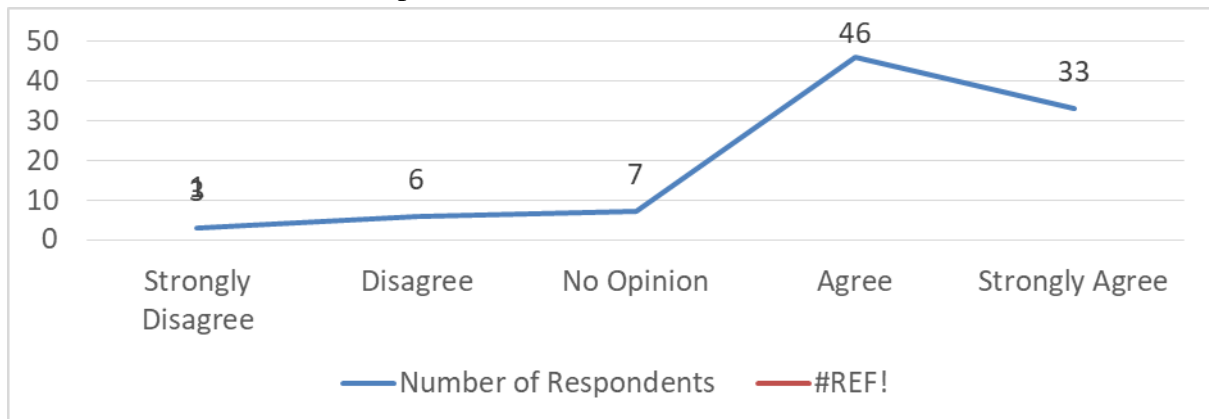
Employees at the company generally find their work to be both challenging and intellectually stimulating, which plays a significant role in their overall job satisfaction. The tasks they are assigned often involve a combination of problem-solving, critical thinking, and creativity, requiring them to apply their skills in innovative and strategic ways. This level of challenge not only keeps employees engaged and motivated but also promotes continuous learning and professional development. As employees face new and complex challenges, they are encouraged to stretch their capabilities, think outside the box, and collaborate with colleagues to find effective solutions. This dynamic work environment fosters a sense of accomplishment when challenges are overcome, reinforcing their sense of purpose and

contribution to the organization. Additionally, the opportunity to engage in stimulating work helps employees develop valuable skills that enhance their career progression, making them feel more confident in their abilities and more invested in their long-term growth. Overall, the combination of intellectually engaging tasks and professional development opportunities creates a highly motivating work atmosphere, where employees feel both fulfilled and eager to contribute to the organization's success. **Table-2(B):** Employees find their work challenging.

ATTRIBUTES	NUMBER OF RESPONDENTS	PERCENTAGES
Strongly Agree	03	3.1
Disagree	06	6.3
Neutral	07	7.3
Agree	46	48.4
Strongly Agree	33	34.7
TOTAL	95	100.0

Source: Primary Data

The table 2(b) reveals that the majority of respondents (79%) either agreed (46%) or strongly agreed (33%) with the statement, indicating a generally positive response. A smaller portion (14%) disagreed or strongly disagreed, while 7% remained neutral, reflecting a generally favorable but not unanimous opinion.



**Fig-2(b):** Employees find their work challenging.

The fig 2(b) reveals that according to the above graph, 48.4% of employee's hangs on to the opinions as agree, 34.4% of employee's found that their work is challenging. It shows that the employees are very much committed to the work that the company is assigned to do.

## TRAINING

### Employees get the training they need to do their job well.

Employees receive comprehensive and tailored training that enables them to perform their roles effectively and efficiently. The company offers robust onboarding programs to ensure that new hires have a smooth transition into their roles, providing them with the essential knowledge and tools needed to succeed from day one. In addition to the initial onboarding, the company is committed to the continuous development of its workforce through ongoing learning opportunities. These opportunities are designed to enhance employees' skills, keep them updated on industry trends, and equip them with the latest tools and techniques to

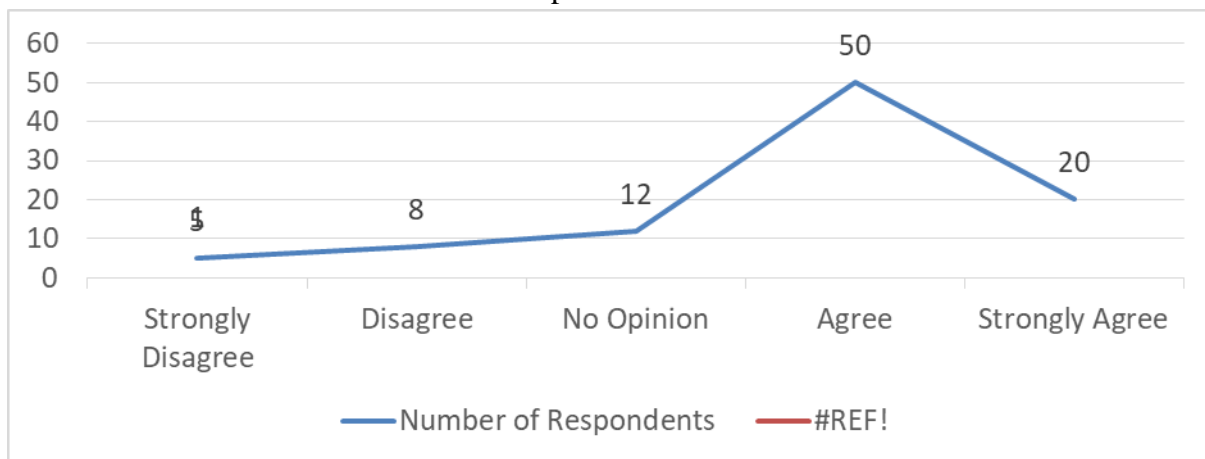
address evolving challenges. Whether through workshops, seminars, online courses, or mentorship programs, employees are encouraged to pursue professional growth and further develop their expertise. This investment in training not only ensures that employees are well-prepared to meet job expectations but also enables them to adapt to new technologies, processes, and organizational changes. By supporting their learning journey, the company fosters a culture of personal and professional development, helping employees build long-term careers within the organization. Furthermore, this continuous development boosts employee confidence, motivation, and job satisfaction, as they feel empowered to take on more responsibility and progress within the company.

**Table-3(a):** Employees get the training they need to do their job well.

ATTRIBUTES	NUMBER OF RESPONDENTS	PERCENTAGES
Strongly Agree	05	5.2
Disagree	08	8.4
Neutral	12	12.6
Agree	50	52.6
Strongly Agree	20	21.0
TOTAL	95	100

Source: Primary Data

The Table 3(a) reveals that the majority of respondents (74%) either agreed (50%) or strongly agreed (20%) with the statement, indicating a generally positive response. A smaller proportion (14%) disagreed or strongly disagreed, while 12% remained neutral, suggesting overall satisfaction but with some mixed opinions.



**Fig-3(a):** Employees get the training they need to do their job well.

The Fig 3(a) reveals that according to the above table, 52.6% of employee's votes as agree, 21% of employee's votes as strongly agree that the company is providing the training that they need to do their job well. Overall, 73% of employee's agrees that the company is providing essential training to do their job well.

#### **B) Employees aware of available training and development activities.**

Employees are generally aware of the training and development opportunities available to them. The company regularly communicates these opportunities through various channels,

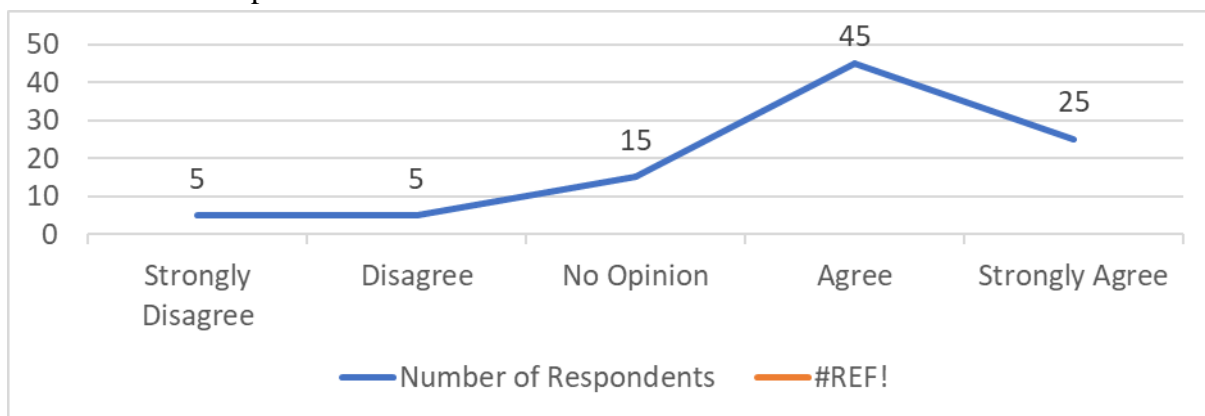
such as emails, meetings, or internal platforms. This awareness encourages employees to take advantage of resources that help enhance their skills. It also fosters a culture of continuous learning within the organization.

**Table-3(b):** Employees aware of available training and development activities

ATTRIBUTES	NUMBER OF RESPONDENTS	PERCENTAGES
Strongly Agree	05	5.2
Disagree	05	5.2
Neutral	15	15.7
Agree	45	47.3
Strongly Agree	25	26.3
TOTAL	95	100

Source: Primary Data

The table 3(b) reveals that the majority of respondents (74%) either agreed (45%) or strongly agreed (25%) with the statement, indicating a positive response. A smaller group (10%) disagreed or strongly disagreed, while 16% remained neutral, suggesting general satisfaction with some varied opinions.



**Fig 3(b):** Employees aware of available training and development activities

The fig 3(b) reveals that according to this above table, 47.3% of employee's vote as agree, 26.3% of employee's vote as strongly agree that they are aware of available training and development activities. It Shows that the company is informing the employees about the training and development activities that are providing to them.

## APPRAISALS

### Manager holds employees accountable for the work that they do.

Managers play a crucial role in holding employees accountable for their work by setting clear, measurable expectations from the outset. By clearly outlining job responsibilities, goals, and performance standards, managers ensure that employees have a precise understanding of what is expected from them. Regular tracking of progress allows for timely assessments of how well employees are meeting these expectations, and it provides opportunities for managers to offer constructive feedback. This ongoing feedback loop helps employees identify areas of improvement, reinforce their strengths, and stay on track toward achieving their goals. The clear communication of responsibilities, combined with consistent

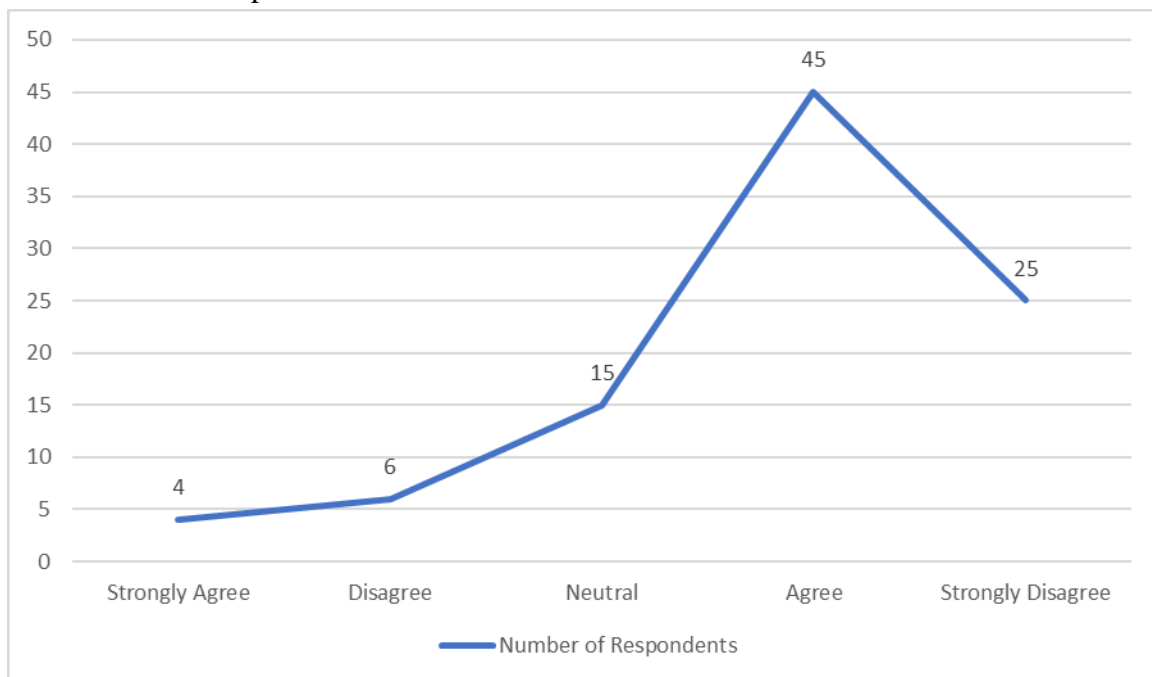
monitoring, fosters a strong sense of ownership among employees, motivating them to take pride in their work and strive for excellence. When employees know they are accountable for their tasks and that their contributions are closely observed, they are more likely to deliver high-quality results. This approach not only drives individual performance but also maintains a high standard of work within the team. Moreover, accountability within the team encourages a culture of reliability and responsibility, where everyone is committed to performing at their best, which in turn supports the broader goals of the organization.

**Table-4(a):** Manager holds employees accountable for the work that they do.

ATTRIBUTES	NUMBER OF RESPONDENTS	PERCENTAGES
Strongly Agree	04	4.2
Disagree	06	6.3
Neutral	15	15.7
Agree	45	47.3
Strongly Agree	25	26.3
TOTAL	95	100

Source: Primary Data

The table 4(a) reveals that the majority of respondents (74%) either agreed (45%) or strongly agreed (25%) with the statement, reflecting a positive response. A smaller portion (12%) disagreed or strongly disagreed, while 16% remained neutral, indicating general approval with some varied opinions.



**Fig- 4(a):** Manager holds employees accountable for the work that they do.

The graph 4(a) reveals that, According to the above table, 47.3% of employee's votes as agree, 26.3% of employee's votes strongly agree that the manager holds them accountable for the work that they do. It shows that the manager is efficient for assigning the job to employees.

### B) Manager provides employees with adequate feedback

Managers provide employees with regular and constructive feedback to help them improve and grow. This feedback is often given in one-on-one meetings or through performance reviews, highlighting strengths and areas for development. It helps employees understand how their work aligns with company goals and where they can enhance their skills. Consistent feedback also fosters open communication and supports continuous improvement.

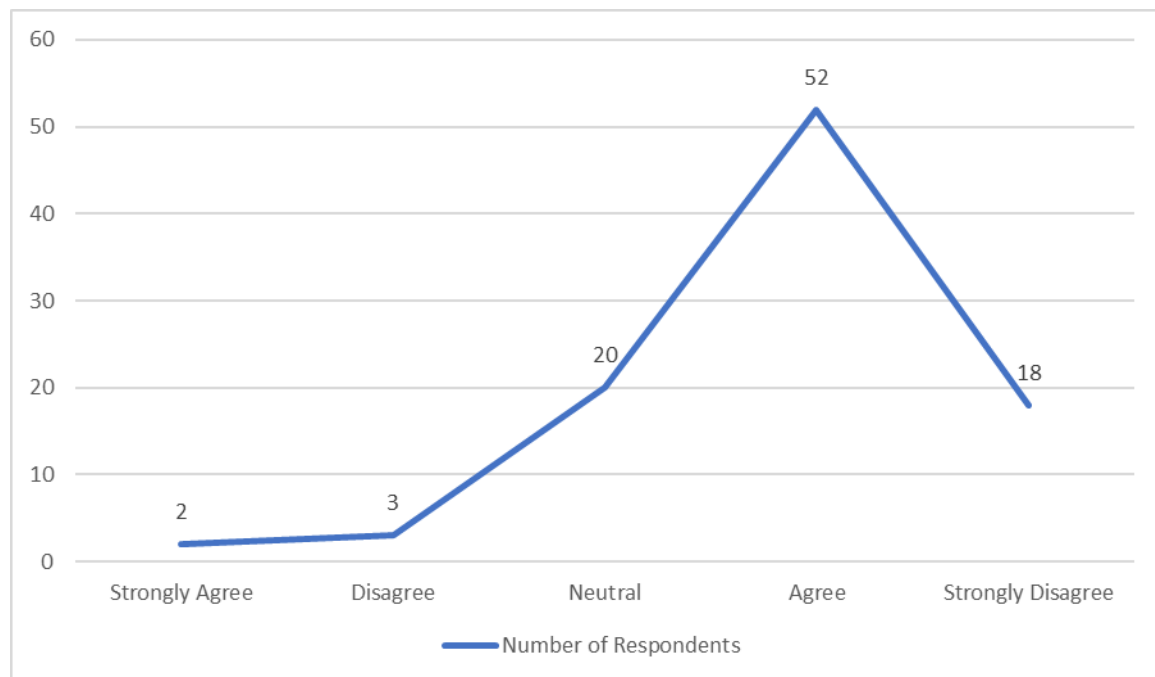
**Table-4(b):** Manager provides employees with adequate feedback

ATTRIBUTES	NUMBER OF RESPONDENTS	PERCENTAGES
Strongly Agree	02	2.1
Disagree	03	3.1
Neutral	20	21.0
Agree	52	54.7
Strongly Agree	18	18.9
TOTAL	95	100

Source: Primary Data

The table 4(a) reveals that, The majority of respondents (74%) either agreed (52%) or strongly agreed (18%) with the statement, reflecting overall positive feedback. A smaller portion (5%) disagreed, while 21% remained neutral, suggesting general approval with some varying levels of opinion.

### GRAPH



**Fig-4(b):** Manager provides employees with adequate feedback

The fig 4(b) reveals that, according to the above table, 54.7% of employee's votes as agree, 18.9% of employee's votes as strongly agree that the manager provides them with adequate feedback. 21% of employee's feel that the manager doesn't provide them adequate feedback.

### ANALYSIS OF FINDINGS

The important findings known by studying HR Audit are:

There is a nice way of communication between the manager and employees which determines an effective relationship between them. The organization is taking care of their employees by providing essential training which results in their development. The organization is providing enough job promotion activities which results in progress of employees. The organization has enough care about their customers to serve them in an innovate way, which determines that their work policies or well developed and organized. The organization is recognizing the employees work by making appraisals which shows that hard work is usually rewarded, whenever employees does a good job. The working environment of the company is good, where the employees share their work and they focus on finding the solution to the problem rather than finding someone to blame. It shows that the morale is high and they find ways to improve their performance. Employees have enough cooperation to get their work done and they respect each other. It shows that there is equality among the employees working in the organization. Employees feel that they have job security and they prefer others to seek employment in the organization. The organization is providing all necessary benefits to the employees and they feel that the benefits are reasonable. Most of the employees feel that they are very much satisfied to work for this organization.

## **RECOMMENDATIONS**

### **Managerial implication**

The managerial implication of HR audit at Penver Products Pvt. Ltd. highlights the need for aligning HR policies with strategic business goals to enhance productivity and compliance. Managers should regularly monitor HR practices to ensure transparency, fairness, and legal adherence. It's crucial to invest in employee training and performance management systems for continuous improvement. The audit reveals opportunities to strengthen recruitment, retention, and employee engagement strategies. Implementing feedback mechanisms will help identify and resolve workplace issues proactively. HR data analytics should be utilized to support informed decision-making. Finally, fostering a culture of accountability will lead to improved organizational efficiency and employee satisfaction.

### **Policy maker's implication**

Policy makers at Penver Private Ltd play a pivotal role in shaping the company's HR audit processes, ensuring alignment with both legal requirements and organizational objectives. They establish and enforce policies that guide HR practices, fostering a culture of compliance and accountability. By setting clear guidelines and expectations, policy makers facilitate the identification of areas for improvement within HR functions. This proactive approach helps mitigate legal risks, enhances operational efficiency, and aligns HR strategies with the company's broader goals.

It's important to note that while HR audits are not legally mandatory in India, they are considered best practice for ensuring compliance with labor laws and industry standards. Conducting regular HR audits allows organizations to identify gaps in processes and skills, maintain a competitive advantage, and establish efficient documentation and technology practices. Policy makers' involvement in this process ensures that HR audits are conducted effectively and lead to meaningful improvements in HR practices.

**Scholar contribution**

While specific scholarly contributions regarding HR audits at Penver Private Ltd are not publicly documented, academic research provides valuable insights into the broader implications of HR audits in organizations. For instance, a study examining HR audits in Ahmedabad's organized retail sector found that HR audits play a significant role in enhancing employee job satisfaction by identifying policy gaps and improving HR efficiency. HR managers in the study reported that audits help align HR practices with organizational goals, fostering a more satisfied workforce.

Additionally, research in emerging economies indicates that HR audits can serve as tools for employee retention and organizational citizenship behaviour. The study highlighted that effective HR strategies, facilitated by regular audits, positively impact employee retention, although the mediating role of HR effectiveness between audits and organizational citizenship behavior was not significant.

These studies underscore the importance of HR audits in enhancing organizational practices, aligning HR strategies with business objectives, and improving employee satisfaction and retention.

**SCOPE OF FURTHER STUDY**

The scope of future studies on HR audits at Penver Products Pvt Ltd can encompass several key areas to enhance organizational effectiveness and employee satisfaction. Integrating HR analytics into audit processes can provide data-driven insights into workforce planning, performance management, and employee retention strategies. Additionally, exploring the role of artificial intelligence and automation in streamlining audit procedures can improve efficiency and accuracy. Assessing the alignment of HR practices with the company's strategic goals can ensure that human resources contribute effectively to organizational success. Furthermore, evaluating employee perceptions and experiences during audits can foster a culture of transparency and trust. Lastly, examining the impact of HR audits on compliance with legal and ethical standards can mitigate risks and enhance the company's reputation. These areas offer valuable opportunities for future research to optimize HR practices.

**LIMITATIONS OF THE STUDY**

The audit information may or may not be accurate. Though the information gathered from the employees who are working in the organization may or may not reveal the truth. There is a chance of gathering false information.

Time tasking element depends upon the employees working in the organization. If the permit us our work concludes shortly. Otherwise, it may move for a long period of time.

The actual environment of organization cannot be known and the employees won't reveal them us.

The actual problem occurring by the employees cannot be identified. We can't find the solution to them.

**CONCLUSION**

According to the opinions of the employees we know that they are very much satisfied and need few minor changes in their working environment in the organization. Most of the employees are satisfied and the organizations should take necessary actions to increase their employee's satisfaction levels which results in their growth.

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