

A Study of HR Audit Evaluation on Performance: Perceptions of Bahrain's Wholesale Bankers

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Abstract. Human Resources Audit measures human resource outputs and effectiveness under the given circumstances and the degree of utilization of human resource outputs. A human resources audit can be an effective first step towards building better human resources practices for an organization.

This research study analyzes the extent of HR audit conducted by wholesale banks in Bahrain. The aim of the study is to assess the performance of the Wholesale banks Human Resource Department's HR audit process in terms of management, hiring, employee relations & benefits, and employee separation strategies and policies. The research also aims towards identifying the gaps, lapses, irregularities, short-comings, in the implementation of the Policies, procedures, practices, directives, of the Human Resource Department and to suggest remedial actions. The study aimed towards suggesting measures and corrective steps to rectify the mistakes, shortcomings if any, for future guidance, and advise for effective performance of the work of the Human Resource Department.

Keywords: Audit, HR Audit

1 Introduction

The reason for the HR Audit is to lead an all the more top to bottom investigation of the HR capacity to recognize zones of quality and shortcoming and where changes may be required. Directing a review includes a survey of current practices, strategies, and methodology, and may incorporate benchmarking against associations of comparable size and/or industry.

Human resources or HR is a vital piece of any organization. A decent HR office will stay with the running easily, effectively enlisting fittingly qualified staff and releasing others lawfully, helping manage worker grievances, meeting legitimate vocation prerequisites, utilizing best practice job rules, and significantly more. A well-run and overseen HR division can build assurance, lessen representative turnover, help a business run easily, and stay aggressive most of the time. Workers ought to be seen as the most esteemed resource of an organization and should be treated in such manner. Due to this, to verify that a HR office is working to its best limit, it is

critical to run an intermittent HR review. Like a budgetary review, a HR review is an approach to diagnose issues in an organization's HR division. A HR review could be possible through the assessment toward oneself, internally, or could be possible by procuring an expert review organization to embrace an evaluation. A HR review and the consequent HR review report will pinpoint where there are shortcomings or dangers in the HR office, and aim towards addressing those issues.

An audit can have a consistence twist or a nonstop change curve. Contingent upon the goal, the methodology and approach for executing the review will be distinctive. Consistence reviewing includes the orderly correlation of human assets rehearses against strategy and/or legitimate necessities. The yield of the review is a rundown of crevices between what is obliged and what is being carried out.

2. Literature Review

2.1 Auditing Process

Auditing includes the customary and deliberate examination of authoritative practices and achievements versus hierarchical targets, organization strategies, legitimate necessities, and/or proficient benchmarks. Successful reviews pinpoint the crevices between “what is” and “what ought to be” or “what could be”. By uprooting or decreasing the extent of the gaps, an association can build illegitimate consistence, guarantee conformance to made proficient benchmarks, and/or add to the quality change process. In money and bookkeeping, reviewing is normal. Money related reviews are routinely performed and their discoveries are submitted to senior administration and the directorate. The review ordinarily includes a survey of an association's budgetary approaches and practices against built bookkeeping models and suggested practices. The yearly reports of open associations incorporate an announcement from an autonomous guaranteed open bookkeeping firm checking that the money related proclamations are truthful and follow ordinarily acknowledged practices and principles. (Auditing: A Journal of Practice and Theory, 2014)

In human assets, inspecting is not standard. There are no laws or regulations obliging executives to captivate a free inspector to review organization approaches and practices. On the other hand, in light of the unpredictability of state and government work laws and regulations, it is basic for superintendents to depend on their lawyers to audit their human assets' strategies and

practices. Bigger and more settled associations also have created inward rules for assessment toward oneself or free survey.

The general concept of a review produces fear. In the average situation, an examiner, whether internal or external, comes in at senior administration's appeal to inspect and search for errors between administration's practices, material approaches, or legitimate prerequisites. A formal composed report to senior administration normally takes after. In the event that some real disparity is discovered, healing activity including the conceivable evacuation of the culpable chief is suggested. (Long et al, 2013).

2.2 HR Audit Process

The HR audit procedure can cover an entire scope of zones and can be as particular or wide relying upon the organization. Prerequisites will fluctuate, contingent upon the span of your business and size of HR office. A HR review will take a look at issues, for example the organization's enlistment procedure advantages, pay methods contracts, representative handbooks on how worker exhibitions are assessed, preparing and training projects, HR employing techniques, and terminating practices exit techniques; each zone can be altered to meet your organization's particular needs. Fundamentally, contingent upon what your needs are, a HR review can concentrate on a particular range, for example contracts or profits, or spread the entire range of a HR division's exercises. (Kennedy, 2013).

An alternate zone a HR review can be useful to dissect organization representative measurements. Amid a review, HR staff can require some investment to take a look at organization measurements and information and investigate them. Information gathered by the HR division can be essential to stick directing issues inside the organization. A percentage of the normal information that can be examined incorporates aspects such as: the measure of debilitated leave taken by representatives, that the amount of extra time is lived up to expectations, the quantity of disciplinary cases, and representative turnover. By taking the time to dissect this sort of information, administrators can without much of a stretch pin-point some issue ranges. An exhaustive HR review can likewise incorporate a worker overview with the goal that administration can see how workers feel about their HR office. Such a study is additionally a decent approach to comprehend what workers are thinking about, create new thoughts, and pin-point qualities and shortcomings. Additionally, administration need to acknowledge that security

is imperative so as to help get the right and most correlated input from workers. (Kennedy, 2013).

A HR review is drawn out and costs cash, so it is imperative to also comprehend what the profits of experiencing a HR review are. The central playing point is to stick point dangers and potential issue regions of a HR division. This is imperative on the grounds that these issues can harm confidence, and in the long run the organization's intensity. (Kennedy, 2013)

2.3 Human Resources

The viability of HR is imperative to associations today as it helps them oversee and work their representatives methodically as far as enlistment, determination, preparing & improvement and talking. Numerous organizations in Bahrain don't consider HR as an imperative division and thusly amongst expense cutting the HR personals are the first to be let go. To keep up, an organization has to stick to its general mission, vision, esteem creation logic, and purpose behind being. Case in point, in the organization Zain Telecom HR keeps up the objectives and systems making them the needs and goals/activities that reflect how the capacity will make esteem. Clutching the directing standards with imparted convictions about how the gathering will cooperate and do its central goal. Administration and conveyance channels that convey quality to the association have to be well managed. Hold fast to the key methodologies and practices needed for conveying administrations and attaining to objectives. Organization structure is important to do work, divide work and responsibilities, and foster gainful connections (Bratton & Gold, 2007).

Human Resource Management (HRM) is considered as a standout amongst the most essential piece of effective associations. The strategies included focusing on the necessities of the representative. HRM is known as the procedure that impacts representatives' execution, conduct and disposition (Noe, Hollenbeck, Gerhart, & Wright, 2009). Since its presentation, the parts and obligations of the representatives have changed in the workforce. As years passed, HRM has gotten to be vital to extensive organizations to handle their worker issues. HRM gives benefits to workers as well as to the clients and the group of the association. Today, HR obligations and parts have expanded twofold fold as it maintains and secure the organization's individual capital. Singular capital can be alluded to as organization workers, who oblige preparing, insight, connections, experience, judgment, and knowledge (Noe et al, 2009).

The HR part are painstakingly executed with the obligations of selecting workers and choice, follow all work laws and regulations, screen representative execution, change administration procedures, advantages and remuneration, and execute organization approaches and organization relations with the representatives. Taking into account the qualities and industry of the organization the general obligations of HR administration can change and be embraced to the needs of every association. With the approach of globalization, the HR parts have been changing, and it has in the end influenced the way organizations lead their business. These days numerous organizations have workplaces far and wide. For this reasons HR Management must be proficient and take after all the representative laws and regulations of that province. This will help in any lawful and consistence issues for the organization (O'Donnell et al, 2007).

HR's aptitude in business practices gives important choice making data. Exploration demonstrates that HR has the capacity join work rehearse specifically to the association's objectives (O'Donnell et al, 2007). The HR faculty has the capacity direct on lawful issues and responsibility; examine work, human conduct; representatives and information; develop employment outline and depictions; select, enroll, prepare and create workers; presentation to administration; and create strategies. HR additionally considers outside variables, for example, work business sector patterns, administrative regulations and administration trends to when tending to the objectives of the association (Jackson, Schuler, & Werner, 2009). It is hence obvious that HR helps association to be better kept up in managing and dealing with the organization representatives.

2.4 Human Resources Management Role

The human resources part is always being produced in its surroundings, as well as tolerating to the commitment that HR can make to an organization and its business. There is an idiom that that 'a business's best resource is its workers', however this declaration is regularly not honed by support. Vital HRM tries to give certain proof to backing the contribution of HR practices to the workers, as well as to business in making of business execution and game changer (Blanchard, 2007). This has supported the continuous comprehension and advancement of HR; from the experimental administration of the 1900's the place Fredrick Taylor (1917) deliberately refined sets of expectations to expand profit that prompt the worker being seen as an 'instrument of the occupation', then to human relations hypothesis whereby the well-known

Hawthorn studies (Mayo, 1949) in the 1940's observed that a processing plant's lighting can effect on execution and gainfulness and along these lines the part of people ought to be considered with more prominent sympathy, to the customary human asset capacity which sees there is some quality in HR past expense cutting, however characterizes its exercises to a great extent managerial parts of enrollment, compensation, Industrial Relations (IR) and Occupational Health and Safety (OH&S).

From 1990's to now, key human asset administration has been made in blend with corporate system. The outer environment affirmation and the difficulties its dynamic nature presents, has made numerous speculations by researchers of business college, by contriving models which can minimize the effect on business the outside environment, and all the more particularly how it can examine and comprehend the world and put into practice arrangements to use dangers as circumstances and reinforce shortcomings. (Blanchard, 2007)

One of the first ventures of these plans of action is for organizations to know itself; to understand their own particular business with a specific end goal to set up the heading and afterward make plans for that bearing. For a key arrangement to be fruitful, the organization ought to coddle all performers that must be taken in thought, including an intensive evaluation of its human relations. Individual cleverness' administration are the deliberately heading of the workers, who on an individual premise and together add to the achievement of the deliberately points of the foundation. Tolerating that the workers of an association are persons with own intelligent maps and percepts, own destinations and own identities and accordingly they can't be seen to understood all in all, HRM concedes that the foundation ought to be competent to contract both individual and gathering brain science to devote representatives to the achievement of hierarchical objectives. (Blanchard, 2007).

The Cranet survey (conducted in 34 countries in terms of HRM policies and practices) suggested that after hiring a major problem the companies are facing is to retain such employees. The survey also suggested that aging of such employees who are at the verge of retirement is another problem that skilled talent will leave the company and a brain drain is expected in the organization. Therefore it is of utmost importance that companies strengthen their Human resource department and utilize the modern skills to identify, attract, hire and retain the highly

qualified, efficient and effective employees having greater skills to achieve their objectives in the world and compete successfully.

3. Research Statement

This research study will analyze the extent of HR audit conducted by wholesale banks in Bahrain. This study is important as it will analyze the wholesale banks and their compliances to HR audit requirements. Specifically the study will answer the following:

Do Wholesale banks in Bahrain comply with the HR audit in terms of gaps, lapses, irregularities, short-comings, in the implementation of the policies, procedures, practices, directives, of the Human Resource Department? Are appropriate measures and corrective steps implemented to rectify the HR audit process in terms of management, hiring, employee relations & benefits, and employee separation strategies and policies?

Human Resources Audit measures human resource outputs and effectiveness under the given circumstances and the degree of utilization of human resource outputs. It gives feedback about the HR functions to operating managers and HR specialists. It also provides feedback about how well managers are meeting their HR duties.

In short, the audit is an overall quality control check on HR activities in a division or company and an evaluation of how these activities support the organization's strategy. Evaluation of an HR function is useful to justify the existence of the department and the expenses incurred on it. If the department fails to contribute to the company's bottom line, it has no reason to function. The scope of my project aims to evaluate the efficiency of human resources functions and to control quality check on HR Activities through human resource auditing.

The general objective of this study is to review the performance of the Wholesale banks Human Resource Department's HR audit process in terms of management, hiring, employee relations & benefits, and employee separation strategies and policies. Specifically the study objective will be to identify the gaps, lapses, irregularities, short-comings, in the implementation of the policies, procedures, practices, directives, for the HR audit process in the Human Resource Department and to suggest remedial actions. The study is also aimed towards suggesting measures and corrective steps to rectify the mistakes, shortcomings if any, for future guidance, and advise for effective performance of the work of the Human Resource Department.

4. REASARCH METHODOLOGY

The research is conducted using primary research method and secondary research data. The primary research will be based on a questionnaire survey conducted randomly in the wholesale bank in the Kingdom of Bahrain with the HR department management and staff. It presents of the procedures of the examination including the depiction of the exploration configuration in view of the exploration inquiries and hypothetical model in this study. The research objective of this study is to review the performance of the wholesale banks Human Resource Department's HR audit process in terms of management, hiring, employee relations & benefits, and employee separation policies and procedures.

There are 69 wholesale banks in the Kingdom of Bahrain according the Central Bank of Bahrain statistics (source: www.cbb.gov.bh). However for this study the researcher has selected the local wholesale banks only, which are 17 wholesale banks, each questionnaire will be submitted to each of these banks HR department. Participants were selected from the senior management and were informed in writing that participation was voluntary and anonymous. 17 questionnaires were distributed to the banks (each bank received 1 questionnaire), 12 were returned by the responded and the researcher found them all useful. The response rate was 70.6% of total distributed questionnaire.

4.1 Hypothesis of the Study

This research project contains four main hypotheses as follows:

H₀₁: Wholesale banks in Bahrain do not comply with the HR audit process in terms of management.

H_{a1}: Wholesale banks in Bahrain comply with the HR audit process in terms of management.

H₀₂: Wholesale banks in Bahrain do not comply with the HR audit process in terms of hiring.

H_{a2}: Wholesale banks in Bahrain comply with the HR audit process in terms of hiring.

H₀₃: Wholesale banks in Bahrain do not comply with the HR audit process in terms of employee relations & benefits.

H_{a3}: Wholesale banks in Bahrain comply with the HR audit process in terms of employee relations & benefits.

H₀₄: Wholesale banks in Bahrain do not comply with the HR audit process in terms of employee separation policies and procedures.

H_{a4}: Wholesale banks in Bahrain comply with the HR audit process in terms of employee separation policies and procedures.

5. Data Analysis and Findings

This section covers the research strategy adopted for conducting the quantitative analysis required to answer the research questions. With the use of IBM Statistical Package for Social Science (SPSS) version 22, the Data analysis tests used in this examination include descriptive tests, one sample t-tests and reliability tests.

5.1 Reliability Test

Cronbach's alpha was used to test the internal reliability of scales in the context of HR audit processes in wholesale banks in Bahrain. Although all variables do not exceeded the Cronbach's alpha value of 0.70. As the Cronbach's alpha value over 0.70 is considered reliable, the value of alpha between .60 to .69 is regarded as moderately reliable and laid between 0.622 to 0.670 (Robinson, Shaver, & Wrightsman, 1991). Therefore, all items were retained for further analysis.

5.1.1 Management

In this section, Cronbach's Alpha reliability test is used to measure the extent of compliance between management and HR audit processes in wholesale banks in Bahrain.

Table 4.1: Management Reliability Statistics

Cronbach's Alpha	No. of Items
.622	3

This section provides the results of reliability analysis for "compliance between management and HR audit process". The Cronbach's alpha value of .622 is well within the range of moderately reliable scale; therefore it is retained for further analysis.

5.1.2 Hiring

In this section, Cronbach's Alpha reliability test is used to measure the extent of compliance between hiring and HR audit processes in wholesale banks in Bahrain.

Table 4.2: Hiring Reliability Statistics

Cronbach's Alpha	No. of Items
.660	7

This section provides the results of reliability analysis for "compliance between hiring and HR audit". The Cronbach's alpha value of .660 is well within the range of moderately reliable scale; therefore it is retained for further analysis.

5.1.3 Employee Relations & Benefits

In this section, Cronbach's Alpha reliability test is used to measure the extent of compliance between employee relations & benefits and HR audit processes in wholesale banks in Bahrain.

Table 4.3: Employee Relations and Benefits Reliability Statistics

Cronbach's Alpha	No. of Items
.670	7

This section provides the results of reliability analysis for “compliance between employee relations & benefits and HR audit”. The Cronbach's alpha value of .670 is well within the range of moderately reliable scale; therefore it is retained for further analysis.

5.1.4 Employee Separation

In this section, Cronbach's Alpha reliability test is used to measure the extent of compliance between employee separation and HR audit processes in wholesale banks in Bahrain.

Table 4.4: Employee Separation Reliability Statistics

Cronbach's Alpha	No. of Items
.644	5

This section provides the results of reliability analysis for “compliance between employee separation and HR audit”. The Cronbach's alpha value of .644 is well within the range of moderately reliable scale; therefore it is retained for further analysis.

5.2 One Sample T-Test

Data was tested using one-sample T Test at a 95% level of confidence. As each factor is measured in several questions, the average scores of them are calculated for hypotheses testing. Tables presented in this section are separated for each variable that indicate the results of the hypotheses test.

5.2.1 Management

Table 4.9: Management One-Sample Test

	<i>Test Value = 3</i>					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q1	3.626	11	.004	1.167	.59	1.74
Q2	13.404	11	.000	1.750	1.52	1.98
Q3	16.316	11	.000	1.833	1.63	2.04

If $t > 1.85$ ($p < 0.05$), then accepted, else Rejected. In the table above, the results presented are calculated for compliance of management with the process of HR audit. Results present the value of test statistics for Questions 1 that is 3.626, Question 2 that is 13.404, and Question 3 that is 16.316, which are greater than the upper tail value of 1.74, 1.98 and 2.04 respectively; this means that the null hypothesis is rejected. It can also be seen that the significance levels for all three questions is less than 0.05 when considering a 2-tailed significance level. In order to determine the significance level of a one-tailed hypothesis, then the rule is that **Sig < 0.05** when the given level is divided by two. Here when the given significance levels are divided by 2, then the rule applies as all of them are below 0.05, concluding that wholesale banks in Bahrain comply with HR audit process in terms of management.

5.2.2 Hiring

Table 4.10: Hiring One-Sample Test

	<i>Test Value = 3</i>					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q4	2.449	11	.032	1.000	.27	1.73
Q5	-1.318	11	.214	-.500	-1.18	.18
Q6	-1.000	11	.339	-.417	-1.16	.33
Q7	6.966	11	.000	1.250	.93	1.57
Q8	7.340	11	.000	1.417	1.07	1.76
Q9	7.288	11	.000	1.083	.82	1.35
Q10	13.404	11	.000	1.750	1.52	1.98

If $t > 1.85$ and $\text{Sig} < 0.05(1\text{-tailed})$, then Accepted, else Rejected. In the table above, the results presented are calculated for compliance of hiring with the process of HR audit. Results present the value of test statistics for Questions 4 that is 2.449, Question 5 that is -1.318, Question 6 that is -1, Question 7 that is 6.966, Question 8 that is 7.340, Question 9 that is 7.288, and Question 10 that is 13.404, all of which have greater upper tail values except for Questions 5 and 6. This means that the null hypothesis is rejected. It can also be seen that other than Questions 5 and 6, the significant levels for the other five questions is less than 0.05 when considering a 2-tailed hypothesis. In order to determine the significance level of a one tailed hypothesis, then the rule is that $\text{Sig} < 0.05$ when the given level is divided by two. Here when the given significance levels are divided by 2, questions 5 and 6 do not follow the rule and are therefore rejected, while questions 6, 7, 8, 9, and 10 are accepted. This concludes that mostly wholesale banks in Bahrain comply with HR audit process in terms of management.

5.2.3 Employee Relations & Benefits

Table 4.11: Employee Relations & Benefits One-Sample Test

	<i>Test Value = 3</i>					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q11	6.167	11	.000	.917	.65	1.18
Q12	5.933	11	.000	1.333	.93	1.74
Q13	5.631	11	.000	1.167	.79	1.54
Q14	2.862	11	.015	1.083	.40	1.76
Q15	5.933	11	.000	1.333	.93	1.74
Q16	6.167	11	.000	.917	.65	1.18
Q17	3.026	11	.012	1.083	.44	1.73

If $t > 1.85$ & $\text{Sig} < 0.01(1\text{-tailed})$, then Accepted, else Rejected. In the table above, the results presented are calculated for compliance of employee relations and benefits with the process of HR audit. Results present the value of test statistics for Questions 11 is 6.167, for question 12 is 5.933, for question 12 is 5.631, for question 14 is 2.862, for question 15 is 5.933, for question 16 is 6.167, and for question 17 is 3.026, all of which have greater upper tail values. This means that the null hypothesis is rejected. It can also be seen that the significant levels for all three questions is less than 0.05 when considering a 2 tailed significance level. In order to

determine the significance level of a one tailed hypothesis, then the rule is that **Sig < 0.05** when the given level is divided by two. Here when the given significance levels are divided by 2, then the rule applies as all of them are below 0.05, concluding that wholesale banks in Bahrain comply with HR audit process in terms of employee relations and benefits.

5.2.4 Employee Separation

Table 4.12: Employee Separation One-Sample Test

	<i>Test Value = 3</i>					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q18	-2.303	11	.042	-.917	-1.63	-.20
Q19	3.317	11	.007	.500	.23	.77
Q20	5.745	11	.000	1.250	.86	1.64
Q21	10.652	11	.000	1.583	1.32	1.85
Q22	1.517	11	.157	.750	-.14	1.64

If $t > 1.85$ and **Sig < 0.05(1-tailed)**, then Accepted, else Rejected. In the table above, the results presented are calculated for compliance of employee separation policies with the process of HR audit. Results present the value of test statistics for Questions 18 is -2.303, for question 19 is 3.317, for question 20 is 5.745, for question 21 is 10.652, and for question 22 is 1.517; except for question 18 all the questions have greater upper tail values. This means that the null hypothesis is rejected. It can also be seen that the significant levels for questions except for 22 is less than 0.05 when considering a 2 tailed significance level. In order to determine the significance level of a one tailed hypothesis, then the rule is that **Sig < 0.05** when the given level is divided by two. Here when the given significance levels are divided by 2, then questions 18 and 22 are rejected while all the others are accepted as they are below 0.05, concluding that the null hypothesis is rejected in terms of regarding the fact that wholesale banks in Bahrain comply with HR audit process in terms of employee separation policies.

6. Conclusion and Recommendations

Based on research findings from the survey distributed, the researcher concluded that wholesale banks in Bahrain generally do comply with the HR audit process in terms of management as HR goals are placed in line with organizational goals, managers comply with all

HR audit policies, and open communication exists to and from the HR department with management and employees.

In terms of hiring, wholesale banks generally comply with such HR processes, but less so in terms of offering job openings to existing employees within each bank and the general evaluation and checking of applicants references and identities. Also, wholesale bank do comply with HR policies in terms of employee relations and benefits in terms of performance evaluations, evaluation of quality and quantity, efficiency, implementation, employee rewards, and training and development. Wholesale banks in Bahrain generally do comply with the HR audit process in terms of employee separation but less so in the aspect of conducting regular exit interviews as such process has to be developed.

Through the research conducted, the researcher suggests that thorough evaluation of Human Resource Audits in wholesale banking performance will have positive impact on the bank in the long run. As the banking industry is continuously open to investors, they are expected to operate through global standards. Banks should adopt the best practices with most interest to them and their investors. Processes of annual evaluation should be regular and consistent as employee retention depends on their performances.

In regard to aspects that have to be developed, in terms of hiring, recruiting professional qualified personnel is the core key to the bank's future success. Internal recruitment would have positive effect on motivation and morale as employees would feel valued and inspire them to perform their best. This would also decrease costs of recruitment. Here high levels of productivity will be maintained, bettering overall performance of the wholesale bank whilst also reducing overall expenses.

When regarding hiring, wholesale banks have to enhance their processes of conducting employee reference checks. Reference checks have to be conducted for final candidates through receiving information from former supervisors as they are the most reliable source. This is crucial for banks in order to determine an individual's work performance and personal characteristics that may either positively or negatively affect his suitability and effectiveness for the specific role.

Moreover, in terms of HR audit process in terms of employee separation, wholesale banks in Bahrain should develop their strategies and conduct regular exit interviews. Efficient

exit interview offer opportunities to gain knowledge in regard to the strengths and weaknesses of the organization and its management in order to know how to satisfy their employees and retain them in the future.

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