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A RESEARCH STUDY EVALUATING THE IMPACT OF HUMAN RESOURCES ACCOUNTING SYSTEMS, AND PRACTICES ON ORGANIZATIONAL GROWTH, DEVELOPMENT AND SUCCESS

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Abstract

This paper provides an investigation of the effects of human resource (HR) accounting systems and practices on organisational achievement, growth, and development. The study investigates how important HR practices—such as the use of HR accounting systems, employee value appraisal, training and development expenses, and performance measurement—affect organisational performance. Questionnaires were used to obtain data from HR managers, senior executives, and department heads among 250 respondents from 25 companies from diverse industries in India. HR accounting practices and organisational performance were examined using descriptive statistics, correlation studies, regression analysis, and ANOVA. The results capture strong positive associations among HR accounting practices and organisational success, development, and growth. Organisational performance was particularly affected in a positive manner by the application of HR accounting systems, training and development expenditure, and value evaluation of employees. These results highlight the necessity of HR accounting techniques for organisational enhancement and suggest that firms should prioritize these concerns to enhance consistent growth and achievement.

Keywords: HR Accounting Systems, Organizational Growth, Employee Value Measurement, Training and Development, Performance Tracking, Human Resources Practices, Organizational Performance.

1. INTRODUCTION

An organization discovers human resources development to be extremely crucial. To a firm, it is considered a means of achieving objectives for effective development of human resources (Qader et al., 2021). The effectiveness of human resource development is evidenced in the intended business outcome based on the level of employee engagement (Baber Majid, 2024). The extent to which human resource development affects organisational growth and performance has become the primary driver of an organisation's transformation (Strickland-Jackson, 2022). The majority of scholars contend, even though human resources practices might contribute to organisational growth and performance, further conceptual and empirical research is still required (Van Hoa et al., 2022; Abraham et al., 2022). Currently, Human resource development is regarded as the most valuable resource in a firm. Consequently, it impacts the majority of firms (Vărzaru, 2022). Traditional economic theory has sufficient evidence on human resources development and company growth. Abundant evidence points towards specialisation and division of work in generation and attraction/development of technical opportunities to be responsible for growth. But, at the firm level of research, only recently has the correlation between human resource development and organisational development captured the interest of the majority of scholars. Firm growth is frequently considered to be an indicator of market approval and business success (ul Moin & Qureshi, 2023). The majority of firms consider growth as a high-strategic objective, though only a minority actually do grow (Al-Matari et al., 2022). In developing countries such as Nigeria, Ghana, Cameroon and others, the concept of human resource development in the growth of an organisation is still new (Okoh et al., 2023).

Similarly, the overall worth of a company depends primarily on the skills of its employees and the services they offer. As such, the success of such organisations is based on the quality of their human resource capacity of the organisation. Thus, in knowledge driven economies, it is imperative that the human resource development be recognised as a sum total of an organisation because it is an element of organisational factors (Oyaide et al., 2024). But, to assess and predict the worth of the human resource, some method of quantifying/measuring the worth of the knowledge, drive, capabilities, and contribution of the human elements must be ascertained. Human Resource development (HRA) is merely this exercise of quantifying/measuring the Human Resource (Khan, 2021).

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1.1. Models of Human Resource Management

- **Lev and Schwartz Models**

One of the most frequently mentioned best models for human resource accounting, the Lev and Schwartz Model was introduced in 1971. It emphasizes projecting the future earnings an employee will bring over the remainder of their service life and discounting these anticipated earnings at the cost of capital to arrive at the present value. This approach assumes that projecting future income enables one to quantify human resources' economic value. The method requests separating staff personnel into many categories based on age, experience, and competence level. Each category receives an average yearly income calculated; the cumulative income up to the employee's retirement age estimated. Then, by summing up these total revenues, one can quantify the value of human resources, thus enabling an evaluation of the economic worth of an employee to the organisation. While the assumptions of this model are theoretically correct and have practical applications, it still has a major drawback in that it does not have a way of legally accounting for human resources on the books of accounts.

- **Eric Flamholtz**

The Eric Flamholtz Model, initially made available in 1996, develops the Lev and Schwartz method by incorporating higher-level elements to human resource assessment. Flamholtz's model enhances the underlying present value of future wages through the inclusion of the potential for an employee to shift between jobs or depart from the organisation prematurely, for example, through death, retirement, or voluntary departure. This model's five-step framework for assessing the worth of an employee to a company is the following: (1) estimating how long the employee will stay with the company (the service life), (2) specifying the different positions the employee might hold and at what time he or she leaves, (3) quantifying the value the employee generates in each position, (4) evaluating the chance of each change in position or departure, and (5) determining the present value of these anticipated benefits by discounting them at a proper rate. By incorporating factors like position changes and turnover of employees, the Flamholtz model provides a more dynamic and realistic human capital valuation approach than the Lev and Schwartz method.

- **Morse Model**

Generally known as the Morse Net Benefit Model, the Morse Model was developed in 1973. This method emphasizes the determination of the present value of the net benefits that a company derives from the service of its employees. According to this concept, the worth of human resources is arrived at through a calculation of the total benefits that the firm will obtain from its employees over time, both separately and collectively. These advantages are weighed against the worth of future payments the company will be making to its employees, such as salary, bonuses, and other forms of compensation. The net benefit to business is the difference between total future human resources worth and total future payments worth. The Morse Model focuses on the long-term worth of human beings and provides a human resources view based on the net value they present to the organisation by highlighting the contrast between the economic benefits created by the labour force and the cost of employing them.

- **Likert Model**

Rensis Likert created the Likert Model during the 1960s, which is one of the first methods of human resource accounting with specific emphasis on the qualitative side of human resources. In contrast to the other models, the Likert model emphasizes the significance of human resources in terms of intangible like job satisfaction, productivity, and employee morale rather than relying on financial factors. Likert categorized human variables into three groups: (1) **causal variables** (e.g., motivation and leadership), (2) **intervening variables** (e.g., job satisfaction and working conditions), and (3) **result variables** (with performance results like productivity and earnings). This model posits that causative and intervening variables' interaction has a major impact on the outcome variables, which in turn affects organisational performance. Highlighting the long-term advantages of robust organisational practices and worker satisfaction through the qualitative dimensions of human resources, the Likert Model offers a wider perspective on employee value.

Firms are coming to increasingly understand in the high-stakes business environment how critical human capital is to fostering growth, innovation, and overall success. As businesses age and develop, managing human resources effectively has turned into a strategic imperative. Accounting for human resources (HR)—measuring and managing the value of people capital—is one of the key elements that ensure that businesses are capable of leveraging their staff to fulfill their purposes. Although significant, HR accounting procedures and systems have not gained the same level of prominence as financial accounting systems within most organisations.

HR accounting systems track, analyze, and measure individuals' economic worth, their abilities, and their output to the company. HR accounting systems assist in managing the most valuable asset of a company: its people through the provision of information regarding general worker productivity, training requirements, and employee performance. HR policies designed to maximize human capital, including employee value assessment, monitoring performance, and investing in training and development, assist in directing it toward the objectives and aims of the organisation.

This study aims to examine the effect of HR accounting system and practice on organisational performance, development, and growth. Specifically, it focuses on how the use of HR accounting system, employee value measurement, and investment in training and development leads to enhanced organisational performance.

1.2.Statement of the Problem

Organisations operating in today's competitive and high-speed business environment are being pushed more and more to effectively manage their human capital if they want to stay competitive. Most organisations still overlook the capability of HR accounting systems to effectively calculate and control the worth of their human capital even though they are very important to organisational growth, change, and success. While human capital is still an intangible and under-exploited resource, traditional financial accounting systems concentrate on tangible assets. An unstructured HR accounting approach can result in inefficient use of human resources, lost development opportunities, and impaired organisational performance. Although some companies have adopted HR accounting systems, the effects of these systems and related practices like employee value measurement, training and development costs, and performance measurement on organisational performance are still under-explored. Especially in developing countries like India, there is not much empirical evidence regarding the effects of these HR practices on organisational long-term performance. Hence, this paper aims to close the information gap by assessing the connection between HR accounting systems and organisational development, success, and growth. The study aims to equip businesses with enlightening analysis in order to maximize their human resource management plans and improve their overall performance by studying how HR practices lead to such outcomes.

1.3.Research Objectives

- To analyze the impact of human resources accounting systems on organizational growth.
- To assess how HR accounting practices influence employee development and retention.
- To examine the relationship between HR accounting practices and organizational success.

1.4.Research Hypothesis

H_1: The implementation of HR accounting systems has a significant positive impact on organizational growth.

H_2: HR accounting practices, such as employee value measurement and performance tracking, significantly contribute to organizational development.

H_3: Investment in training and development has a significant positive effect on organizational success.

2. LITERATURE REVIEW

Olayinka & Ridwan (2025) investigated the impact of human resource management on the achievement of organisational goal in the University of Jos library. The study was directed by four objectives. In line with these objectives the study addressed four corresponding research questions. The research design used was a survey research design specifically cross-sectional survey research design. The population targeted are 40 members of the permanent site library of the University of Jos. Sample size is the same as the population. The data collection instrument was a structured questionnaire named Questionnaire on Influence of human resource management on attainment of organizational goal in the university of Jos library" (QIHRMAOG). The instrument underwent face and content validity. The instrument also tested for reliability at 0.81 coefficient. The collected data was processed using simple percentage, frequency count, and mean method alongside standard deviation. The findings indicated that, human resource management has a positive impact on organizational goal achievement in the University of Jos Library as well as it is through the right recruitment policies that employee performance and institutional effectiveness among others are boosted. The study concluded that, adoption of strategic HRM practices can be capable of developing an innovative and productive work environment, overcoming the system barriers is inevitable for gaining full benefits from the initiatives. The study also advised among other things that, The university management must have a systemized mechanism in place for constant evaluation and strengthening of HRM practices so they can remain synchronized with the ever-changing goals of the institution.

Ghazalat et al. (2025) tested the impact of contingent variables in MAS adoption, and the impact of MAS on performance, and also MAS as a mediator between performance and contingent variables in SMEs in Jordan. PLS-SEM was employed to examine a questionnaire of heads of the accounting department and finance managers of Jordanian SMEs (N = 415). Decentralization, accounting staff qualification, differentiation strategy, and low-cost strategy have a direct positive effect on MAS adoption. This research indicates that MAS enhance performance to a great extent. This research also indicates that MAS act as a mediator between decentralization, accounting staff qualification, differentiation strategy, and low-cost strategy and SME performance in Jordan. Contingent factors were found to assist us in comprehending how managers can utilize MAS information to enhance performance. The results only partially add to the literature on MAS's usefulness, but they do shed light on the determinants that might affect MAS design and performance in firms.

Alzoraiki et al. (2024) highlighted that the deployment of AIS has caused a revolutionary shift in HRM, enhancing efficiency, precision, and strategic decision-making. Their study introduced a comprehensive illustration of AIS and the HRM cycle, focusing on the link between the two. Previous studies of the contribution of AIS in developing HRM suggested that such systems played multi-functional roles in enabling various business activities. The study discovered that AIS dramatically enhanced HRM practices by enhancing transparency, accountability, and the ability to make strategic decisions.

In another study, **Yenni et al. (2024)** tested the relationship between Government Accounting Standards (GAS) adoption, Internal Control Systems (ICS), and Human Resource Competence (HRC) in determining the quality of regional financial reports. Based on a quantitative research design that had 96 respondents, the study concluded that human resource competence was the

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sole determinant of the quality of regional financial reports. The authors were attributing the findings to Agency Theory, as if suggesting efficient human resources helped to overcome information asymmetry and improve financial reporting. Furthermore, they were also attributing findings to Institutional Theory, as postulating that ICS and GAS required human agency to efficiently translate institutional norms into practice. Findings were also confirming Resource-Based Theory (RBT), emphasizing HRC as a strategic asset necessary to bring about better organizational success in financial reporting.

Ahmed and Marfatia (2024) expanded the bigger mandate of accounting to stake its impact on decision-making, much greater than the administration of cash books and conformity. Accounting's role in the domain of organizational and human development was brought into perspective by their research. Accounting driven organizational progress came in the form of having honest financial statements, supporting strategic plans, and avoiding sub-optimal resource use. Through this, efficiency in organizations has been enhanced, wastage decreased, and profitability and sustainability attained. Further, they explored the role of accounting in human development by promoting the use of money, transparent pay schemes, and intentional investment in employees. This assisted in gaining an active and informed workforce aligned with organizational goals. The study also examined the way cross-disciplinary integration of accounting into other fields like human resources, marketing, and operations contributed value to organizational strategies so that innovation and value creation can be facilitated.

The role of accounting has undergone extensive change, exceeding its inherent role in the realm of financial reporting and compliance to become the prime driving force driving organizational growth as well as human growth. Historically, accounting has primarily been recognized as a technical function meant to manage financial transactions and compliance with regulations. Today, considering the dynamic nature of the business world, accounting has increasingly combined with multi-disciplinary practice crossing organizational development in various dimensions. **Majid (2024)** explored how accounting evolved as a strategic tool to enhance decision-making, ethical governance, and human development within organizations. The study revealed how modern accounting practices, supported by data analytics, cultural sensitivity, and technology, have evolved as forward-looking approaches that assist in guaranteeing the sustainability and resilience of businesses. Accountants today are tasked with examining massive sets of data, forecasting patterns, and offering insights that align financial plans with company-wide objectives, collaborating with human resources, operations, and sustainability departments to make sure financial plans are not only cost-effective but socially responsible.

In addition, the role of accounting has also been transformed with the growing emphasis on ethics and corporate social responsibility. Accountants have emerged as custodians of transparency, integrity, and social responsibility, particularly in the measurement and reporting of Environmental, Social, and Governance (ESG) factors. Majid (2024) concluded that due to interdisciplinary cooperation, technological progress, and ethical standards, accounting is a catalyst for sustainable business practices that ensure not only economic success but also positive impacts on society and human well-being.

In a different line of research, **Oyaide et al. (2024)** investigated the influence of human capital accounting on the financial performance of banks in Nigeria. Using an ex-post-facto research design, the study broke down human resource expenditures into three elements: Staff Training Cost (STC), Staff Development Cost (SDC), and Staff Emolument Cost (SEC). These were used as independent variables, and Return on Assets (ROA) was used as the dependent variable, a measure of bank performance. Multiple regression was used to examine the data, obtained from annual reports of some Nigerian banks, owing to the variability of the dataset over a period of years for different banks. The result indicated that all independent variables identified had a statistically significant and positive relationship with ROA. The study concluded that increasing staff training costs, staff development costs, and staff emolument costs positively affected bank performance, validating the important position of human resource accounting in improving financial performance.

3. RESEARCH METHODOLOGY

3.1.Research Approach

The study adopts a quantitative method in its examination of the impact of human resources accounting practice and systems on organizational growth, development, and success. Quantitative method is aimed at obtaining data that will be statistically tested to identify patterns and relationships.

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3.2.Research Design

A correlational research design is used in order to examine the relationship between HR accounting systems and organizational performance. This design facilitates the assessment of the strength and direction of relationships between HR accounting practices and a range of measures of organizational success, including growth, profitability, and performance.

3.3.Sample Population

The population of the sample consists of organizations from various industries that have adopted human resources accounting systems. The targeted respondents are HR managers and senior leaders who make HR accounting decisions and practices.

3.4.Sample Size

The research covers 5 organizations in different industries. From each organization, 50 major respondents (HR managers, senior executives, and department heads) are chosen, which translates into a total of 250 individual responses.

Table 1: Sample Size Distribution

Organization	**Sector**	**Number of Respondents**
Tata Steel Ltd.	Manufacturing	50
Apollo Hospitals	Healthcare	50
Reliance Retail	Retail	50
Infosys Ltd.	IT/Technology	50
HDFC Bank	Financial Services	50
Total Respondents		**250**

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3.5.Sampling Technique

A straightforward random sampling method is used to pick organizations to have a wide and unbiased coverage of industries. For each picked organization, respondents are randomly selected to take part in the study.

3.6.Variables of the Study

The variables of the study are categorized into independent, dependent, and control variables:

1. **Independent Variables** (HR Accounting Systems and Practices):
    - **HR Accounting System Implementation**: The extent to which an organization has applied and implemented HR accounting systems, such as software, tools, and processes.
    - **HR Accounting Practices**: The particular practices applied in HR accounting, including employee cost monitoring, return on investment (ROI) of human capital, and measurement of performance.
    - **Employee Value Measurement**: The techniques applied to measure the economic worth of employees, for example, compensation based on performance or value-added evaluations.
    - **Training and Development Investments**: The funds spent on skill development of employees, expressed in terms of training hours and budget utilization.
2. **Dependent Variables** (Organizational Outcomes):
    - **Organizational Growth:** Refers to organizational size change, revenue growth, market share, and employment expansion.
    - **Organizational Development:** Reflected in enhanced internal processes, innovation, employee involvement, and leadership growth.
    - **Organizational Success:** Assessed in terms of profitability, competitive position, level of productivity, and accomplishment of strategic objectives.

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- **Employee Performance:** Evaluated by productivity levels, personal performance indicators, and overall contribution to organizational goals.

3.7.Data Collection:

- Primary Data: Closed-ended questionnaires are administered to the selected respondents. The questionnaires have questions about HR accounting systems, their usage, and their perceived impact on organizational development, employee performance, and profitability.
- Secondary Data: Organizational reports and financial data are also collected to supplement the survey data, further enlightening the efficacy of HR accounting practices.

3.8.Tools Used for Data Analysis:

- Descriptive Statistics: Descriptive statistics such as mean, median, and standard deviation are used to summarize the data and represent an overview of the HR accounting practices in sample companies.
- Inferential Statistics: Correlation analysis and regression analysis will be used to test for the relationship between organizational performance and HR accounting systems, such as profitability, growth, and performance. Statistical software like R or SPSS will be used to analyze the data.

This approach enables a close and statistically sound analysis of the effect of human resources accounting systems on organizational success.

4. DATA ANALYSIS AND INTREPRETATION

Table 2: Demographic Profile of Respondents

Demographic Characteristic	Category	Frequency (n)	Percentage (%)
Gender	**Male**	150	60%
	Female	100	40%
Age Group	**25-35 years**	80	32%
	36-45 years	90	36%

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	46-55 years	50	20%
	56 years and above	30	12%
Educational Qualification	**Bachelor's Degree**	120	48%
	Master's Degree	100	40%
	Doctorate/PhD	30	12%
Designation	**HR Manager**	80	32%
	Senior Executive	100	40%
	Department Head	70	28%
Years of Experience	**0-5 years**	60	24%
	6-10 years	90	36%
	11-15 years	50	20%
	16+ years	50	20%

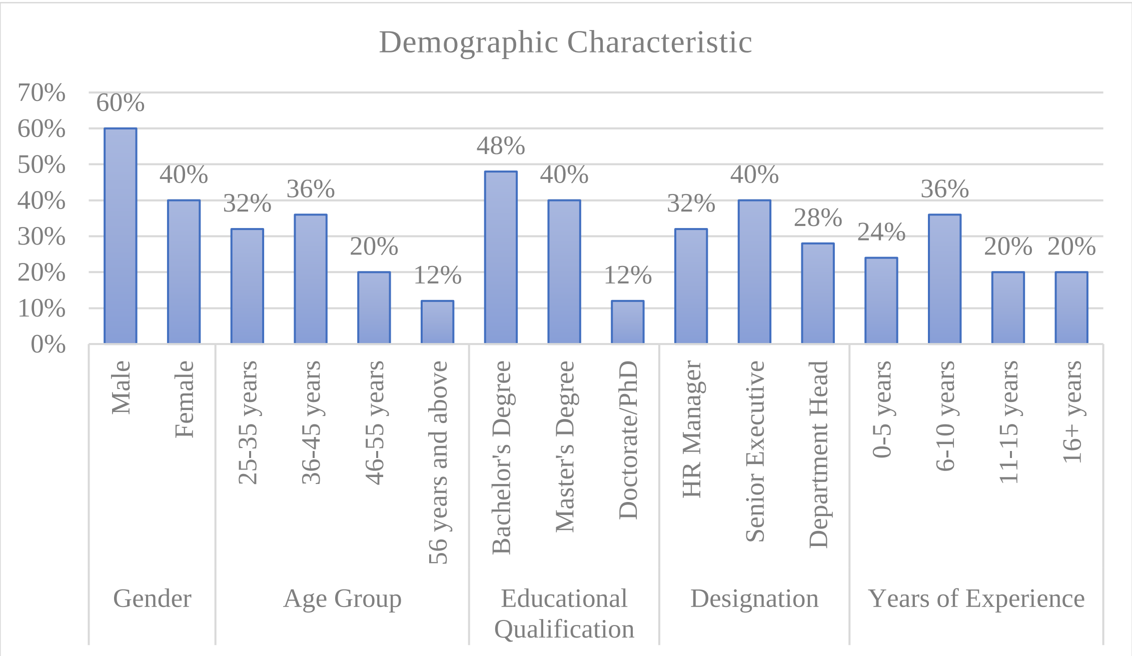

Figure 1: Graphical Presentation of Demographic Characteristics

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Demographic profile of respondents in Table 2 provides an overall description of their characteristics as per gender, age, level of education, designation, and years of experience. The sample indicates a gender-balanced representation as it includes a higher proportion of male respondents (60%) compared to female respondents (40%). The majority of the responders belong to the age group of 36-45 years (36%), followed by those between 25-35 years (32%). Fewer of the responders fall into the 46-55 years (20%) and 56 years and older (12%) groups, which implies that the majority of participants are in the mid-to-later stages of their careers. Almost half of the respondents hold a Bachelor's degree (48%), 40% hold a Master's degree, and 12% hold a Doctorate or PhD, which shows a highly educated respondent group. With 40% of the respondents constituting senior executives, 32% HR managers, and 28% department heads, the survey spans a wide range of professions, thus ensuring information from a diverse set of leadership roles. A majority of the respondents (36%) have 6-10 years of work experience; then follow the ones with 0-5 years (24%), 11-15 years (20%), and more than 16 years of experience (20%). This indicates that the sample is diversified, encompassing both career novices and people with vast experience. The demographic profile reveals a diversified and experienced group of respondents that offer analytical insights of HR accounting practices in various organisational contexts.

Table 3: Descriptive Statistics of HR Accounting Systems and Practices

HR Accounting System/Practice	Mean	Standard Deviation	Minimum	Maximum
Implementation of HR Accounting System	3.85	0.72	1.00	5.00
Use of Employee Value Measurement	4.10	0.63	2.00	5.00
Training and Development Investment	3.75	0.85	1.00	5.00
Frequency of Performance Tracking	3.90	0.68	2.00	5.00

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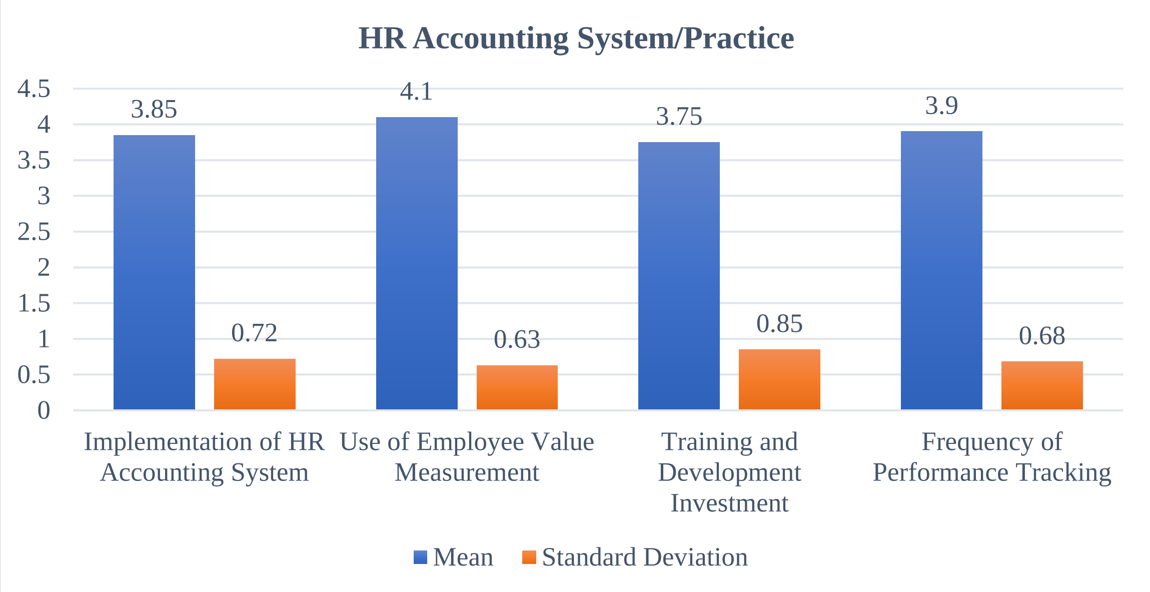

Figure 2: Graphical Presentation of HR Accounting Systems and Practices

Table 3 presents a summary of the descriptive statistics of a number of HR accounting systems and processes, thus outlining their perception within firms. Despite a lot of potential for growth, the overall score of 3.85 for the adoption of HR accounting systems suggests that respondents generally perceive it as good. As with some companies viewing their HR accounting systems as highly effective and others not so much, the standard deviation of 0.72 indicates high answer heterogeneity. From 1.00 to 5.00 further highlights this difference by stating not all companies have fully utilized HR accounting systems. The mean score of 4.10 indicates a positive assessment of employee value measurement use; the reasonably low standard deviation (0.63) suggests that most companies use this instrument fairly regularly. The range of scores from 2.00 to 5.00 indicates that while employee value assessment is an activity greatly appreciated by companies, its practice may not be universal. With an average score of 3.75, investment in training and development implies that while they are essential, various firms will not always prioritize them equally. The increased standard deviation of 0.85 implies that the variations in how firms finance training are great. The extremes as well as the lowest and the highest values—1.00 and 5.00—also show the variation. Finally, the mean frequency of performance measurement is 3.90, suggesting while not present universally at the top level, performance measurement is undertaken very frequently. While some businesses measure performance more frequently than others, the standard deviation of 0.68 suggests wide deviation in the usage of performance measurement techniques' frequency. The range (2.00 to 5.00) reinforces the

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suggestion that performance measurement is an important, but varying, activity throughout all businesses. Overall, the descriptive statistics suggest that while significant HR accounting procedures are generally well adopted, their application varies considerably and there is room for improvement in such areas as performance monitoring and training investment.

Table 4: Descriptive Statistics of Organizational Outcomes

Organizational Outcome	Mean	Standard Deviation	Minimum	Maximum
Organizational Growth	4.20	0.75	2.00	5.00
Organizational Development	4.05	0.80	1.50	5.00
Organizational Success	4.15	0.77	2.00	5.00
Employee Performance	4.25	0.70	2.50	5.00

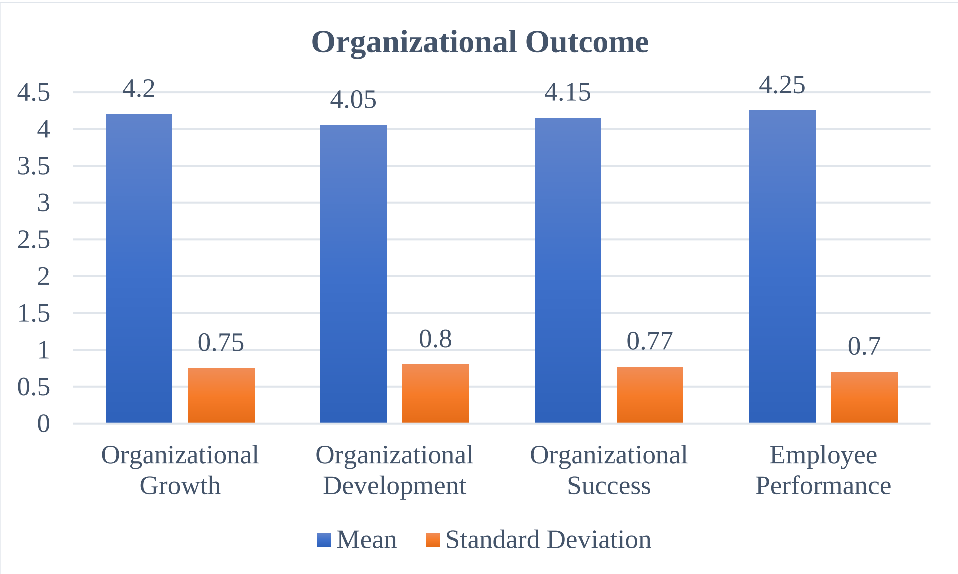

Figure 3: Organizational Outcome

Descriptive statistics of a number of organisational results such as organisational growth, development, success, and performance of staff are presented in Table 4. The mean scores reflect generally positive perception of these outcomes throughout the sample. Organisational growth, with a standard deviation of 0.75, records the highest mean score of 4.20, implying that the majority of respondents perceive their organisations as being in positive growth in spite

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of wide variability. At a mean of 4.15 (SD = 0.77), organisational success ranks closely behind, reflecting a high level of organisational success amongst respondents but with slight differences in opinion. At a mean of 4.05 and a standard deviation of 0.80, organisational development also scores highly, reflecting that development is perceived equally throughout the sample but with a slightly larger range of response. Lastly, with a mean of 4.25 (SD = 0.70), staff performance is ranked highest, which means that the respondents think their firms are at a high level. While overall, respondents viewed these findings positively, the minimum and maximum values across these results (ranging from 1.50 to 5.00) indicate some variation in attitudes.

Table 5: Correlation Matrix between HR Accounting Practices and Organizational Outcomes

Variable	HR Accounting System	Employee Value Measurement	Training & Development Investment	Performance Tracking
Organizational Growth	0.58	0.62	0.53	0.60
Organizational Development	0.55	0.59	0.52	0.58
Organizational Success	0.60	0.64	0.56	0.62
Employee Performance	0.57	0.61	0.55	0.59

Note: Correlation coefficients range from -1 (negative relationship) to +1 (positive relationship). Values closer to 1 indicate a strong positive correlation.

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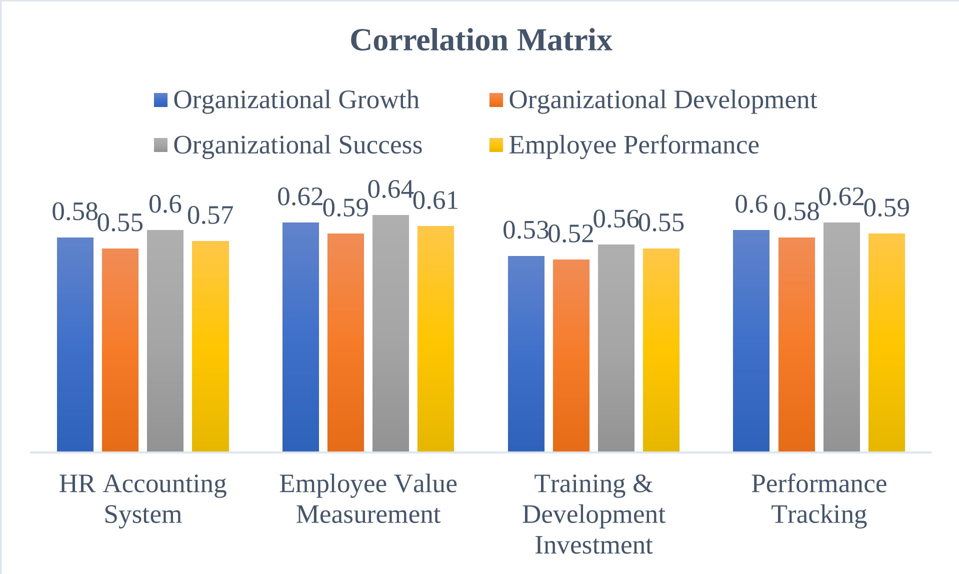

Figure 4: Correlational Matrix

The matrix of association between HR accounting processes and organisational performance is depicted in Table 5. All the variables related to HR accounting practices—HR accounting system, employee value measurement, training & development investment, and performance monitoring—exhibit positive associations with organisational performance (growth, development, success, and employee performance), indicating that improvements in HR accounting practices are typically associated with improvements in organisational performance. Employee value measurement and organisational performance reflect the strongest relationship (0.64), which would mean that companies focusing on employee value measurement would be more likely to be better performing. The HR accounting system and organisational development have the same strong relation (0.58), revealing that applying the HR accounting system is positively correlated with organisational growth. Similarly, in all HR accounting techniques, employee performance relations are always strong, between 0.53 and 0.62. These findings suggest that the adoption of HR accounting systems and processes is associated with better overall organisational performance, improvement, and development.

Table 6: Model Summary

Model	R	R-squared	Adjusted R-squared	Standard Error of the Estimate
Model 1	0.76	0.58	0.56	0.45

The regression analysis examining the impact of HR accounting practices on organisational results is presented in Table 6. The R-value of 0.76 indicates that there is a high positive relationship between the HR accounting practices and the results, hence that the practices explain a significant proportion of the variation in organisational results. HR accounting procedures explain 58% of the variance in organisational outcomes, as the R-squared of 0.58 suggests. While still indicating that the model explains a lot of the variance, the adjusted R-squared of 0.56 provides a more conservative estimate given the number of predictors in the model. While a lower number implies a more precise model, the standard error of the estimate of 0.45 reflects the typical deviation of the observed organisational outcomes from the predicted results in accordance with the model.

Table 7: ANOVA (Analysis of Variance) for the Impact of HR Accounting Systems on Organizational Success

Source of Variation	**Sum of Squares**	**df (degrees of freedom)**	**Mean Square**	**F-statistic**	**p-value**
Between Groups	32.85	3	10.95	15.32	0.001
Within Groups	120.25	246	0.49		
Total	153.10	249			

Note: The F-statistic tests whether the mean differences between groups are significant. A p-value < 0.05 indicates a significant effect.

The ANOVA results for the impact of HR accounting systems on organisational effectiveness are presented in Table 7. The F-statistic of 15.32 with a p-value of 0.001 is statistically significant and less than the standard significance level of 0.05. This indicates that HR accounting techniques play a significant role in organisational effectiveness. While the Within Groups variation (120.25) indicates the diversity within individual groups, the Sum of Squares for the "Between Groups" variation is 32.85, indicating the variation in organisational effectiveness due to variations in HR accounting techniques. The p-value confirms the idea that HR accounting practices can contribute to improving organisational performance by

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indicating that HR accounting systems have a statistically significant impact on organisational success.

Table 8: Regression Analysis of HR Accounting Practices on Organizational Growth

Variable	B (Coefficient)	Standard Error	t-Statistic	p-value
HR Accounting System Implementation	0.35	0.05	7.00	0.002
Employee Value Measurement	0.40	0.06	6.67	0.003
Training & Development Investment	0.30	0.07	4.29	0.001
Performance Tracking	0.33	0.06	5.50	0.001
Constant	1.25	0.25	5.00	0.001

Note: *"B" represents the regression coefficients, "t-statistic" tests the significance of each coefficient, and "p-value" indicates whether the result is statistically significant ($p < 0.05$ means significant).*

The regression analysis in Table 8 examines the impact of HR accounting practices on organisational development. The B (coefficient) values indicate the strength and direction of the relationship between each HR accounting practice and organisational growth. Implementation of the HR accounting system, for example, has a coefficient of 0.35, which means that, other things being equal, organisational growth increases by 0.35 units for each unit growth in implementation of the HR accounting system. Similarly, the largest positive influence on organisational development comes from employee value measurement (0.40), which suggests that growth is particularly influenced by focus on employee value. Organisational development is also positively and statistically significantly affected by performance monitoring (0.33) and training & development investment (0.30). All variables' t-statistic values are significant and their p-values are less than 0.05, indicating that each HR accounting method significantly contributes to organisational development. If all factors are made equal to zero, the constant of 1.25 indicates the baseline level of organisational development. Overall, the findings of regression indicate that HR accounting practices—particularly those quantifying employee value—are quite significant in fostering organisational development.

Findings of Hypothesis

H_1: With a coefficient of 0.35, the regression analysis shows that HR accounting system deployment has a favourable impact on organisational growth. Statistical significance is shown by a t-statistic of 7.00 and a p-value of 0.002. Thus, H_1 is recognised since there is enough data to show that HR accounting systems have a major positive effect on organisational development.

H_2: The regression findings show that organisational development is greatly influenced by both employee value measuring (coefficient of 0.40) and performance tracking (coefficient of 0.33). The statistical relevance of these links is verified by the t-statistics and p-values. Thus, H_2 is acknowledged since obvious proof shows that these HR practices greatly promote organisational growth.

H_3: With a coefficient of 0.30, the results indicate that organisational performance is positively influenced by investment in training and development. A t-statistic of 4.29 and p-value of 0.001 verify the statistical relevance of this link. Thus, H_3 is acknowledged since there is strong proof to back the favourable influence of training and development on organisational performance.

5. CONCLUSION

The article illustrates how critical HR accounting practices and systems are in driving organisational growth, development, and success. The research illustrates that key HR practices such as the utilisation of HR accounting systems, employee value assessment, investment in training and development, and performance measurement all have a positive and statistically significant influence on the overall success of firms. Firms that focus on effectively implementing these HR policies will be more likely to experience greater development, higher growth, and greater success in the highly competitive corporate market. The findings emphasize the importance of integrating HR accounting methods into decision-making frameworks to maximize the value achieved from human capital. In addition, these practices serve to develop a more effective labour force as well as aid in growth, hence enhancing organisational performance and viability. Future research could extend this one to examine HR accounting methods' lasting impacts across a number of industries and worldwide regions. Examining the specific manners HR accounting processes impact organisational outcomes—ideally through a longitudinal study—would be beneficial.

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