

APPLICABLE HUMAN RESOURCE ACCOUNTING METHODS IN EVALUATING THE PERFORMANCE OF UNIVERSITIES (CASE STUDY: UNIVERSITIES IN AMOL)

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ABSTRACT

Human capital of each organization, is part of the social capital which the society has loaned it to the organizations, and a reporter demand about how does it strengthen, support, optimization, productivity, growth and development? Employee performance evaluation reports of with this approach may be regarded as part of the social documents. Accounting of the human resources as part of the performance evaluation process can provide relevant and significant information to decision- making for management which is evaluated the evaluation more objective, more accurate and far from its personal feelings. In this article attempts that according to the nature of non-profit higher education institutions as services organizations, which is highly dependent on human resources, the effective role of human resource of accounting data has been studied in the evaluation of employee performance of these institutions, And also be determined the most applicable and appropriate evaluation method in these institutions. The findings of the study indicate that in comparison with the measured criteria used for the five levels, applicable evaluation methods of accounting in human resource, in the nonprofit institutions of higher education in general are approximately at the low level and also the most appropriate applicable evaluation method in these institutions among the five selected method, is the whole price in the education history (AC). The statistical population of this research is all the country's higher education non-profit and non-governmental institutions and statistical samples are four higher education institutions, which are including: Haraz higher education institution, Samangan higher education institution, Sabz higher education institution and Amol higher education institution.

Keywords: *Accounting of Human Resources, Evaluation of the Human Resources Performance and Higher Education Institutions*

INTRODUCTION

Nowadays, the value of many institutions, especially the service organization is largely a function of knowledge and skills of their human resources. Then human resources are prior to capital and also is independent from it, Because obtained added value from existing capital, is amount of knowledge and human resources skill function which is using it, so human resources in comparison with capital, was premier and deserves more attention (Arora, 2012).

On the other hand, the efficiency and effectiveness of the management among each organization means the ability of directors of that organization in how to preparation, development, allocation, maintenance and utilization of their resources and this would require accurate information about organizational resources, and human resources as the most important resource of any organization is not exempt from this issue, and be evaluated should their performance. Therefore, in the evaluation of human resources function, using the documented methods which without the interference of feelings and personal opinions of evaluator and based on quantitative and monetary are assessed the performance of human resources and its very critical and important. Thus it should be use more quantitative methods to assess the value of the service personnel, which are approved in the field of human resource accounting methods. Human resources accounting is one of the important and serious issue that is considered our country. Since the users of financial statements require appropriate information about the all economical resources which are

Research Article

used in the economic unit, naturally also is considered, the knowledge of the human resources that the organization used (Setayesh and Heydari, 2009).

The Importance of Research

Using the human resource accounting in the accounting systems of institutions and organizations can be a significant impact on increasing the effectiveness of related decisions about the human resources. The main goal of human resource accounting is to improve the quality of the financial decision making by inside and outside Beneficiaries of an organization through the entrance of human capital variables to the other traditional decision-making variables. Human Resources Information created by its needs of current era, it means the expansion of users' human knowledge of the accounting information (Enyi and Akindehinde, 2014).

In developing countries, especially in Iran, Skilled and professional employees are components of scarce resources that manage all economical institutions and social units to enhance their performance levels and are searching for it, Or with the exorbitant costs are trying to make any available human resources to achieve the desired level of training. According to the mentioned subjects we can realized the important role obtained information from human resource accounting in evaluating the performance, productivity, efficiency and effectiveness of human capitals and eventually increasing the effectiveness of the managers' decisions and other stakeholders, and since the success of higher education institutions is highly dependent on the effective usage of human resources can Be very helpful, Finding that these institutions in our country what level have in terms applicability of human resource accounting methods for Performance Evaluation, And also what is the most appropriate evaluation method these institutions? (By considering the account the facilities and also knowledge of users towards information for analysis and increasing effectiveness (Ratti, 2012).

Statement of the Problem

Human resources accounting is the identification and evaluation of organization human resources, and reporting to stakeholders. In this definition there are three basic parts regarding human resources: identify, diagnose its quality and quantity and provide the relevant statistics. Evaluation: Measuring the economical value and determine its financial amount. Reporting: Prepare and submit appropriate financial reports about it.

By considering the needs of management to the information for decision making, human resources accounting is provided information for managers to allow them for using better and useful of human resources (Foroghi and Ahmadinezhad, 2011).

One of the major goals of human resources accounting is the development of reliable performance methods and appropriate ensuring to measure the value of human resources in organizations. In other words, human resource accounting is the criteria and measurement standards of human resources in industrial, commercial or service organizations; (Islam *et al.*, 2013) in this research attempts to evaluate the performance ability of human resources in higher education institutions by using the human resource accounting methods.

Due to this point the in higher education institutions are services organizations and these kinds of organizations are spent large amounts of money on employee training programs more than commercial and industrial institutions, without evaluating carefully the efficiency of mentioned investments and the obtained results. Thus valuation of human resources and need for separation the incurred expenses in relation to the manpower from any other costs, enables the manager based on the performed costs for manpower and separation the current and capital costs to determine the human resources value and benefits. This is impossible except that first the performance evaluation method of human resources made possible and then human resources value is determined as part of the asset (Hsanghorban, 1997).

Research Question

1. Is it possible to apply human resource accounting methods in evaluating the performance of institutions of higher education?
2. Which is the most applicable appropriate method for the evaluation of human resources in higher education institutions?

Research Article

Research Domain

The subject domain of research is human resources accounting, with focus on human resource performance evaluation methods. Also area domain of the research is included higher education institutions in Amol city.

Literature of Review

Investigation about human resource accounting started in 1960 and has been expanded along with the school of "people management", This School is given special attention to human as one of the valuable resource for any organization and believe the appropriate and worthily behavior about these values (Andrade and Sotomayor, 2011).

Determining the starting point of human resource accounting is considered as a research subject or research problem. In 1976, Journal of Accounting, published the List of organizations and societies related to this topic which eleven cases were related to unpublished PhD thesis and also first reference that was the basis of Dublin and Latka in 1930, Between 1971 to 1976 can be considered the period of pay more attention to human resource accounting. But from 1976 to 1980 attention to human resources accounting decreased from scientific communities and commercial, In 1970, many authors were interested in as the pioneers human resources accounting and raised as providers of new ideas. These ideas were referring to human assets accounting conventionally, but its short statements about the staff in the long term leads to generalization of the importance of human resources (Vadiy and Masroor, 2009).

Development processes of human resource accounting are as follows:

- The first phase (1960-1966): In this period the concept of human resources accounting was implications of the economical theory of "human capital" and affected by the "new human resources" school and "psychological focused organizations" and the effects of leadership role in the organization.
- The second phase (1967-1971): technical and scientific investigations in this period were spent for precise measurement patterns and identified the potential users of this method and experimental usage of human resource accounting in real organizations.
- The third phase (1972-1976): During this period, researchers and organizations have paid special attention to human resources accounting, and small organizations also had to apply further attempts to use human resources accounting.
- The fourth phase (1977-1980): the period of stagnation about the discussion of human resources accounting and lack of researchers' and organizations interest in this period.

Fifth phase (1981-present): that period of renewed interest in human resource accounting. An interest of many countries to return on capital in any economical activity, the growing trend of Japan and Japanese proper management problem, A fundamental economy development in the world, specifically in the United States, the transition from an industrial economy to a service technology economy, is one of the factors renewed interest in human resources accounting. Of course accepted accounting standards for human resource accounting in the world are not designed and published books are limited in this area (Pandurangarao *et al.*, 2013).

Performance

According to Kourman, Nature of job performance is very complicated and decision- making about good or bad performance can be considered as judgments value, in this judgments values of the society are involved personal values and organizational values.

Coward and socket but believe that the performance of each individual is not because of his/her attempts but rather abilities, specific characteristic and individuals perceptions are regulated the impact of efforts to their performance.

Mitchell refers to the combination of ability and motivation that causes the performance which means to achieve the high performance it should be exist both two factors. Whenever, ability with little motivation will be available then the performance will be valid at low level. Saatchi, believes that when employees of the organization feel organizational decisions in the field of their performance are unreasonable and unfair, not only did not increase the level of commitment and their motivation for continuing the operation but also are likely to decreases their individual productivity levels (Tajaldin *et al.*, 2009).

Research Article

Mitchell believes that the Factors involved in employee performance in order to ensure that staff have the necessary skills and capabilities, are the processes of selection and training and ensure that their environment is provocative. Requires in a worthy manner to reward the performance and design the occupation in an appropriate way. Earning effectiveness requires this ensuring attainment that competent people under suitable conditions in their jobs will be employed (Hsanghorban, 1997).

Locke is expressed in connection with the relationship between motivation and performance, staff expectations from their jobs as follows.

- 1- Challenges working that the individual can successfully do it.
- 2- An equitable reward for the performance which is consistent with the expectations of the individual.
- 3- 3. Identifying the purpose and expectations of others, especially their direct manager expectation.
- 4- 4. The acceptance and appreciation from managers and colleagues.
- 5- 5. The availability of resources and facilities to help do the job (Avazzadehfath and Raiashekar, 2011).

Atkinson believes in preliminary studies in the field of the performance indicate that the performance is a function of motivation and power, Therefore staff should partly have an interest for their jobs and the necessary skills to perform (Narayan, 2010).

Kourman argues that conditional value of the individual and probability of his staying in the organization is a function of abilities and activated level (development, productivity, transmission) and individual expectation is a function of variables such as job satisfaction, organizational commitment and working motivation (Steen *et al.*, 2011).

Human Resource Accounting Measurement Methods

Generally, there are many systems for measuring HRA which they can be used: the final acquisition cost (AC), replacement cost (RC), Cost of lost opportunity, the discounted wage flows, discounted income flows, monetary characteristics, market value for human resources, history case, individual valuation model, group valuation models as well as mathematical models. In this research we used the first 5 methods which were significantly used in other researches. In the following have been brief descriptions about five methods of human resources accounting evaluation.

The final acquisition cost (AC) method: In this method, the value of human resources is calculated through calculating the final historical cost. Human resources cost includes the cost of hiring and employee training that for one person includes two direct and indirect components (Theeke and Mitchell, 2008).

Replacement cost method (RC): a Replacement value is the same as replacing new human resources instead of available human resources in the organization that replacement value in this method includes the estimated cost and items as follows:

- A) The estimation existing costs of hiring new employees for job,
- B) The estimation costs of training new people,
- C) The estimation costs of the transfer or dismissal of employed people.

Cost of lost opportunity method: In this Method expert manpower Services are tendered for employment in different parts of the organization and the investment centers. The highest suggestion for Human resource services about tender, which is attracted and offered by the bidder also it, is considered as value of human resources services and capital of the suggested price.

Discounted wage flow Method: for determining the value of human resources in accordance with this Method should estimate and determine as follow:

- A) The annual income of the individual at the beginning up to retirement,
- B) Individual retirement age and the possibility of his/her survival
- C) The discount rate of annual income and future for determining the present value.

Discounted Income flow method: for determining the value of human resources according to this method should be determine and calculate the following three variables:

- A) The evaluation period is the same expected length of service and probability of being in the different service situations that an individual during expected service in each of them will be engaged to provide the services.

Research Article

- B) calculation and expected estimation because of using the future services of human resources
- C) The present value of future interest from the income and the expected future benefits must be discounted

MATERIALS AND METHODS

The Present research in terms of the purpose, Applied and data collection method, is kind of descriptive research (non-experimental) and is considered part of field studies. In this study has been used from library and questionnaire methods. The library method has been used for the identification of human resources accounting evaluation methods, concepts related to the evaluation of organizational performance, and applying in each methods and also effective factors and required criteria for the suitability of one measurement method. A questionnaire have been used as the primary means of data collection method, in this study had been used a questionnaire that Eric Flame Heltz and his friends designed in a research with same subject. The questionnaire has been prepared from two parts as follows:

A) Questions are discussed regarding the amount of expenses associated with human resources and the need for human resource accounting system and the principle of feasibility; calculate the estimation and record variables and parameters related to performance evaluation methods. In this part, has been set total of 32 questions based on Likert five choices spectrum from 1 means very little to 5 means too high. In this part ability of human resource accounting methods in general and also is assessed the applicability of each of the five chosen method in the evaluation of human resource performance. Here are 5 main methods: it is considered the final acquisition cost (AC), replacement cost (RC), Cost of lost opportunity, and the discounted wage flows, and discounted income flows.

B) In the second part has been proposed the questions in the field of comparison necessary criteria for appropriateness of one evaluation method based on accounting measurement theory. In this section 7 questions based on Likert three-point spectrum were designed: 1 means weak, 2 means moderate and 3 means well. Criteria which have been used in this questionnaire included the following:

1) Exactness degree (conformity with reality) information from using the methods, 2) reliability degree of the obtained information from using methods, 3) possibility of providing timely information on the results of using methods, 4) economical absence of using assessment method according to the necessary cost for implementation, 5) impartiality in preparation of information and due to use of methods, 6) relevance degree of gained information from using methods, and 7) the consistency amount of obtained data from using methods with the current accounting systems.

Statistical Population and statistical sample: Statistical populations are consisted of all higher education institutions that among them, four non-profit Higher Education institutions (Haraz Higher Education Institution, Samangan higher education institution, Sabz higher education institution, Amol higher education institution) as chosen as statistical sample. In response to the first research question, statistical sample has been selected from the professors, educational managers and specialists and financial executives and experts.

The numbers of sent questionnaires are 64 and 50 received questionnaires are usable.

In response to the second question because it requires only the financial expertise then in the statistical population were used the financial experts and professor in the major of Accounting and management. The number of submitted questionnaires is 50 and Number of valid response is 40.

Given that the mentioned questionnaire had been used in one standard research, Appears to be a reliable and valid, but to ensure the reliability of the mentioned questionnaire were distributed and collected 10 questionnaires in the statistical population.

Cronbach's alpha coefficient was 0.896 in the first questionnaire with 32 questions and for each of the questions in the second questionnaire that are criteria of evaluation respectively: 0.745 objectivity, 0.716reliability, 0.906providing information on time, 0.875 effectiveness, 0.810impartiality, 0.678 related information degree and 0.893 consistency amount, which is indicated that above questionnaires had good reliability. Also In order to validity test of the questions, were used both the content validity and the factor reliability, for measuring validity of the questionnaire content were used two university professors

Research Article

opinions, According to the standard questionnaire were conducted only minor changes in the questionnaire regard to statistical population, thereby making sure that questionnaires were measured the same desired characteristics of researcher.

Data Analysis Methods

After collecting the questionnaires and collecting data in computer files by using SPSS software and responses through frequencies descriptive statistics were analyzed by using statistical indices comparison as an appropriate method were calculated.

RESULTS AND DISCUSSION

Research Findings

1. Research findings and obtained results in relation to the possibility of human resource accounting methods of performance evaluation
2. Select the most appropriate method for evaluating research findings in the field of human resources
3. Other Findings and obtained results
4. Research findings and obtained results in relation to the possibility of human resource accounting methods of performance evaluation:

According to the evaluation methods, this result was obtained that necessary to apply a method, the possibility existence, calculation, estimation and recording the variables and related parameters to that method.

The research findings in this case are summarized in this table which is presented in the following more detailed. In this research ability to apply human resource accounting methods in performance evaluation is measured in two kinds of group and individual also ability to apply each of 5 selecting methods in human resource accounting evaluation is calculated in two kinds of group and individual. In determining the applicability of methods, because financial experts and accounting and management professors have become more familiar with the human resources accounting issues, for their point of view is considered coefficient of 1 and for educational experts and professors in other disciplines is considered coefficient of 0.7 due to less familiarity with research subject.

Group	Individual	Applicability in terms of financial professionals (1 coefficient)	Evaluation method
2.4350	2.4778		1- discounted Income flows
2.3141	2.1453		2- discounted wage Flows
1.5122	1.4352		3- Cost of lost opportunity
2.1692	2.1656		4- replacement cost methods (RC)
1.8673	2.0256		5- the final acquisition cost (AC)
Group	Individual	Applicability in terms of educational experts and professors in other disciplines (0.7 coefficient)	Evaluation method
2.4186	2.5681		1- discounted Income flows
2.2278	2.2314		2- discounted wage Flows
1.4772	1.4556		3- Cost of lost opportunity
2.1443	2.1669		4- replacement cost methods (RC)
1.8371	1.9553		5- the final acquisition cost (AC)

Total mean of applicability of five methods about human resources evaluation in general is 2.0520 in higher education institutions which in comparison with measurement criteria that have been used for five evaluated levels suggest that ability to apply human resource accounting evaluation methods totally are in low level in these institutions. Mean of total applicability of five human resources evaluation method for individual in higher education institutions is equal to 2.0604; Mean of total applicability of five human resources evaluation method for group in higher education institutions is equal to 2.0437. Which indicate applicability of evaluation methods in these companies is higher in individual way.

Research Article

The final acquisition cost (AC) method: Mean of total applicability of this method in general regarding to the Identification possibility and recorded costs of hiring and training of human resources and also average estimation possibility of expected service period for employees is equal to 2.4716, which in comparison with the using evaluation criteria (1 to 5) according to the questionnaire is between two criteria of low and medium. By comparing the average degree of applicability as an individual way (2.5150) with an average degree of applicability as a group (2.4282) is more the possibility of applying this method as an individual way.

Replacement cost method (RC): the necessity of applicability of this method is the existence of estimating the cost of hiring and training new people instead of employed people and estimate costs of dismissal or transmission the persons. Mean degree of applicability of this method is equal to 2.2297 which in comparison with the using criteria for assessment the possibility of applying this method is relatively low. By comparing the average degree of applicability in individual way (2.1808) with an average degree of applicability as a group (2.2786) the possibility of applying this method is higher as a group.

Cost of lost opportunity method: applying the above method possibility of economic units division into different sectors (investment centers) and also the presence of conditions is necessary for creating bidding process between these parts for determining the services value of an individual or group from employees. According to the nature of higher education institutions it seems that this method has very low capability for applying that research results also prove this important subject. Mean degree of applicability of this method is equal to 1.4707 which in comparison with the using criteria for assessment the possibility of applying this method is relatively very low. By comparing the average degree of applicability in individual way (1.4436) with an average degree of applicability as a group (1.4978) possibility of applying this method is higher as a group.

Discounted wage flow method: Mean degree of applicability of this method is equal to 2.1625 which in comparison with the using criteria for assessment the possibility of applying this method are relatively low. By comparing the average degree of applicability in individual way (2.1661) with an average degree of applicability as a group (2.1589) possibility of applying this method is higher as individual way.

Discounted Income flows: Based on the questions related to the possibility of applying the evaluation discounted income flow method and the obtained results of their analysis, the average of possibility degree of applying this method was 1.9257, which is less than 2 and it indicates relatively low the possibility of applying this method. By comparing the average degree of applicability in individual way (1.9966) with an average degree of applicability as a group (1.8548) possibility of applying this method is higher individually.

The research findings on the most appropriate applicable human resources accounting evaluation method, in higher education institutions:

Appropriateness criteria of measuring method, is enjoyment of obtained information from using the qualitative characteristics of accounting information. This includes the following features:

1) Objectivity degree (conformity with reality) information from using methods, 2) reliability degree of the information obtained from using methods, 3) possibility of providing timely information on time because of using methods, 4) absence of using evaluation methods efficiently according to the cost required for implementation, 5) impartiality in the preparation of information and therefore using methods, 6) relevance degree of information gained from using methods, and 7) the compatibility level of information gained from using methods with existing accounting systems.

In section B the questionnaire had been used from these characteristics due to most appropriate method of applicable evaluation. This way has been measured the enjoyment amount of obtained data from applying these desired qualitative characteristics at three levels: low, moderate and well. Based on the information analysis extracted from received questionnaires is determined the most appropriate evaluation method of applicable human resources accounting in the higher education institutions, is the final acquisition cost (AC) which based on the statistical population' opinion this method is pretty good in terms of suitability of applying and ability of effective using in these kinds of company. Other methods in terms of applicability is less than average in these institutions, and about two methods of discounted Income flows

Research Article

and discounted wage Flows applicability of these methods are relatively low, that according to accounting structure this issue also was expected in these institutions.

Other Research Findings

According to the results of Question 1, the amount of management information in the field of related expenses to human resources with a mean of 2.5132 is less than the average and According to the results of Question 2, The amount of management interest to have information about the related expenses to human resources for required planning and control purposes in this case, is high 4 with a mean of .015. Then be observed efficient use of human resources accounting systems and training managers in the usage of results of these systems in planning and performance evaluation of employees how much can be efficiently.

Based on the analysis of 6, 7, and 8 questions that is about imposed cost of the company for hiring and training the staff, We can found that these two cost elements as part of the final cost of related expenses to human resources once will be consider as capital costs in accounts that its cost has the greater importance. By comparing the average of two cost elements we find that the amount of employee training costs, with an average of 3.6351 is more from the absorption cost level with a mean of 3.4212, which this can be caused by poor absorption process in these companies. By creating an efficient system of absorption in these institutions in addition of reducing the related cost to absorption, reduced training costs due to the ineffectiveness of human resources in these companies. Also, the cost of absorption (hiring) and training staff with an average of 3.5282 is between two medium and high criteria.

Based on the analysis of the question 9 that is investigated the rate of effect on training for increasing productivity and human resource power cost, average effect of training cost on the increasing power and effectiveness of human resources efficiency is 3.8200, which according the above results, obtained average of cost training for increasing work power and efficiency power of human resources effects on is relatively high. This fact indicates that in these kinds of companies if the human resources management unit predicting and planning necessary training for human resources and on the other hand have special attention to the effectiveness of these training, it is possible in addition to reducing training costs, with lower cost, increasing employees performance more in these companies. Two above findings are referred to the importance of human resources unit in reduced cost (specially the cost of absorption and training), and increase employee productivity.

Conclusions and Recommendations

By considering research findings, we can conclude that in general evaluation methods human resource applicability in institutions of higher education with an average of 2.0520, in comparison with measurement criteria used for five levels are approximately in low level. This is because of the weak accounting systems which are used in these institutions in the creation of required information in human resource evaluation methods, and also lack of awareness of managers in the analysis of obtained data for increasing effectiveness of human resources. Also applicability of these methods as an individual with an average of 2.0604 is more in comparison with applicability as a group with an average of 1.8437 more. The research findings indicates that the most appropriate and applicable evaluation method which by accepting this hypothesis that between the selected evaluation method in terms of appropriate for application, exists significant differences (statistically), Through analysis of obtained data from research and also considered criteria were determined that final acquisition cost (AC) method with an average of 2.52, three choice Likert scale (poor, mediate, good), it was almost a good method and from other described methods in this research is suitable for higher education institutions in the country. Also was concluded that the amount of management information in the field of related expenses to human resources, with an average of 2.5132 is lower than the average and for required planning and controlling purposes in this case, is high with an average of 4.015. Moreover we determined that the level of employee training costs with an average of 3.6351 was higher than their absorption cost with the average of 3.4212, and amount of absorption and training costs of employees with an average of 3.5282 between two medium and high criteria that represents weakness in the absorption system in these institutions. In addition the effect of training costs on the increasing of work power and human resources efficiency is

Research Article

approximately high with an average of 3.8200. This fact indicates that in these kinds of institutions, if management unit of human resources predicting and planning for necessary training of human resources and on the other hand have paying particular attention to the effectiveness of these training, In addition, we can reduce training costs, with lower cost can increase further efficiency of staff and professors in these institutions. Above mentioned findings are shown the importance of human resources unit in the reduction cost (specially the cost of absorption and training), and increase employee and professors efficiency and also refers to the impact of human resources accounting methods in managers' decisions to being more efficient. At the end is recommended courses for how to extraction and also how to make effective use of human resources information for financial managers and other managers especially employees training and evaluation managers of these institutions, so in addition of the importance and application awareness of human resource accounting in increasing the effectiveness of human resources, institutions can effectively take advantage from this powerful tool. Also, it is suggested in continues of this research, should be done a research on the effectiveness of human resource accounting information in increasing the efficiency of human resources of these institutions, so in addition of indicating the importance and application of human resource accounting, provide a window for applying this issue in higher education institutions.

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Research Article

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