Research Article

Human Resource Auditing as A Tool for Performance Enhancement: Evidence from Private Hospitals

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Abstract: Within the healthcare industry, which undergoes a growing degree of competitiveness, private hospitals experience a substantial amount of pressure to boost the organizational performance, and ensure a high-level of patient care. Auditing of human resource (HR) has become a very important instrument in the systematic review and betterment of the HR activities that ensure that the practices of the workforce become aligned to the institutional objectives. The research question guiding this paper is how HR auditing can be used to improve performance in a private hospital through its effectiveness in improving efficiency of business operations, engagement of employees and provision of quality services. Based on empirical data gathered via a sample of the private hospitals in a form of structured interviews, document review, and staff surveys, the present research examines the extent and the efficiency of HR audits. The results indicate that institutions, whose HR frequently undertakes HR audits record a quantifiable gain in terms of compliance with HR rules, talent acquisition, training scores, and staff retention. The audits also assist in revealing the loopholes in the HR practices so that suitable corrective measures can be adopted that can result in a much more skilled and motivated work force. In addition, the research emphasizes the contribution of HR audits to the culture of accountability, transparency, and perpetual growth. Audits contribute in the success of improved HR practices which directly affect the satisfaction of patients and reputation of an organization. Nonetheless, limited experience on the audit implementation along with the resistance in the change of HR staff also emerges as a problem in the undertaking of the research. The paper ends by suggesting a framework of HR auditing based on the strict and regular principle applicable to the healthcare institutions of individual cases. An institutionalized HR audit enables the private hospitals not just to ensure compliance with the regulation but also to realize sustainable performance improvements with the help of strategic human capital management.

Keywords: Human Resource Audit, Performance Enhancement, Private Hospitals, Employee Engagement and Healthcare Management.

INTRODUCTION

The role of the private hospitals in health care delivery cannot be underestimated, especially in the developing countries where in most cases the public health related infrastructure is stretched. Efficiency, quality of service and the work performance of employees are also determinants of success within such settings. Human Resource (HR) auditing is one of the available methods which is proving very effective in judging and improving efficiency of HR functions. The present article discusses the role of HR auditing as a means of enhancing performance in a private hospital because HR auditing leads to accountability, compliance and alignment of human capital as a strategy. Human Resource auditing refers to a comprehensive, systematic approach of scrutinizing the policies, practices, procedures, and strategies of the Human Resources in order to find out their effectiveness and conformance to regulatory and organizational demand. It is diagnostic as well as developmental both; pinpointing what is missing and suggesting better changes. Proper recruitment and selection process improves the performance of the organization in terms of bringing talent that aids the achievement of the purpose of the business. It also reduces staff turnover, as it brings the competencies of the worker closer to that of the job. Effective recruitment will save efforts and money required to hire, and balanced and open selection will contribute to the construction of a positive employer brand. Companies which focus on diversity and inclusivity in such processes have innovations and make their human resource more dynamic.

Chart :1

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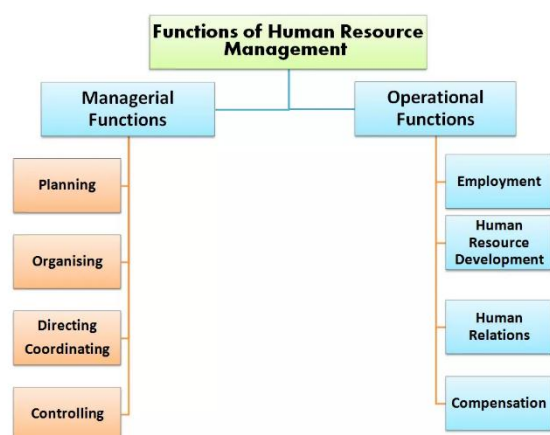
RESEARCH BACKGROUND

1. Improved Recruitment and Retention: In a number of private hospitals HR audit has shown that there exists recruitment inefficiency such as delays in employment of new people, lack of transparency and non-reflection of the role. The hospitals that implemented audit recommendations, including standardized procedures of interviews, better job descriptions, and specific on-boarding, made fewer turnovers and better employee satisfaction. Moreover, using audits, hospitals were able to comprehend the reasons behind the attrition. As an example, an intermediate, privately owned hospital in South India realized that not all exit interviews were carried out regularly. Once they are made obligatory and the results are discussed, the HR team would be able to work with such repeating issues as workload distribution and communication with the management.

2. Enhanced Training and Development: Healthcare delivery also cannot be handled without the essential training. Audits conducted by HRs in private hospitals usually reveal the existence of a difference between the skills possessed by employees and those needed. In one instance, a hospital did not have a training calendar and it was reliant on ad-hoc training delivery. Post-audit, deployment of a well-designed training and assessment program further resulted in measurable rise of the level of compliance with the procedures and loss of complaints made by the patients. Additionally, certain audits had contributed to the adoption of technology in training delivery (e.g. e-learning platform), making it more accessible and consistent in terms of skill development.

3. Compliance and Risk Management: Healthcare is a sector requiring legal and regulatory compliance. HR audits can be used to facilitate compliance with the labor laws, health and safety regulations as well as industry accreditation standards. An HR audit helped a Maharashtra-based hospital to avoid the likelihood of facing legal proceeding in case of violation of the working hours as well as the employer-employee contract terms. The appropriate actions ensured that the institution revised its policies and documentation was enhanced in a timely manner. Audit-based risk identification forms part of mitigation strategies as well because failure to identify and implement grievance mechanisms or delayed performance appraisals cannot be ignored.

4. Performance Management Improvements: The problem of many of the private hospitals is with performance appraisal systems which are either too lax or applied differently. The use of HR audits enables a smooth running of these processes through the provision of suggestions on Key Performance Indicators (KPIs) and standard templates to be used during evaluation as well as mechanisms of constant feedback. Consequently, hospitals witnessed an increase in employee accountability among other benefits but also in the individual employee motivation that was known to increase when employees felt that their efforts were fairly justified. Other institutions have modified a 360-degree model of feedback after audit to cultivate a culture of mutual respect and cooperation in an inter-departmental way.

5. Fostering Employee Engagement: It has also been reported in HR audits that employee engagement is most of the times affected by a lack of communication, absence of career advancement chances or an uneven division of labor. Those hospitals which acted according to audit recommendations (introduced employee satisfaction surveys, arranged wellness programs, created internal communication committees) demonstrated higher staff morale, as well as the drop of the absenteeism. A case in point was the introduction of a monthly voice of employee gathering where employees had an opportunity to give their complaints to the top management and this fostered trust, openness and therefore.

Key areas commonly audited include:
Recruitment and Selection: Recruitment and selection forms part of the basic human resource management team, and is concerned with getting and assigning the right people to the right position. Recruitment refers to conducting a list of the needs regarding the staffing requirements and finding potential candidates by advertising job opportunities, referring to employees, hiring agencies, and recruiting websites. As soon as a pool of candidates has been collected, selection starts. During this stage, there is the screening of the applications, interviewing, assessments and references to make sure that individuals, have the necessary qualification, skills and cultural fit.

Training and Development
Training and development aim to enhance employees' skills, knowledge, and competencies to ensure continuous personal and professional growth. Training typically addresses immediate job needs by equipping employees with specific skills or knowledge necessary for their current roles. This could include on boarding programs, technical training, or soft skills enhancement. Development, on the other hand, is more strategic and long-term, focusing on preparing employees for future roles, leadership positions, or industry changes. Methods may include workshops, mentoring, e-learning, coaching, and job rotations.

Compensation and Benefits
The compensation and benefits is the entire suite of the financial and non-financial rewards, offered to the employees in exchange to their efforts. The total

compensation entails the payment of direct remunerations like salaries, bonuses and incentives as well as the provisions of indirect compensations like health insurance, retirement plans, leave benefits and well being programs. A good compensation and benefits policy is key to attraction, motivation and retention of best talents. It is in line with the values, competitiveness and fairness of the sceneries. This kind of pay structure by job role, performance and market offers an effective way of both external competitiveness and internal equity. Benefits are beneficial when permeated to employee needs, which results in an increase in job satisfaction and work-life balance. Further, they can enhance performance, wanted behavior and minimize turnover with well crafted compensation packages. Compensation policies should be clearly communicated along with benefits that are offered to employees to ensure there is trust in the relationship between the employer and the employee. With the workplace changing and businesses considering hybrid as well as remote work, businesses are also looking at personalized benefits and pay systems to fit the expectations of all the employees.

Performance Appraisal

It means that performance appraisal is a regulative procedure of assessing the performance and productivity of a particular worker in his job against already established standards and organizational goals. Appraisals are usually done yearly or twice a year in which a number of things are evaluated, including accomplishment of goals, capability, behaviour and areas of improvement. They can use self-evaluations, manager observation, 360 feedback and performance measures. The main idea is to give a constructive criticism, appreciate and pinpoint areas of improvement. Performance appraisal systems will enhance accountability by employees, enhance communication between the managers and employees as well as aid in career planning. They are also used to define major business decisions relating to promotion, training, compensation revision and succession planning. Appraisals should also be fair, open and permanent and not just the once-in-a-lifetime checkups to be effective in time. As the focus on agility becomes more dominant, most employers are changing the traditional annual review system and replacing it with continuous performance management approaches which promote frequent feedback and goal tracking on a real-time basis which is allowing the workforce to be more engaged and productive.

Legal Compliance

Legal compliances during human resource management are a way of ensuring that organizations are not opposite to the labor law, regulations, and ethical standards relating to employment practices. This involves adherence to the laws touching on minimum wage, working hours, safety of the employees, discrimination, harassment, benefits and dismissal practices. Failure to comply may lead to legal charges, reputation and a loss of staff faith. Observing correct employment contracts, the privacy of data, and fair processes of recruitment and dismissal are regarded as complying with the law as well. Across the boarders in a globalized business, the multinational organizations should

also be aware of the legal requirements in different regions. Effective culture of compliance does not only guard the organization, as it supports equity, responsibility, accepting work environment. The presence of proactive compliance translates into the strengthened confidence of employees and the superior governance of the organization in general.

Employee Relations and Engagement

Employee engagement and relations are aimed at ensuring a productive positive relationship between the employer and employees. This includes the promotion of open communication, timeout redress of grievances, based on employees being, heard, valued and supported. A set of good employee relations will prevent workplace conflicts, discharge absenteeism, and steepen the job satisfaction. Employee engagement, alternatively, is the emotional bonding an employee keeps on his organization and its objectives. Workers who feel engaged are more motivated, loyal and would tend to make the organization a success. Recognition programs, frequent feedback, developing careers, having flexible work settings, and creating a good organization culture are some of the strategies that can be used in enhancing engagement. Employee input can be sourced through surveys and open forums and the morale can be evaluated. By putting an emphasis on employee relations and engagement, the organizations will have a higher retention rate, improved performance, and an employer brand. Finally, trust and transparency should help develop a company where people feel good working. The intended end result of HR auditing is not always to locate a deficiency but to align HR systems with central business goals and establish one of ongoing improvement.

Importance of HR Auditing in Healthcare Settings

The healthcare sector is labor-intensive and service-driven, where the performance of employees directly affects patient care and organizational reputation. In private hospitals, the demand for efficiency, accountability, and quality makes HR auditing especially valuable.

High Staff Turnover, Particularly Among Nurses and Junior Doctors

Nurse and junior doctor staff turnover is a huge problem in the health sector. High turnover disturbs the continuity of care, raises recruitment and training expenses, and forces the other personnel to work more hours, resulting in burnout. Some of the things that lead to turnover are high work load, low individual career growth, lack of pay, and poor work-life balance. Junior doctors are sometimes burdened with much work and little support and nurses may feel poorly respected even when they play a crucial role. Turnover needs to be handled in a multidimensional manner: high-pay, mentorship, areas of career growth, and favorable working conditions are followed. Morale can be boosted through retention practices, like recognition programs, flexible scheduling opportunities, and mental support. Exit interviews are also vital in getting the reasons why the employees leave and the trends. Turnover reduction does not only bring the staff stability but also promotes the quality of patient care and organizational performance.

Compliance with Labor Laws, Accreditation Norms, and Ethical Standards

Healthcare organizations have a key responsibility of ensuring that they comply with the labor laws, accreditation norms, and ethical standards. Labor laws regulate employment contracts, salary, working hours, workplace safety and rights of the labor force; and accreditation standards make sure that the establishments can be measured against the quality and safety standards. Ethical's regulate relationships between the staff, the patients, and the community in general by regulating them in terms of respect, confidentiality, and fairness. Failure to follow can result in legal actions, suspensions of accreditation, reputation, and poor care of patients. HR departments should be at the pace of changes in laws and standards and regularly should check the internal policies and train them on the compliance requirements. Documentation, audits and standard operating procedures are critical in showing compliance. Ethical training programs also aid in enforcing organizational integrities and values. An active culture of compliance will not only inspire trust among both the employees and patients, but can also improve the organizational image and cut operational risks in so strictly regulated and high-stakes industry as healthcare.

Skills Mismatch and Inadequate Training: Skills mismatch and inadequate training are pressing HR issues that affect healthcare service quality and workforce productivity. Rapid technological advancements, evolving patient care models and specialized treatments require a workforce with up-to-date skills and competencies. However, many healthcare professionals, particularly new hires, may lack the specific clinical, technological, or soft skills needed for their roles. This gap results in lower efficiency, medical errors, and reduced patient satisfaction. Addressing the issue requires regular skills assessments, targeted training programs, and partnerships with educational institutions to align curricula with industry needs. Ongoing professional development, including workshops, simulations, and certifications, ensures continuous learning and adaptability. Cross-training and mentorship programs can also help staff grow into new roles and respond to emergencies. Investing in robust training systems not only improves performance but also boosts employee confidence, engagement, and retention—making it essential for delivering safe, high-quality patient care in today's dynamic healthcare environment.

Employee Burnout and Low Job Satisfaction: Burnout of employees and a low job satisfaction rates are essential issues in the healthcare industry and frequently become the results of large working shifts, exhaustion due to taking on emotions, poor staffing, and stressful workplaces. Burnout presents itself physically and emotionally as feelings of exhaustion and ineffectiveness tainted by allotropy to work, which may have a critical effect on patient care and employee well-being. The low job satisfaction also adds to the problem causing the morale decline, absenteeism and turnover. The predisposing factors are no recognition, no communication, no growth prospect and no mental health support. In order to fight these predicaments, healthcare organizations should focus on employee health, ensuring work-life balance, introducing stress management programs, and providing employees with access to mental health support. Frequent feedback, a team support system as well as a reasonable working load also aid in better work culture. It is also important to reward good performance, offer opportunity to grow and guarantee that the leadership is inclusive and transparent. The activity enables a healthier workforce, better patient outcomes and institutional resilience which is a result of proactive interventions in burn out and satisfaction scales.

CHALLENGES IN IMPLEMENTING HR AUDITS

1. Lack of Expertise: Inexpertness in an organization facilitates failure in the acceptance of new technologies, systems or strategic programs. This problem is particularly acute in such spheres as healthcare, education, and technology, as the quality of provided services, safety, and innovation may be directly affected. This has resulted in unsuccessful promotion of employees who have not been prepared well and also possess the necessary skills to make sound decisions and perform productively. This gap can also be because of old skills, lack of training and lack of specialized professions. To fill in this gap, continuous professional development of staff, mentorship, and hiring strategies prioritizing both soft and technical skills have to be invested in by the organization. Teaming up with colleges and trade organizations can assist in introducing new expertise and expertise. Promotion of the culture of learning makes employees flexible and well prepared to handle the present and the future. In any case, organizational capacity will improve on outcomes and competitive advantage, as capacity further increases due to improved internal expertise.

2. Resistance to Change: Resistance to change is a common organizational challenge, especially during the implementation of new policies, technologies, or cultural shifts. It often stems from fear of the unknown, lack of trust in leadership, perceived threats to job security, or concerns about additional workload. Employees may resist because they are not adequately informed, trained, or involved in the change process. This resistance can slow progress, reduce morale, and impact productivity. To overcome it, organizations must adopt a transparent and inclusive change management strategy. Effective communication is key—clearly outlining the reasons for change, expected benefits, and long-term goals. Engaging staff through feedback sessions, pilot programs, and training builds buy-in and reduces anxiety. Leaders must demonstrate empathy, provide support, and model positive behavior. Recognizing and rewarding adaptability also encourages a culture of continuous improvement. Managing resistance effectively turns challenges

into opportunities and ensures smoother transitions and long-term success.

3. Resource Constraints: Resource constraints—whether financial, human, or technological—significantly hinder an organization's ability to execute projects, deliver services, or achieve strategic goals. These limitations can result in overworked staff, delayed timelines, subpar outcomes, and missed opportunities. In sectors like public health, education, or nonprofits, resource shortages are often chronic, requiring careful prioritization and innovation. Even in private enterprises, budget restrictions or staffing gaps can limit agility and growth. To manage constraints, organizations must optimize resource allocation, streamline operations, and explore alternative funding sources or partnerships. Leveraging digital tools, automation, and shared services can improve efficiency within limited means. Strategic planning, based on realistic assessments of available resources, ensures sustainability and impact. Transparency in resource distribution also builds trust among stakeholders. While constraints can be challenging, they can also inspire creative problem-solving, encourage collaboration, and lead to more efficient, value-driven decision-making.

4. Data Availability: Information availability is critical in decision-making, performance monitoring and strategies. But in many organizations, the reality is quite the opposite because they have to fight with ineffective, inaccessible, or obsolete data. Lack of real time or integrated data in industries such as healthcare, finance and education may lead to inefficiency, negative results, and loss of insight. Data inhibitors can be systems, lack of sufficient infrastructure, insufficient data governance or privacy issues. Failing to capture reliable information, organizations are not able to assess progress, reveal some tendencies or react to new needs. To overcome this, there is need to invest in secure data management system, interdepartmental systems and cloud systems. It is equally important to have a clear protocol of data collection, which is to be accurate, and to be compliance with legislation issues such as GDPR or HIPAA. Transparency and operational efficiency can be increased by promoting a data-driven culture, where data and its usage is understood by employees. By enhancing data availability, organizations will gain a better understanding and drive continuous improvement and support evidence-based practices.

ANALYSIS, FINDINGS AND RESULTS

The HR departments are very important in understanding and adopting policies that are geared towards meeting the national and local policies. Frequent audits, education of employees, documentation and policy review are vital elements of a solid compliance system. A strong training and development strategy fosters a learning culture within the organization, boosts employee morale, and increases productivity. It also helps in reducing errors, enhancing job satisfaction, and promoting employee retention. Furthermore, organizations that invest in employee development are better positioned to adapt to technological changes and market demands. By aligning development efforts with organizational goals, companies can build a resilient, future-ready workforce capable of driving innovation and growth.

Results of one-sample t-test for Human Resource Auditing as a Tool for Performance Enhancement

Factors	Mean	SD	t	p
Recruitment and Selection	3.74	1.681	42.321	<0.001
Training and Development	3.51	1.728	43.823	<0.001
Compensation and Benefits	3.58	1.641	43.514	<0.001
Performance Appraisal	3.10	1.630	43.212	<0.001
Legal Compliance	3.49	1.654	43.516	<0.001
Employee Relations Engagement	3.54	1.725	43.687	<0.001
Employee Engagement	3.62	1.664	42.234	<0.001

The one-sample t-test results indicate that all assessed human resource (HR) factors significantly contribute to performance enhancement when human resource auditing is applied. Each factor shows a mean value greater than the test value (presumably a neutral benchmark such as 3.00), with p-values less than 0.001, indicating statistical significance at the 0.001 level. Among the factors, Recruitment and Selection has the highest mean (M = 3.74) and a strong t-value (t = 42.321), suggesting it is perceived as the most influential HR auditing component for performance enhancement. Training and Development (M = 3.51, t = 43.823) and Compensation and Benefits (M = 3.58, t = 43.514) also show significant positive influence. Although Performance Appraisal has a relatively lower mean (M = 3.10), it still demonstrates a statistically significant impact (t = 43.212, p < 0.001). Overall, the results support the effectiveness of HR auditing across all listed dimensions in enhancing organizational performance.

Results of one-sample t-test for Challenges in Implementing HR Audits

Challenges	N	Mean	SD	t	p
Lack of Expertise	200	3.18	0.713	101.330	<0.001
Resistance to Change	200	3.24	1.011	79.312	<0.001

Resource Constraints	200	3.14	0.682	126.151	<0.001
Data Availability	200	3.37	1.057	84.765	<0.001

The one-sample t-test results reveal that all identified challenges in implementing Human Resource (HR) audits are statistically significant, with p-values less than 0.001 across all factors. This indicates that respondents perceive these challenges as prevalent and impactful in the HR auditing process. Among the challenges, Data Availability has the highest mean score (M = 3.37), suggesting it is perceived as the most significant barrier, followed by Resistance to Change (M = 3.24) and Lack of Expertise (M = 3.18). Although Resource Constraints has the lowest mean (M = 3.14), it still shows a very high t-value (t = 126.151), indicating consistent responses across participants. The high t-values across all challenges—ranging from 79.312 to 126.151—reinforce the robustness and significance of the results. In summary, the findings confirm that these challenges are not only common but also critical impediments to the effective implementation of HR audits in organizations.

Recommendations

To leverage HR audits effectively for performance enhancement in private hospitals, the following steps are recommended:

1. Develop an Audit Framework: They need to create an audit framework, which helps them automatically review HR functions and check whether they are in compliance with organization aims and objectives. The structure must specify precise goals, extent of audit, procedures, and critical performance indicators (KPIs) in domain of recruiting, training, pay, regulatory, and worker participation. It has to adopt legal and ethical principles and internal policies. Effective audit structure helps organisations to recognise gaps and inefficiencies in the HR practices and aid in transparency and accountability. It ought to also entail an aspect of feedback, continuous improvement and documentation. The cross-functional teams involved in development work will lead to a whole perspective and enhance cross-functional relationship interaction. The relevancy and feasibility are the characteristics of tailoring the framework to size of the organization, the structure, and the business area. Finally, a clearly established HR audit structure turns out to be a strategic resource, contributing to the evidence-based decision-making process and assisting the organization in upholding the high standards of human capital management and compliance with the regulation.

2. Train HR Staff and Department Heads: Training HR staff and department heads is critical for building capacity, improving policy implementation, and driving organizational effectiveness. Comprehensive training ensures that HR professionals are well-versed in labor laws, ethical standards, digital tools, and best practices in talent management. Similarly, department heads need training to apply HR policies effectively in their teams, including performance appraisal, conflict resolution, and employee engagement. Training programs should be tailored to the specific roles, responsibilities, and skill levels of participants, incorporating workshops, simulations, e-learning, and real-world case studies. Continuous professional development fosters adaptability, confidence, and collaboration. Moreover, training encourages a shared understanding of organizational values, standards, and compliance requirements. By empowering staff with the right knowledge and tools, organizations can improve decision-making, reduce errors, and enhance productivity. Investing in training also boosts employee morale and retention by demonstrating commitment to professional growth. Overall, a well-trained HR and leadership team is pivotal to sustaining high-performance workplace culture.

3. Ensure Senior Management Support: Securing senior management support is vital for the successful implementation of HR initiatives and overall organizational transformation. Leadership commitment ensures that human resources are prioritized at the strategic level and that HR policies receive the necessary resources and attention. Senior management plays a key role in setting the tone for the organization's culture, aligning HR practices with business goals, and driving accountability. Their active involvement legitimizes HR efforts, encourages cross-functional cooperation, and fosters employee trust. Support can be demonstrated through budget allocations, participation in training programs, regular reviews of HR metrics, and public endorsement of initiatives such as digital transformation or diversity and inclusion. Without top-level backing, even well-designed HR programs risk being underutilized or ignored. Therefore, engaging executives early, presenting data-driven insights, and linking HR initiatives to measurable business outcomes are crucial. Senior leadership support transforms HR from an administrative function into a strategic partner in organizational growth.

4. Implement Digital HR Systems: Digital HR systems would be considered a revolutionary change to simplify the processes, increase the accuracy of data, and overall efficiency of the HR. Such systems have recruitment, payroll, performance management, employee engagement, learning and development, and compliance modules. Automatizing repetitive HR procedures, organizations supported by Ready Booster will minimize paper work, automate time-consuming tasks, and increase response rates. Real-time data access and management of a remote workforce and advanced analytics are also possible through cloud-based platforms. The digital systems improve decision-making because

it enables access to employee-related information which is precise and centralized. It should be implemented with planning: use the appropriate software, maintain data protection, prepare users, introduce an implementation in stages to eliminate interference. Interoperability in other systems as well as adherence to the data protection laws is also essential. Moreover, the workplace engagement can be improved with digital tools, providing the self-service portal and clear communication channels. Using digital HR systems, businesses can increase their operation speed, spur innovation, and establish their competitive positions in a rapidly growing world that has become digital.

5. Schedule Periodic Audits: To remain continually compliant, efficient in operation and continuously improving in human resource management, it is important to schedule regular HR audits. Auditing at regular intervals assists organizations to determine inconsistencies, gaps in policy, practice that may be outdated and legal risks. Such reviews normally evaluate the key HR activities that include recruitment, employee records, training schemes, compensation plans, and legal conformity. Performing bi-annual or yearly audits will provide enough time of making adjustment and enhance accountability.

CONCLUSION

Human Resource auditing is a powerful yet underutilized tool in the private healthcare sector. By systematically evaluating HR functions and aligning them with institutional goals, audits help hospitals improve operational efficiency, employee engagement, and service delivery. While challenges remain, especially in smaller or resource-constrained settings, the long-term benefits far outweigh the initial effort. As the healthcare industry continues to evolve, HR auditing should be embraced as a strategic pillar for sustainable performance enhancement in private hospitals. Audits were to be done on a uniform template or questionnaire and have a cross-topic involvement in order to be objective. Results of every audit should be reported and an action plan of improving the results, with timetables and responsibility should be planned. Commitment to transparency and quality can also be proved by periodic audits that can help the increase of the organizational reputation and the trust of the employees. Moreover, audits offer useful information which could be used in strategic planning and development of the workforce. Finally, systematic HR audits embed the culture of excellence in an organization, so it is flexible, lays in compliance, and continues to innovate.

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