

A
PROJECT ON
“HR AUDIT”
AT
EMERSON PROCESS MANAGEMNT (INDIAN) PVT. LTD.
SUBMITTED TO
SAVITRIBAI PHULE PUNE UNIVERSITY.

IN PARTIAL FULFILLMENT OF
MASTER IN BUSINESS ADMINISTRATION (M.B.A)

SUBMITTED BY
MS. JYOTI NARAYAN WANKHEDE
UNDER THE GUIDENCE OF
PROF. SUNITA KHARATE



ZEAL INSTITUTE OF BUSINESS ADMINISTRATION COMPUTER
APPLICATION AND RESEARCH, NARHE, PUNE 411041.

2021-2023



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that the Summer internship Project (SIP) Work Title is **A Study of HR Audit** a bonafide work **Jyoti N. Wankhede** Exam Seat Number-**23239** Carried out in partial fulfillment for the award of degree of **Master of Business Administration(MBA)** under Savitribai Phule Pune University.

This Project work is original & not submitted earlier for the award of any degree/diploma of any other University/ institutes.

A. K. Kulkarni
Project Guide



[Signature]
Director

Place- Pune

Date- 30/03/23

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Emerson Process Management
(India) Pvt. Ltd.
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Talegaon MIDC Phase 2, Mindewadi,
Taluka Mawal, District Pune - 410506
CIN No : U29196MH1981PTC024115
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28th Dec 2022

Certification of Completion

This is to certify that Ms. Jyoti Wankhede from Zeal Institute of Business Administration, Computer Application and Research from Narhe, Pune has complete the internship program with Emerson Process Management (I) Pvt. Ltd, Talegaon, Pune on HR Audit - from 5th Sept 2022 to 5th Nov 2022.

During this internship program her performance was found satisfactory and to the best of industry. She is found to be committed to the assignment and tasks assigned and has shown desire to learn and complete the task systematically.

We wish her all the success in future endeavor.

For Emerson Process Management (I) Pvt. Ltd.

Hemangi Dhokte
Sr. Manager HR



ACKNOWLEDGMENT

This report is an outstanding prospect to convey my gratefulness to those many people whosetimely Help and guidance went a long way in finishing this project work from commencementto the achievement.

I would like to express my sincere gratitude towards HEMANGI DHOKTE for giving me anopportunity to explore the practical knowledge given by the company.

This project could not be completed without the guidance and support of Prof. SUNITA KHARATE.

I am very glad to work with the organization as an intern. Again. I am grateful to HEMANGIDHOKTE for his guidance and help during my days in EMERSON PROCESS MANAGEMENT PVT. LIT.

Last but not least, I would like to thank my fellow interns in EMERSON PROCESS MANAGEMENT (INDIAN) PVT. LIT. and my faculty for providing me necessary help during understanding the topic.

Working on this SIP has proved to be an enlightening experience for me.

Tyoti

Tyoti N. Klonkhede

DECLARATION

I am Jyoti Narayan Wankhede, Student of MBA of ZIBACAR Batch 2021-2023 hereby declare that, the project title "HR Audit" at Emersion Process management (Indian) Pvt. Ltd. is an original piece of research work carried out by me under the guidance of Prof. Sunita Kharate. The information has been collected from genuine and authentic sources. The work has been submitted in partial fulfilment of the degree of Master of Business Administration to Savitribai Phule Pune University.

Date: 30/03/23

Place: Pune



Signature

Jyoti Narayan Wankhede

INDEX

Sr. No.	Title	Page No.
1.	Executive Summary	1
2.	Introduction	3
3.	Objectives	5
4.	Industry Profile	6
5.	Company Profile	9
6.	Theoretical Background	11
7.	Research Methodology	18
8.	Data Analysis & Interpretation	19
9.	Findings	30
10.	Limitation of study	31
11.	Conclusion	32
12.	Suggestions	33
13.	Learning Of the Student Through the Project	34
14.	Bibliography	35
15.	Annexure	36

EXECUTIVE SUMMARY

Many operations in the manufacturing and service industries in recent years require competitive HR practices. So, this report stresses on HR planning and audit practices. HR planning is all about good strategic management good business management and particularly good people management. It is important to put thought and careful planning into your human resource practices.

The purpose of the HR Audit is to conduct a more in-depth analysis of the HR function to identify areas of strength and weakness and where improvements may be needed. Conducting an audit involves a review of current practices, policies, and procedures, and may include benchmarking against organizations of similar size and or industry.

This report aims to figure out the practices, employee perception and measures adopted by EMERSON PROCESS MANAGEMENT (INDIAN) PVT. limited for Human resource planning and audit. EMERSON PROCESS MANAGEMENT (INDIAN) PVT. Limited is moving towards a more sophisticated human resource planning process. Questionnaire method is used to check the authenticity of data given by the respondents.

Project Title- Study of HR Audit

Organization- EMERSON PROCESS MANAGEMENT (INDIAN) PVT. LTD.

Location - Pune

Objectives-

- To analyze the return on investment in training through HR audit.
- To understand the return on investment in training is considered in HR audit.
- To evaluate the performance of workers and employees.
- To evaluate implementation of policies.

Need-

1. Employee Participation and Identification:

A change has taken place in managerial philosophy. The management now feels the employee's participation in the activities of the company and their identification with its essential for the successful making of the company.

2. Feedback:

As a company grows, constant feedback is required to enhance the conduct of its personnel. It becomes much easier with the help of a human resource audit as it provides required feedback. Especially, diversified and decentralized companies need feedback more essentially.

3. Meet the Challenges of Trade Union:

Trade unions have become more powerful and are playing a more active role in human resource management. They often question management's competent in industrial relations. Management can meet this challenge through the HR audit.

4. To Tackle the Problems Related to Women Employees:

The growing proportion of technical, professional and women employees create more complicated problems in human resource management. An HR audit is required to tackle these problems.

5. Protect Employee Interest:

HR audit helps in refraining from the interventions caused by the government for protecting the employees' interest.

6. Rising Labor Costs and Increasing Opportunities:

Human resource audit is becoming necessary due to rising labor cost and increasing opportunities for competitive advantage in human resource management.

INTRODUCTION

The word "audit" comes from the Latin verb *auride*, 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.

Auditing has been a routine exercise in the area of finance, especially because it is a statutory obligation. However, in case of Human Resource, there is no legal binding to adopt auditing. Some of the companies Nevertheless prefer to have Human Resource audits.

Like any audit, the Human Resource Audit is also a systematic formal process, which is designed to examine the strategies, policies, procedures, documentation, structure, systems and practices with respect to the organization's human resource management. It systematically and scientifically assesses the strengths, limitations, and developmental needs of the existing human resources from the larger point of view of enhancing organizational performance.

The human resource audit is based on the premise that human resource processes are dynamic and must continually be redirected and revitalized to remain responsive to the ever-changing needs. Human Resource Audits are not routine practices aimed at problem solving. Instead of directly solving problems, HR audits, like financial audits, help in providing insights into possible causes for current and future problems.

An HR Audit is like an annual health check-up, it plays a vital role in instilling a sense of confidence in the Management and the HR functions of an organization.

It is mechanism to review the current HR policies, practices and systems to ensure that they fulfil the rules and regulations. The audit also helps in identifying the areas of improvement in the IIR function. Nowadays, the audit is done regularly in the organizations.

The HR audit covers various functions of HR like Recruitment, Compensation & Benefits, Performance evaluation. Termination Process and exit interviews etc.

A properly conducted audit helps in the following:

- I. To recognize strengths
- II. Builds confidence in HR function
- III. Ensures effective HR policies
- IV. To reveal problem areas
- V. To evaluate the performance of employees
- VI. To evaluate the HR planning function of firm

Human resources are the people in an organization, so a human resources audit is a look at those people and the processes that put them in place to make sure the system is working 3 efficiently. An HR audit also goes beyond looking at the hiring process into areas like employee retention, budgeting, training, employee compensation, management employee relations and virtually any process or practice within the company that affects its people.

OBJECTIVES OF THE STUDY

1. To review every aspect of management of HR Audit to determine the effectiveness of each program in an organization.
2. To seek explanation and information in respect of failure and success of HR Audit.
3. To evaluate implementation policies.
4. To evaluate the performance of personnel staff and employees.
5. To seek priorities, values and goals of management philosophy.

INDUSRTY PROFILE

The history of Human Resource Management (HRM) begins around the end of the 19th century, when welfare officers (sometimes called 'welfare secretaries') came into being. They were women and involved with the protection of women and girls. Their creation was a reaction to the:

- Harshness of industrial conditions
- Pressures arising from the extension of the franchise
- Influence of trade unions and the labor movement
- Campaigning of enlightened employers, often Quakers, for what was called 'industrial betterment'

As the role grew there was some tension between the aim of moral protection of women and children and the need for higher output.

20th century developments

The First World War accelerated change in the development of personnel management. Women were recruited in large numbers to fill the gaps left by men going to fight. This meant reaching agreement with trade unions (often after bitter disputes) about 'dilution-accepting unskilled women into craftsmen's jobs and changing manning levels.

During the 1920s, jobs with the titles of 'Labor Manager' or 'Employment Manager' were introduced to the engineering industry and other industries where there were large factories. The role involved handling absence, recruitment, dismissal and queries over bonuses. Employers' federations, particularly in engineering and shipbuilding, negotiated national pay rates with the unions, but there were local and district variations and there was plenty of scope for disputes.

During the 1930s, the economy was beginning to pick up. Big corporations in these newer sectors saw value in improving employee benefits as a way of recruiting, retaining and motivating employees. But older industries such as textiles, mining and shipbuilding were hit

by the worldwide recession. These sectors did not adopt new techniques, seeing no need to do so because they had no difficulty in recruiting labor.

The Second World War brought about welfare and personnel work on a full-time basis at all establishments producing war materials. The Ministry of Labor and National Service insisted on it, just as the Government had insisted on welfare workers in munitions factories in the previous conflict. The Government saw specialist personnel management as part of the drive for greater efficiency. As a result, the number of people in the personnel function grew substantially; there were around 5,300 in 1943.

REAPING THE REWARDS OF HR

By 1945, employment management and welfare work had become integrated under the broad term 'personnel management'. Experience of the war had shown that output and productivity could be influenced by employment policies. The role of the personnel function in wartime had been largely that of implementing the rules demanded by large-scale, state-governed production. As a result, the image of an emerging profession was very much a bureaucratic one.

Following the development of poor industrial relations during the 1960s, a Royal Commission under Lord Donovan was set up. Reporting in 1968, it was critical of both employers and unions; personnel managers were behavior for lacking skills and failing to plan industrial relations strategies. At least in part, Donovan suggested, these deficiencies were a consequence of management's failure to give personnel management sufficiently high priority.

In the 1960s and 1970s employment started to develop significantly. At the same time personnel techniques developed using theories from the social sciences about motivation and behavior. Selection testing became more widely used and management training expanded. During the 1970s, specialism started to develop with reward and resourcing, for example, being addressed as separate issues.

Around the mid-80s, the term 'Human Resource Management' arrived from the USA. The term 'Human Resources' is an interesting one; it seemed to suggest that employees were an asset or resource-like machines, but at the same time HR also appeared to emphasize employee commitment and motivation. At Consensus HR, we always emphasize to clients the

importance of making the most of one of your most important business assets and resources: your people.

Today's HR activities

In today's HR world we ensure that we cover a number of specialist disciplines, including:

- Diversity (plus other aspects of employment law)
- Reward (including compensation, benefits, pensions)
- Resourcing (such as recruitment, disciplinary and redundancy processes)
- Employee relations (including performance and absence management)
- Organization development and design
- Learning and development
- Correcting systems, policies & procedures

These disciplines ensure that your business is working to best practice, within the law and making maximum use of its team. This offers financial and operational benefits to the business and team.

COMPANY PROFILE



Company Name - Emerson Process Management (Indian) Pvt. Ltd. Is
Website - <https://www.emerson.com>
Location - Talegaon MIDC Phase 2, Pune Maharashtra
Types of Company - Private limited Company
Industry - Manufacturer
Founder - John Wesley Emerson
Founded - 1890
Headquarters - Missouri, United States
CIN - U29196MH1981PTC024115
Email - marcom-india@emerson.com
Telephone no - +91(211)4611100
Registration No - 024115

About company,

Emerson Process Management is a leading supplier of process management products and solutions, including control valves, regulators, transmitters, analyzers, and automation systems. Its Process Systems business makes automation systems which build the proven Plant Web digital plant architecture.

Emerson's two core business platforms — Automation Solutions and Commercial & Residential Solutions — allow us to identify and confront the challenges of an increasingly complex and unpredictable marketplace from a position of strength, driving near- and long-term value as a trusted partner for our customers.

As we continue to build our business, we are developing new solutions in our long-standing areas of Heating, Ventilation, Air Conditioning and Refrigeration (HVACR), professional tools, cold chain monitoring and food waste management.

Company Vision

We deliver sustainable solutions that improve efficiency, reduce emissions and conserve resources. We lead our customers through complex technical, regulatory and economic challenges. We strive to advance health, comfort, food quality and safety.

Company Mission

Our mission as a company is to create long-term value for our shareholders, customers, and employees through a passionate commitment to excellence and a disciplined management process, which together drive sustained competitive advantage in a dynamic global market.

Theoretical Background

HR Audit is an objective examination of your company's HR policies, practices and procedures. The goal is to look for problem areas and identify ways to improve. You can hire an outside company to conduct the audit, or you can entrust your HR department to conduct an internal audit.

NEED OF HUMAN RESOURCE AUDIT

1. Employee Participation and Identification:

A change has taken place in managerial philosophy. The management now feels the employee's participation in the activities of the company and their identification with its essential for the successful making of the company.

2. Feedback:

As a company grows, constant feedback is required to enhance the conduct of its personnel. It becomes much easier with the help of a human resource audit as it provides required feedback. Especially, diversified and decentralized companies need feedback more essentially.

3. Meet the Challenges of Trade Union:

Trade unions have become more powerful and are playing a more active role in human resource management. They often question management's competent in industrial relations. Management can meet this challenge through the HR audit.

4. Rising Labor Costs and Increasing Opportunities:

Human resource audit is becoming necessary due to rising labor cost and increasing opportunities for competitive advantage in human resource management.

5. Protect Employee Interest:

HR audit helps in refraining from the interventions caused by the government for protecting the employees' interest.

6. To Tackle the Problems Related to Women Employees:

The growing proportion of technical, professional and women employees create more complicated problems in human resource management. An HR audit is required to tackle these problems,

SCOPE OF HR AUDIT

Generally, no one can measure the attitude of human being. Hr. audit must cover the activities of the department and extend beyond because employees' problems are not confined to the HR department alone. So, it is very much broad in nature. It should evaluate the personnel function, the use of its procedures by the managers and the impact of these activities on the employees.

It covers the following HR areas:

1. audit of HR function:

This involves audit of all HR activities. For each activity, auditor must (I) determine the objective of each activity, (ii) identify who is responsible for its performance, (iii) review the performance, (iv) develop an action plan to correct deviation, if any (v) follow up the action plan.

2. Audit of managerial compliance:

This involves audit of managerial compliance of personnel policies, procedures and legal provisions. How well re these complied with should be uncovered by the audit so that corrective action can be taken.

3. Audit of HR climate:

The Hr. climate has an impact on employee motivation, morale and job satisfaction. The quality can be measured by examining employee turnover, absenteeism, safety records and attitude surveys.

- Employee turnover
- Absenteeism
- Accidents
- Attitude surveys

4. Audit of corporate strategy:

HR professionals do not set corporate strategy but they strongly determine its success. Corporate strategy helps the organization gain competitive advantage. By SWOT analysis, top management devises the ways of gaining and advantage.

Whether the company stresses superior marketing channels, service, innovation, or Some other approach, HRM is affected.

BENEFITS OF HR AUDIT

The team responsible for supervision should represent a cross-section of the organization's staff, including employees, middle and senior managers, and personnel responsible for the human resources function. The organization provides a variety of benefits. These are:

- 1) Getting top management to think about strategic and long-term business plans
- 2) Explaining the role of the HRD department and line managers in HRD
- 3) Streamline other management processes
- 4) better recruitment policy and more professional staff
- 5) Changes in top management practices
- 6) Improvement in the HRD system
- 7) Better planning and more efficient training
- 8) Increased focus on human resources and human skills
- 9) Strengthen accountability through the evaluation system and other mechanisms
- 10) Measures of TQM

HR AUDIT PROCESS

Several benefits associated with Human Resource audit are listed below. An audit reminds member of HR department and others its contribution, creating a more professional image of the department among manager and specialist. The audit helps clarify the department's role and leads to greater uniformity, especially in the geographically scattered and decentralized HR function of large organizations. Perhaps most important, it finds problems and ensures compliance with a variety of laws and strategic plans in an organization.

- Identifies the contribution of Human Resource department to the organization
- Improves the professional image of the Human Resource department.
- Encourages greater responsibility and professionalism among member of the Human Resource department.
- Clarifies the HR department's duties and responsibilities.
- Stimulates uniformity of HR policies and practices.
- Finds critical HR problems.
- Ensures timely compliance with legal requirements.
- Reduces human resource cost through more effective Human Resource procedure.

Types of HR Audit

1. I-9 Audit

These audits take place to ensure that there is an I-9 form for all employees in the company. The I-9 form is a legal requirement for companies to verify that all their workers have valid employment authorization. This step is a must for employment in the United States of America.

An I-9 Audit checks for any mistakes in the filling procedure of this form. It also looks into the need for further documentation in the future.

2. Policies

An audit on policies reviews the company's current and upcoming policies to ensure consistency. Policy audits are also necessary to ensure that they have full compliance with the governing legal norms.

3. Legal Compliance Audit

Compliance Audits ensure that the company's practices are one with all employment laws. These audits look into the leave structure, disability structure, health and safety, hr. policies, payroll, etc.

4. Departmental

This kind of audit specifies all its efforts in one department. It can be payroll, benefits, performance, etc. Departmental audit keeps on changing departments to review different divisions of a company.

5. Salary and Working Hours

This audit looks into uncovering mistakes in the company's salary structure and working hours for its workers. It reviews the legal working hours for everyone, salary computations, overtime compensation calculations, etc.

6. Safety

A safety audit looks into the steps necessary to ensure employee health. While working onsite or even at the office, a worker may be vulnerable to many aspects challenging its health. This audit makes sure that a company does everything possible to limit risk in the workplace.

7. Hiring

As the name suggests, a hiring audit reviews the hiring process of a company. It ensures that the hiring strategies are consistent, effective, efficient, and fair.

8. Employee Training

This audit checks up on the employee training and development programs in a company. It identifies where new training programs are necessary and how to improve on the old ones.

9. Benefits & Compensation Package

A benefits & compensation package audit checks up on the salary and benefits package. This audit looks upon minimum wage, compensation as per the company's objectives, appropriate employee benefits, etc.

HR Audit Checklist

An HR checklist is a list of things you must keep an eye on while performing HR Audits on different divisions. These checklists are generally very long, but here are some critical points for various departments to keep it short today.



Employee Documentation



Compensation & Rewards



Labor Laws



Employee Training & Development



Performance Review/Analysis



Employee Handbook



Health & Safety



Selection & Onboarding Process

What is the Purpose of the Audit?

- To look for potentially serious problems (land mines)?
- To find areas needing improvement?
- To document processes for use in merger or reorganization?
- To address compliance issues?

Sources of Data

1. What do the written policies and procedures say?
2. What do the HR managers say?
3. What do the line managers say?

Basics

- How many employees are there in HR (and related departments e.g., training)?
- What is the org chart for the HR department?
- What is the HR budget?

Recruitment

- How are candidates sourced?
- How are candidates selected?
- Are legal requirements met?
- Are the same processes used for all jobs, all locations?
- Are processes followed consistently?

Compensation and Benefits

- What are the different policy groups (e.g., management, clerical, union)?
- How is base pay policy set?
- What grading/job evaluation systems are used?
- Are there up-to-date job descriptions?
- What variable pay practices are in place?
- How are pay increments decided?
- What is the benefits plan?
- Are the same processes used for all jobs, all locations?
- Are processes followed consistently?

Workforce Review

- Are there any critical skills shortages?
- Are there any critical succession issues?
- Is there anything unusual in the distribution of worker age, gender etc.?
- What workforce planning processes are used?
- What succession planning processes are used?
- Are the same processes used for all jobs, all locations?
- Are processes followed consistently?

Training and Development

- How much training is given?
- How is the training program managed?
- Are there any staff development programs?
- Are the same processes used for all jobs, all locations?
- Are processes followed consistently?

Industrial Relations

- What unions exist and what jobs are covered?
- What collective agreements are in place, when do they expire?
- How many grievances are there per year?
- Are there any outstanding grievances?

Legal

- Are processes in place to manage compliance issues for all relevant jurisdictions?
- Is there any outstanding litigation?
- Are the same processes used for all jobs, all locations?
- Are processes followed consistently?

HR Technology

- What technology is installed?
- How up-to-date is the technology?
- Is the data clean?
- Are there any important technology projects in progress?

Strategic HR

- Where does the most senior HR person report in to?
- How much interest does top management have in HR issues?
- Some Other Audit Techniques to Consider Audit of corporate culture.
- Competency audit of HR staff.
- Metrics based audit using metrics such as those proposed by the Saratoga Institute.
- Audit of customer satisfaction with HR.

Research Methodology

Research methodology refers to the systematic process of conducting research that involves planning, designing, conducting, analyzing, and interpreting data to answer research questions or test hypotheses. It includes a range of techniques and procedures that researchers use to collect and analyze data, such as qualitative, quantitative, or mixed methods research.

Research methodology also involves a clear definition of the research problem, setting research objectives, developing a research design or plan, selecting participants or samples, collecting and analyzing data, and interpreting findings. A research methodology should be systematic, replicable, and transparent to ensure that the findings are valid and reliable.

The choice of research methodology depends on the research question, the type of data needed, the availability of data sources, the resources available, and the research setting. Common research methodologies include surveys, interviews, case studies, experiments, content analysis, and meta-analysis.

Research methodology is the specific procedures or techniques used to identify, select, process and analyze information about a topic.

The research study is a descriptive study Questionnaire is designed to collect the data from employees of Emerson Process management (Indian) Pvt. Ltd.

Research Objective

the research objectives for an HR audit project may vary depending on the specific goals and scope of the project. However, some common research objectives for an HR audit project could include:

1. To evaluate the effectiveness of HR policies and procedures: This objective aims to assess the extent to which HR policies and procedures align with the organization's goals and objectives, and whether they are effective in achieving the desired outcomes.
2. To identify areas for improvement in HR practices: This objective seeks to identify areas where HR practices can be improved, such as recruitment and selection, training and development, performance management, and compensation and benefits.
3. To ensure compliance with legal and regulatory requirements: This objective aims to evaluate the organization's compliance with legal and regulatory requirements related to HR practices, such as equal employment opportunity, labor laws, and workplace safety regulations.
4. To assess employee satisfaction and engagement: This objective seeks to measure employee satisfaction and engagement with HR practices, such as job satisfaction, employee motivation, and retention.
5. To benchmark HR practices against industry best practices: This objective aims to compare the organization's HR practices against industry best practices and identify areas where the organization can improve its HR practices to remain competitive.

Types of research

here are several types of research that can be conducted for an HR audit project. Some of the most common types include:

1. **Quantitative research:** This involves the use of statistical and numerical data to analyze various HR metrics such as employee turnover, retention rates, and absenteeism.
2. **Qualitative research:** This involves gathering non-numerical data through interviews, surveys, or focus groups to gain insights into HR practices, employee attitudes, and organizational culture.
3. **Comparative research:** This involves comparing HR practices and outcomes across different departments, business units, or organizations to identify best practices and areas for improvement.
4. **Action research:** This involves using research findings to identify and implement changes in HR practices, and then evaluating the effectiveness of those changes over time.

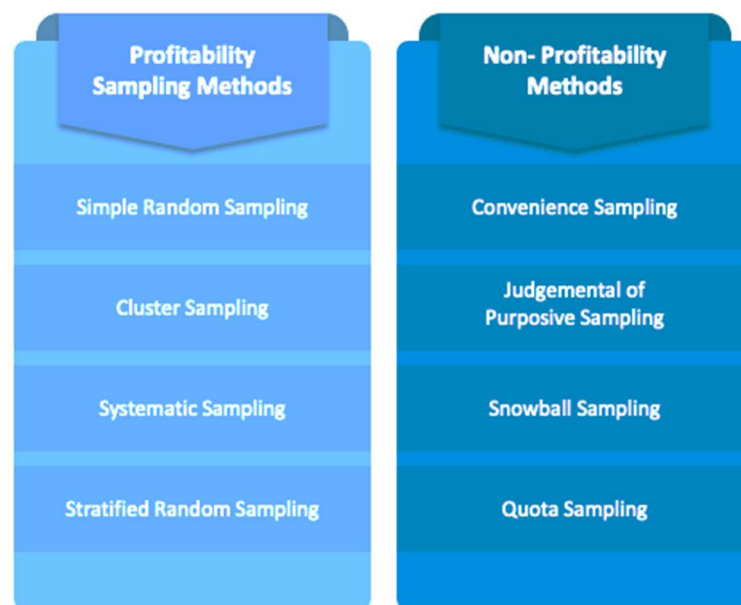
Data collection

The research study is a descriptive study Questionnaire is designed to collect the data from employees of Emerson Process management (Indian) Pvt. Ltd.

- **Primary Data:** Primary data on HR audit refers to the original data collected by an organization or research team directly from employees, managers, and other stakeholders within the organization. This type of data is collected specifically for the purpose of the HR audit and is usually collected through methods such as surveys, interviews, focus groups, and observation.
- **Secondary Data:** secondary data that may be relevant to an HR audit could include information on employee turnover rates, industry benchmarks for compensation and benefits, HR best practices, or data on HR technology usage. Secondary data can be used to provide context and benchmarking information for the audit, as well as to help identify areas of focus or potential opportunities for improvement. It can also be used to support and validate findings based on primary data collected during the audit process. By leveraging secondary data, HR audit teams can gain a more comprehensive and objective understanding of the HR landscape within their industry or organization.

Sampling Method

- **Profitability Sampling:** Researcher choose simple from broader population this technique known as Profitability Sampling.
- **Non-Profitability Sampling:** **Non-Profitability Sampling** is a sampling method where samples are chosen not through random selection but rather the researchers subjective assessment.



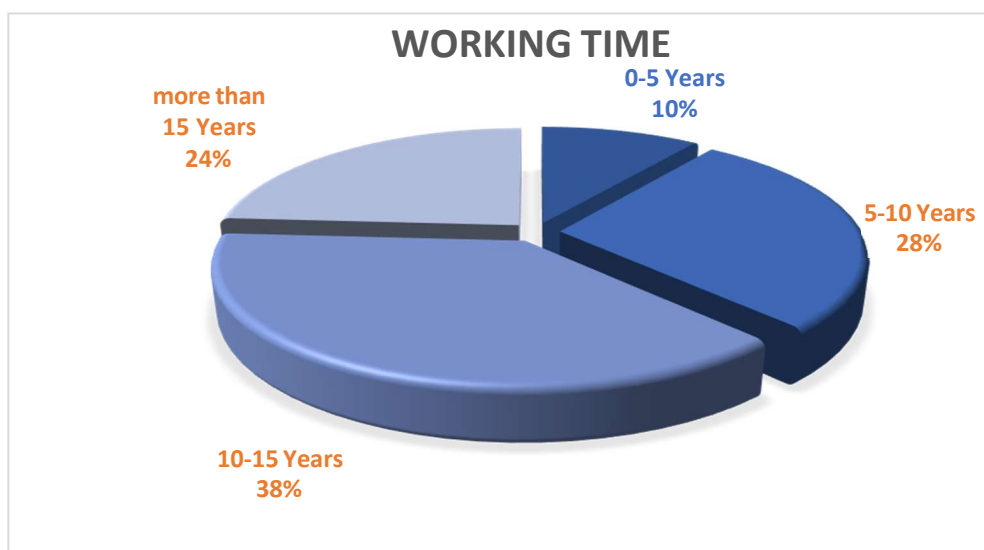
Sample size: 50 employees are respondents.

ANALYSIS AND INTERPRETATION

I take around 50 employees of Company. In that 18 woman and 32 are man. We design a questionnaire to collect the responses from employees.

Q1. Since how many years have you been working with Emerson Process Management Indian Pvt. Ltd.?

- a) 0-5 Years
- b) 5-10 Years
- c) 10-15 Years
- d) More than 15 Years



Sr. No.	Years	Respondents	Percentage
1	0-5 Years	5	10%
2	5-10 Years	14	28%
3	10-15 Years	19	24%
4	More than 15 Years	12	38%
Total	-	50	100%

Interpretation: From the above diagram we come to know that 10% people are working in Emerson Process Management Indian Pvt. Ltd. in the last 5 years. 28% of people are working for 10 years. 24% people are working for 15 years which is really appreciable. And 38% people are working since more than 15 years i.e., they are loyal to the company.

Q2. Does the company do proper HR Planning for achieving targets?

- a. Yes
- b. No

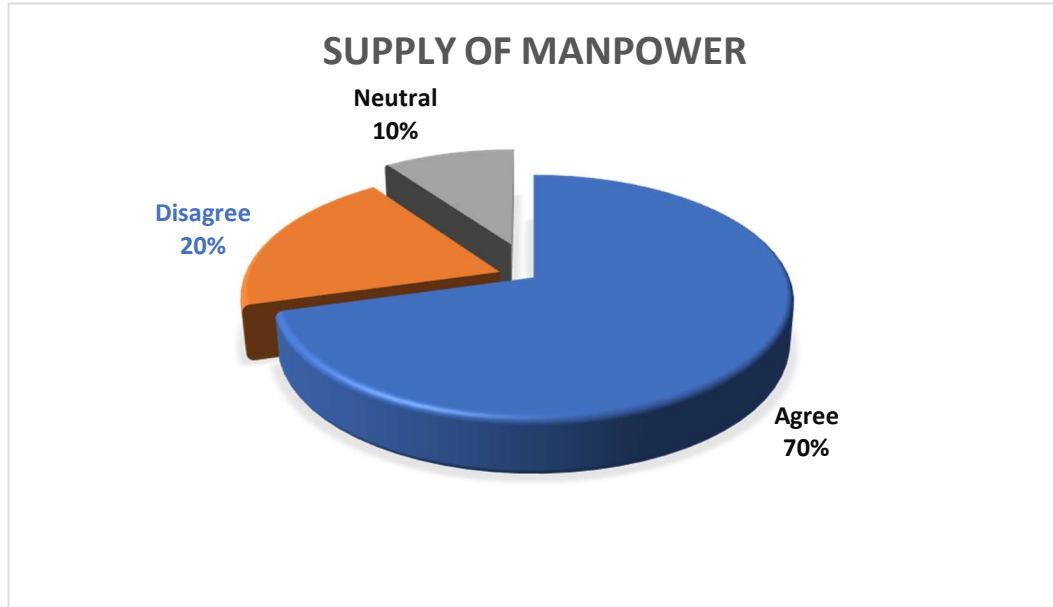


Sr. No.	Element	Respondents	Percentage
1	Yes	31	64%
2	No	19	36%
Total	-	50	100%

Interpretation: In this diagram, 64% people said that the proper HR Planning is done in EMERSON PROCESS MANAGEMENT and 36% people said they don't make any planning for HR so here company need to make proper decision to achieve the HR planning target.

Q3. Does HR provide an adequate pool of employees after HR Planning Process?

- a. Agree
- b. Disagree
- c. Neutral



Sr. No.	Element	Respondents	Percentage
1	Agree	36	70%
2	Disagree	10	20%
3	Neutral	4	10%
Total	-	50	100%

Interpretation: In above diagram we see that 70% people are satisfied with the supply of manpower in organization in other hand, people of 20% are disagreeing about this. On the next side we see that 10% people are not agreed and disagree. They are neutral in their opinion.

So here company is need to observe the requirement of employees and recruit as soon as possible.

Q4. Is the company having sufficient employees?

- a. Have sufficient No. of Employees
- b. No don's sufficient employees



Sr. No.	Element	Respondents	Percentage
1.	Have sufficient No. of Employees	30	60%
2.	No don's sufficient employees	20	40%
Total	-	50	100%

Interpretation: In this diagram the company's employees say that are having 60% means enough number of employees to work. But 40% of people said that they don't have. So here company need to hire some employees if there is having some need of backup.

Q5. Is the organization doing timeliness Planning & audit for HR requirements?

- a. Yes
- b. No

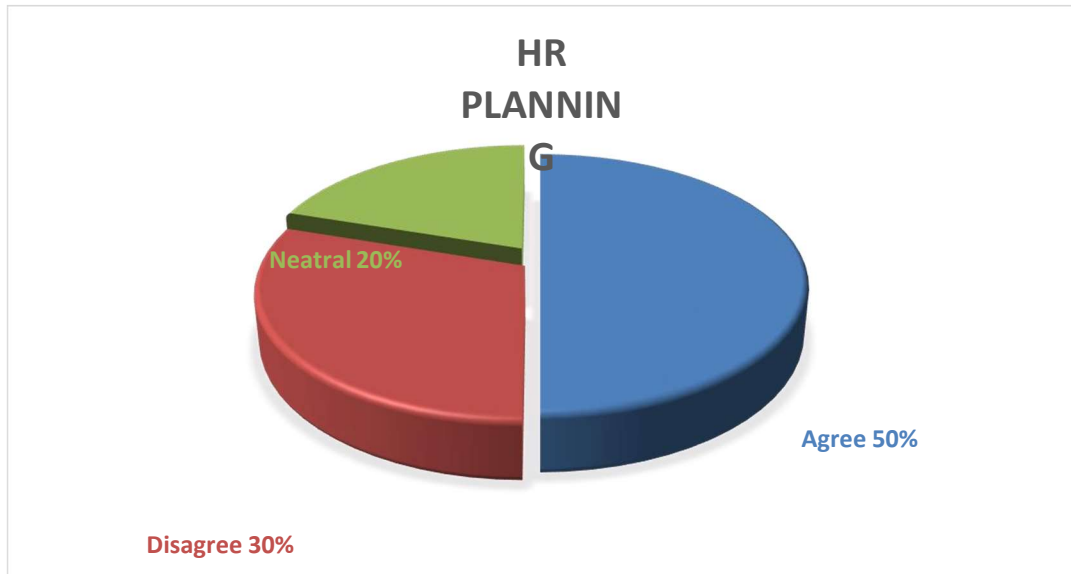


Sr. No.	Element	Respondents	Percentage
1	Yes	18	40%
2	No	32	60%
Total	—	50	100%

Interpretation: We get from diagram is that 40% people are about the timely preparedness for HR audit and other HR planning also. So, on the other hand. 60% of people said that they disagree about this. this indicates that company is need to be more careful and need to make planning for HR audit.

Q6. Do you think the company is doing HR Planning according to the skills, knowledge, and education of existing employees?

- a. Agree
- b. Disagree
- c. Neutral

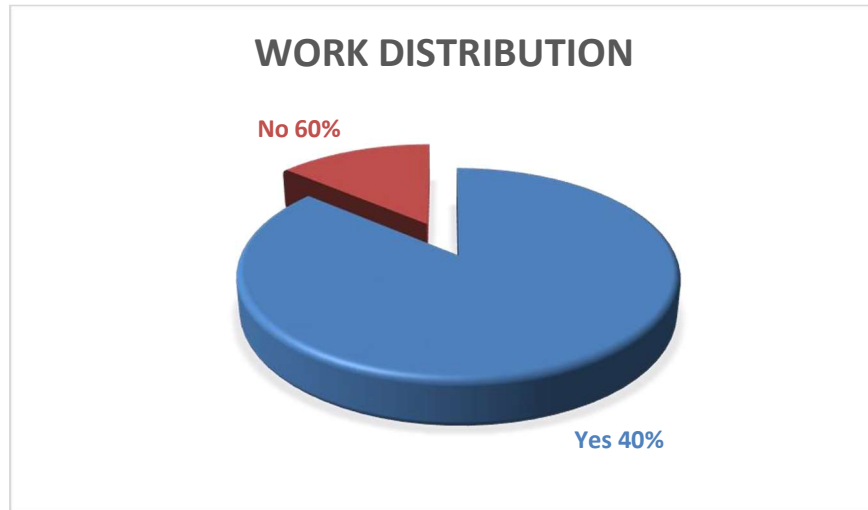


Sr. No.	Element	Respondents	Percentage
1.	Agree	25	50%
2.	Disagree	15	30%
3.	Natural	10	20%
Total	-	50	100%

Interpretation: Here we ask them about the HR planning is done according to skill knowledge and education or not. So, 50% people is having positive reply and 30% are negative about this. And remaining 20% people are not having that much idea.

Q7. Is the work evenly distributed among the employees because of the existing IIR Planning Process?

- a. Yes
- b. No

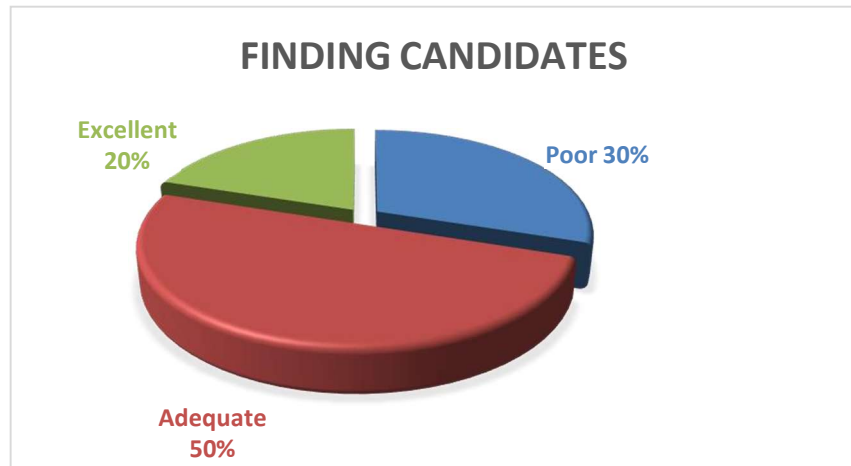


Sr. No.	Element	Respondents	Percentage
1	Yes	30	60%
2	No	20	40%
Total	-	50	100%

Interpretation: In the given figure 60% people are agree about the work distribution of company. Another 40% people are not agreeing about this. They say that company is not distributing work properly at the time of existing HR planning process.

Q8. Rate how well HR finds good candidates from non-traditional sources when Necessary?

- a) Poor
- b) Adequate
- c) Excellent

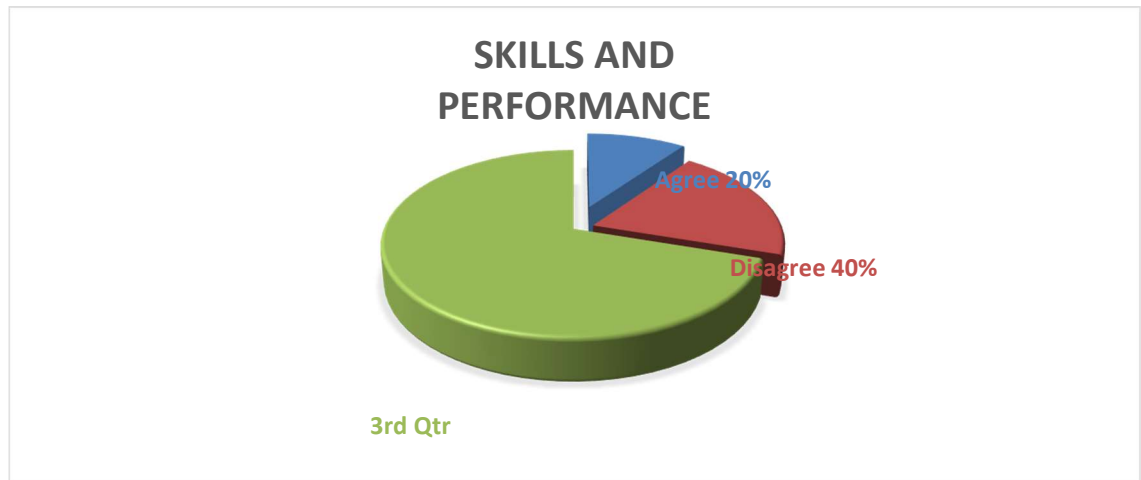


Sr. No.	Element	Respondents	Percentage
1.	Poor	15	30%
2.	Adequate	25	50%
3.	Excellent	10	20%
Total	-	50	100%

Interpretation: In the given figure and table 30% employees are giving poor rating about the non- traditional sources of recruitment. Other 50% are giving average rating and other 20% are neutral. So here the HR needs to improve the strategy of traditional sources of recruitment.

Q9. The various skills and employee's performance will be considered for the HR audit?

- a. Agree
- b. Disagree
- c. Neutral

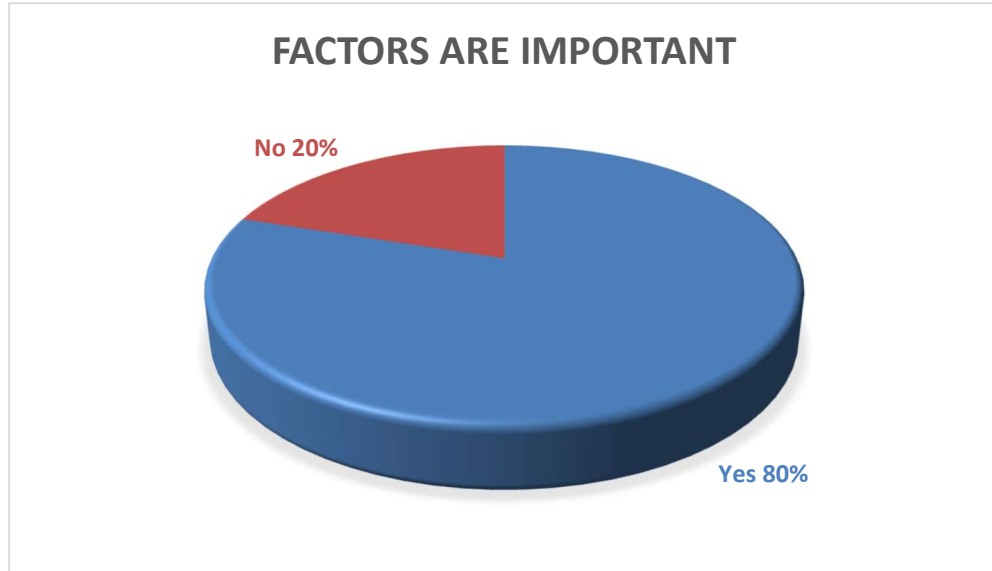


Sr. No.	Element	Respondents	Percentage
1.	Agree	20	40%
2.	Disagree	20	40%
3.	Natural	10	20%
Total	-	50	100%

Interpretation: According to following figure and table, we see that -40% people are agreeing about skills and employee's performance require for HR audit. Another 40% of employees are disagreeing and 20% are neutral.

Q10. Does HR Climate, Job satisfaction, working conditions, employee salaries, and motivational level of employees are also considered in HR audit process? The Above factors are equally important in HR audit process?

- a. Yes
- b. No



Sr. No.	Element	Respondents	Percentage
1	Yes	40	80%
2	No	10	20%
Total	-	50	100%

Interpretation: In the following figure and table 80% are positive, 20% are negative. So, we can see that job environment, job satisfaction, working conditions, employee salaries and motivational employees are considered in HR audit.

Q11. The Overtime of the employees considered in the HR audit Process?

- a. Agree
- b. Disagree
- c. Neutral



Sr.No.	Element	Respondents	Percentage
1	Agree	20	40%
2	Disagree	20	40%
3	Neutral	10	20%
Total	-	50	100%

Interpretation: According to following figure and table, we see that 40% people are agreeing about skills and employee's performance require for hr. audit. Another 40% of employees are Disagreeing and 20% people are neutral.

FIBDINGS

1. Maintain a proper Human Resource Management system in the organization.
2. Provide a reliable and friendly environment to the employees and peoples who are connected with the organization.
3. Provide proper training and development system to improving the overall performance of employees and workers.
4. Provide Personal Protective equipment's to the workers who are working on shop floor.
5. Make necessary arrangement of canteen facility for works to eat food or to refresh.

Limitation Of Study

1. Limited Scope: An HR audit may only focus on specific HR practices or policies, rather than providing a comprehensive evaluation of all HR functions.
2. Subjectivity: HR audits may be subject to the biases and opinions of the auditor or the organization conducting the audit, which can affect the accuracy and objectivity of the findings.
3. Incomplete Information: The data collected for an HR audit may not provide a complete picture of HR practices, as some information may be difficult to obtain or not available.
4. Lack of Comparison: Without benchmarking against industry standards or best practices, it can be difficult to determine the relative strengths and weaknesses of HR practices within an organization.
5. Cost: Conducting an HR audit can be time-consuming and expensive, particularly for smaller organizations.
6. Limited Follow-Up: While an HR audit can identify areas for improvement, it may not necessarily lead to changes in HR practices or policies without follow-up action.

CONCLUSION

Establishing a HR planning framework and auditing practices are key success factors that allow organizations to ensure how to use human resources to achieve results and outcomes. Employees play an important role in the success of a business organization; it is important for organizations to carefully and carefully plan their HR practices. It is very important that your HR experience is right for your business plan. Organization should be consistent monitoring and anticipating employee need and concerns. Human resource planning is the same you can learn and improve with practice and hard work.

SUGGESTIONS

1. HR must change according to the market.
2. Organization should Maintain consistent criteria for evaluating policy performance and implementation.
3. HR planning should be related to business.
4. Align each employee with their job goals in the organization work leads to organizational goals.
5. Successful cases can be achieved where there is a link between personnel planning and personnel audit organization and unit goals to prevent conflict between groups and organization's purpose.
6. Provide training and development organization should to enhance their skills & performance to improve their behaviour in profession.

Learning Of the Student Through the Project

1. Understanding HR Functions: By conducting an HR audit project, students can gain a deeper understanding of the various HR functions such as recruitment and selection, performance management, training and development, compensation, and employee relations.
2. Practical Experience: Conducting an HR audit project allows students to apply their theoretical knowledge in a practical setting. They can gain hands-on experience in conducting research, analyzing data, and presenting findings.
3. Problem Solving: HR audit projects often involve identifying and solving problems in HR practices. Students can learn how to identify root causes of issues and develop solutions to improve HR practices.
4. Communication Skills: HR audit projects require students to communicate their findings and recommendations effectively to stakeholders. They can learn how to write clear and concise reports and present their findings in a professional manner.
5. Teamwork: HR audit projects often involve working in teams. Students can learn how to collaborate effectively with others, delegate tasks, and work towards a common goal.

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Annexure

Questionnaire

Q1. Age of Respondent?

- a. 18 to 20
- b. 20 to 30
- c. 30 to 40
- d. 40 to above

Q2. you education background?

- a. ITI
- b. Enringing

Q3. Male female ration of employees in organization?

- a. Male
- b. Female

Q4. Since how many years have you been working with Emerson Process Management?

- a. 0-5 Years
- b. 5-10 Years
- c. 10 to 15 Years
- d. More than 15 Years

Q5. Does the company do proper HR Planning for achieving targets?

- a. Yes
- b. No

Q6. Does HR provide an adequate pool of employees after HR Planning Process?

- a. Yes
- b. No

Q7. Is the company having sufficient employees?

- a. Have Sufficient No. of Employees
- b. No, don't have sufficient employees

Q8. Is the organization doing timeliness planning & audit for HR requirements?

- a. Yes
- b. No

Q9. Do you think the company is doing HR Planning according to the skills, knowledge, and education of existing employees?

- a. Agree
- b. Disagree
- c. Neutra

Q10. Is the work evenly distributed among the employees because of the existing HR Planning Process?

- a. Yes
- b. No

Q11. Rate how well HR find good candidates from non-traditional sources when Necessary?

- a. Poor
- b. Adequate
- c. Excellent

Q12. The various skills and employee's performance will be considered for the HR audit?

- a. Agree
- b. Disagree
- c. Neutral

Q13. Does HR Climate, Job satisfaction, working conditions, employee salaries, and motivational level of employees are also considered in HR audit process? The following factors are equally important in HR audit process?

- a. Yes