

A Paper On Human Resource Accounting And Auditing

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ABSTRACT

In present scenario, despite the global change, Human Resource Accounting & Auditing is major issue for research & analysis in management. It primarily identifies the aspects of the progress in the company. This department determines the direction of the organization whether to move backward or to move forward in any industry. The development of human resource accounting originated from the growing needs of the importance of human assets in the management organization. It functions as the department that monitors the people who are involved in the organizational resources. In addition, it is doing the monitoring of the development, progress in assets and revenues of the company. To ensure growth and development of any organization, the efficiency of people must be augmented in the right perspective. Without human resources, the other resources cannot be operationally effective. The original health of the organization is indicated by the human behavior variables, like group loyalty, skill, motivation and capacity for effective interaction, communication and decision making.

The human resource valuation system cannot be considered to be a complete system of accounting unless it is followed by an equally competent system of auditing. Application or use of human resource accounting, therefore, must also be followed by a separate HR audit to ascertain whether or not the performance of the managers has been true and fair in the overall interests of the organization they serve. The application and usefulness of human resource valuation depends on the future efforts and experiments to be made by practicing managers, accountants and academicians. It also needs support from the professional bodies and government. In the absence of human resource valuation, the management may not realize the negative effects of certain programmes aimed at improving profits in the short run. Such programmes may result in decreased value of human assets due to a fall in productivity levels, high labor turnover and low morale. Audit of human resources could help in finding out the efficiency of every segment. Human resource audit could enable the appraisal of the performance of various managers. The basic function and management of human resources is also greatly facilitated. Hence human resource valuation and audit activity could be helpful in improving the efficiency of human resources in the changing business scenario.

KEY WORDS: - Correlation, Chi – Square test, Multiple Regressions, Different approaches to calculate accounting, HR cost on monthly basis.

2. INTRODUCTION: -

Men, materials, machines, money and methods are the resources required for an organization. These resources are broadly classified into two categories, viz., animate and inanimate (human and physical) resources. Men, otherwise known as the human resources, are considered to be animate resources. Others, namely, materials, machines, money and methods are considered to be inanimate or physical resources. The success or otherwise of an organization depends on how best the scarce physical resources are utilized by the human resource. What is important here is that the physical resources are being activated by the human resources as the physical resources cannot act on their own. Therefore, the efficient and effective utilization of inanimate resources depends largely on the quality, caliber, skills, perception and character of the people, that is, the human resources working in it. The term Human resource at macro level indicates the sum of all the components such as skills, creative abilities, innovative thinking, intuition, imagination, knowledge and experience possessed by all the people.

An organization possessed with abundant physical resources may sometimes miserably fail unless it has right people, human resources, to manage its affairs. Thus, the importance of human resources cannot be ignored. Unfortunately, till Human Resource Accounting now generally accepted system of accounting this important asset, viz., the human resources has not been evolved. For a long period, the importance of human resource was not taken care of seriously by the top management of organizations. Therefore, at this juncture, it becomes imperative to pay due attention on the proper development of such an important resource of an organization. Let us now concentrate our discussion on the conceptual framework of the Human Resource Accounting and Auditing.

Human Resources accounting, also known as Human Asset Accounting, involved identifying, measuring, capturing, tracking and analyzing the potential of the human resources of a company and communicating the resultant information to the stakeholders of the company. It was a method by which a cost was assigned to every employee when recruited, and the value that the employee would generate in the future. Human Resource accounting reflected the potential of the human resources of an organization in monetary terms, in its financial statements.

3. OBJECTIVES: -

1. To know HR accounting and auditing of the company.
2. To know the quantitative measures adopted by the company.
3. To know the hr cost on monthly basis.
4. To evaluate return on investment on human capital.
5. To find out different approaches to calculate accounting.
6. To develop relation between various human resource account variables using multiple regression.
7. To know different types of policies used by the companies.
8. To evaluate various methodologies for human resource accounting.
9. To know different cost methods used by the companies.

3.1 NEED OF THE STUDY: -

- Accounting is very much needed to provide effective & efficient management within the organization.
- If there is any change in the structure of manpower, it is HRA which provides information on it to the management.
- HRA provides qualitative information & also assess the cost incurred in personnel.
- Human resource auditing covers various functions of hr like recruitment, compensation And benefit performance etc

3.2 LIMITATIONS:

- The survey was conducted within limited companies with limited sectors.
- The respondent's personal basis may be another factor which is incontrollable.
- The finding of the survey is strictly based on the responses of company and the data which they have provided.
- Duration of the Project is Limited.

3.3 LITERATURE REVIEW: -

DEVARAJAN DASA et al (??) conducted studied on human resource audit at?????. Human resource audit aims at ascertaining the effectiveness of the HR department and its functions. The basic goal of an HR audit is to find out the HR interventions that will increase the firm's competitive advantage. It also ensures the compliance of the HR department with the goals, plan and policies of the organization. It a certain the HR policies followed uniformly across the entire organization, it helps in determining not only the efficiency of the HR policies and practices but also their cost to the organization. It helps in assessing the role and contribution of the HR functions in the overall strategic planning of the organization. It assists the organization in the effective formulation of HR strategies which will align well with the overall corporate strategy.

It is similar to traditional auditing expect that the latter focuses on financial functions while the former focuses on the HR functions of the organization. The information in an HR audit relates to the people, structures and HR philosophy of an organization. It covers HR functions like employee staffing, training and development, compensation, maintenance, including motivation, communication and leadership, safety and health, and industrial relations. It also focuses on the HR information system, HR research and record keeping, returns on HR investment and policies, procedure, and regulatory compliance.

Dr.S K Jha et. Al (???) studied on role of human resource management in successful of organization. The management has to recognize the important role of Human Resource Department in order to successfully steer organizations towards profitability. It is necessary for the management to invest considerable time and amount, to learn the changing scenario of the HR department in the 21st century. In order to survive the competition and be in the race, HR department should consciously update itself with the transformation in HR and be aware of the HR issues cropping up. Since all the activities in an organization are accomplished by the people, for the people and with the people, the aspect of human resource management gains significance. Successful human resource management practices must meet company-specific requirements and targets. Also, they should be efficient, economical and lean. Against this background, different aspects of human resource audit framework have been discussed in this paper.

Patrick conducted studies on human resource accounting. This study was carried out to investigate the probable effect of Human Resource Accounting on the decision-making process and business valuation method on the premise that firms in postindustrial economy operate within a competitive economic environment which require timely, effective and efficient decisions to ensure success and survival. The study which is empirical was carried on 16 publicly quoted Nigerian Banks using the Ex-post facto research design. The instruments of data collection were questionnaire designed on 6-point Likert scale and validated through peer review with the Crombach Alpha pilot test returning 0.88 and 0.70 respectively for Human Asset and Decision-Making variables. The hypotheses were tested with statistical regression analysis which presented a significant effect of human asset accounting on management decision at $F=121.977$ with p value of 0.00 significance while the R^2 value and the adjusted R^2 returned 0.341 and 0.338 respectively. Based on these findings the study concluded that there is need to value Human Asset and reflect this value in the financial statement like other intangible assets.

The American Accounting Association's Committee on Human Resource Accounting (1973) has defined **Human Resource Accounting** as "The process of identifying and measuring data about human resources and communicating this information to interested parties".

- According to Likert (1971), HRA serves the following purposes in an organization.
 - It furnishes cost/value information for making management decisions about acquiring, allocating, developing, and maintaining human resources in order to attain cost-effectiveness; It allows management personnel to monitor effectively the use of human resources; It provides a sound and effective basis of human asset control, that is, whether the asset is appreciated, depleted or conserved; It helps in the development of management principles by classifying the financial consequences of various practices.
- After questioning contemporary management accounting in several articles during the 1980s, Kaplan & Norton (1992) introduced the BSC concept.
- The scorecard should incorporate the complex set of cause-and-effect relationships among outcome measures and the performance drivers that describe the trajectory of the strategy of those outcomes. The measurement system should make the relationships (hypotheses) among objectives (and measures) in the various perspectives explicit so that they can be managed and validated.
- **Intellectual capital = Human Capital + Organizational Capital + Customer Capital**
- Human capital concerns the knowledge that individuals possess and generate upon demand; organizational capital is that knowledge that has been captured/institutionalized within the structure, processes, and culture of an organization;

The concept of considering the human beings as an asset is an old one. The importance which Emperor Akbar gave to the nine jewels (courtiers) is a strong evidence for the same. The history of our freedom movement will not be complete without mentioning the names of distinguished freedom fighters such

As a result, accountants and economists realized the fact that an appropriate methodology has to be developed for finding the cost and value of the people to the organization. For a long period of time, a number of experts have worked on it and produced certain models for evaluating human resources. The important among them are Shultz, Flamholtz, Lav and Schwartz, and Kenneth Sinclair. Human Resource Accounting was first started with simple measures of trying to convert output data into contributions. When an HR Programme had effected a change in the output especially for organizations operating on profit basis, its value was determined by calculating the profit contribution. Rensis Likert in the 1960s was the first to research in HR and emphasized the importance of strong pressures on the HR's qualitative variables and on its benefits in the long-run. According to Likert's model, human variable can be divided into three categories: (i) causal variables; (ii) intervening variables; and (iii) end-result variables. The interaction between the causal and intervening variables affects the end-result variables by way of job satisfaction, costs, productivity and earnings. Historically the first major systematic effort at evaluation was made by RG Barry Corporation of Columbus in 1967. Their annual report detailed the Human Resource Accounting inauguration of HRA procedures developed by the company to enable them to report accurate estimates of the worth of the organization's human assets. Accumulated costs under the categories namely recruiting and acquisition; formal training and familiarization; informal training and familiarization; experience; and development were accounted. Costs for the expected

working lives of individuals (or sometimes shorter periods) were amortized, and unamortized costs (for example, when an individual left the company) were written off. That is, today, known as the Historical Cost Approach to employee valuation. Improvement over the years has helped evolve other bases of valuation, which have been providing supplemental information. Today they fall under three major categories namely replacement cost, present value of future earnings and present value to the organization, i.e., profit contribution. The formation of a separate Ministry for human resources development by Government of India with an initial outlay of Rs. 1500 crores infused a new vigor into all human development programs of the nation. Creating such portfolio by every company creates the necessity of accounting for the same. Human resources are one of the most valuable assets and needless to say that the human being's co-ordinate the best of machines, men and money. Computers, of course, may challenge the human resources but computer is not a brain and it simply carries out human commands. Therefore, Accounting for such human resources is very essential for the organization.

"The measurement of quantification of human organization inputs such as recruitment, training, experience and commitment" Thus, human resources accounting may be defined as, "a process of accounting which identifies, quantifies and measures human resources for the use of management to cope up with the changes in its quantum and quality so that equilibrium could be achieved in between the required resources and the provided human resources" In short, human resource accounting is the art of valuing, recording and presenting systematically the worth of human resources in the books of account of an organization. This definition brings out the following important characteristic features of human resource accounting:

1. Valuation of human resources
2. Recording the valuation in the books of account
3. Disclosure of the information in the financial statements of the business.

4. RESEARCH METHODOLOGY: -

INTRODUCTION: -

Research methodology is a way to systematically solve the research problem. In it various types that are generally adopted by are search in studying his research problem along with the logic behind problem. Research means a search for knowledge.

4.1 RESEARCH PROBLEM: -

A research problem is general refers to some difficulty, which a researcher experience in the content of either the cortical or practical situation and wants to obtain a solution for the same. According to this propjet the organization is facing some problem in calculating the Productivity of the Individual employee with respect to the capital invested on him through various entities like Salary, PMS, L & D, Welfare, Employee Engagement etc.

4.2 RESEARCH DESIGN: -

"A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

4.3 IMPORTANT FEATYURES OF RESEARCH DESIGN: -

- 1) It provides the sources and types of information relevant to the research problem.
- 2) It will suggest which approach will be used for gathering and analyzing the data.

3) It provides the time and cost budget, since most studies are done under these two constraints.

SAMPLE DESIGN: -

A sample design is a definite plan for obtaining a sample from a given Population:

Sample : Organizations .

Size of sample : 6

Sample design : Covering 6 Companies in 3 different Industry Sectors.

STRATIFIED SAMPLING: -

Under stratified sampling the population is divided into several sub population that are individually more homogeneously than that of the total population and then we select item from each strain to constitute a sample.

SCALING TECHNIQUE: -

Rating scale technique is used in this study. The rating scale involves qualitative description of a limited No of aspects of a thing or of the trades of person. When we use rating, we judge an object in absolute terms against some criteria.

4.4 METHODS OF DATA COLLECTION: -

The data is collected by Questionnaire method. Questionnaire is considered as heart a survey opinion.

A Questionnaire is constructed and a Questionnaire is given to each worker/Employer for their responds. The response is collected for them and used for analysis. In this way the primary data is collected.

SECONDARY DATA: -

Data collected from the company through the financial statements, Ledgers, Salary Statements and the financial statements, Company Profile, Broachers, Journals, Internal Magazines, Internal Data, and Policies etc.

The human resource investment usually consists of the following items: -

- 1) Expenditure on advertisement for recruitment
- 2) Cost of selection
- 3) Training cost
- 4) On the job training cost
- 5) Subsistence allowance
- 6) Contribution to provident Fund
- 7) Educational tour expenses
- 8) Medical expenses
- 9) Ex-gratia payments
- 10) Employee's Welfare Fund

All these items influence directly or indirectly the human resources and the productivity of the organization.

COST APPROACH: -

This method measures the organization's investment in employees using the five parameters: recruiting, acquisition; formal training and, familiarization; informal training, Informal familiarization; experience; and development

ECONOMIC VALUE APPROACH: -

This method links HRM with money aspect involved in it and the amount of money that can be saved using it.

EXPECTED RELIABLE VALUE METHOD: -

Elements of expected realizable value such as productivity, transferability and promo ability can be measured through personal research, appraisal techniques.

DISCOUNTED NET PRESENT VALUE OF FUTURE EARNINGS: -

Rensis Likert proposed 3 sets of variables- causal, intermediate and output. Causal variables affect intermediate variables, which in turn affect output variables.

HISTORICAL COST: -

The historical cost of human resources is the sacrifice that was made to acquire and develop the resource

OPPORTUNITY COST: -

A calculation of what would have been the returns if the money spent on HR was spent on something else

REPLACEMENT COST: -

The cost that would have to be incurred if present employees are to be replaced

COMPETITIVE BIDDING MODEL: -

An internal market for labor is developed and the value of the employees is determined by the managers. Managers bid against each other for human resources already available within the organization. The highest bidder 'wins' the resource

INDIVIDUAL VALUE TO ORGANIZATION: -

This method helps in determining what an employee's future contribution is worth today.

STOCHASTIC REWARDS MODEL: -

Stochastic Rewards Model was developed by Eric G. Flamholtz. This model identified some major variables that are help to determine the value of an individual to the organization

CHI-SQUARE TEST: -

Chi-Square test is applied in order to test the goodness of fit to verify the distribution of observed data with assumed theoretical distribution. Therefore, it is measure to study the divergence of actual and expected frequencies. It has great use in statistical, especially in sampling studies. The X may be defined as

$$\text{The X may be defined as } X = \frac{\sum (O_i - E_i)^2}{E_i}$$

O_i = Observed Frequency

E_i = Expected Frequency

HUMAN RESOURCE RETURN ON INVESTMENT: -

Results (Expectations)

HR ROI = -----

Salary + HRD Investment

NON-MONETARY MEASURES: -

Expected reliable value method:

Elements of expected realizable value such as productivity, transferability and promo ability can be measured through personal research, appraisal techniques.

Discounted net present value of future earnings:

Rensis Likert proposed 3 sets of variables- causal, intermediate and output. Causal variables affect intermediate variables, which in turn affect output variables.

Approaches to Control Manpower Costs

- Management by objective (MBO)

Business of personnel is judged in terms of goals. Employee feelings and attitudes are regarded as important as assets, costs and profits.

- Ratio Analysis

Performance indicators called personnel ratios are used to control manpower costs.

- Personnel Productivity

Productivity gains and control of manpower costs can be achieved through quality circles, productivity-linked rewards and work simplification.

- Personnel reports budgets and audits

They help in providing information, checking deviation, examining policies and initiating remedial steps whenever required.

5. DATA ANALYSIS: -

DATA ANALYSIS OF MAHA CEMENTS (MY HOME INDUSTRIES LIMITED): -

MHIL Constitutes of 4 Divisions i.e., Construction, Cement, Power and Education.

MHIL has 8 Cement Manufacturing units across India; I have taken the data of 2 Maha Cements Units located in Mallacheruvu and Mulakalapalli regions of AP.

Mallacheruvu : 3.2 Million tones / Annum (Cement Division)

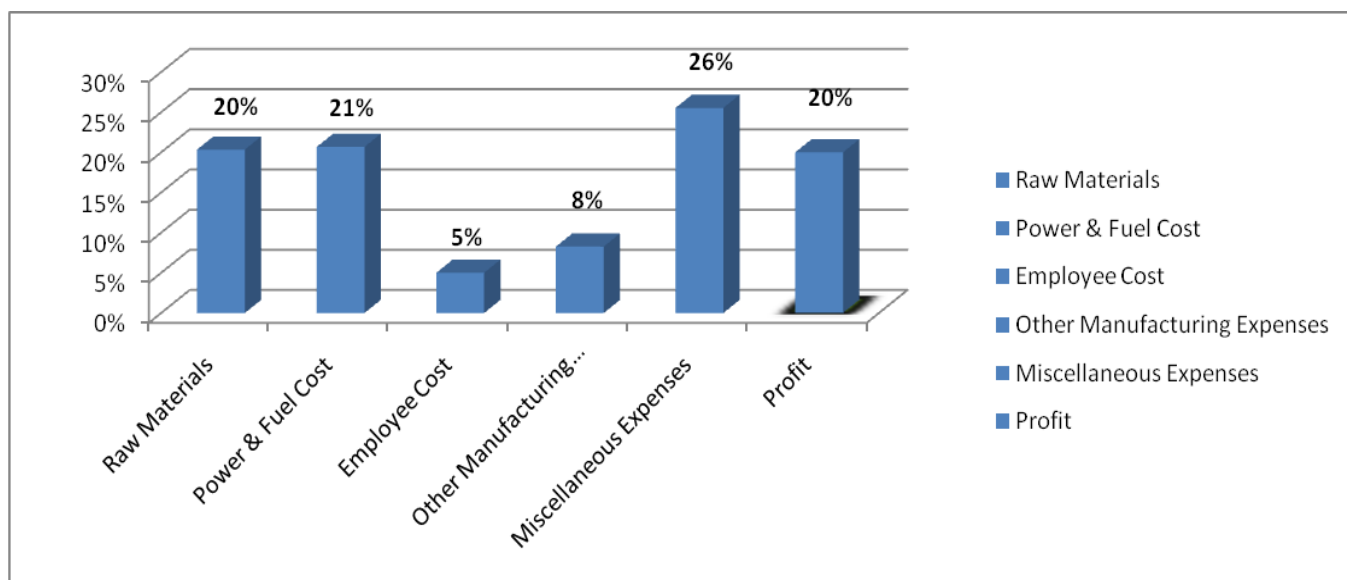
Mulakalapalli : 1.3 Million tones / Annum (Concrete Division)

MHIL Analysis:

Total Revenue for the Year 2018-2019: 3917.52 Core (MHIL Group Turn Over)

EXPENSES		
Raw Materials	796.98	20%
Power & Fuel Cost	809.9	21%
Employee Cost	196.02	5%
Other Manufacturing Expenses	66.95	8%
Selling and Admin Expenses	0	0%
Miscellaneous Expenses	1,000.37	26%
Preoperative Exp Capitalized	0	0%
Profit	1,047.30	20%

Note: Above data is collected from Profit & Loss Account of MHIL for the year 2018-2019



MAHA CEMENTS AP – BUSINESS ANALYSIS: -

Income (Amount in Crores)		BU	Cost/BU	Locations	Location/BU	AP Annual Revenue	AP Avg Monthly Revenue	Percentage of Contribution
Sales Turnover	3,830.80	3	1277	6	213	426	35	0
Excise Duty	0	0	0		0	0	0	0
Net Sales	3,830.80	3	1277	6	213	426	35	0
Other Income	41.39	3	14	6	2	5	0	0
Stock Adjustments	45.33	3	15	6	3	5	0	0
Total Income	3,917.52	3	1306	6	218	435	36	0
Expenditure								
Raw Materials	796.98	3	266	6	44	89	7	19%
Power & Fuel Cost	809.9	3	270	6	45	90	7	19%
Employee Cost	196.02	3	65	6	11	22	2	6%
Other Manufacturing Expenses	66.95	3	22	6	4	7	1	3%

Selling and Admin Expenses	0	0	0	0	0	0	0	0%
Miscellaneous Expenses	1,000.37	3	333	6	56	111	9	25%
Preoperative Exp Capitalized	0	0	0	0	0	0	0	0%
Total Expenses	2,870.22	3	957	6	159	319	27	74%
Profit/Month							9	25%

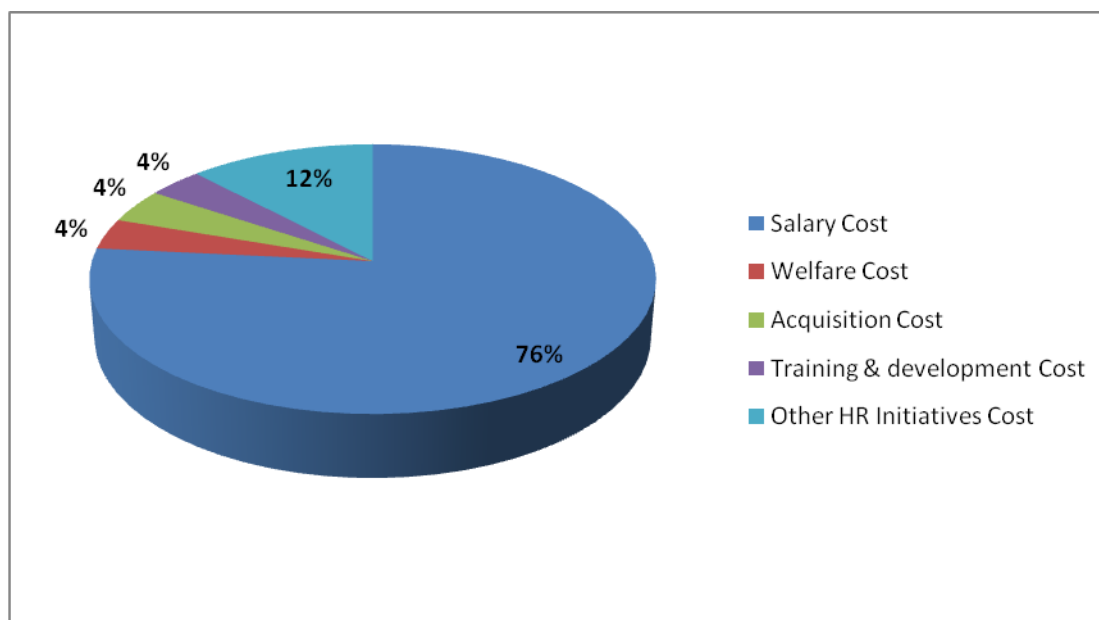
MAHA CEMENT - ANDHRA PRADESH UNITS HR ACCOUNTING ANALYSIS: -

MONTHLY ANALYSIS

Head	Entity	Cost / Employee	No. of Employees	Total Cost
Salary Cost	Salary	15000	918	13770000
	PF, ESIC, Bonus Etc			
Welfare Cost	Canteen	111	918	101898
	Transportation	100	918	91800
	Uniform & Safety	200	918	183600
	Rest Room Maintenance	60	918	55080
	Washing etc	250	918	229500
Acquisition Cost	Employee Referral Cost	500	918	459000
	Campus Hiring	100	918	91800
	Consultancy	100	918	91800
	Others	100	918	91800
Training & Development Cost	Internal Training Cost	100	918	91800
	External Training Cost	250	918	229500
	On The job Training Cost	200	918	183600
	Induction & Orientation Cost	150	918	137700
Other HR Initiatives Cost	Employee Engagement	500	918	459000
	Medical Examinations	150	918	137700
	Rewards & Recognition	500	918	459000
	Multi Trade Incentives	800	918	734400
	Other Allowances	600	918	550800

Total Average HR Cost for a Month	18149778
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INTERPRETATION OF HR COST OF A MONTH: -



CHI-SQUARE TEST: -

Entity	Observed O	Expected E	O – E	(O-E) ²	(O-E) ² /E
Raw Material	796	573	223	49729	86.78708551
Power & Fuel	809	573	236	55696	97.20069808
HR Cost	196	573	-377	142129	248.04363
Mislleneous	66	573	-507	257049	448.6020942
Selling & administration	0	0	0	0	0
Manufacturing	1000	573	427	182329	318.2006981

TRADITIONAL APPROACHES/METHODS:

$$\begin{aligned}
 \text{*Revenue factor} &= \text{revenue/no of employees} \\
 &= 360000000/918 \\
 &= 392156.82
 \end{aligned}$$

$$\begin{aligned}
 \text{*Expenses factor} &= \text{expenses/no of employees} \\
 &= 270000000/918 \\
 &= 294117.68
 \end{aligned}$$

$$\begin{aligned}
 \text{*Income factor} &= \text{revenue-expenses/no of employees} \\
 &= 90000000/918
 \end{aligned}$$

$$= 98039.215$$

$$\begin{aligned} \text{*production factor} &= \text{all costs-employee cost/no of employees} \\ &= 25000000/918 \\ &= 272331.15 \end{aligned}$$

Note: - I have mentioned one sample calculation of earning quality of selected industries and remaining as usual same as above example.

CALCULATION OF CORRELATION BETWEEN TWO COMPANIES: -

ENTITY	MAHA CEMENTS	REDDYS
Raw Materials	796.98	2670
Power & Fuel Cost	809.9	282
Employee Cost	196.02	3648
Other Manufacturing Expenses	66.95	1138
Selling and Administration Expenses	0	0
Miscellaneous Expenses	1,000.37	273

CORRELATION (r)=-0.125

Note: - I have mentioned one sample calculation of earning quality of selected industries and remaining as usual same as above example.

TO EVALUATE RETURN ON INVESTMENT ON HUMAN CAPITAL: -

Maha cements

Results (Expectations)

$$\text{HR ROI} = \frac{\text{Salary} + \text{HRD Investment.}}{\text{Salary} + \text{HRD Investment.}}$$

$$= \frac{1/5 * 15000 + 5000}{15000 + 5000}$$

$$= 8000$$

$$= 8000$$

$$\text{3I-INFOTECH} = \frac{1/5 * 30000 + 10000}{30000 + 10000}$$

$$= 10000.3$$

$$\text{AGIES} = \frac{1/5 * 18000 + 3000}{18000 + 3000}$$

$$= 3000.5$$

$$\text{REDDY'S} = \frac{1/5 * 20000 + 6000}{20000 + 6000}$$

$$= 6000.5$$

$$\text{SATYAM} = \frac{1/5 * 30000 + 12000}{30000 + 12000}$$

$$= 12000.5$$

$$\text{VIRTUSA} = \frac{1/5 * 15000 + 3000}{15000 + 3000}$$

= 3000.5

DIFFERENT APPROACHES TO CALCULATE ACCOUNTING: -

COMPARITIVE APPROACH: -

In this, the auditors identify Competitor Company as the model. The results of their organization are compared with that Company/ industry.

COMPANY	TOTAL INCOME	TOTAL EXPENSES	PROFIT
MAHA CEMENTS	36000000	27000000	9000000
REDDY/S	87480000	80110000	7370000

CORRELATION(r)= 1

COMPANY	TOTAL INCOME	TOTAL EXPENSES	PROFIT
AGIES	27500000	26000000	1500000
VIRTUSA	31800000	2400000	29400000

CORRELATION(r)= -1

Note: - I have mentioned one sample calculation of earning quality of selected industries and remaining as usual same as above example.

OUTSIDE APPROACH:

In this, the auditors use standards set by an outside consultant as benchmark for comparison of own results.

MAHA CEMENTS	ACTUAL COST	BENCH MARK COST
SALARY	15000	12000
TRAINING&DEVELOPMENT COST	700	500
WELFARE COST	500	700
OTHER BENEFIT COST	3000	3500

CALCULATED VALUE OF T TEST: 0.4455

TABLE VALUE FOR T TEST : 2.353

6. MULTIPLE REGRESSIONS ANALYSIS: -

entity	empl oyee cost(Y)	sala ry cost (X1)	acqui sition cost(X2)	training & develop ment cost(X3)	welf are cost (X4)	(X 1) 2	Y1 X1	(Y 1) 2	Y1 X2	(X 2) 2	y1 X3	(X 3) 2	Y1 X4	(X 4) 2	X 1 X 2	X3 X4
maha ceme nt	2	1.3 77	0.073 4	0.06426	0.04 323 8	1. 90	2. 75	4. 00	0. 15	0. 01	0. 13	0. 00	0. 09	0. 00	0. 1 0	0. 00 27 78

3i infote ch	5	2.4	0.148 8	0.404	0.30 8	5. 76	12 .0 0	25 .0 0	0. 74	0. 02	2. 02	0. 16	1. 54	0. 09	0. 3 6	0. 12
DR. Redd y's	4.7	2	0.018 6	0.213	0.03 18	4. 00	9. 40	22 .0 9	0. 09	0. 00	1. 00	0. 05	0. 15	0. 00	0. 0 4	0. 01
aegis	2.3	1.0 8	0.017	0.68	0.14 5	1. 17	2. 48	5. 29	0. 04	0. 00	1. 56	0. 46	0. 33	0. 02	0. 0 2	0. 10
virtus a	1.8	0.9	0.549	0.2268	0.03 18	0. 81	1. 62	3. 24	0. 99	0. 30	0. 41	0. 05	0. 06	0. 00	0. 4 9	0. 01
	41	13. 757	11.80 68	2.26806	1.02 983 8	49 .6 3	17 9. 46	69 4. 66	27 9. 21	12 1. 33	22 .2 6	1. 19	14 .0 1	0. 34	6 7. 0 1	0. 56
	6.83 3333	2.2 928 33	1.967 8	0.37801	0.17 164	0. 82 72 08	0. 29 90 97	11 5. 77 67	0. 48 42 65	0. 21 07 43	0. 37 09 65	0. 19 81 58	0. 23 35 12	0. 56 78 02	1. 2 0 2 4	0. 93 23 27

$$y=b_0+b_1X_1+b_2X_2+b_3X_3+b_4X_4$$

$$Y = 0.970364122$$

7. CONCLUSION: -

Through this paper I have to concluded that how much cost is incurred for employees in the organization on training, recruitment etc and estimate how it is helpful for successful running of the organization.

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