

Hr Accounting-Human Organisational Measurement Approach

Ms. Sindhu K ¹, Mr. Shankar Guddad ², Dr Ranjith ³, Dr Aparna J Varma ⁴, Dr. Jayan V K ⁵, Mrs. Neerajakshi M⁶

¹Assistant Professor

M S Ramaiah College of Arts, Science and Commerce

²Assistant Professor

M S Ramaiah College of Arts, Science and Commerce

³Professor

M S Ramaiah Institute of Management

⁴Dean Academics, Tharananellur Arts & Science College

⁵Associate Professor

GSSSIETW

How to cite this article: Sindhu K, Shankar Guddad , Ranjith, Aparna J Varma, Jayan V K ,Neerajakshi M (2024) Hr Accounting-Human Organisational Measurement Approach. *Library Progress International*, 44(3), 8508-8518.

Abstract

The research paper has been important to identify the exceptional aspects within HR such as training, employees and investments where these terms have been interrelated to each other within the department of HR in an organization. The findings of the paper show that companies such as Britannia, Hinduja solutions, Hindustan aeronautics and others have been recruiting new employees. The recruitment of employees means offering them potential training to engage them in the different organization activities. The research topic discusses an important aspect where the findings have shown that an IT company and the IT industry have been dominating as per witnessing an increase in employee retention rate.

Keywords: HR accounting, disclosure, tech talent, stakeholders and others.

LITERATURE REVIEW

HR accounting

HR accounting has been defined as the process for sending as well as measuring information according to the categories of decision-makers as well as beneficiaries. Al Hanini (2018) opined that accounting within HR is crucial for understanding the resources of the companies. The main aim of HR accounting is involved with measurement of the cost and also value of different resources. The application of accounting principles ensures the measurement of cost in contrast to revenue along with organisation of data that is being sent to the stakeholders. HR accounting is considered to be the essential tools and also methods for accounting measurement offering historical, futures and other forms of information along with data that are both financial and also non-financial. The employees working in the institutions provide economic services while the value of the resource has been dependent on the management pattern. This pattern has been associated with enhancing the value of HR through enhancing the efficiency by providing training and scope for professional development and also offering them an incentive system and also bonuses.

Disclosure of HR accounting and its benefits

According to the stakeholder's perspectives, the performance of an organisation depends on financial results and global behaviour. Pham et al. (2022) argued that the stakeholders are required to be provided with accurate information as per the stakeholder theory as these stakeholders possess the right to know about the organisational activities. A company usually communicates with different groups and are deemed to control the interests of the groups. There has always been a reciprocal relationship between the stakeholders and the companies where the companies are required to curb down the conflicts and to reduce certain conflicting situations; the companies need to disclose details on HR accounting. This disclosure of the details has been assumed to be the measurement approach of an organisation where HR

accounting disclosure means garnering legitimacy. The legitimacy is allowing the companies to become socially responsible in front of the social actors in the form of stakeholders.

The large companies make HR accounting disclosure more in comparison with small organisations. Bansal and Sharma, (2019) stated that disclosure means the voluntary release of various forms of information that has been significant for ensuring security along with funds within the organisation. The disclosure attempts to curb price manipulation and prevention of corruption to ensure trade efficiency. There are some benefits of disclosures in HR accounting where expenses incurred in HR and proper investment as per financial services have been provided. The management of field planning and also personal policies have been made easy through disclosure. There has been an improvement in employee efficiency and also ensure enhancement of the efficiency within the workplace. HR accounting disclosure is helpful for understanding the return on investment after making an investment upon HR.

Practices and challenges on HR accounting

There are some legal regulations on HR that need to be understood for understanding the practices of HR. Nagesh and Namratha, (2020) stated about "The Companies Act, 1956" where this legal Act does not delve into demanding information on HR into the financial statements of the organisation. "The Companies Act, 2013" has not offered any specific provision on HR accounting on the annual reports of the companies in India. Therefore, there is an absence of statutory need as per the act. There are a limited organisations that have identified the HR value and also furnish information in the annual reports. Bharat Heavy Electrical Ltd (BHEL) is one of the organisations that have implemented HR accounting in 1972-1973. There are several companies such as "Hindustan Machine Tools Limited" (HMTL), "Canbank Linancial Services Limited" (CFSL), and others are some companies that are headquartered in Bengaluru that have further imposed HR accounting.

HR information has not been included in the annual reports, rather have been considered as some additional materials that are of usage in the company's annual reports. It is an essential part within the financial statement of an organisation. Momoh et al. (2021) opined that there is a difficulty to value human assets in absence of guidelines. In comparison with physical assets, employees as HR are not to be owned, utilised and others according to the will of the organisation. Human resources cannot be dehumanised where in case an individual has been provided with less value may feel a sense of discouragement. However, in other aspects, in case another individual has been given value in a particular way then that individual may feel like leaving the organisation. There are certain issues with the measurement approach of an organisation where sometimes the companies may not feel able to disclose HR accounting information on the financial statement, or raise a question in terms of recovery rates and others. There are some companies within the organisation who tend to dislike the concept of HR accounting where one employee may be ranked higher over the other in the wake of manipulative practices.

OBJECTIVES OF THE STUDY

The objectives of this study are mentioned below:

To understand the concept for human resources accounting (HRA).

To identify the influence of Human Resource Accounting practices in constructing investment decisions.



To recognize benefits of HRA disclosure

PROBLEM STATEMENT

HRA assists to measure the costs of recruiting, select, hire, train, and other activities performed by organizations that evaluate their employees against the income they create in

the working process. This factor helps businesses to develop the employee's skills and development program in the business function and judge their economic value in the firms that report the investment on the operating process. This HRA assists to measure in development performance management in improving the providence of basic plan of the human resource application for creating a positive environment. The training and development process guides the managers to maintain the business culture by facilitating employee communication according to the requirement for developing employees' skills (Chams and García-Blandón, 2019). This factor assists in enhancing workforce planning for recruiting skilful people in the on boarding process for increasing the business value of Indian companies. The application of HRA helps to create and implement personnel policies in the working environment by utilizing the proper data of the human resource process.

The creation of management policies assists to provide benefits to the employees through understanding their requirements for motivating them and increase the level of satisfaction in the working process. The development of HRA guides managers to select the right person with their qualifications and past experience in the same job role and evaluate their responsibilities in the placement process. In the current times, the HRA faces difficulties in evaluating human assets and their impact on the business performance that leads to a lack of value of employees in the firms. The disruption of the valuation of employees shows that the employees face manipulation due to the lower value in the business activities and affected their working performance negatively. There is no evidence for supporting the concept of HRA as the managerial tool in the effective management of HR and this factor creates flaws in the financial statement creation process.

The lack of measuring employees' values increases the difficulties to maintain transparency in the meeting process with the stakeholders and affected the accounting process in a negative way. The absence of the proper measurement of HRA leads to build wrong investment

decisions that causes the firms to face loss in the employee management process (Yusoff et al.2020). The placing of the value of the employee's dependence on the providence of the appraisal and wages according to their performance in the business activities. This factor increases the risk of wrong evaluation of employees' performance and causes false assumptions of the recovery rate in the business activities by utilizing HR assets. On the other hand, it has been that employees may lower their worth than their real worth by utilizing manipulative practices in the management process. Business unions can be involved in this kind of manipulative practice that decreases the economic value of business activities.

There are some software engineers in Bengaluru who have been encountering issues in the IT firms due to high work pressure, scarcity of advancement of career, increase of living cost in such a metropolitan city and others (Dar, 2022). In the aftermath of the pandemic, it has been seen that digitalisation has kickstarted and has offered immense opportunities to the engineers in the sector where recruitment in non-technological sectors have witnessed an increase by around 100% in the current times (Dar, 2022). In this regard, it has been seen that software engineers are no more interested to work in the technological sector rather these engineers are more inclined towards working in the non-tech sectors where these engineers will be offered with more salaries and would not face stress in work pressure and others.

TeamLease Digital is an organisation offering technological and professional services and has been in dire need of tech talents in around 1,400 capability centers (Dar, 2022). The increasing cost in living has been assumed to be an issue faced by the tech talents therefore, most of the employees have been looking for financial stability in a specific job, upskilling or in the pursuit of power. There has been a marginal increase

in the IT sector especially for the freshers where it has been reported that Infosys have decreased payouts in June, 2022 or will reduce it to 70% in 2023 (Dar, 2022). Yet there are a maximum number of employees who have been working in the IT sector.

INTRODUCTION

The research study has been revolving around human resource (HR) accounting, which is a process of identifying as well as measuring essential data on HR. It is an area of investment that has been used in the HR of a company. The employees in an organisation are provided with training, are recruited, and also paid with salaries in exchange of valuing the contribution of those employees within the organisation. The profitability that an organisation makes is based on employee contribution and employee efforts. In terms of making investment on employees, the organisation follows a measurement approach where the organisation measures the investment required in recruitment followed by training and salaries.

The cost has been witnessed to be incurred upon the tangible assets rather than on intangible assets of an organisation. Tangible assets have been identified as the physical assets and those assets can be touched and also felt in reality similar to human resources (employees). Bengaluru formerly called Bangalore has an employability rate of around 56.48% as per recruiting the employees in companies (Statista, 2022). However, the city is seen to be lagging behind Pune whose employability rate is highest as 78.11% (Statista, 2022). The city has ranked as 5th among 10 cities in India therefore, the city has been effective in providing employment to people.

RESEARCH METHODOLOGY

Empirical Study and analysis

Findings

The secondary research method has been adopted where numerical information primarily, secondary data have been collected from annual reports of some selected number of

companies in Bengaluru. The companies that are headquartered in Bengaluru have been considered for the study. The financial year 2020 and 2021 have been considered for evaluating HR accounting (phenomenon) and therefore have taken an organisational measurement approach. However, the companies belong to different sectors such as banking, food, pharmaceutical, finance, Business Process Outsourcing (BPO), aeronautics, energy, information technology (IT), construction and others. The “number of employees” working in the different types of companies in various industries have been assumed as the dependent variable while the independent variables (predictor variables) have been considered to be “total number of employees” and “salary escalation rate”. The recruited employees will be dependent on total employees for getting training and thereby total employees will be provided with an increase in salary. There are some statistical tests that have been conducted as follows:

	8241		4499		7.48
Mean	5589.666667	Mean	53682.33	Mean	5.518844444
Standard Error	2218.164857	Standard Error	27674.11	Standard Error	0.907882519
Median	3110	Median	32644	Median	5.5
Mode	#N/A	Mode	#N/A	Mode	4
Standard Deviation	6654.494571	Standard Deviation	83022.33	Standard Deviation	2.723647558
Sample Variance	44282298	Sample Variance	6.89E+09	Sample Variance	7.418256018
Kurtosis	-0.072296257	Kurtosis	5.745949	Kurtosis	0.856883705
Skewness	1.19023827	Skewness	2.301259	Skewness	-0.763831027
Range	17205	Range	259013	Range	8.9304
Minimum	43	Minimum	606	Minimum	0.0696
Maximum	17248	Maximum	259619	Maximum	9
Sum	50307	Sum	483141	Sum	49.6696
Count	9	Count	9	Count	9
Confidence Level(95.0%)	5115.097333	Confidence Level(95.0%)	63816.61	Confidence Level(95.0%)	2.093580844

Figure 1: Descriptive Statistics
(Source: Excel)

The features of the data have been understood through conducting the descriptive statistics where three variables have been considered such as “number of employees”, “total number of employees” and also “salary escalation growth”. The mean values have been around 5589.66, 53682.33 and 5.5188. The standard error values have been 2218.16, 27674.11 and 0.90788.

The minimum values have been around 43, 606 and 0.0696 while the maximum values have been 17248, 259619 and 9.

	8241	4499	7.48
8241	1		
4499	0.689099936	1	
7.48	0.037486626	0.051082198	1

Figure 2: Correlation

(Source: Excel)

The three assumed variables have been correlated among each other to develop a relationship between them. The correlation values of the first variable have been 1, 0.689099936 and 0.037486626 while the values for the other values have been around 1 and 0.051082198. However, the correlation value has been only 1 for the other variable.

Regression Statistics	
Multiple R	0.689099936
R Square	0.474858721
Adjusted R Square	0.399838539
Standard Error	5155.242835
Observations	9

Figure 3: Regression

(Source: Excel)

The multiple R value has been 0.689099, R square value has been around 0.4748 while Adjusted R square value is 0.399838539.

	df	SS	MS	F	Significance F
Regression	1	168222683.2	168222683.2	6.329746	0.04004996
Residual	7	186035700.8	26576528.69		
Total	8	354258384			

Figure 4: Anova

(Source: Excel)

The df values have been found to be 1, 7 and 8 while SS values have been witnessed to be around 168222683.2, 186035700.8 and 354258384. The MS values have been around 168222683.2 and 26576528.69. The Significance F value has been seen to be around 0.04 which is less than 0.05 ($P > 0.05$) indicating the existence of a positive relationship between the variables. The null hypothesis has been denied in the form of rejecting the negative relationship between the variables.

Empirical Analysis

The selected companies have recruited either on contractual, temporary or casual basis before making the employees permanent in the organisation. It is important to remember that the new employees who have been recruited in these organisations in Bengaluru have also been provided with the salary and salary growth after completion of training in a year along with the existing employees (total employees) who have been provided with the salary growth currently. Therefore, the total number of organisational employees includes those new employees who have been recruited within that 1 year in 2021.

1. Total number of employees on rolls	4,499
2. Total number of employees hired on temporary / contractual/casual basis	8,241
3. Number of permanent women employees	335
4. Number of permanent employees with disabilities	Nil
5. Do you have an employee association that is recognized by management?	Yes
6. What percentage of your permanent employees is members of this recognized employee association?	~20%
7. Number of complaints relating to child labour, forced labour, involuntary labour, sexual harassment in the last financial year and pending, as on the end of the financial year.	During the financial year 2020-21, the Company received Two (2) complaints under Anti-Sexual Harassment policy and the same has been resolved.
8. During financial year 2020-21, the Company has provided safety & skill upgradation training to employees.	a. Permanent Employees. b. Permanent Women Employees. c. Casual/ Temporary/ Contractual Employees.

Figure 5: Employees in Britannia Industries

(Source: Britannia, 2021)

According to the above table, it is understandable that Britannia has hired more employees rather than retaining the employees. There are over 4499 employees who have been working within the organisation while on the other hand, it can be seen that 8241 employees have been further hired on temporary, contractual and others (Britannia, 2021). The organisation can be stated to be an exceptional organisation that has fired a greater number of employees unlike the other organisations. The company has somehow been trying to pay a limited amount to employees on temporary, casual and other basis of contracts. The HR team has been making savings and indulging in cost-effectiveness rather than paying to the existing employees. However, the salaries of the existing employees have been compensated through the salary growth

Principal Actuarial Assumptions				
	Particulars	Gratuity	Pension	Privilege Leave
	Discount Rate	6.82%	6.56%	6.82%
	Expected Return on Capital	6.82%	7.72%	--
	Salary Escalation	5.50%	5.50%	5.50%
	Pension Escalation	--	2.00%	--
	Mortality	IALM (2006-08) ULT	IALM (2006-08) ULT	IALM (2006-08) ULT

In Canara Bank, 1548 employees have been recruited in different cadres, which includes Scheduled Castes (SCs), Scheduled Tribes (STs), Other Backward (OBC) and others. The salary escalation has been assumed on the basis of the gratuity which is around 5.50% (Canarabank, 2021). However, the investment of the organisation on paying pension to the retired employees have been the same. The bank has employees of around 88213 while the

recruitment of additional employees has been around 1548 which is quite less (Canarabank, 2021). The organisation has more existing employees than new employees and retention rate of the organisation is more as well.

“Can Fin Homes Ltd” is a finance company on housing that has been promoted by Canara Bank. 131 employees have been hired in the organisation not permanently however, on contractual basis out of a total employee of around 887 in 2021 (Canfinhomes, 2021). There are a limited number of organisational employees that the organisation has recruited as compared with the total employees. The growth of salaries of the employees have been seen to be moderate in the sector which is around 6.96% (Canfinhomes, 2021). There is a similarity in the HR strategy of the Canara bank and also in Can Fin Ltd where both the organisations have been employing limited employees as per understanding the measurement approach of the chosen organisations in the finance and banking sectors. The salary growth offered by both the companies have been seen to be more or less similar to each other to retain their existing employees.

Category of Employees	Group – A	Group – B	Group – C	Group – D	Total
Scheduled Caste	1,396	2	3,114	1	4,513
Scheduled Tribe	482	2	1,364	0	1,848
Other Backward Classes	1,959	4	5,002	2	6,967

Figure 7: Number of employees recruited from Hindustan Aeronautics Lt

(Source: India, 2021)

The expenditures of persons with disabilities and ex-servicemen have been excluded while only the expenditures on SC, ST and also OBC have been assumed to understand an aspect of expenditures of HR according to the above table. The organisational employees working within the organisation have been found to be around 32644 however, there are around 6962 employees who have been recruited in that specific year (India, 2021). The salary growth provided to the employees have been around 8% which is quite high in comparison with

Canara bank and Can Ltd. On the other hand, the number of recruitments done by the organisation have been less yet more than the former two companies in the different sectors.

1.	Please indicate the Total number of employees:	1462
2.	Please indicate the Total number of employees hired on temporary/contractual/casual basis.	3110
3.	Please indicate the Number of permanent women employees.	69
4.	Please indicate the Number of permanent employees with disabilities	3
5.	Do you have an employee association that is recognized by management?	Yes
6.	What percentage of your permanent employees is members of this recognized employee association?	43%
7.	Please indicate the Number of complaints relating to child labour, forced labour, involuntary labour, sexual harassment in the last financial year and pending, as on the end of the financial	

Figure 8: Number of total and hired employees in Hitachi

(Source: Hitachiaircon, 2021)

Hitachi and Britannia have been some of the exceptional companies in two different industries where both the companies have been hiring more employees in the competitive market to offer employability. The employees who have been working within the organisation are over 1462 which indicates that the company either through contractual, casual or through any other type of contracts have been hiring more to pay those employees for a limited period (Hitachiaircon, 2021).

Key trends

In ₹ crore, except per equity share data	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017
Revenues ⁽¹⁾	1,00,472	90,791	82,675	70,522	68,484
Net profit ⁽¹⁾⁽²⁾	19,351	16,594	15,404	16,029	14,353
Basic earnings per share (in ₹) ⁽¹⁾	45.61	38.97	35.44	35.53	31.40
Number of employees	2,59,619	2,42,371	2,28,123	2,04,107	2,00,364

In US\$ million, except per equity share data	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017
Revenues ⁽¹⁾	13,561	12,780	11,799	10,939	10,208
Net profit ⁽¹⁾⁽²⁾	2,613	2,331	2,199	2,486	2,140
Basic earnings per share (in US\$) ⁽¹⁾	0.62	0.55	0.51	0.55	0.47

Figure 9: Total number of employees in Infosys

(Source: Infosys, 2021)

The excel shows that Infosys have been recruiting the highest number of employees within the organisation which is around 259619 and the organisation has been paying a salary

growth of around 6.1% (Infosys, 2021). The recruitment of the employees in 2021 have also been the highest in comparison with other organisations. The expenses in HR accounting can be stated to be higher to look into

the ground of measurement approach of the organisation. The company recruits a large number of employees and also at the same time pays them well to look after the employee welfare within the HR department in the IT industry. As the company has been hiring employees and retaining those existing employees that indicates that the company has also been making investment on trainings.

(₹ million)

	Year ended 31 March 2021	Year ended 31 March 2020
29. OTHER EXPENSES		
Subcontracting charges	13,113.19	13,499.63
Legal and professional charges	2,742.26	1,751.46
Software support and annual maintenance charges	1,901.65	1,477.04
Facility expenses	704.34	689.21
Travel	753.61	2,046.25
Communication expenses	818.71	720.00
Recruitment expenses	836.00	631.88
Power and fuel	261.35	390.65
Insurance	167.99	134.25
Rates and taxes	94.14	62.27
Repairs and maintenance - others	104.72	166.49
Provision for expected credit loss	251.81	92.49
Corporate Social Responsibility expense	268.95	223.50
Miscellaneous expenses	877.87	820.00
	22,896.59	22,705.12

Figure 10: Recruitment Expenses in Mphasis Ltd(Source: Mphasis, 2021)

The above IT company have been around 56789 while the employees who have been hired within the organisation are about 4567 (Mphasis, 2021). The company is a small IT firm as compared with the large organisation Infosys therefore, the company has not been able to pay much salary growth to the employees. The expenses as per HR accounting have been less unlike the expenditures of Infosys. In case of comparing the employees within the

organisation with others then it can be stated that the organisation has relatively higher number of employees.

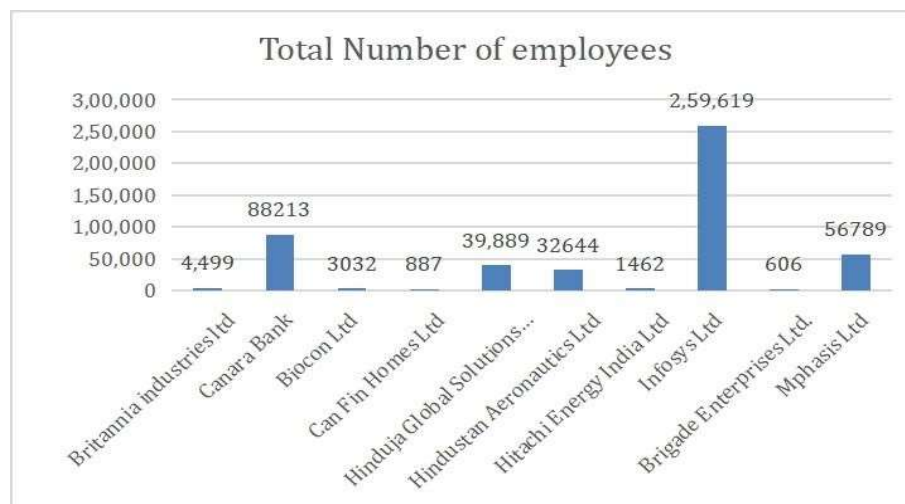


Figure 11: Employees in Infosys(Source: Excel)

The above graph is showing an evidence where employees worked in Infosys have been the highest followed by Canara bank, Mphasis Ltd and others.

(Source: Excel)

Infosys have been competing with Hinduja solutions as per the graph where there are several numbers of employees who have been employed in the call centres to work in the BPO sector.

SUGESSTIONS AND RECOMMENDATIONS

The results after studying the datasets provide an opinion through suggestion and recommendations as follows:
Enhancement of recruitment strategy

The employees are required to be hired more within the organizations in comparison with retaining the existing employees. It has been seen in the findings that Canara bank, Biocon, Brigade and others have been hiring less employees. These companies need to hire more employees and provide them with training. However, such an initiative will be about making more investment on offering training to the recruited new employees. The ROI depends on the investment that the organizations will be making on the new employees through providing them with training.

Improvement in HR accounting disclosure

The financial statements of the organization need to make more clear ideas on the HR accounting to retain the stakeholders and investors of the organization. It is important to not only consider it as part of the statement rather within the statement to provide a clear picture about the disclosure. The employees are an important stakeholder of the organization who needs to be provided with knowledge and investments that the organisations will be making on different activities rather than concealing them.

CONCLUSION

The paper has discussed the issue of reluctance of the companies to disclose information on HRA or HR accounting. There is a discrepancy where Indian companies tend to not disclose significant information on HRA especially in the annual reports. The investment in the form of paying the employees has been an essential aspect that needs to be looked after and has also been discussed in the study. The HRA of companies from Bengaluru have been discussed where it has been seen that the BPO sector has been somehow leading to pay their employees rather than other companies in the competitive market. As the companies have been delving into less recruitment of employees therefore, the companies have been developing more dependency on the existing employees and their knowledge.

BIBLIOGRAPHY

Al Hanini, E.A., 2018. Evaluation of measurement and disclosure methods of human resources accounting in public shareholding companies in Jordan. *Academy of Accounting and Financial Studies Journal*, 22(4), pp.1-11.

Bansal, A. and Sharma, P., 2019. An Empirical Evaluation on Performance of Organization through Human Resource Accounting (HRA): A Study on Selected Corporate Units of India. *Indian Journal of Finance and Banking*, 3(1), pp.1-12.

Britannia,

<http://britannia.co.in/pdfs/annual_report/Annual-Report-2020-21.pdf > [Online] [Accessed on: 8th December, 2022]

Canarabank, 2021. High-tech Banking Multi-Dimensional Experience. Available at:

<<https://canarabank.com/media/4550/ANNUALREPORT2020-21.pdf>> [Online] [Accessed on: 8th December, 2022]

Canfinhomes,

<<https://www.canfinhomes.com/pdf/Annual-Reports/Annual-Report-2020-21.pdf> > [Online] [Accessed on: 8th December, 2022]

Chams, N. and García-Blandón, J., 2019. On the importance of sustainable human resource management for the adoption of sustainable development goals. *Resources, Conservation and Recycling*, 141, pp.109-122.

Dar, V 2022. Tech in turmoil: Talent disruption in India's IT sector and the 'M' word. Available at: <<https://www.financialexpress.com/jobs/tech-in-turmoil-talent-disruption-in-indias-it-sector-and-the-m-word/2758344/>> [

<https://buy.hitachiaircon.in/images/investor_relation_reports/annual_report_0.46018000%201630386501.pdf > [Online] [Accessed on: 8th December, 2022]

India, 2021. Annual Report 2021-2022. Available at: <https://hal-india.co.in/Common/Uploads/Finance/AnnualReport_2022.pdf> [Online] [Accessed on: 8th December, 2022] <https://www.infosys.com/investors/reports-filings/annual-report/annual/documents/infosys-ar-21.pdf> > [Online] [Accessed on: 8th December, 2022]

Momoh, A., Odion, B.O. and Oziegbe, A., 2021. Human Resource Accounting and Firm Performance in Nigeria. *Fuoye Journal of Accounting and Management*; Volume 4, Number 1; 2021, pp.81-95.

Mphasis, 2021. Leading with transformation. Available at:

<<https://www.mphasis.com/content/dam/mphasis-com/global/en/home/mphasis-annual-report-2021.pdf>> [Online] [Accessed on: 8th December, 2022]

Nagesh, N. and Namratha, B.M., 2020. A Study on Human Resource Accounting in India.

Think India Journal, 22(43), pp.50-53.

Pham, D.H., Chu, T.H., Hoang, T.B.N. and Lai, T.T.T., 2022. Human resource accounting disclosure among listed companies in Vietnam: An empirical study. *Cogent Business & Management*, 9(1), p.2067025.

Statista, 2022. Employability rate across India in 2022, by leading city. Available at:

<<https://www.statista.com/statistics/1319532/india-employability-rate-by-leading-city/>> [Online] [Accessed on: 8th December, 2022]

Yusoff, Y.M., Nejati, M., Kee, D.M.H. and Amran, A., 2020. Linking green human resource management practices to environmental performance in hotel industry. *Global Business Review*, 21(3), pp.663-680.