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An Attitude and Psychological Perception of Employee on Human Capital Management in Indian Banking Industry: A Structural Treatise on Select Banks

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Abstract

Introduction: This research aims to determine or investigate the effect of applying these Human Capital Management principles. In order to develop and sustain employees, organizations have to invest in their employees. Here the concept of treating Employees as Human Capital comes into focus. Under this employee are not treated as mere resources but as capital to invest.

Purpose: There is a deficiency in the research about the evaluation of these Human Capital Management aspects and their implementation outcomes. This research aims to determine or investigate the effects of applying these Human Capital management principles. The major goal of this research was to compare Human Capital Management practises across public and private banks in Vijayawada.

Design/Methodology/Approach: Both primary and secondary sources were used to compile this report. Books, journals, magazines, websites, bank instructions, files, and records were mined for secondary data. The core data for this research was gathered using a carefully designed and pilot-tested questionnaire in order to elicit respondents' thoughtful responses. In order to collect data from both public and private sector bank personnel, a Purposive Sampling strategy was used.

Findings: The private sector banks employees possess Entrepreneurial Spirit, intellectual qualities and also better training in job encourages them to enlighten their Communication Capabilities in their work place. Human Capital Management techniques in both public and private sector banks lead to promising organisational success in terms of employee efficiency, bank efficiency, and overall productivity.

Practical Implications: The practice of HCM in public sector banks helps the higher officials to recognize efficient employees and their true value and in private sector banks the practice of HCM develops entrepreneurial spirit and provides efficient training opportunities to the employees. If policymakers don't pay attention, regulatory hurdles and agency issues might prohibit banks from diversifying their revenue as much as they should. Human capital was shown to have a modest influence on bank performance, prompting the study's authors to recommend that both governments and banks increase their spending in this area.

Conclusion: The HCM strategy analyses core HR issues with an eye on bolstering HR's effectiveness and charting new territory. Stakeholders are communicated with via Human Capital Management's performance measurement and reporting in relation to established objectives (workers, shareholders, and consumers) about the importance of Human Capital Management in attaining sustainability and demonstrating banking responsibility.

Key Words: Human Capital Management, Employees, Competitive advantage, Efficiency.

1. Introduction

The Indian banking industry has diversified into new fields such as leasing, merchant banking, venture capital, home financing, and other financial services. Many banks now provide a wide variety of services, from local microloans to banking on a global scale. As a result of the Indian government's recent changes to its trade, industrial, and exchange rate policies, the international banking sector is undergoing a period of rapid diversification and technological revolution. When it comes to banking, India is no different. In order to adapt to the changes, the bank's functions have evolved. Customers' interactions with service providers have been drastically altered by the introduction of new technology. Customer satisfaction is the most significant obstacle the Indian banking industry must overcome. It is a crucial concern for all marketers. In today's highly competitive corporate environment, customer happiness is seen as the key to success. Numerous studies demonstrate that the banks of the new generation are focused on the consumer – knowing his wants, motivating him, and subsequently gratifying him with a diverse range of goods and services. Bank customer service should adhere to three fundamental tenets: civility, accuracy, and quickness. Due to growing rivalry, quality of service has been a prominent topic and has been identified as a vital aspect in maintaining competitive advantage and retaining customer satisfaction. Service quality may be described as the gap between client expectations and perceptions of service.

When expectations exceed performance, perceived quality falls short of customer satisfaction and customer unhappiness ensues (Parasuraman et.al., 1985). Service quality is a term that has generated a great deal of study interest and discussion due to the difficulty in defining and measuring it, with no general agreement forming on either. Customer opinions and preferences about service quality have a substantial influence on the performance of a bank.

In this day of severe competition, banks are meticulous in determining their customers' demands and how well they can provide them. Offering customers both innovative and secure banking services and cutting-edge consumer electronics, they work tirelessly to set themselves apart from the competition.

It should be emphasised that technological supremacy and creative goods alone will not guarantee success; the success of any bank is determined by the quality of its customer service. According to Taylor and Baker (1994) and Taylor and Cronin (1992), service quality has become a must for banks to satisfy and keep their most valuable clients. The key to success in the banking industry is providing exceptional service to keep and please consumers.

2. Statement of the problem

To aid in the expansion of banks, it is crucial to comprehend their administration. Human Resource Management and the expansion of banks has been the subject of several academic investigations, while Human Capital has received far less attention. Human Capital Management is a distinct field from its HRM counterpart. When referring to the social sciences, this is the next tier. Considered a subset of HRM, Human Capital Management views employees as valuable assets rather than mere means of production. Human Capital Management is essential for every business that hopes to develop its Human Capital, or workforce. Human Capital is the topic of this study, which analyses the impact of Human Capital on public and private sector banks in Vijayawada. Human Capital Management is applied to the recognised consolidated list of Human Capital components. There is a deficiency in the research about the evaluation of these Human Capital Management aspects and their implementation outcomes. This research aims to determine or investigate the effects of applying these Human Capital management principles.

The major goal of this research was to compare Human Capital Management practises across public and private banks in Vijayawada.

3. Objectives

- This study's objective is to examine the factors that contribute to effective human capital management in the banking sector.
- To investigate how workers value human resource management.
- The purpose of this study is twofold: (1) to analyse the impact of human capital management on the specific area of study.

4. Literature Review

The term "human capital" (HC) is used to describe in-house resources such as workers' expertise. Health care is important because it promotes growth and healing (Bontis) (1998). In a similar vein, Human Capital is seen as the most crucial source of economic development in an economy that is focused on the accumulation of knowledge. In a knowledge-driven economy, both the creation and misapplication of knowledge play crucial roles throughout the time of economic accumulation (Harman, 2007). As previously discussed, an organization's human capital consists of its personnel's amassed set of competencies (Odhong et al., 2013). To further explain why it's important for countries to put money into education, the concept of "human capital" (HC) was created (Afiouni, 2013). Among the neoclassical frameworks for examining labour markets, "human capital" has recently emerged as a key component (Omolo) (2007). Pay stability is a key factor, therefore this is especially true. It now serves as the standard by which educational funding audits are conducted as well. Market value is thought to be based less on physical assets and more on intangibles like human capital, which explains why firms place a premium on their employees (Kulvisaechana, 2006). Chatzkel defines human capital management, or HCM, as putting in place the measurements to figure out the value of these traits and using that information to run the organisation well. J.L. (2004). Human capital is the sum of a person's experience, knowledge, creativity, skills, and other useful traits in the workplace. Armstrong Baron, 2007 Human capital, also known as human resources capital (Shun Wang, 2011), is an organization's most valuable intangible asset because of the knowledge, skills, abilities, experience, and It includes every scholarly asset of the organisation, such as employees' learning and expertise (which allows them to handle authoritative concerns and meet customers' difficulties and needs) (Ditillo, 1998). Due to its importance in demonstrating an organization's ability to identify the best answer by pooling the expertise of its personnel, intellectual capital of this kind is sometimes called "strategic capital" (Cornachione, 2010; Bontis, 1998). Human capital reflects the store of knowledge possessed by people and is a critical asset for economic growth. Human resources are an organization's most valuable asset because of their potential to generate new ideas and solve problems (Bontis & Fitz-enz, 2002). Capital consists of the talents, aptitudes, and skills acquired by employees inside an organisation. The organisation is not the owner of these capitals, and departing employees must provide them with fresh drugs (Bontis, Keow, & Richardson, 2000). Financial professionals and scientists agree that human capital is crucial to a country's economic success and, by extension, the basis for realising the desired standard of living. What individuals provide to a business in terms of their attitudes, experience, knowledge, creativity, and energy is what is known as "human capital" (Ingham, 2007). The success and benefits of an organisation are directly tied to the quality of its human resources. Human capital, which has characteristics not found in other capital, has emerged as an essential ingredient for the knowledge and production of modern businesses (subjective private) as shown by historical analysis (Ukenna et al. 2010). Similarly, research suggests that investment in human capital promotes technological innovation and adoption, boosting GDP growth and total factor productivity (Cielik, and Akhvlediani 2019; Hein, Männasoo, and Ruubel, 2018). In a similar vein, it has been noted by several writers that diversifying businesses strengthen their existing operations by acquiring new core competences and capabilities (Lin et al., 2020a). Firms with greater levels of human capital and higher levels of ex ante job mobility for their workers are more likely to be bought, according to research by Chen et al. (2018). According to the research of Lee et al., human capital complementarities are a key motivator for M&A activity and a factor in improved post-merger financial performance (2018). Scholars in organisational resource management have made similar claims, arguing that organisations may use diversity to use their surplus firm-specific resources like human capital (Wassmer, and Chiambaretto 2019; Schmeisser and Fisch, 2020; Chung et al., 2019).

a. Human and Human Capital Management

Adopting a Human Capital strategy entails considering personnel as investments to be maximised, as opposed to expenses to be reduced. Spending on things like employee recruitment, security, training, and retention are seen as expenditures with a foreseeable return over a certain period of time, just unlike the way money is evaluated for investments in plant growth or new machinery. Human Capital is generated by three types of investments in people: the first cultivates "knowledge," which is at its best when there is a high concentration of all three factors (knowledge, motivation, and opportunity).

In the context of global competition, Human Capital, which is made up of workers in the information and knowledge economy, is becoming more important in making value. Human Capital presents more challenges in terms of analysis, quantification, and management than other value-creating elements. It would seem that the conventional metrics previously used to ascertain a company's value are insufficient in the modern business climate.

The idea of human capital implementation is largely unchallenged despite the popular belief that human capital improves business results. A corporation has to seek competitive advantages in today's ever-evolving business climate by implementing a dynamic, marketable strategy that centralises creativity and innovation. That's a must if they want to make it over the long haul. The value of human resources to a company's competitiveness is undeniable (Barney, 1995). Most companies now see human capital as a source of competitive advantage that will boost performance as a consequence of changes in the global market. Investing in people is now part of a larger strategy for smart and efficient action. Therefore, businesses must grasp the human capital that will increase employee happiness and performance. Initially, extensive research was conducted on human capital and its implications for an organization's performance based on a general assumption, and it is evident that human capital enhancement would result in enhanced execution and performance (Choudhury et al). (2010). Individually, the relevance of human capital depends on how much it contributes to the establishment of a competitive advantage (Snell & Dean, 1992). According to the economic theory of exchange rates, a company might gain an edge over its competitors by staking claim to unique assets that cannot be replicated by other businesses in the same industry. Therefore, as the value of human capital rises, so do the incentives for businesses to spend in managing it, so that they can mitigate risk and make the most of profitable possibilities. Consequently, individuals must hone their competence skills while keeping the final aim in mind. Human capital has a critical role in predicting how to generate competitive advantages at the hierarchical level. According to Snell et al. (1999), the value and originality of an organization's capital are its two defining characteristics. The company demonstrated that assets are lucrative when they enable boosting sufficiency, capitalising on opportunities, and limiting risks. Value, in terms of practical administration, refers to the maximisation of benefits in relation to costs. In this view, a company's human capital may create value if it contributes to reducing expenditures and increasing performance. In the real world, managers need to focus more on human capital and its beneficial effects on company success. Similarly, managers need to be aware of the untapped potential for maximising the value of their human capital in ways other than conventional ones. For the sake of protecting the value of their human capital investments and maximising their profits, banks in particular would do well to diversify into firms operating in related industries.

b. Elements of human capital management

Employers are increasingly recognising the advantages of online benefits solutions in terms of reducing administration and enhancing employee satisfaction. Companies that can provide these advantages will be in high demand to assist with managing benefit programmes and streamlining administrative procedures. 19 of 20 HR experts surveyed think complete Web-based benefit solutions "essential," "critical," or "extremely vital" for future HR benefit offerings.

Instead of being seen as an expense, employee benefits should be treated as an investment that returns value to the company and managed in line with the company's broader business strategy. Employers and brokers must shift away from the traditional concept of benefits (such as medical coverage, retirement accounts, and time off policies) and towards the key strategies of health and wellness, life balance, financial security and experience in order to shift a company's perspective from benefits as an expense to benefits as strategic business drivers. The value of employee benefits may be maximised and employee engagement and satisfaction can be boosted by taking a holistic view of them. A company's large investment in Employee Benefits has the potential to provide incalculable returns in the form of increased recruitment, retention, and productivity, but only if the programme is well-managed. Employers will extract the maximum value from their benefits efforts if they approach employee benefits programmes holistically as opposed to as a necessary expense. This research examines a variety of factors, including staff training, intellectual skills, incentives, community activities, entrepreneurial spirit, leadership techniques, and employee remuneration, among others;

5. Research Methodology

Both first-hand and second-hand sources are used in the investigation. Information from books, magazines, websites, bank guides, files, and records was used in secondary sources. Primary data for this research came from a well-crafted and validated questionnaire administered to a representative sample of the target population. Purposive sampling was employed to collect data from both public and private sector bank employees. Each PSB and PRSB's total number of workers per location has been tallied. Banks and branches with a large number of workers were specifically chosen for this study.

List of banks taken for the study

S. NO	Private Sector Banks	Public Sector Banks
1	City Union Bank	State Bank of India
2	ICICI Bank	Bank of India
3	HDFC Bank	Indian Overseas Bank
4	Tamil Nadu Mercantile Bank	Indian Bank
5	IDBI Bank	Punjab National Bank

a. Hypothesis

- ➢ There is no significant difference among employees in different managerial levels of Banks do not differ in their of perception of Human Capital Management.
- ➢ There is no significant influence on human capital management practices on employee efficiency.

b. Data Collection and Sample design

This investigation included five PSBs and five PRSBs situated in Vijayawada. The following table shows the sample distribution:

Data Collected

Banks	Distributed	Rejected	Received	Used
Private sector banks	250	5	223	218

Public sector banks	250	4	197	193
Total	500	9	420	411

Only 197 PSBs and 223 PSCs responded to the survey after it was sent to 500 financial institutions (PRSB). Twenty-five managers and twenty-five other employees from various banks in Chennai responded to the survey. Four PSB questionnaires and five PRSB questionnaires are thrown out after being evaluated due to missing information. A total of 411 questionnaires were employed in the present study, 193 from PSBs and 218 from PRSBs, with a combined 193 questions.

Based on the positions of the employees of PSBs and PRSBs, in terms of their designation, hierarchy, authority, and responsibility, the respondents tick marked Top level or Middle level option in the questionnaire. Therefore, the research is justified in equating the employee cadre of both Public and Private Sector Banks and the opinions elicited are in consonance with their positions in the respective organization. As the elements influencing Human Capital Management practices are Common for all levels of employees in a bank, the same questionnaire was used to collect the responses from Top level employees and Middle level employees.

c. Data Analysis

H1- The employees in different managerial levels of Banks do not differ in their perception of Human Capital Management.

The application of analysis of variance on the dependent Human Capital Management factors and the independent variable designation of the employees revealed that, out of twenty Human Capital Management practices, fifteen demonstrated significant differences between high-level and middle-level commercial bank employees. It indicates that hypothesis 1 is rejected at the 5% significance level and that the impression of Human Capital Management by bank workers at various management levels differs.

HOW THE KIND OF BANKS AFFECTS THE FACTORS OF MANAGING HUMAN CAPITAL IN BANKS

		Sum of Squares	df	Mean Square	F	Sig.
Skills Competencies	Between Groups	230.661	1	230.661	593.146	0
	Within Groups	159.051	409	0.389		
	Total	389.711	410			
Intellectual Skills	Between Groups	7.944	1	7.944	14.44	0
	Within Groups	225.017	409	0.55		
	Total	232.961	410			
HC Statistics	Between	40.64	1	40.64	125.438	0

	Groups					
	Within Groups	132.509	409	0.324		
	Total	173.148	410			
Leadership Practices	Between Groups	45.549	1	45.549	60.008	0
	Within Groups	310.447	409	0.759		
	Total	355.995	410			
Educational Qualification	Between Groups	153.067	1	153.067	331.381	0
	Within Groups	188.92	409	0.462		
	Total	341.987	410			
Employee Turnover	Between Groups	205.436	1	205.436	316.125	0
	Within Groups	265.791	409	0.65		
	Total	471.227	410			
Number of Employees	Between Groups	142.908	1	142.908	279.431	0
	Within Groups	209.172	409	0.511		
	Total	352.08	410			
Employee Value	Between Groups	250.374	1	250.374	499.524	0
	Within Groups	205.001	409	0.501		
	Total	455.375	410			
Employee Recruitment Policy	Between Groups	5.691	1	5.691	9.299	0.002
	Within Groups	250.307	409	0.612		
	Total	255.998	410			

This study looks at the many varieties of banks and Human Resource Management strategies, focusing on the public and private banking sectors. To establish a causal relationship between explanatory and response variables, we utilise one-way ANOVA, as seen below.

Table 1 ANOVA- Types of banks

		Sum of Squares	df	Mean Square	F	Sig.
Employee Benefit	Between Groups	137.338	1	137.338	321.959	.000

	Within Groups	174.467	409	.427		
	Total	311.805	410			
Entrepreneurial Spirit	Between Groups	47.047	1	47.047	93.498	.000
	Within Groups	205.804	409	.503		
	Total	252.852	410			
Job Rotation	Between Groups	113.434	1	113.434	237.903	.000
	Within Groups	195.014	409	.477		
	Total	308.448	410			
Training Participation	Between Groups	93.454	1	93.454	183.234	.000
	Within Groups	208.600	409	.510		
	Total	302.054	410			
Employee Training	Between Groups	39.116	1	39.116	68.232	.000
	Within Groups	234.473	409	.573		
	Total	273.590	410			

		Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Employee Compensation	Between Groups	149.380	1	149.380	271.691	.000
	Within Groups	224.875	409	.550		
	Total	374.255	410			
Employee Incentives Program	Between Groups	171.980	1	171.980	203.696	.000
	Within Groups	345.319	409	.844		
	Total	517.299	410			
Employee SafetyHealth	Between Groups	65.882	1	65.882	130.717	.000
	Within Groups	206.140	409	.504		
	Total	272.022	410			
Career Opportunity	Between Groups	131.052	1	131.052	290.875	.000
	Within Groups	184.272	409	.451		
	Total	315.324	410			
Community Activities	Between Groups	197.684	1	197.684	418.958	.000

	Within Groups	192.985	409	.472		
	Total	390.669	410			
Training Institute	Between Groups	80.204	1	80.204	212.568	.000
	Within Groups	154.319	409	.377		
	Total	234.523	410			

From the table it is found that Entrepreneurial Spirit (F=93.498), Employee Benefit (F= 321.959), Employee Training (F=68.232), Job Rotation (F=237.903), Employee Training Participation (F= 183.234), Skill Competencies (F=593.146), HC Statistics (F=125.438), Intellectual Skills (F= 14.440), Leadership Practices (F=60.008), Employee Turnover (F= 316.125), Educational Qualification (F= 331.381), Number of Employees (F=279.431), Employee Recruitment Policy (F=9.299), Community Activities (F=418.958), Employee Compensation (F=271.691), Employee Value (F=499.524), Employee Safety and Health (F=130.717), Employee Incentive Program (F=203.696), Career Opportunity (F= 290.875).

Training Institute (F=212.568) greatly vary based on the kind of bank where workers are employed. This results in a comparison of each section of bank types using the mean.

The employees of private sector banks strongly agreed with the following statements with their mean scores: Entrepreneurial Spirit (4.20), Employee Benefits (4.54), Job Rotation (4.55), Employee Training (4.46), Employee Training Participation (4.29), HC Statistics (4.62), Skill Competencies (4.75), and Leadership Practices (4.30). Employee Turnover (4.47), Educational Credentials (5.00), Community Activities (4.79), Number of Employees (4.05), employees safety and health (4.14), Employee Value (4.78), Career Opportunity (4.57), and Training Institute (4.40) are included in Human Capital Management as compared to public sector banks employees who moderately agreed towards Entrepreneurial Spirit (3.52), Employee Benefits (3.38), and Job Rot Educational Qualification (3.77), Number of Employees (2.87), Employee Turnover (3.06), Training Institute (3.52), Employee Value (3.22), Career Opportunity (3.44), employees' safety and health (3.34), Community Activities (3.40) and are the most important factors influencing employee retention.

Moreover, the employees of private sector banks in Vijayawada City were moderately in favor of their banks practicing employee's compensations (mean =3.91), employees recruitment policy (mean =3.77), Intellectual Skills (mean = 3.30), and employees incentive programs (mean =3.84) in Human Capital Management.

H2- Influence Of Human Capital Management Practices ONEmployee Efficiency

Table-2

Model	**R**	**R Square**	**Adjusted RSquare**	**Std. Error of theEstimate**
1	.690[a]	.476	.449	.30965

Predictors: (Constant), Employee Recruitment Policy, Training Institute, Intellectual Skills, Entrepreneurial Spirit, HC Statistics, Leadership Practices, Number of Employees, Employee Benefit, Employee Incentives

Program, Educational Qualification, Job Rotation, Employee Safety Health, Employee Compensation, Employee Training, Employee Value, Employee Turnover, Career Opportunity, Employee Training Participation, Skills Competencies, CommunityActivities

R-value = 0.69, R-Square = 0.476, and modified R-Square = 0.449 are statistically significant, bank employee efficiency may be explained by the independent variables to the tune of 47.6% (as indicated in the table). This thus allows us to confirm the regression fit of our one dependent and several independent variables.

Table-3 ANOVA-Employee Efficiency

Model			df	Mean Square	F	Sig.
1	Regression	34.011	20	1.701	17.735	.000[a]
	Residual	37.395	390	.096		
	Total	71.406	410			

Predictors: (Constant), Training Institute, Employee Recruitment Policy, HC Statistics, Entrepreneurial Spirit, Leadership Practices, Intellectual Skills, Educational Qualification, Employee Benefit, Employee Incentives Program, Employee Safety Health, Job Rotation, Number of Employees, Employee Training, Career Opportunity, Employee Value, Employee Turnover, Employee Training Participation, Skills Competencies, Community Activities, Employee Compensation.

Dependent Variable: Employee Efficiency

The P-value of 0.000, and the F-value of 17,735 are statistically significant at the 5 percent level, according to the table above. This means that the dependent factor pool is well described by the independent variables, and that the regression model is appropriate. Productivity in the Workplace. In the table below, we break down the effects of each of the 20 different variables in Human Capital Management practices.

Table-4 Co-Efficient-Employees Efficiency

Model		UnstandardizedCoefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.565	.247		14.427	.000
	Employee Benefit	-.227	.039	-.475	-5.866	.000
	Entrepreneurial Spirit	.056	.050	.105	1.119	.264
	Job Rotation	.056	.046	.117	1.212	.226
	Training Participation	-.223	.061	-.459	-3.652	.000
	Employee Training	.197	.060	.385	3.277	.001

	Skills Competencies	.050	.075	.117	.668	.505
	Intellectual Skills	-.033	.039	-.060	-.867	.387
	HC Statistics	-.433	.053	-.675	-8.158	.000
	Leadership Practices	-.162	.035	-.362	-4.628	.000
	Educational Qualification	-.039	.041	-.086	-.950	.343
	Employee Turnover	.167	.045	.429	3.704	.000
	Number of Employees	-.348	.053	-.772	-6.507	.000
	Employee Value	.099	.062	.251	1.596	.111
	Employee Recruitment Policy	-.298	.048	-.564	-6.170	.000

From the above table it is found that Employee Training Participation (p=0.000, t=-3.652), Employee Benefits (p=0.000, t=-5.866), HC Statistics (p=0.000, t=-8.158), Leadership Practice (p=0.000, t=-4.628), Employee Training (p=0.001, t=3.277), Number of Employees (t=-6.507, p=0.000), Employee Turnover (t=3.704, p=0.000), Employee Compensation (p=0.036, t=2.108,), Employee Recruitment Policy (p=0.000, t=-6.170), Career Opportunity (p=0.045, t=2.009), Employee Incentive Program(p=0.002, t=3.182), Community Activities (p=0.000, t=3.577) are statistically significant to explain the factor bank Employee Efficiency. This highlights how Human Resource Management techniques in the banking industry can maximise Employee Efficiency, which in turn boosts service quality. Training, leadership skills, and professional advancement opportunities for employees are all boosted thanks to these strategies.

5. Practical Implications

- Human Capital Management methods in the banking business aid in maximizing staff productivity and enhancing service quality. Training, leadership skills, and professional advancement opportunities for employees are all boosted thanks to these strategies.

- The practice of HCM in public sector banks helps the higher officials to recognize efficient employees and their true value and in private sector banks the practice of HCM develops Entrepreneurial Spirit and provides efficient training opportunities to the employees.

- The study's primary goal was to catalogue the many forms of Human Capital Management used in the financial industry; the researchers found that this strategy improved the profitability of banks on the whole. Banks need to give more detailed reports about things like how Human Capital Management affects the overall performance of the bank, the strategies used to get the most out of each employee, and the possible benefits of good management.

6. Conclusion

The analysis demonstrates that many banks may greatly enhance their Human Capital Management discussions so that they meet the same reporting standards as other, more physical assets. Human Resource Management makes it clearer to employees how important their job is to the success of the bank as a whole and how directly their efforts affect the attainment of the institution's objectives. The HCM strategy evaluates the topics that are fundamental to Human Resources in order to continue supporting the department's performance and to establish a new path. Measuring and reporting Human Capital Management performance against clear goals delivers messages to stakeholders (workers, shareholders, and consumers) about the importance of Human Capital Management in attaining sustainability and demonstrating banking responsibility.

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