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Human Capital Efficiency and Corporate Performance in Bangladesh: A Study of DSE Listed Banks

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Abstract

Human Capital is similar to the Mobil of a vehicle; without it, the engine will not run. Human Capital is like Mobil in today's business world, and it's a big deal for a company's performance and growth. And this research is an essential part of the phenomenon. The study provides evidence of the impact of human capital efficiency on the corporate performance of Bangladesh's DSE-listed banks. The effect of Human Capital Efficiency on Performance was investigated using the Human Capital component of the Value Added Intellectual Coefficient (VAIC) methodology for a period of five years (2010-2014). Multiple Linear regression models were used for analyzing the relationship between the variables of interest; Employees' growth (EG), Earnings per Share (EPS), Return on Assets (ROA), Human Capital Efficiency (HCE), lagged Human Capital Efficiency and Size of the firms. The finding of the study indicates that there is positive significant impact of Human Capital Efficiency on ROA and EPS. On the other hand, HCE has positive but insignificant impact on EG. This study contributes to the existing Human Capital literature by revealing the HCE of banks and its impact on Corporate Performance.

Keywords: Human Capital efficiency, Value added intellectual coefficient, Return on asset, Corporate performance, Value added, Earnings per share.

Introduction

Human capital has long been recognized as an important factor in efficiency (Schultz, 1961; Becker, 1962; Aurora 2002) and, more recently, as a major factor influencing firm competitiveness (Bartel, 1989; Senker and Brady, 1989; Howell and Wolff, 1991; Prais, 1995). According to the knowledge-based economy, many researchers now believe that "people are our greatest asset." "People are the most powerful element in value development of a corporation," according to Fitz-enz (2000).

Shohren and Geert (2015) went on to say that large increases in Human Capital skills would help businesses gain long-term competitive advantage. To achieve a firm's goal, the workforce is viewed as a strategic tool; without this weapon, no tangible asset can be used to add value to a company. According to Yusuf (2013), the most important intangible asset, especially Human Capital, is

for the firm to be able to effectively execute business strategies. "The degree to which employees contribute to the successful execution of the organization strategy is related to Human Capital performance," according to Becker, Huselid, and Ulrich (2002). As a result, they conclude that a company's financial performance and customer experience are influenced by Human Capital performance. Intangibles and knowledge workers, according to Bontis (1998), are the defining characteristics of this new economy, which have evolved as a result of global competition. Shohren and Geert (2015) have discovered that the Human Capital unit accounts for nearly 70% of overall operating expenditures in most businesses, including major companies in developing countries.

Why should "our greatest asset" reflect the highest expenses of any company, may be a query. Often,

measuring Human Capital output and its appearance in a balance sheet is not feasible and difficult to represent knowledge employees for the human resource unit is one of the most controversial issues in accounting (Fitz-enz 2000; Gan and Saleh 2008; Santoso 2011; Milost 2012). As a result, it is clear from the above scholars that Human Capital is a critical factor in achieving good corporate performance in today's business environment. Measurement in the right way will help you get the details you need to maximize Human Capital's contribution to the organization's performance. As a consequence, the primary goal of this paper is to determine how effective Human Capital Management can affect the financial performance of banks in Bangladesh.

Justification of the Study

Human capital is regarded as a powerful weapon for gaining a long-term competitive advantage. More importantly, for any tangible asset to bring value to an organization, it must be put to use by the organization's human asset. As a result, in order to gain a competitive edge, businesses must use their employees as a competitive tool to achieve their goals. It is an undeniable fact that an organization's future is determined by the quality of its workers. Therefore, it will pose a significant threat to the real economy in the future.

Since the banking sector is one of Bangladesh's largest industries and plays such an important role in the economy, it must concentrate on its employees in order to keep the company stable and to keep up with the current demanding banking environment in terms of productivity. This research would add to the body of knowledge by determining how effective human capital management affects the financial performance of Bangladeshi banks.

Banking Industry of Bangladesh

Bangladesh's banking industry is primarily divided into two sectors: Specialized Banks (SBs) and Commercial Banks (CBs). Banks that specialize in particular sectors or industries of the economy are known as specialized banks. For example, Bangladesh Krishi Bank (KKB) focuses solely on the agricultural sector of the economy, while Bangladesh Development Bank Limited (BDBL) focuses solely on the industrial sector. Commercial banks, on the other hand, are Scheduled Banks that operate in the country under the Central Bank's rules and regulations. Nationalized Commercial Banks (NCBs), Foreign Commercial Banks (FCBs), and Private Commercial Banks are the three types of commercial banks (PCBs).

Bangladesh Bank (BB) Order of 1972 established Bangladesh Bank (BB) as the country's central bank.

Commercial banks in Bangladesh are primarily governed by the Bangladesh Bank Order 1972 and the Banking / Companies Act 1991. Banks operating in Bangladesh (except those incorporated abroad) were nationalized after the country's independence. Six commercial banks were formed by merging these banks. Pubali Bank Ltd. and Uttara Bank Ltd., two of the six commercial banks, were later sold to the private sector with effect from January 1985. Furthermore, there are currently 57 scheduled banks operating across the region. There are eight state-owned banks, 40 private commercial banks (including eight Islamic banks), and nine international commercial banks.

Literature Review

Human capital is an essential component of the long-term financial and life goals. Human capital is described as follows in this article by the Financial Planning Association: "Human capital refers to an individual's expertise, knowledge, and abilities, which are typically gained through schooling and work experience. It is a personal trait that can be improved by continued schooling and job-related preparation (Becker 1964)." When it comes to the financial future, as well as ways to minimize risk and preserve financial stability over the course of a lifetime, human capital is crucial.

The contributions of an organization's Human Capital are critical because it is the Human Capital's expertise, competency, and experience, as well as their efficient management, that will decide how other organizational resources will be used to achieve organizational goals and objectives. As a result, the human factor is extremely important in assessing organizational success.

Human capital, according to Kamal, Mat, Rahim Husain, and Ismail (2012), is characterized as an employee's ability to create both tangible and intangible assets by contributing to the continuous generation of information and ideas. Human Capital, according to Micah, Ofurum, and Ihendinihu (2012), is described as "people's strengths, abilities, talents, and knowledge that are, or potentially can be applied to the production of goods or rendering useful services."

Human capital is described by Ting and Lean (2009) as "innovation, ability, imagination, know-how, and previous experience, teamwork capacity, employee versatility, tolerance for uncertainty, motivation, happiness, learning capacity, loyalty, and structured training and education." According to Muhammad (2009), a company's physical assets are being valued less than its employees' expertise and knowledge. This is due to the fact that an employee's talents, experience, expertise, and intelligence can decide how physical assets are used to accomplish organizational goals. Employee awareness is the primary source of value

formation, according to Pulic (2000), so employee expenditures should be viewed as investments rather than costs.

Concept of Human Capital Efficiency (HCE)

According to Pulic 1998, one of the three components of Value Added Intellectual Coefficients is Human Capital Efficiency (HCE). The value added by an organization's Human Resources is measured by Human Capital Performance. The Value Added Intellectual Coefficient (VAIC) is a formula for calculating a company's value creation efficiency using accounting data (Pulic, 2000).

Human Capital Efficiency (HCE), Structural Capital Efficiency (SCE), and Capital Employed Efficiency (CEE) are the three main components that make up VAIC. VAIC is described as a "universal indicator demonstrating a company's ability to create value and serving as a measure of business efficiency in a knowledge-based economy" (Pulic, 1998). The purest measure of producing economic value in a knowledge-based organization, according to Sveiby (2001), is the value added per individual's contribution. This monetary measurement method, as suggested by Pulic (2004), may be useful in providing reliable information to stakeholders about a company's real value and performance. Furthermore, it allows for comparison and potential predictability in terms of the performance of the companies' Intellectual Capital (Chu, et al., 2011).

The emphasis of this research is on the relationship between the value added by Human Capital and corporate success. This research used the Pulic method for calculating Human Capital Value Added to determine Human Capital Performance. The ratio of Value Added (specifically by human assets) to Human Costs is used to calculate Human Capital Efficiency (HCE) (which indicates personnel expenses salaries and benefits for company).

Human Capital Efficiency and Organizational Performance

Previous research has found a connection between Human Capital Efficiency and organizational success (Goh 2005; Makki et al. 2008; Gan and Saleh 2008; Ting and Lean 2009; Phusavant et al. 2011; Mondal and Gosh 2012; Komneninc and Pokrajcic 2012). Human capital has a positive effect on corporate success because it can add tremendous value to businesses and give them a long-term competitive advantage (Plink and Barning, 2010)

Yusuf (2013) investigated "The Relationship between Human Capital Efficiency and Financial Performance: An Empirical Investigation of Quoted Nigerian Banks". The study found that effective human resource use has no major effect on bank returns on equity and that human

capital efficiency has a minor but significant impact on bank earnings per share. On the other hand, evidence was able to show that effective Human Capital use and the size of the bank have a direct effect on the banks' earnings per share. Human Capital use in some banks was discovered to be inefficient.

Ekwe (2013) investigated 'The Relationship between Intellectual Capitals and Deposit Money Bank Revenue Growth in Nigeria.' The Value Added Intellectual Coefficient (VAIC) model was used to determine if there is a positive and important relationship between Intellectual Capital indices (such as Human Capital Efficiency, Structural Capital Efficiency, and Capital Employed Efficiency) and revenue growth in selected Nigerian banks.

The findings revealed a positive and significant relationship between the components of VAIC and bank revenue growth in Nigeria. Parham and Heling (2015) investigated "The Efficiency of Human Capital and its impact on the Financial Performance of Dutch production companies". Using data from 33 Dutch production companies for a period of 6 years (2007-2012) and applying the Human Capital component of the VAIC methodology the monetary value created by the companies' knowledge workers is measured. The study's findings showed that HCE has a positive connection with all three organizational performance indicators, with the most statistically significant relationship between HCE and Employee Productivity (EP).

To measure the 'The Effect of Intellectual Capital on Cost of Finance and Firm Value' Iranmahd, Moeinaddin, Shahmoradi and Heyrani (2014) used a eight-year long data set of 84 manufacturing companies listed on Tehran Stock exchange for an eight-year period. And the findings revealed that while the applied value added of capital, the value added of intellectual capital, and the value added of intellectual capital coefficient all have a negative impact on weighted average cost of capital, they have no impact on enterprise value.

Research Hypothesis

Based on the research background and objectives this study set the following research hypothesis to measure the impact of human capital efficiency on banks performance.

H₀₁: There is no significant positive relationship between Human Capital Efficiency (HCE) and Employees' Growth (EG) of DSE listed banks in Bangladesh.

H₀₂: There is no significant positive relationship between Human Capital Efficiency (HCE) and Earnings per Shares (EPS) of DSE listed banks in Bangladesh.

H₀₃: There is no significant positive relationship between Human Capital Efficiency (HCE) and Return on Asset (ROA) of DSE listed banks in Bangladesh.

Methodology of the Study

Research Method

The relationship between Human Capital Efficiency and Corporate Financial Performance are explored in this research, which is an empirical study. The Human Capital portion of the Value Added Intellectual Coefficient (VAIC) is thus the focus of this research. From 2010 to 2014, data was collected from annual reports and financial statements of sample units over a 5-year duration. All banks listed on the Dhaka Stock Exchange make up the study's population (DSE). The banking industry is the study's sample, which consists of businesses that are dominated on providing financial services for commercial purposes. Since there is currently no study in Bangladesh that examines the Human Capital Efficiency and performance of such organizations, the banking sector was chosen. The study considered 30 DSE listed commercial banks and the data has collected from secondary sources.

Research Model

Guided by the perceived functional relationship between Human Capital Efficiency and corporate financial performance, a link was forged between each set of the relationship. This is expressed as follow:

$$EG = f(\text{Value Added Intellectual Coefficient, Lag1 Value Added Intellectual Coefficient, Size})$$

$$EPS = f(\text{Value Added Intellectual Coefficient, Lag1 Value Added Intellectual Coefficient, Size})$$

$$ROA = f(\text{Value Added Intellectual Coefficient, Lag1 Value Added Intellectual Coefficient, Size})$$

➤ Model Specification

$$EG = \lambda_0 + \lambda_1 VAHC_t + \lambda_2 VAHC_{t-1} + \lambda_3 \text{Size} + \mu_3 \dots \dots \dots \text{Model 1}$$

$$EPS = \beta_0 + \beta_1 VAHC_t + \beta_2 VAHC_{t-1} + \beta_3 \text{Size} + \mu_2 \dots \dots \dots \text{Model 2}$$

$$ROA = \alpha_0 + \alpha_1 VAHC_t + \alpha_2 VAHC_{t-1} + \alpha_3 \text{Size} + \mu_1 \dots \dots \dots \text{Model 3}$$

$\alpha_0, \beta_0, \lambda_0$, are the intercepts; $\alpha_1, \beta_1, \lambda_1$ are the coefficients of the explanatory variables; $\alpha_i = (i = 1, 2, 3), \beta_i = (i = 1, 2, 3), \lambda_i = (i = 1, 2, 3)$ are the coefficients of the moderating variables and $\mu_i = (i = 1, 2, 3)$, are the error or disturbance term that absorbs the influence of omitted variables in the proxies used.

Where

- EG = Employees' growth
- EPS = Earnings per Share
- ROA = Return on assets
- VAHC_t = Human Capital Efficiency (HCE)
- VAHC_{t-1} = lagged Human Capital Efficiency (HCE)
- Size = Size of the firms

Dependent Variables

a. Employees' Growth (EG) this is determined as the amount of increase in the new number of employee after growth less the original number before the growth divided by the original number of employees. This is used as a measure of firm's growth Santos and Brito (2012).

b. Earnings per Share (EPS) is the portion of a company's profit allocated to each outstanding share. EPS stand as a measure of market value. Net income to outstanding number shares (Santos and Brito, 2012). Johannes (2013) stated that it is used as a measure of market performance.

$$\text{Earnings per Share} = \frac{\text{Net Profit attributable to Shareholders}}{\text{No of Shares in Issue}}$$

c. Return on Assets (ROA) is measured as the ratio of the pre-tax income to total assets and clarifies the extent to which a company's revenue exceeds over expenses (Firr & Williams 2003; Chen, Cheng & Hwang 2005, Shohren and Geert 2015).

$$\text{Return on Asset} = \frac{\text{Profit after tax}}{\text{Total Asset}}$$

Independent Variable

The independent variable used in this research is Human Capital Efficiency, which is a component of Value Added Intellectual Coefficient developed by Public (1998). Human Capital Efficiency (HCE) measures the value added by the human resources of an organization. Human Capital Efficiency (HCE) is computed as the ratio of Value Added (VA) to Human Costs (HC). The algebraic equation is as follows:

$$\text{Human Capital Efficiency (HCE)} = \frac{\text{Value Added (VA)}}{\text{Human Capital (HC)}}$$

Where,

- HC = personnel expenses (salaries and benefits)
- VA = Total Revenue – (Operating Expenses- Salaries)

Control Variable

In order to remove bias, a control variable was used. To isolate the contribution of Human Capital to organizational success, the following control variable is considered when defining linear regression models. The study took into account the firm's size, which is thought to have a huge effect on both Human Capital as well as performance. As a result, the natural logarithm of total assets was chosen as the firm size control variable following (Xiaoyan 2008).

Result and Discussion

Descriptive statistics

The descriptive statistics of variables used in this study are presented in table 1. The table comprises the mean, median, maximum, minimum, standard deviation, skewness, kurtosis of the dependent and independent

Table 1. Descriptive statistics of variables

Variables	SIZE	ROA	LAG1HCE	HCE	EPS	EG
Mean	10.5397	0.0130	2.7343	2.7295	2.9091	0.0880
Median	11.0051	0.0124	2.4864	2.4765	2.7000	0.0799
Maximum	11.43	0.03	9.26	9.26	7.97	0.37
Minimum	7.07	-0.02	-0.97	-0.97	5.70	-0.12
Std.Dev.	1.06549	0.00828	1.45128	1.42867	1.65819	0.08145
Skewness	-1.852	-0.592	0.879	0.901	-0.013	0.143
Kurtosis	2.585	2.208	2.608	2.780	1.219	0.379
Observations	150	150	150	150	150	150

variables used in this study. It is observed that the maximum and minimum values of different variables are significant variation such as HCE and LAG1HCE. However, there is no evidence of significant variation over the period of consideration. The near clustering of the series' minimum and maximum values demonstrates this. In terms of the statistical distribution of the series, the results show that the lag human capital productivity, human capital efficiency, and employee growth are all negatively skewed. Since their kurtosis values are less than 3, all of the variables are platykurtic. This indicates a higher than normal distribution.

Results of Model Estimation

This section is presented and discussed the results of regression models used in the study. Firstly, it is presented the results of regression model 1 to find the impact of human capital efficiency (HCE) on the employee growth (EG) of banking industry of Bangladesh.

Table 2. Result estimated from regression model 1

Employee Growth (EG)				
Variable	Coefficient	Std. Error	t- Stat.	Prob.
C	-0.094	0.070	-1.348	0.180
SIZE	0.012	0.005	2.792	0.006
LAG1HCE	0.006	0.006	1.950	0.053
HCE	0.014	0.005	1.343	0.181
R Square	0.696			
Adj. R Square	0.677			
F-Stat	4.991			
Prob (F-Stat)	0.053			

Source: Authors' computation

The table 3 shows the results of model 2, which presents the impact of HCE on the EG of banking industry of Bangladesh.

From Table 2 it is found that, $EG = -0.094 + 0.014 HCE + 0.006 LAGHCE + 0.012 SIZE$

The coefficient of Human Capital Efficiency, Lagged Human Capital Efficiency, is positively negligible, according to the equation. It means that corporate number of employee growth of banks is insignificantly affected by the level of their Human Capital Efficiency, Lagged Human Capital Efficiency. SIZE, on the other hand, is statistically significant at the 5% level in influencing employee growth. In term of magnitude this implies that every 1 percent increase (decrease) in Human Capital Efficiency, Lagged Human Capital Efficiency, Size on the average will lead to 0.014, 0.006 and 0.012 increase (decrease) in performance of the banks respectively. Of all the three explanatory variables, the influence affected by HCE is the most pervasive. Human Capital Efficiency, lagged Human Capital Efficiency, and size explain 69 percent of the variance in banking results, according to the coefficient of determination (R²) = 0.696. Furthermore, the F-stat of 4.991 and likelihood value of 0.053 show that the independent and control variables have no effect on the dependent variable.

Table 3. Result estimated from regression model 2

Earnings Per Share (EPS)				
Variable	Coefficient	Std. Error	t- Stat.	Prob.
C	0.883	1.304	0.677	0.000
SIZE	0.041	0.091	6.360	0.000
LAG1HCE	0.017	0.116	0.351	0.026
HCE	0.578	0.090	0.190	0.050
R Square	0.448			
Adj. R Square	0.432			
F-Stat	15.525			
Prob (F-Stat)	0.000			

Source: Authors' computation

Since the P-value of.053 is greater than 0.05 at the 95 percent confidence level, the null hypothesis that there is no substantially positive relationship between Human

Capital Efficiency (HCE) and Number of Employee Growth (EG) in the banking sector is accepted.

The table 3 shows the results of model 2, which presents the impact of HCE on the EPS of banking industry of Bangladesh.

$$\text{From Table 3 it is estimated that } \text{EPS} = 0.883 + 0.578 \text{ HCE} + 0.017 \text{ LAGHCE} + 0.041 \text{ SIZE}$$

The equation shows that the coefficients of Human Capital Efficiency, Lagged Human Capital Efficiency, and Size are positive and statistically significant at the 5% level, implying that the level of a bank's Human Capital Efficiency, Lagged Human Capital Efficiency, and Size has a significant impact on its corporate EPS. In terms of magnitude, this means that for every 1% increase (decrease) in Human Capital Efficiency, Lagged Human Capital Efficiency, and Size on average, the banks' output would increase (decrease) by 0.578, 0.017, and 0.041, respectively. The effect influenced by HCE is the most pervasive of the three variables. The coefficient of determination (R^2) = 0.448 reveals that the variables, Human Capital Efficiency, lagged Human Capital Efficiency and size, accounts for 44% in explaining the variation in the banking performance. Furthermore, the significance of the independent and control variables on the dependent variable are shown by the F-stat of 15.525 and probability value of 0.000.

Since the P-value 0.00 is less than 0.05 at the 95 percent confidence level, the null hypothesis that there is no significant positive relationship between Human Capital Efficiency (HCE) and Earnings per Share (EPS) of the banking sector in Bangladesh is rejected.

Table 4. Result estimated from regression model 3

Return on Asset				
Variable	Coefficient	Std. Error	t- Start.	Prob.
C	-0.003	0.006	-0.569	0.570
SIZE	0.061	0.000	7.861	0.000
LAG1HCE	0.041	0.001	0.981	0.128
HCE	0.103	0.000	1.925	0.046
R Square	0.373			
Adj. R Square	0.360			
F-Stat	28.011			
Prob. (F-Stat)	0.000			

Source: Authors' computation

$$\text{From Table 3 it is found that } \text{EPS} = -0.003 + 0.103 \text{ HCE} + 0.041 \text{ LAGHCE} + 0.061 \text{ SIZE}$$

The equation shows that the coefficients of Human Capital Efficiency, Lagged Human Capital Efficiency, and Size are positive and statistically significant at the 5% level, implying that the level of a bank's Human Capital Efficiency, Lagged Human Capital Efficiency, and Size has a significant impact on its corporate Return on Asset. In terms of magnitude, this means that for every 1% increase (decrease) in Human Capital Efficiency, Lagged Human Capital Efficiency, and Size on average, the banks' performance would increase (decrease) by 0.103, 0.041, and 0.061, respectively. The effect influenced by HCE is the most pervasive of the three variables. The coefficient of determination (R^2) = 0.373 reveals that the variables, Human Capital Efficiency, lagged Human Capital Efficiency and size, accounts for 37% in explaining the variation in the banking performance. Furthermore, the significance of the independent and control variables on the dependent variable are shown by the F-stat of 28.011 and probability value of 0.000.

In fact, since the P-value 0.000 is less than 0.05 at the 95 percent confidence level, the null hypothesis that there is no positive relationship between Human Capital Efficiency (HCE) and Return on Asset (ROA) of banking sectors in Bangladesh is rejected. Therefore, the alternative hypothesis is accepted. It implies that the HCE is significantly impacted on the performance of banking industry in Bangladesh.

Previous studies (Goh 2005; Makki et al. 2008; Gan and Saleh 2008; Ting and Lean 2009; Phusavant et al. 2011; Mondal and Gosh 2012; Komneninc and Pokrajcic 2012) have found a statistically significant relationship between Human Capital Efficiency and financial performance. Human Capital Efficiency, according to Plink and Barning (2010), has a positive impact on organizational success because it can generate significant value for businesses and provide them with a long-term competitive advantage. In their analysis on Nigeria, Kwarbari Jerry Danjuma and Akinpelu Mobolaji Ajike (2016) found a positive relationship between Human Capital Efficiency and all three corporate performance measures, with the exception of employee growth, the strongest statistically significant relationship being between HCE and Employee Productivity (EP).

Although this finding is not consistent with the study of Yusuf (2013) who concluded that efficient utilization of Human Capital does not have any significant impact on the Return of Equity of banks and that the impact of Human Capital Efficiency on the Earnings per Share of the banks exist although not significant. He also provided evidence that efficient utilization of Human Capital and the size of the bank have significant impact on the Earnings per Share of the banks. In the study some banks were identified to have experienced inefficient Human

Capital utilization. Also taking a closer look in model 1-3, the finding shows that one period lagged in Human Capital Efficiency had no short time shock in Employee Growth of sample firms while exerting long and short run effect on Earnings per Share and Return on Asset of sample firms.

Conclusion and Recommendation

Human capital efficiency is significantly impacted on the corporate performance is argued by the different researches. This study influenced by the early researches to investigate the same on the banking industry of Bangladesh. Therefore, the study considered the DSE listed commercial banks of Bangladesh and their five years' dataset from 2010 to 2014. To measure the impact of HCE on banking performance the study adopted three econometric models. Human capital efficiency as explanatory variable and size and lagged HCE are used as control variables. ROA, EG and EPS of banks considered as performance indicators as well as dependent variables of three econometric models.

From the analyses and the findings, this study therefore concludes that HCE is positively and significantly impacted on the ROA and EPS of DSE listed banks in Bangladesh. In contrast HCE is positive but insignificant impact on the banking performance in terms of employee growth.

In light of the above, the study recommends that since Human Capital Efficiency enhances performance, management of firms should not also capitalize on the phenomenon that only increase in profitability but the holistic transformation of the valuable assets in a bid to pave way for corporate performance of firms. Also recommends that Human Capital should be treated as the most valuable asset of banks and that there is need for more study on a predictive model of determining the Efficiency of Human Capital. To ensure improvement in employees' productivity and performance, organizations should be committed to regular training and development of employees and ensuring the working environment is conducive for them.

Limitation of the study

- This project paper covers only the DSE listed banks of Bangladesh not the whole banking industry.
- This study only covers the financial service provider companies not the other production or technological related companies.
- The study is totally based on the secondary data such as the annual report and the website resources, so it is difficult to justify the real scenery of those organizations.
- For non-availability of all data from the secondary, it is not possible to work broadly.

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