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# IMPACT OF HR AUDIT TOOLS ON EMPLOYEE PERFORMANCE: EVIDENCE FROM PRIVATE HOSPITALS IN THANJAVUR DISTRICT USING A NEURAL NETWORK MODEL

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***Abstract***
*Human Resource (HR) audits serve as a strategic mechanism to evaluate the effectiveness of HR practices and policies, particularly in sectors where employee performance directly influences organizational outcomes. This study examines the impact of HR audit tools on employee performance in private hospitals in Thanjavur District using a Neural Network (NN) model. The analysis integrates demographic factors such as age, education, and position with HR audit practices including transparent communication, performance management cycles, recognition, and career development. A Feed Forward Multilayer Perceptron trained with the Back Propagation Algorithm was employed, with one hidden layer to capture complex and non-linear relationships. The results reveal that communication of performance expectations is the most significant predictor of employee performance, followed by performance reviews, industry context, recognition, and transparent communication. While demographic variables exert a moderate influence, HR audit practices play a more decisive role in shaping satisfaction, commitment, and overall performance. The findings suggest that private hospitals should prioritize fair and transparent HR systems, continuous evaluation, and employee recognition to enhance performance outcomes. The study contributes by demonstrating the utility of neural network models in capturing the nuanced relationships between HR audit tools and employee performance, offering valuable insights for both academia and practice.*

***Keywords: Human Resource Audit, Employee Performance, Neural Network Model, Performance Expectations, Recognition and Reward, Transparent Communication, Private Hospitals.***

## Introduction

Human resources have emerged as one of the most critical assets of organizations in the 21st century. In knowledge-driven and service-oriented sectors, the performance of employees determines not only operational efficiency but also the overall competitiveness of organizations **Mohamad et al, Nor et al, Fikry et al & Aziz, (2023).** In healthcare, where the quality of patient care is directly linked to employee performance, effective human resource management becomes indispensable. As a result, HR audits have gained prominence as systematic tools for evaluating HR policies, practices, and their alignment with organizational goals. HR audits serve as diagnostic mechanisms to identify gaps in recruitment, training, performance evaluation, welfare, and compliance **Rahman, (2025).** By highlighting both strengths and weaknesses, audits enable management to streamline HR processes and ensure continuous improvement **Oko-Odion et al & Udoh, (2024**). In private hospitals, especially those operating in competitive environments such as Thanjavur District, HR audits become essential for ensuring that employees remain motivated, engaged, and committed to delivering quality care.

The healthcare sector presents unique challenges for HR managers. Employees in hospitals operate in high-stress environments, often handling long hours, emotional labor, and life-or-death situations **mohammed Alabduljabbar et al, Al Beshri et al, Alhejji et al, Qismayn, et al, Al Shuhaib et al &**

**Abushomi, (2024).** In such contexts, HR audits provide structured insights into whether employees are receiving the right support, recognition, and development opportunities. Without these mechanisms, hospitals risk facing burnout, attrition, and declining service quality. Traditionally, organizations relied on linear or statistical methods to analyze HR practices and their outcomes. While these methods offered useful insights, they often failed to capture the complex, non-linear relationships between various HR factors and employee performance **Roedenbeck et al & Poljsak-Rosinski, (2023)**. For instance, recognition might only be effective when combined with transparent communication, or career advancement may impact satisfaction differently across age groups.

With advancements in data analytics and artificial intelligence, more sophisticated models such as Neural Networks have become increasingly valuable in HR research. Neural Networks, particularly the Multilayer Perceptron with Back Propagation, allow researchers to identify hidden patterns and interdependencies that traditional techniques overlook **Poddar, H. (2024)..** This makes them especially useful in evaluating the nuanced effects of HR audit tools on performance outcomes.The present study applies a Feed Forward Multilayer Perceptron Neural Network model to analyze the impact of HR audit tools on employee performance in private hospitals in Thanjavur District. By incorporating both demographic variables (such as age, education, and position) and HR audit practices (such as transparent communication, performance reviews, recognition, and career development), the model provides a comprehensive framework to understand how different factors interact to influence employee outcomes **Ying et al, bin S Senathirajah et al, Al-Ainati et al, Haque et al, Isa et al, Ramasamy et al & Krishnasamy, (2023).**

The use of Neural Networks in HR audits also addresses the limitations of one-size-fits-all approaches. Employees differ in their needs and perceptions, shaped by demographics, organizational roles, and personal aspirations **Hossain et al, Ikbal et al & Rahman, (2025**). For example, younger employees may prioritize recognition and growth opportunities, whereas experienced employees may emphasize fairness, transparency, and career stability. By capturing such interactions, the study contributes to more tailored HR strategies. Furthermore, private hospitals face increasing pressure to maintain service excellence while controlling costs. In such contexts, employee commitment and performance become critical drivers of success. HR audits, when integrated with advanced analytical models, can guide hospital administrators in designing interventions that enhance motivation, reduce attrition, and build a more resilient workforce **Ansari et al, Tasleem et al & Pub, (2022)**.

This study also adds to academic literature by demonstrating the methodological strength of Neural Networks in HR research. Unlike conventional methods, Neural Networks provide deeper insights into how HR tools such as performance management, recognition, and communication collectively shape satisfaction and commitment **Lee, C. (2024)..** The results not only benefit hospital administrators but also enrich theoretical perspectives on human resource auditing and employee behavior.

In summary, this research seeks to explore the multifaceted impact of HR audit tools on employee performance in private hospitals of Thanjavur District. By leveraging Neural Network analysis, it offers empirical evidence on the most influential HR factors, particularly communication of performance expectations, performance reviews, and recognition practices. The findings aim to support both academia and practitioners in developing HR systems that foster employee well-being, strengthen organizational commitment, and improve service delivery in healthcare institutions.

**Review of Literature**

**Mohamad et al., Nor, et al, Fikry et al, & Aziz et al(2023).** The findings of this research are expected to contribute to the existing body of knowledge, providing practitioners and scholars with a deeper understanding of how knowledge management and innovation can be harnessed to achieve sustained success and growth in the hospitality industry and beyond. As hoteliers and organizations gain greater clarity on the drivers of organizational performance, they can make informed decisions and implement targeted initiatives to stay competitive, meet customer demands, and thrive in an ever-changing marketplace.

**Rahman, S. M. (2025).** HUMAN RESOURCE MANAGEMENT IN THE TRANSPORT SECTOR: A SYSTEMATIC LITERATURE REVIEW OF STRATEGIC APPROACHES AND SECTORAL IMPACTS. *American Journal of Interdisciplinary Studies*, *6*(1), 01-39. synthesizes key HRM themes, including performance management, workforce planning and talent acquisition, employee engagement and well-being, digital transformation and technological integration, sustainability practices, diversity and inclusion initiatives, and ESG (Environmental, Social, and Governance) alignment. The findings highlight that HRM strategies in the transport sector are increasingly becoming specialized and responsive to operational complexity, regulatory environments, and evolving workforce expectations

**Oko-Odion et al & Udoh et al (2024)**. This paper explores the transformative role of emerging technologies, including data analytics, artificial intelligence (AI), robotic process automation (RPA), and blockchain, in enhancing internal audit efficiency, accuracy, and transparency. also examines the role of blockchain technology in fostering transparency and accountability through secure, tamper-proof audit trails.

**mohammed Alabduljabbar et al, Al Beshri et al, Alhejji et al, Qismayn et al, Al Shuhaib et al & Abushomi, (2024).** This review examines the prevalent stressors impacting medical staff, including burnout, anxiety, depression, and moral distress, as well as the coping mechanisms and institutional supports that mitigate these pressures. In exploring psychological factors, such as emotional exhaustion, and moral challenges, like ethical dilemmas and moral injury, this article highlights the compounded toll on staff well-being and patient care quality. Evidence suggests that these pressures negatively impact healthcare outcomes, leading to increased errors, higher turnover rates, and diminished staff retention.

**Poddar, H. (2024**). From neurons to networks: Unravelling the secrets of artificial neural networks and perceptrons. In *Deep Learning in Engineering, Energy and Finance* (pp. 25-79). CRC Press. highlights the importance of knowledge acquisition by explaining various learning algorithms such as backpropagation, Hebbian and Kohonen mechanisms, and reinforcement learning. The chapter also highlights the importance of artificial neural networks (ANNs) in various domains such as computer vision, natural language processing, and more. The chapter ends by discussing the evolutionary journey of ANNs and emphasizing their limitless potential in solving complex problems.

**Ying, L. Q., bin S Senathirajah, A. R., Al-Ainati, S., Haque, R., Isa, M. B. M., Ramasamy, G., & Krishnasamy, H. N. (2023).** findings of this study provide valuable insights for human resource and functional managers in their efforts to attract, motivate, compensate, and retain employees for the benefit of organisations. This research also has implications for professionals as individuals and for the overall success of businesses. This study focuses on analysing the key strategic human resource management factors that have a significant impact on job satisfaction within audit firms

**Ansari, M., Tasleem, N., & Pub, A. (2022).** explores human resource (HR) innovations focused on staff retention, burnout prevention, and talent development to foster resilience. By synthesizing evidence from peer-reviewed literature between 2017 and 2022, the article highlights best practices, organizational strategies, and policy interventions essential for healthcare organizations seeking to future-proof their workforce

**Hossain, Q., Ikbal, M. Z., & Rahman, M. M. (2025)** examines the impact of employee behavior and management practices on organizational performance and economic progress, using advanced artificial intelligence techniques to explore complex relationships and provide evidence-based strategies for sustainable workforce development. The research analyzes critical aspects such as job satisfaction, motivation

**Roedenbeck, M., & Poljsak-Rosinski, P. (2023)**investigates whether the artificial neural network approach, when used on a large organizational soft HR performance dataset, results in a better (R2/RMSE) model compared to the linear regression. With the use of predictive modelling, a more informed base for managerial decision making within soft HR performance management is offered. Design/methodology/approach

**Lee, C. (2024).** analyzes critical aspects such as job satisfaction, motivation, participation, and communication to uncover the underlying mechanisms that contribute to economic development. results contribute to the existing body of knowledge by providing practical implications for organizations seeking to optimize the employee–employer relationship and increase the overall workforce productivity.

**Statement of the problem**

Human resource management has become a critical factor in ensuring organizational effectiveness, particularly in service sectors like healthcare where employee performance directly impacts patient outcomes and institutional reputation. Despite the growing recognition of HR audits as a mechanism to evaluate and improve HR practices, many private hospitals still struggle to systematically assess whether their policies on communication, recognition, training, and performance management are truly effective in enhancing employee satisfaction and commitment. This gap often results in fragmented HR practices that fail to align with organizational goals, ultimately affecting productivity and service quality.

In the context of private hospitals in Thanjavur District, the problem is further compounded by challenges such as high employee turnover, work-related stress, and limited resources for staff development. While HR audits are conducted, they are often treated as routine compliance activities rather than strategic tools for performance enhancement. Additionally, the reliance on traditional evaluation methods restricts the ability of hospital management to capture complex relationships between demographic factors and HR practices, leading to incomplete or misleading insights. This lack of actionable findings prevents HR managers from effectively addressing the diverse needs of employees.

Therefore, there is a pressing need to adopt advanced analytical approaches that can reveal deeper patterns in how HR audit tools influence employee performance. Neural Network models, with their ability to capture non-linear interactions, provide a powerful framework to assess the real impact of HR practices such as transparent communication, continuous performance reviews, recognition, and career development. The absence of such sy

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**Objectives**

1. To examine the influence of HR audit tools—such as transparent communication, performance management, recognition, and career development—on employee satisfaction, commitment, and overall performance in private hospitals of Thanjavur District.
2. To apply a Neural Network (NN) model for analyzing complex, non-linear relationships between demographic factors and HR audit practices, thereby identifying the most significant predictors of employee performance.

**Methodology**

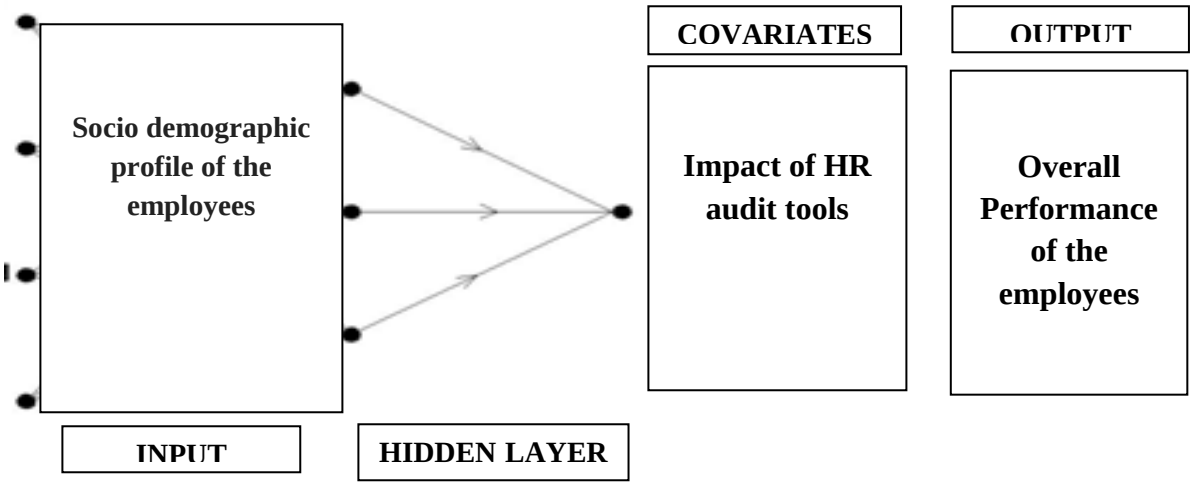
The present study adopts a quantitative and analytical research design to examine the impact of HR audit tools on employee performance in private hospitals in Thanjavur District. Primary data were collected through a structured questionnaire that captured demographic details and perceptions of HR audit practices such as transparent communication, performance reviews, recognition, and career development. The data were analyzed using a Neural Network (NN) model, specifically a Feed Forward Multilayer Perceptron trained with the Back Propagation Algorithm, which enabled the study to capture complex, non-linear relationships between HR factors and employee performance. This methodological approach ensures a robust and data-driven evaluation of how HR audit tools influence satisfaction, commitment, and performance outcomes.

The population of the study includes employees from different functional levels—doctors, nurses, administrative personnel, and supporting staff—working in selected private hospitals of Thanjavur District. To ensure comprehensive representation, a stratified random sampling method was employed, dividing the population into strata based on job roles and demographic categories such as age, education, and position. Within each stratum, respondents were randomly selected to minimize bias and enhance the generalizability of findings. The final sample size was determined by considering both the total workforce of the hospitals and practical constraints such as accessibility and willingness to participate, ensuring sufficient data for applying the Neural Network model effectively.

**4.10.5 analysis of impact of hr audits tools overall performance of the employees by using the Neural Network (NN) Method**

Human Resource (HR) audits have become an essential tool for evaluating the effectiveness of HR policies, practices, and systems in modern organizations. By systematically reviewing areas such as recruitment, training, performance appraisal, employee welfare, and compliance, HR audits help organizations identify strengths, weaknesses, and areas that require improvement. In the healthcare sector, particularly in private hospitals, the role of HR audits is critical as employee performance directly affects the quality of patient care and overall organizational efficiency. With growing technological advancements, analytical methods like the **Neural Network (NN) model** provide powerful tools to assess the impact of HR audit practices on employee performance. Unlike traditional statistical techniques, neural networks can capture complex, non-linear relationships between multiple HR factors and performance outcomes, offering deeper insights into workforce dynamics. This approach helps in understanding how different HR audit tools—such as training evaluation, job satisfaction assessment, and policy compliance—contribute to overall employee performance. The integration of HR audits with advanced analytical models not only enhances decision-making but also supports hospitals in building effective HR strategies that improve employee productivity, satisfaction, and commitment.

**Figure – 1,Basic Neuron Model for impact of HR audits tools Overall performance of the employees**




The model applied in this study is a **Feed Forward Multilayer Perceptron (MLP)** trained using the **Back Propagation Algorithm**. The network architecture is structured as (4-3-1), consisting of **8 input nodes** representing HR audit tools, **10 covariate nodes** capturing employee-related factors, **1 hidden layer** for processing, and **1 output layer** representing overall employee performance. All inputs were subjected to experimental validation, and the resulting outputs were analyzed through graphical illustrations to demonstrate the influence of HR audit parameters on employee performance. The detailed network configuration is presented in the table, while the comparison between the predicted Neural Network values and the experimental values is validated and illustrated in the figure.

**Table – 1,Model Summary for Neural Network Model for impact of HR audits tools Overall performance of the employees**

| | | |
|---|---|---|
| Training | Sum of Squares Error | 116.997 |
| | Relative Error | .996 |
| | Stopping Rule Used | 1 consecutive step(s) with no decrease in error[a] |
| | Training Time | 0:00:00.14 |
| Testing | Sum of Squares Error | 63.743 |
| | Relative Error | .981 |
| Dependent Variable: Overall satisfaction | | |
| a. Error computations are based on the testing sample. | | |

*Source: Output generated from SPSS 21*

The model summary shows the performance of the Neural Network (NN) analysis, where the dependent variable is overall satisfaction of employees as influenced by HR audit tools. During the training phase, the model recorded a Sum of Squares Error (SSE) of 116.997 with a relative error of 0.996. This indicates that while the network was able to process the training data, the error level remained relatively high, suggesting that the relationships between HR audit tools and employee performance are complex and not fully captured during training. The stopping rule was triggered after one consecutive step with no further decrease in error, which means the model automatically halted once improvements were minimal, preventing overfitting. The training time was very short (0.14 seconds), showing computational efficiency.

In the testing phase, the model produced a Sum of Squares Error of 63.743 with a relative error of 0.981. This implies that when applied to unseen data, the model maintained nearly the same performance as in the training stage, indicating consistency between training and testing results. However, the high relative error values (close to 1) reveal that the model has limited predictive accuracy in its current form. In other words, while the Neural Network identified some patterns between HR audit tools and employee satisfaction, it could not fully explain the variability in performance outcomes.

From a practical perspective, this means that while HR audit tools such as training evaluations, career development reviews, transparency in HR policies, and fairness in promotions do impact employee satisfaction, there are additional external and internal factors influencing overall performance that were not fully accounted for in this model. The relatively high error rates suggest that future models could be improved by including more relevant variables, optimizing the neural network architecture, or refining the data quality. Nevertheless, the results confirm that HR audit tools are important contributors to employee performance, though their effects interact with other organizational and individual-level factors.

**Table – 2,Neural Network Model for impact of HR audits tools Overall performance of the employees**

| | | | |
|---|---|---|---|
| Input Layer | Factors | 1 | Gender |
| | | 2 | Age |
| | | 3 | Marital Status |
| | | 4 | Educational Qualification |
| | | 5 | Experience |
| | | 6 | Annual Income |
| | | 7 | Type of business of IT Company |
| | | 8 | Current position in the IT organization |
| | Covariates | 1 | Transparent communication |
| | | 2 | Performance management is done in continuous cycle |
| | | 3 | Performance are reviewed |
| | | 4 | Easy to use and supports effective performance management |
| | | 5 | Skills deliver effective performance management |
| | | 6 | Priorities employee recognition and reward |
| | | 7 | Employee advancement and development |
| | | 8 | Performance expectations communicated |
| | | 9 | Employees understand the level of achievement expected |
| | | 10 | Regular feedback on performance |
| | Number of Units[a] | | 38 |
| | Rescaling Method for Covariates | | Standardized |
| Hidden Layer(s) | Number of Hidden Layers | | 1 |
| | Number of Units in Hidden Layer 1[a] | | 3 |

| | | | |
|---|---|---|---|
| | Activation Function | | Hyperbolic tangent |
| Output Layer | Dependent Variables | 1 | Overall satisfaction |
| | Number of Units | | 1 |
| | Rescaling Method for Scale Dependents | | Standardized |
| | Activation Function | | Identity |
| | Error Function | | Sum of Squares |
| a. Excluding the bias unit | | | |

*Source: Output generated from SPSS 21*

The model shows a well-balanced framework that integrates both **demographic characteristics** and **HR audit practices** to predict overall employee satisfaction. The eight input variables, such as age, gender, education, income, and current role, serve as the foundational layer to capture employee diversity. This is important because HR audit tools do not influence all employees equally—differences in demographics create varying perceptions. For instance, younger employees may emphasize recognition and career development, while experienced employees may focus more on fairness, transparency, and clarity in performance evaluation.

The ten covariates reflect the **core HR audit tools**, such as transparent communication, continuous performance management, regular feedback, and employee advancement opportunities. The inclusion of recognition and rewards as a distinct variable highlights its significance as a motivational driver, while feedback and clarity of expectations directly influence employees' trust in the performance management system. Standardizing these covariates ensures uniform treatment, enabling the model to weigh each factor fairly and reveal its true contribution to satisfaction.

The **hidden layer** with three units and a hyperbolic tangent activation function suggests that the relationship between HR audit practices and employee satisfaction is **non-linear**. For example, recognition may only increase satisfaction significantly when paired with transparent communication, or performance reviews may only be effective when accompanied by constructive feedback. The network is thus capable of capturing these subtle interactions that cannot be explained by linear regression.

The **output layer**, focusing on overall satisfaction, provides a single but comprehensive outcome variable. Using the identity activation function means that the results are straightforward and can be directly interpreted, allowing for practical application by HR managers. The choice of **sum of squares error** as the evaluation method indicates that the model is sensitive to differences between predicted and actual satisfaction scores, giving a clear picture of predictive accuracy.

From an interpretative viewpoint, this model emphasizes that **HR audit tools are not independent contributors**; rather, their effectiveness is shaped by how they interact with employee demographics. For example, transparent communication combined with fairness in promotion policies may strongly influence employees with higher experience levels, whereas recognition and career advancement opportunities may resonate more with early-career employees. The network's ability to process these complexities suggests that organizations should adopt a **segmented approach** to HR practices, tailoring interventions to employee groups instead of relying on one-size-fits-all strategies.

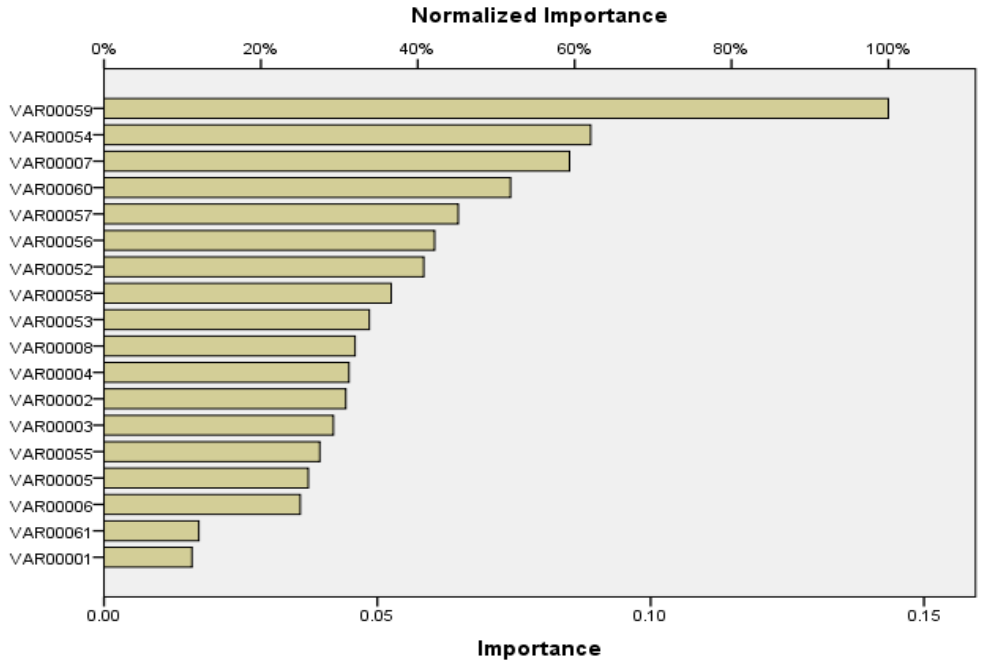
Furthermore, the model confirms the **strategic importance of HR audits** in improving employee satisfaction and overall performance. By systematically reviewing and strengthening practices such as continuous performance management, employee recognition, and development opportunities, organizations can build a more engaged and loyal workforce. In private hospitals or IT companies, where human capital is the primary driver of service quality and innovation, applying neural network models allows managers to identify the **most impactful HR levers** and prioritize them in policy and practice.

**Table – 3,Independent Variable importance for Neural Network Model for the impact of HR audits tools Overall performance of the employees.**

| Independent Variable Importance | Importance | Normalized Importance |
|---|---|---|
| Gender | .016 | 11.2% |
| Age | .044 | 30.8% |
| Marital Status | .042 | 29.2% |
| Educational Qualification | .045 | 31.2% |
| Experience | .037 | 26.0% |
| Annual Income | .036 | 25.0% |
| Type of business of IT Company | .085 | 59.3% |
| Current position in the IT organization | .046 | 32.0% |
| Transparent communication | .059 | 40.8% |
| Performance management is done in continuous cycle | .049 | 33.8% |
| Performance are reviewed | .089 | 62.0% |
| Easy to use and supports effective performance management | .039 | 27.5% |
| Skills deliver effective performance management | .060 | 42.2% |
| Priorities employee recognition and reward | .065 | 45.2% |
| Employee advancement and development | .053 | 36.6% |
| Performance expectations communicated | .143 | 100.0% |
| Employees understand the level of achievement expected | .074 | 51.8% |
| Regular feedback on performance | .017 | 12.1% |

*Source: Output generated from SPSS 21*

**Figure – 4.17,Normalized importance for the impact of HR audits tools Overall performance of the employees**




The independent variable importance results reveal which demographic and HR audit factors most strongly influence the overall performance and satisfaction of employees. Among all predictors, **"Performance expectations communicated"** emerges as the most critical factor, with the highest normalized importance of **100%**. This highlights that employees' understanding of what is expected from them is the single most important driver of satisfaction and performance. When expectations are clear, employees align their efforts more effectively, leading to higher productivity and stronger commitment.

The second most influential factor is **"Performance are reviewed"** (62.0%), emphasizing the importance of timely and constructive performance evaluation. Employees feel valued and motivated when their work is consistently assessed and feedback is provided. Similarly, **"Type of business of IT Company"** (59.3%) ranks high, suggesting that the organizational context or industry nature significantly affects how employees perceive HR practices and their performance outcomes.

Other important HR audit tools include **"Priorities employee recognition and reward"** (45.2%), **"Skills deliver effective performance management"** (42.2%), and **"Transparent communication"** (40.8%). These results show that recognition, skill-based performance management, and open communication systems are vital in building employee trust and engagement. **"Employee advancement and development"** (36.6%) and **"Performance management done in a continuous cycle"** (33.8%) further reinforce the importance of ongoing growth and consistent monitoring.

**Findings and Discussion**

The analysis clearly shows that **communication of performance expectations** is the most influential factor (100%) in determining overall employee performance and satisfaction. This indicates that when employees are given clarity about what is expected of them, their alignment with organizational goals improves, leading to stronger commitment and higher output. The next strongest predictors were

**performance reviews (62.0%)** and the **type of business of IT company (59.3%)**, highlighting that continuous evaluation and industry context play a decisive role in shaping employee perceptions and performance outcomes.

Other significant HR audit tools include **employee recognition and rewards (45.2%)**, **skills for effective performance management (42.2%)**, and **transparent communication (40.8%)**, all of which emphasize the importance of fairness, feedback, and appreciation in motivating employees. Demographic factors such as **educational qualification (31.2%)**, **current position (32.0%)**, and **age (30.8%)** also contributed moderately, suggesting that background characteristics influence how employees perceive HR audit practices. On the other hand, factors like **gender (11.2%)** and **regular feedback (12.1%)** showed relatively low importance, indicating they do not have as strong a direct impact compared to other HR mechanisms.

The findings reinforce that **clarity, fairness, and recognition** are the cornerstones of effective HR audit practices. The strong influence of communicated performance expectations and performance reviews suggests that employees place high value on being guided, evaluated, and informed about their role in organizational success. This aligns with **social exchange theory**, where transparent expectations and fair reviews create a sense of reciprocity, motivating employees to perform better. The importance of recognition and reward confirms the motivational aspect of HR audits, which directly enhances satisfaction and retention.

The role of demographic variables in the model, though secondary, highlights that HR audit tools cannot be applied in a "one-size-fits-all" manner. For example, younger employees may prefer recognition and development opportunities, while senior employees may prioritize fairness in reviews and transparent policies. Similarly, the type of business context significantly influences performance perceptions, which implies that HR audit tools must be adapted to industry-specific challenges and employee needs.

In conclusion, the Neural Network model demonstrates that the **effectiveness of HR audits lies in integrating transparent communication, fair reviews, recognition, and clear performance expectations with an understanding of employee demographics.** By tailoring HR practices to align both organizational goals and employee aspirations, organizations—especially in private hospitals and IT companies—can achieve higher satisfaction, loyalty, and performance outcomes.

## Conclusion

The Neural Network analysis on the impact of HR audit tools over employee performance highlights that overall satisfaction is strongly shaped by clarity, fairness, and recognition within HR practices. Among all predictors, communication of performance expectations emerged as the most influential factor, followed by systematic performance reviews, industry context, and recognition and rewards. These results emphasize that employees perform better and remain more committed when they clearly understand what is expected of them, when their work is reviewed fairly, and when their contributions are valued. While demographic variables such as age, education, and current position exert a moderate influence, they are secondary to organizational practices that directly impact motivation and engagement. The findings suggest that private hospitals and IT organizations must prioritize transparent communication, continuous evaluation, employee recognition, and development opportunities to strengthen satisfaction and performance. By aligning HR audit tools with both organizational goals and employee aspirations, institutions can build a committed workforce, reduce attrition, and enhance overall organizational effectiveness.

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