



The Impact of Human Capital Accounting on Organizational Performance

Dr.S Naga Poornima, Assistant Professor, Department of Business Management, St. Ann's College for Women, e-mail: suripoornima83@gmail.com

Dr.K.Mary Keerthi, Head & Assistant Professor, Department of Business Management, St. Ann's College for Women, keerthi.reddy1988@gmail.com

Dr.A.Mary Francina, Director MBA & Dean Student Affairs PG, Department of Business Management, St. Ann's College for Women, e-mail: maryfrancina1980@gmail.com

Dr.Meena Sunil Sharma, Professor, Universal Business School, Karjat, Maarastra, drmeenasharma.dyp@gmail.com

Dr.A.M.Mahaboob Basha, Associate Professor, Department of Business Management, Narayana Engineering College (Autonomous), Gudur, e-mail: drbasha3@gmail.com

Aim/purpose:- The aim of the present descriptive research study is to examine the impact of human resource accounting on organizational performance. The comparative assessment of valuation of human capital and employee-organizational performance is essential in the competitive scenario. The valuation of human capital include: the costs associated with recruitment and selection, performance appraisal, training and development, compensation, salaries and welfare facilities provided to the employees. **Outcome:-**The outcome of the research witnessed that there are many aspects which depends up on the HRA like: performance enhancement, stake holders decision, long-run survival, skill & knowledge enhancement are depends up on the valuation of human capital in the organization. **Research Design/Methodology/Approach:-** Developed a structured closed ended questionnaire to collect the opinion from various respondents with respect to opinion on HRA and its impact on organizational performance. Applied descriptive statistics which Include, Mean, SD and Analysis of Variance (ANOVA) to assess the variation in the opinion of respondents. **Generalizability:-** The outcome of the research can be generalized where need arises to assess the employee-organizational performance based on the valuation of human capital in the organization. **Novelty:-** The relationship between the human capital valuation and the employee-organizational performance assessment is novel in nature. **Type of the research:-** It is a descriptive research design.

Key words:- Human Resource Accounting, HRA, HR Accounting, Accounting, Human Resource Management, etc

Introduction:-

In earlier days companies are not trying to disclose the human resource related investments in the balance and profit and loss account of the statements. In fact, the productive investments on: land and buildings, plant and machinery, furniture and fixtures, raw-material purchase

will become unproductive investments without considering the investments on human resource management. Therefore, there is a strong association between, the investments on real assets and human assets. The financial analysts recognized the importance of HRA from last 50 years only and research on HRA started from 1960 onwards^[1]. The American Accounting society defined the HRA identifying, assessing the data about the HRA and communicating the results to the management^[2]. The HRA information will facilitates a lot especially to the stakeholders of the organization for effective decision-making^[3]. The stake holders of the business concern like: investors, creditors, share-holders and other allied parties will have clear idea about the organizational performance. However, the real assets of the businesses requires reinvestments on productive assets, need to enhance the value of human resources by investing more by fulfilling the requirements of human resources such investments are related to recruitment, training and development costs^[4]. The human resource information system explains, what happen regarding human resource investments over a period of time. It also includes the investments on human resources and associated performance^[5]. Therefore, the database of human resource management which includes costs and productivity facilitates for further analysis which impact the short-run and long-run of the firm. In few organizations the human resource accounting confined to training and development only^[6]. Therefore, a statutory body is essential to regulate the practices of human resource accounting in MNC's in the contemporary scenario.

Literature Review:-

The prosperity of the organization may depend up on the implementation of HRA practices in the organization. Stated that the negative affect of earnings in the share market is due to the view of incorrect balance sheet published by them in which the expenditure made by human asset has not been recorded clearly^[7]. Developed various models to assess the HRA in the organizations^[8]. The success rate of the company relies up on the company's annual report where disclosing the investments on human resource assets^[9]. The organizational performance and profit of the firm relies up on the investments made up on human resources and shown on balance sheet of the company^[10]. The enterprise performance and productivity the knowledge management of human resources at various levels of the organization which include: Top level, Middle level and lower level^[11]. Therefore, the human resources of an organization treated as wealth of the organization. There is no regularity regarding the projection of human resource accounting details in the financial statements of the company^[12]. The HRA will show many evidences like: the cost per employee, wealth created by investing on human resources, the ratio between salaries paid and the revenue generated and the profit created by the individuals in the organization are the various aspects can be studied by assessing the human resource accounting. The success rate of any industry relies up the quality of human resources possesses and its effective utilization. Need to treat the core human intellectuality as a core economic resource of an organization^[13]. To evaluate the performances of human resources the human resource accounting is the best way of measurement. In fact, the outcome of the HRA will facilitates the management for effective decision-making^[14]. In fact, there is no specific parameter to assess the value of human resources in the organization. Among, the various resources of an organization, the human resource assets are very much essential^[15]. The Human resources occupies pivotal role in

every organization as each and every process of the organization controlled by the human resources ^[16]. Irrespective of the department like: Marketing, production, finance and logistics, in all segments of the business the human resources are very much essential and assessment of human resource valuation plays a crucial role. The related study the human resource accounting facilitates to evaluate the value of human resources and calculate the investments made on training and development of individual employees which is directly related to employee and organizational performance in the present context. A study on human capital accounting and financial statement of an organization have shown the significant positive relationship as higher the investments on human capital which leads higher financial performance of an organization ^[17]. As per the survey 98.4% of the respondents in a survey opined that, human resource accounting information should be capitalized and should be treated as asset of an organization rather showing in the profit and loss account of the organization ^[18]. The human resource accounting helps to optimize the value of human resources in the organization ^[19].

Objectives:-

1. To study the literature of human resource accounting and its impact on organizational performance.
2. To know the opinion of respondents with respect to HRA and its impact on organizational performance
3. To evaluate the opinions of the respondents with respect to demographical variables.

Need & Importance of the Study:-

The HRA is the best source for managerial decisions to achieve its organizational goals. Showing the human resource information system in the financial statements of the organization, will be helpful to predict the future course of actions ^[20]. The intellectual human capital is essential to achieve organizational goals and objectives in the contemporary context ^[21]. Therefore, it is evident from the literature that, human resource valuation is essential for effective decision-making and long-run survival of the firm. Even, the stakeholders of the organization should be fully aware of, the human resource information for long lasting relationship with the firm.

Scope of the Study:-

The present study aims to investigate the importance of human resource valuation with respect to organizational performance. The survey has been done with a sample size from various respondents. The research it is restricted to assess the opinion on HRA and its impact on organizational performance.

Statement of the Problem:-

The title entitled to “The Impact of Human Resource Accounting on Organizational Performance”, which examines the impact of HRA on employee-organizational performance in the contemporary context.

Hypothesis:-

H₀(1): There is no significant association between the Capital Invested on Human Resources and employee-organizational performance with respect to educational qualification of the respondents.

$H_0(2)$: There is no significant association between HRA details facilitates a lot to the external stake holders to take decision-making related to investments and to assess the value of a firm with respect to educational qualification of the respondents.

$H_0(3)$: There is no significant association between the return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only through investments on human capital with respect to educational qualification

$H_0(4)$: There is no significant association between the Financial Position, performance of a company and survival in long-run and strengthening the skills of individuals will happen through the investments made on human capital with respect to educational qualification of respondents.

Research Methodology & Design:-

Data Sources:- Taken the advantage of both primary and secondary data sources to assess the concept in all directions developed a structured closed ended questionnaire to collect opinion from various respondents and literature through published articles and reports.

Sampling Technique:- Applied the convenience sampling from the non-probability sampling technique. Collected data from the available respondents.

Sample Size:- Taken a sample of 50 samples from the various respondents which include both male and female and assessment has done based on educational qualification of respondents.

Statistical Techniques:- Applied the descriptive statistics which include: Chi-Square Assessment using Pearson chi-square test.

Sampling Unit/Frame:- The respondents include graduates and post graduates as they are competent to answer the questionnaire.

Data Analysis and Interpretation:-

Table 1: Capital Invested on Human Resources and employee-organizational performance (Vs) Educational Performance

Human Capital Accounting compares the capital invested on human resources and employee-organizational performance * Educational Qualification Cross tabulation			Educational Qualification		Total
			Under Graduates	Post Graduates	
Human Capital Accounting compares the capital invested on human resources and employee-organizational performance	Strongly Disagree	Count	1	6	7
		% of Total	2.0%	12.0%	14.0%
	Disagree	Count	0	2	2
		% of Total	0.0%	4.0%	4.0%
	Neither Agree nor Disagree	Count	2	6	8
		% of Total	4.0%	12.0%	16.0%
	Agree	Count	6	19	25
		% of Total	12.0%	38.0%	50.0%
	Strongly Agree	Count	3	5	8
		% of Total	6.0%	10.0%	16.0%
Total		Count	12	38	50
		% of Total	24.0%	76.0%	100.0%

Data Sources: Field Survey

In significant at 5%

From the above table.1 reveals that out of 50 sample respondents the majority 25 sample respondents agreed that human capital accounting compares the capital invested on human resources and employee-organizational performance. Among these respondents the majority 19 (38%) of the respondents are belongs to post graduates and the rest 6(12%) of the respondents are belongs to under graduates followed by 16% of the respondents are strongly agreed that human capital accounting compares the capital invested on human resources and employee-organizational performance. Among these respondents the majority 5 (10%) of the respondents are belongs to post graduates and the rest 3(6%) of the respondents are belongs to under graduates Therefore, the majority 66% of the respondents agreed that human capital accounting plays a key role to assess the organizational and employee performance.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.797 ^a	4	.773
Likelihood Ratio	2.230	4	.694
Linear-by-Linear Association	1.154	1	.283
N of Valid Cases	50		

The above internal table reveals that there is no significant difference between educational qualification of respondents with respect to opinion on human capital accounting and employee-organizational performance. The p-value which is .773 is greater than .05. Therefore, the distribution is insignificant. Therefore, there is no significant difference between opinion on human capital accounting compares the capital invested on human resources and employee-organizational performance with respect to education qualification of the respondents.

Table 2: The external stake holders can take decision-making related to investments and to assess the value of a firm (Vs) educational Qualification

The HRA details facilitates a lot to the external stake holders to take decision-making related to investments and to assess the value of a firm (Vs) educational Qualification			Under Graduates	Post Graduates	Total	
The HRA details facilitates a lot to the external stake holders to take decision-making related to investments and to assess the value of a firm	Strongly Disagree	Count	0	4	4	
		% of Total	0.0%	8.0%	8.0%	
	Disagree	Count	2	5	7	
		% of Total	4.0%	10.0%	14.0%	
	Neither Agree nor Disagree	Count	1	4	5	
		% of Total	2.0%	8.0%	10.0%	
	Agree	Count	6	18	24	
		% of Total	12.0%	36.0%	48.0%	
	Strongly Agree	Count	3	7	10	
		% of Total	6.0%	14.0%	20.0%	
	Total		Count	12	38	50
			% of Total	24.0%	76.0%	100.0%

*Data Sources: Field Survey**In significant at 5%*

From the above table.2 reveals that out of 50 sample respondents the majority 24 sample respondents agreed that The HRA details facilitates a lot to the external stake holders to take decision-making related to investments and to assess the value of a firm. Among these respondents the majority 18 (36%) of the respondents are belongs to post graduates and the rest 6(12%) of the respondents are belongs to under graduates followed by 20% of the respondents are strongly agreed that The HRA details facilitates a lot to the external stake holders to take decision-making related to investments and to assess the value of a firm. Among these respondents the majority 7(14%) of the respondents are belongs to post graduates and the rest 3(6%) of the respondents are belongs to under graduates Therefore, the majority 68% of the respondents agreed that The HRA details facilitates a lot to the external stake holders to take decision-making related to investments and to assess the value of a firm.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.598 ^a	4	.809
Likelihood Ratio	2.519	4	.641
Linear-by-Linear Association	.708	1	.400
N of Valid Cases	50		

The above internal table reveals that there is no significant difference between educational qualification of respondents with respect to opinion on The HRA details facilitates a lot to the external stake holders to take decision-making related to investments and to assess the value of a firm. The p-value which is .809 is greater than .05. Therefore, the distribution is insignificant. Therefore, there is no significant difference between opinion on The HRA details facilitates a lot to the external stake holders to take decision-making related to investments and to assess the value of a firm with respect to education qualification of the respondents.

Table 3: The return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only through investments on human capital (vs) Educational Qualification

The return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only through investments on human capital * Educational Qualification Cross tabulation			Educational Qualification		Total
			Under Graduates	Post Graduates	
The return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only thro3h	Strongly Disagree	Count	0	3	3
		% of Total	0.0%	6.0%	6.0%
	Disagree	Count	2	3	5
		% of Total	4.0%	6.0%	10.0%
	Neither Agree nor Disagree	Count	1	6	7
		% of Total	2.0%	12.0%	14.0%
	Agree	Count	7	19	26
		% of Total	14.0%	38.0%	52.0%

investments on human capital	Strongly Agree	Count	2	7	9
		% of Total	4.0%	14.0%	18.0%
Total		Count	12	38	50
		% of Total	24.0%	76.0%	100.0%

Data Sources: Field Survey

In significant at 5%

From the above table.3 reveals that out of 50 sample respondents the majority 26 sample respondents agreed that the return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only through investments on human capital. Among these respondents the majority 19 (38%) of the respondents are belongs to post graduates and the rest 7(14%) of the respondents are belongs to under graduates followed by 18% of the respondents are strongly agreed that the return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only through investments on human capital. Among these respondents the majority 7 (14%) of the respondents are belongs to post graduates and the rest 2(4%) of the respondents are belongs to under graduates Therefore, the majority 70% of the respondents agreed that the return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only through investments on human capital.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.149 ^a	4	.708
Likelihood Ratio	2.812	4	.590
Linear-by-Linear Association	.110	1	.741
N of Valid Cases	50		

The above internal table reveals that there is no significant difference between educational qualification of respondents with respect to opinion on the return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only through investments on human capital. The p-value which is .708 is greater than .05. Therefore, the distribution is insignificant. Therefore, there is no significant difference between opinion on the return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only through investments on human capital with respect to education qualification of the respondents.

Table 4: The Financial Position, performance of a company and survival in long-run and strengthening the skills of individuals will happen through the investments made on human capital (Vs) Educational Qualification

Crosstab			
The Financial Position, performance of a company and survival in long-run and strengthening the skills of individuals will happen through the investments made on human capital (Vs) Educational Qualification	Educational Qualification		Total
	Under Graduates	Post Graduates	

The Financial Position, performance of a company and survival in long-run and strengthening the skills of individuals will happen through the investments made on human capital	Strongly Disagree	Count	0	3	3
		% of Total	0.0%	6.0%	6.0%
	Disagree	Count	0	3	3
		% of Total	0.0%	6.0%	6.0%
	Neither Agree nor Disagree	Count	2	9	11
		% of Total	4.0%	18.0%	22.0%
	Agree	Count	8	17	25
		% of Total	16.0%	34.0%	50.0%
	Strongly Agree	Count	2	6	8
		% of Total	4.0%	12.0%	16.0%
Total	Count	12	38	50	
	% of Total	24.0%	76.0%	100.0%	

Data Sources: Field Survey

In significant at 5%

From the above table.4 reveals that out of 50 sample respondents the majority 25 sample respondents agreed that the financial Position, performance of a company and survival in long-run and strengthening the skills of individuals will happen through the investments made on human capital. Among these respondents the majority 17 (34%) of the respondents are belongs to post graduates and the rest 8(16%) of the respondents are belongs to under graduates followed by 16% of the respondents are strongly agreed that The Financial Position, performance of a company and survival in long-run and strengthening the skills of individuals will happen through the investments made on human capital. Among these respondents the majority 6 (12%) of the respondents are belongs to post graduates and the rest 2(4%) of the respondents are belongs to under graduates Therefore, the majority 66% of the respondents agreed that The Financial Position, performance of a company and survival in long-run and strengthening the skills of individuals will happen through the investments made on human capital.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.980 ^a	4	.561
Likelihood Ratio	4.336	4	.362
Linear-by-Linear Association	1.946	1	.163
N of Valid Cases	50		

The above internal table reveals that there is no significant difference between educational qualification of respondents with respect to opinion on The Financial Position, performance of a company and survival in long-run and strengthening the skills of individuals will happen through the investments made on human capital. The p-value which is .561 is greater than .05. Therefore, the distribution is insignificant. Therefore, there is no significant difference between opinion on The Financial Position, performance of a company and survival in long-

run and strengthening the skills of individuals will happen through the investments made on human capital with respect to education qualification of the respondents.

Table 5: The employee skill, know-how, knowledge and performance of individuals depends up on the investments made on human capital (Vs) Educational Qualification

The employee skill, know-how, knowledge and performance of individuals depends up on the investments made on human capital (Vs) Educational Qualification		Educational Qualification		Total		
		Under Graduates	Post Graduates			
The employee skill, know-how, knowledge and performance of individuals depends up on the investments made on human capital	Strongly Disagree	Count	0	3	3	
		% of Total	0.0%	6.0%	6.0%	
	Disagree	Count	0	1	1	
		% of Total	0.0%	2.0%	2.0%	
	Neither Agree nor Disagree	Count	4	4	8	
		% of Total	8.0%	8.0%	16.0%	
	Agree	Count	4	17	21	
		% of Total	8.0%	34.0%	42.0%	
	Strongly Agree	Count	4	13	17	
		% of Total	8.0%	26.0%	34.0%	
	Total		Count	12	38	50
			% of Total	24.0%	76.0%	100.0%

Data Sources: Field Survey

In significant at 5%

From the above table.5 reveals that out of 50 sample respondents the majority 21 sample respondents agreed that the employee skill, know-how, knowledge and performance of individuals depends up on the investments made on human capital. Among these respondents the majority 17 (34%) of the respondents are belongs to post graduates and the rest 4(8%) of the respondents are belongs to under graduates followed by 34% of the respondents are strongly agreed that the employee skill, know-how, knowledge and performance of individuals depends up on the investments made on human capital. Among these respondents the majority 13 (26%) of the respondents are belongs to post graduates and the rest 4(8%) of the respondents are belongs to under graduates Therefore, the majority 76% of the respondents agreed that the employee skill, know-how, knowledge and performance of individuals depends up on the investments made on human capital.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.513 ^a	4	.341
Likelihood Ratio	5.017	4	.286
Linear-by-Linear Association	.022	1	.882
N of Valid Cases	50		

The above internal table reveals that there is no significant difference between educational qualification of respondents with respect to opinion on the employee skill, know-how, knowledge and performance of individuals depends up on the investments made on human capital. The p-value which is .341 is greater than .05. Therefore, the distribution is insignificant. Therefore, there is no significant difference between opinion on the employee skill, know-how, knowledge and performance of individuals depends up on the investments made on human capital with respect to education qualification of the respondents.

Table 6: The cost of recruitment, training, performance appraisal, skill enhancement programs, promotions are the major aspects of human resource accounting (Vs) Educational Qualification

The cost of recruitment, training, performance appraisal, skill enhancement programs, promotions are the major aspects of human resource accounting (Vs) Educational Qualification			Educational Qualification		Total
			Under Graduates	Post Graduates	
The cost of recruitment, training, performance appraisal, skill enhancement programs, promotions are the major aspects of human resource accounting	Strongly Disagree	Count	1	2	3
		% of Total	2.0%	4.0%	6.0%
	Disagree	Count	0	2	2
		% of Total	0.0%	4.0%	4.0%
	Neither Agree nor Disagree	Count	2	8	10
		% of Total	4.0%	16.0%	20.0%
	Agree	Count	4	17	21
		% of Total	8.0%	34.0%	42.0%
	Strongly Agree	Count	5	9	14
		% of Total	10.0%	18.0%	28.0%
Total		Count	12	38	50
		% of Total	24.0%	76.0%	100.0%

Data Sources: Field Survey

In significant at 5%

From the above table.6 reveals that out of 50 sample respondents the majority 21 sample respondents agreed that the cost of recruitment, training, performance appraisal, skill enhancement programs, promotions are the major aspects of human resource accounting. Among these respondents the majority 17 (34%) of the respondents are belongs to post graduates and the rest 4(8%) of the respondents are belongs to under graduates followed by 28% of the respondents are strongly agreed that the cost of recruitment, training, performance appraisal, skill enhancement programs, promotions are the major aspects of human resource accounting. Among these respondents the majority 9 (18%) of the respondents are belongs to post graduates and the rest 5(10%) of the respondents are belongs to under graduates Therefore, the majority 70% of the respondents agreed that the cost of recruitment, training, performance appraisal, skill enhancement programs, promotions are the major aspects of human resource accounting.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.198 ^a	4	.699
Likelihood Ratio	2.581	4	.630
Linear-by-Linear Association	.437	1	.509
N of Valid Cases	50		

The above internal table reveals that there is no significant difference between educational qualification of respondents with respect to opinion on the cost of recruitment, training, performance appraisal, skill enhancement programs, promotions are the major aspects of human resource accounting. The p-value which is .699 is greater than .05. Therefore, the distribution is insignificant. Therefore, there is no significant difference between opinion on the cost of recruitment, training, performance appraisal, skill enhancement programs, promotions are the major aspects of human resource accounting with respect to education qualification of the respondents.

Table 7: The Degree of employee participation, involvement and performance associated with the human capital valuation (Vs) educational Qualification

The Degree of employee participation, involvement and performance associated with the human capital valuation (Vs) educational Qualification			Educational Qualification		Total
			Under Graduates	Post Graduates	
The Degree of employee participation, involvement and performance associated with the human capital valuation	Strongly Disagree	Count	1	4	5
		% of Total	2.0%	8.0%	10.0%
	Disagree	Count	2	0	2
		% of Total	4.0%	0.0%	4.0%
	Neither Agree nor Disagree	Count	1	7	8
		% of Total	2.0%	14.0%	16.0%
	Agree	Count	7	18	25
		% of Total	14.0%	36.0%	50.0%
	Strongly Agree	Count	1	9	10
		% of Total	2.0%	18.0%	20.0%
Total		Count	12	38	50
		% of Total	24.0%	76.0%	100.0%

Data Sources: Field Survey

In significant at 5%

From the above table.7 reveals that out of 50 sample respondents the majority 25 sample respondents agreed that The Degree of employee participation, involvement and performance associated with the human capital valuation. Among these respondents the majority 18 (36%) of the respondents are belongs to post graduates and the rest 7 (14%) of the respondents are belongs to under graduates followed by 20% of the respondents are strongly agreed that The Degree of employee participation, involvement and performance associated with the human

capital valuation. Among these respondents the majority 9 (18%) of the respondents are belongs to post graduates and the rest 1 (2%) of the respondents are belongs to under graduates Therefore, the majority 70% of the respondents agreed that The Degree of employee participation, involvement and performance associated with the human capital valuation.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.251 ^a	4	.083
Likelihood Ratio	7.926	4	.094
Linear-by-Linear Association	.702	1	.402
N of Valid Cases	50		

The above internal table reveals that there is no significant difference between educational qualification of respondents with respect to opinion on The Degree of employee participation, involvement and performance associated with the human capital valuation. The p-value which is .083 is greater than .05. Therefore, the distribution is insignificant. Therefore, there is no significant difference between opinion on The Degree of employee participation, involvement and performance associated with the human capital valuation with respect to education qualification of the respondents.

Table 8: The Employee Morality, commitment, recognition, dedication are highly associated with the human resource valuation in the organization (Vs) Educational Qualification

Crosstab					
The Employee Morality, commitment, recognition, dedication are highly associated with the human resource valuation in the organization (Vs) Educational Qualification			Educational Qualification		Total
			Under Graduates	Post Graduates	
The Employee Morality, commitment, recognition, dedication are highly associated with the human resource valuation in the organization	Strongly Disagree	Count	0	3	3
		% of Total	0.0%	6.0%	6.0%
	Disagree	Count	1	3	4
		% of Total	2.0%	6.0%	8.0%
	Neither Agree nor Disagree	Count	1	5	6
		% of Total	2.0%	10.0%	12.0%
	Agree	Count	8	18	26
		% of Total	16.0%	36.0%	52.0%
	Strongly Agree	Count	2	9	11
		% of Total	4.0%	18.0%	22.0%
Total		Count	12	38	50
		% of Total	24.0%	76.0%	100.0%

Data Sources: Field Survey

In significant at 5%

From the above table.8 reveals that out of 50 sample respondents the majority 26 sample respondents agreed that The Employee Morality, commitment, recognition, dedication is highly associated with the human resource valuation in the organization. Among these respondents the majority 18 (36%) of the respondents are belongs to post graduates and the rest 8 (16%) of the respondents are belongs to under graduates followed by 22% of the respondents are strongly agreed that The Employee Morality, commitment, recognition, dedication is highly associated with the human resource valuation in the organization. Among these respondents the majority 9 (18%) of the respondents are belongs to post graduates and the rest 2 (4%) of the respondents are belongs to under graduates Therefore, the majority 74% of the respondents agreed that The Employee Morality, commitment, recognition, dedication are highly associated with the human resource valuation in the organization.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.984 ^a	4	.739
Likelihood Ratio	2.675	4	.614
Linear-by-Linear Association	.332	1	.564
N of Valid Cases	50		

The above internal table reveals that there is no significant difference between educational qualification of respondents with respect to opinion on The Employee Morality, commitment, recognition, dedication are highly associated with the human resource valuation in the organization. The p-value which is .739 is greater than .05. Therefore, the distribution is insignificant. Therefore, there is no significant difference between opinion on The Employee Morality, commitment, recognition, dedication are highly associated with the human resource valuation in the organization with respect to education qualification of the respondents.

Table 9: In the overall, human resource valuation strongly associated with the individual and organizational performance (Vs) Educational Qualification

Crosstab					
In the overall, human resource valuation strongly associated with the individual and organizational performance (Vs) Educational Qualification			Educational Qualification		Total
			Under Graduates	Post Graduates	
In the overall, human resource valuation strongly associated with the individual and organizational performance	Strongly Disagree	Count	1	2	3
		% of Total	2.0%	4.0%	6.0%
	Disagree	Count	1	5	6
		% of Total	2.0%	10.0%	12.0%
	Neither Agree nor Disagree	Count	3	5	8
		% of Total	6.0%	10.0%	16.0%
	Agree	Count	4	14	18
		% of Total	8.0%	28.0%	36.0%
Strongly Agree	Count	3	12	15	
	% of Total	6.0%	24.0%	30.0%	
Total		Count	12	38	50

	% of Total	24.0%	76.0%	100.0%
--	------------	-------	-------	--------

Data Sources: Field Survey

In significant at 5%

From the above table.9 reveals that out of 50 sample respondents the majority 18 sample respondents agreed that In the overall, human resource valuation strongly associated with the individual and organizational performance. Among these respondents the majority 14 (28%) of the respondents are belongs to post graduates and the rest 4 (8%) of the respondents are belongs to under graduates followed by 30% of the respondents are strongly agreed that In the overall, human resource valuation strongly associated with the individual and organizational performance. Among these respondents the majority 12 (24%) of the respondents are belongs to post graduates and the rest 3 (6%) of the respondents are belongs to under graduates Therefore, the majority 66% of the respondents agreed that In the overall, human resource valuation strongly associated with the individual and organizational performance.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.282 ^a	4	.864
Likelihood Ratio	1.216	4	.876
Linear-by-Linear Association	.206	1	.650
N of Valid Cases	50		

The above internal table reveals that there is no significant difference between educational qualification of respondents with respect to opinion on in the overall, human resource valuation strongly associated with the individual and organizational performance. The p-value which is .864 is greater than .05. Therefore, the distribution is insignificant. Therefore, there is no significant difference between opinion on in the overall, human resource valuation strongly associated with the individual and organizational performance with respect to education qualification of the respondents.

Findings:-

- The majority of the under graduate sand post graduates agreed that human capital accounting compares the capital invested on human resources and employee-organizational performance.
- The majority of the respondents agreed that The HRA details facilitates a lot to the external stake holders to take decision-making related to investments and to assess the value of a firm.
- The majority of the sample respondents agreed that the return on investments from productive expenses like: land and buildings, machinery and infrastructure will be possible only through investments on human capital.
- The majority 25 sample respondents agreed that the financial Position, performance of a company and survival in long-run and strengthening the skills of individuals will happen through the investments made on human capital.

- The Majority of the respondents agreed in the overall, human resource valuation strongly associated with the individual and organizational performance.

Conclusion:-

Hence, it can be conclude that the human resource accounting facilitates a lot to conduct a comparative study between the investments made on human resources and associated returns. It will also help to the stake holders of the business to take decision-makings further the HRA motivates, stimulates and drives individuals towards organizational goals. In the overall, the human resource accoutring assessment is very much essential for the prosperity of the organization.

Scope of future Research:-

The research can be further extended by taking the advantage of structural equation modelling algorithm by developing constructs which include mediating and moderating variables. The SEM analysis on HRA will explains the goodness of fit index among various constructs further a comparative study also can be done by taking selected MNC's.

References:-

1. Bowers, D. G. 1973, 'A review of Rensis Likert's "Improving the Accuracy of P/L Reports and Estimating the Change in Dollar Value of the Human Organization', *Michigan Business Review*, p. 25.
2. American Accounting Association, 1973, 'Report of the Committee on Accounting for Human Resources', *The Accounting Review*, 48, pp. 6-11.
3. Jan Bratton, & Jeffrey G. 2003, 'Human resource management, Theory and practice', , 3rd Edition, *Palgrave MC. Millan*, London.
4. Myers, C.A. 1976, 'Human Resource Accounting', *Monthly Labor Review*, Vol.99, Iss.4, April, 1976.
5. Gupta, D. K. 1991, 'Human Resource Accounting in India: A Perspective', Administrative Staff College of India *Journal of Management*, Vol. 20, No. 1, pp. 9-10.
6. Aditi Dixit "A study of Human Resource Accounting" (2005) Ph.D. Thesis (A Case Study BHEL Jhansi and Mathura Refinery
7. Akindehinde O., Enyi P. and Olutokunbo A. O. (2015), Human Asset Accounting and Corporate Performance, American International *Journal of Contemporary Research* Vol. 5, No. 1
8. Catusus, Bino., Martensson, Maria., & Skoog, Matti. (2009). The communication of human accounts: examining models of sensegiving. *Journal of Human Resource Costing & Accounting*, 13 (2), 163-179.
9. Dhade, Aruna. (2005). A HUMAN RESOURCE ACCOUNTING: A WAY TO SUCCEED IN KNOWLEDGE-DRIVEN ECONOMY. *MANAGEMENT & LABOUR STUDIES*, 30 (4), 381-392.
10. Flamholtz, E. G., Bullen, M. L., & Hua, W. (2002). Human resource accounting: A historical perspective and future implications. *Management Decision*, 40 (10), 947-954.
11. Newman (1999) Human Resource Costing and Accounting as a Determinant of Minimum Wage Theory.

12. Raunak Narayan (2010) "Human resource accounting: A new Paradigm in the era of globalization" in *Asian Journal of Management Research* ISSN no. 229-3795.
13. C.A. Vikas Jain (January 2011) "Human Resource Accounting" in the magazine *The Chartered Accountant*.
14. Jain, Sugan Chand And Mangal, S.K (2002), "Accounting For Human Resource Development" , *The Indian Journal of Commerce*, Vol.55, No.182.
15. Chandran, P. Mohan (2003) "Human Resource Accounting In India", *HRM Review - A Monthly Digest of Human Capital*, Hyderabad.
16. Shukla, S.M (2002) "Advanced Accounting", Sahitya Bhawan Publications, Agra, 2002.
17. Jeroh, E. (2013). Human capital accounting and the comparability of financial statements in Nigeria. *Journal of Accounting Management*, 3(2), 53-63.
18. Ikpefan, O. A., Kazeem, B. L. O., & Taiwo, J. (2015). Human capital accounting and performance of microfinance banks (MFB) in Nigeria. *Research Journal of Finance and Accounting*, 6(1), 65-75.
19. Steen, A., & Welch, D. (2011). Are accounting metrics applicable to human resources? The case of return on valuing assignments. *Australasian Accounting, Business and Finance Journal*, 5(3), 57- 72.
20. Jawahar Lal. (2009). Corporate financial reporting, theory and practice cases. University of Delhi. *Taxmann publications*, pp. 280-302.
21. Boedker, C., Mouristan, J., & Guthrie, J. (2008), "Enhanced business reporting: international trends and possible policy directions" *Journal of Human Resource Costing & Accounting*, Vol.12(1), pp. 14