

Human Resource Disclosure Practices of Banks in Bangladesh

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Abstract

This paper attempts to investigate the extent of human resource (HR) disclosure in the annual report of banks based on a HR disclosure framework. The study covers 93 annual reports of 31 schedule banks selected from 57 schedule banks of Bangladesh. Content analysis has been used to find out data and then it was coded into four categories. A descriptive framework has been used to analyze the extent of disclosing information and analysis of variance (ANOVA) is performed to determine the variations among the categories of HR disclosure. The result shows that among the seven categories of disclosure, description of the staff is in top position and staff recruiting holds the last position according to the frequency of disclosure in the annual reports. The analysis supports that the extent of HR disclosure increased over the three years (2015-2017) only for the five categories of disclosure including training and human capital; staff compensation, incentives, motivation; interaction with staff; health and safety at work; and staff recruiting. The findings also endorse that there are significant variations of HR disclosure among the types of banks for four categories of disclosure including description of the staff; training and human capital; health and safety at work; and staff recruiting. Finally, the study reveals that the state-owned commercial banks tend to disclose more HR information than the other types of banks.

Keywords: Human resource, Human resource disclosure, Content analysis, Annual reports, Banks

1. Introduction

In today's world, human resource is one of the most significant resources for organizations. It has a great contribution to gain competitive advantages in the industry. Since human resource is fundamental for any organization, it is important to disclose the information related to human resource of the organization. The information disclosure about HR will impart a clear and transparent idea about the current condition of human resource and human resource practices in the organization. With the growing awareness of HR disclosure, organizations are giving effort to disclose the HR related issues to increase their transparency and acceptance to the stakeholders (Schneider and Samkin, 2008; Vergauwen et al., 2007). It is also very significant for the organizations to communicate the information to its different stakeholders. Stakeholders may access into the information through different ways and annual report is one of them. Annual report is one of the important tools to communicate information with the relevant stakeholders (Guthrie et al., 2008). Annual reports are the legal documents published by

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the organizations to represent their conditions of last one year. Annual report is the most effective way of communicating the disclosure information externally (Beattie and Smith, 2010). Most of the studies (Alawi and Belfaqih, 2019; Ali and Ahmed, 2019; Athanasiosa et al., 2013; Branco et al., 2010; Das, 2013; Dominguez, 2011; Domínguez, 2012; Mishra and Mishra, 2017; Yi and Davey, 2010) that focused on human resource disclosure and intellectual capital disclosure used the annual reports. Human resource disclosure may take place in the annual report in various form including disclosure about the recruitment and selection process, brief description of staffs and key personnel, details of training and development of the employees, structure of compensation, way of appreciating and evaluating performance, formal and informal orientation or socialization of new employees, health and safety measurement for employees taken by the organizations etc. However, finding the information about human resource from the annual reports of banks can provide a clear insight about the human resource disclosure practices of banks. This study attempts to explore the trend of HR disclosure by different categories of banks and reveals whether the extent of HR disclosure increased or decreased over the year of 2015-2017. The findings of the paper may help the practitioners to understand a comparative situation of HR disclosures among different categories of banks in Bangladesh. Moreover, it may inspire the banks to improve their HR disclosure strategies and policies regarding the issues related to human resource management.

2. Problem Statement

Banking sector is one of the largest sectors in Bangladesh. Most of the banks publish their annual reports in their website for disclosing their financial and non-financial information to the stakeholders. Among the disclosures, HR disclosure is an important part of annual report to ensure the transparency regarding HR related issues. Almost all kinds of banks in Bangladesh disclose a certain amount of information in their annual reports regarding their human resource practices. But it is tough to measure the extent of HR disclosure because of the lack of widely accepted HR disclosure structure to measure it (Yi and Davey, 2010). Apart from this, the amount of information disclosed regarding HR practices in the annual reports of banks is not sufficient (Alawi and Belfaqih, 2019) and the variation of disclosing HR information among the organizations is high (Kaur et al., 2016). As a result, relevant stakeholders are deprived of having appropriate and enough information on HR related issues. Therefore, this study uses a HR disclosure framework to analyze the variations in terms of years (2015-2017) and types of banks regarding human resource disclosure practices in the annual reports.

3. Objectives

This research deals with the following objectives:

- a) To investigate the extent of disclosure of human resource components of banks based on a HR disclosure framework.
- b) To analyze the changes of disclosure of HR components for the period of 2015-2017.

- c) To determine the variations of the extent of disclosure of HR components among the categories of banks.

4. Literature Review

Human resource is the integral part of any organization which makes the organization successful. Therefore, it is necessary for the organizations to disclose the information related to human resource, human capital and intellectual capital. Previous literatures on human resource disclosure and human capital disclosure have been analyzed in this current research. Voluntary human resource disclosure was significantly increased particularly in the last decade (Mishra and Mishra, 2017). Another research conducted by Ragini (2012) found that the disclosure practices has significantly improved over the period of 2001-2005 among the companies located in India, US and Japan. But the same study suggested that Indian companies should focus on further improvement related to disclosure practices. There was an increasing trend of disclosure among the Malaysian companies over the period of 2008-2010 and the improvement was significantly approved by the study (Haji and Ghazali, 2012). Similar kind of outcome was also supported by Wagiciengo and Belal (2012) as they found that the extent of intellectual capital disclosure increased over the 5 years (2002–2006) among the certain firms of South Africa. But Haji and Mubaraq (2012) partially supported that the increment of IC disclosure over the four years (2006-2009) as the changes were not statistically significant. A research carried out by Bontis (2003) over the Canadian corporations covering 10,000 annual reports showed that intellectual capital disclosure practices were not significant among the corporations. The disclosure on intellectual capital including the human resource has enhanced over the years that covers a wide variety in the annual report (Domínguez, 2012). Athanasiosa et al. (2013) also stated that the disclosures on human resources have increased but the level of disclosure varied from company to company. Abeysekera (2008) analyzed the annual reports using content analysis to determine the trend of IC disclosure of 20 firms of Sri Lanka in 1998-2000 and compared the findings with the firms in Singapore during the same time period. The result showed an increasing trend of internal and external capital in Sri Lanka. A study conducted by Abdolmohammadi (2005) on the duration of 1993-1997 analyzed the human capital contents from the annual reports and revealed that the frequency of human resource disclosure increased over the period of study. Similar kind of study conducted by Khan and Khan (2010) on top Bangladeshi companies to find the degree of HR disclosure and their findings endorsed that the extent of HR disclosure increased over the last three years.

On the other hand, the outcome of some other studies revealed the opposite outcome. The extent of human resource disclosure level was very poor during the period of 2013-2015 in Qatar (Alawi and Belfaqih, 2019). Similar finding was also endorsed by Kaur et. al. (2014) that Indian companies tend to disclose very poor information on human resource accounting. The outcome of the study of Branco et al. (2010) disclosed that it is not possible to confirm that the extent of intellectual capital disclosure has been increased over time. Olsson (2001) examined the annual reports of eighteen companies using five elements of human resource reporting and the research found that

only 7 percent of total reporting space has been used for disclosing HR information and the information provided in the annual report was highly deficient. The study conducted by Kamath (2008) indicated that Indian firms disclosed small extent of information about intellectual capital. It was found from the study of Vuontisjärvi (2006) focusing on human resource reporting that there is lack of overall consistency among the disclosure and it is particularly significant for quantitative disclosure of information. Yi and Davey (2010) found that the extent of HR disclosure of Chinese companies is not high and the disclosure quality is not strong enough. The study also found that most of the HR items disclosed in the report are not quantitative. But the research concluded that since the average disclosure of HR items is high enough, it denotes a vibrant awareness regarding the importance of disclosing information.

The outcome of the study conducted by Petera and Wagner (2017) endorsed that there is significant variation among the companies in regard to disclosing information on human resource. Garg (2017) found that banks in public sector disclosed more information related to HR practices in their annual reports than private sector banks in India. But in UAE it was found that the degree of sustainability disclosure has significant variation among the banks and conventional banks are in higher position than Islamic banks (Nobanee and Ellili, 2016). Jindal and Kumar (2012) stated that the extent of IC disclosure has high variations among the Indian firms and information technology firms disclosed more information than the other firms. Similar findings were also supported by Haji and Mubaraq (2012) as they found statistically significant variation among the three categories of disclosure- internal, external and human capital disclosure whereas the third category was the most disclosed category. The human resource disclosure index (HRDI) level has significant discrepancies among the listed companies in India (Kaur et al., 2016). Industry type has significant association with the level of disclosure in the annual reports (Eddine et al., 2015; Ousama et al., 2012). Athanasiosa et al. (2013) carried out a research to investigate the association between organizational characteristics and human resource disclosure and the outcome revealed that there is no significant relationship of company size, industry and profitability with disclosure level whereas Ali and Ahmed (2019) found that profitability is positively associated with HR disclosure. But in other studies, it has been found that the size and industrial sector have significant effect on the level of intellectual capital disclosure (Bozzolan et al., 2006). It has also been found that there is a significant positive relationship between the hidden value and IC disclosure (Whiting and Miller, 2008). A research on 105 listed Spanish companies carried out by Domínguez (2012) confirms that there is a strong corelation among some variables like size, types of industry and property concentration with human resource disclosure. The results obtained by Bozzolan et al. (2003) concludes that there is a substantial association between company dimension and human capital disclosure. Intangible capital disclosure may vary by size and type of the companies (García-Meca et al., 2005). Das (2013) categorized insurance companies to analyze human resource disclosure practices and found that life insurance companies over non-life insurance companies and public life insurers over other life insurance companies significantly disclose more information. Another study found that the corporations in the financial service sector are different

from those in the manufacturing sector in disclosure of human resource information (Subbarao and Zeghal, 1997).

5. Research Gap

A significant number of research (Alawi and Belfaqih, 2019; Athanasiosa et al., 2013; Bozzolan et al., 2006; Branco et al., 2010; Brown et al., 2005; Davey, 2010; Dominguez, 2011; Guthrie et al., 2004; Olsson, 2001; Subbarao and Zeghal, 1997; Whiting and Miller, 2008; Yi and Petera and Wagner, 2017) on human resource disclosure have been performed in developed countries. But very few of them have been conducted on human resource disclosure in the context of Bangladesh except the study of Ali and Ahmed (2019), Khan and Khan (2010) and Hossain, Khan, and Yaasmin (2004). Moreover, none of them focused on the banking industry of Bangladesh except the study of Ali and Ahmed (2019). So, this will be a significant study on HR disclosure particularly focusing on the banking industry of Bangladesh.

6. Research Methodology

6.1 Content Analysis

Content analysis has been used in this study as it is the mostly used method to analyze the extent of disclosure. This method was also used in many other similar kinds of studies to analyze the HR disclosure of annual reports (Abeysekera, 2008; Abeysekera and Guthrie, 2005; Ali and Ahmed, 2019; Athanasiosa et. al., 2013; Bozzolan et al., 2006; Branco et al., 2010; Das, 2013; Domínguez, 2012; Dominguez, 2011; Guthrie et al., 2004; Kamath, 2008; Schneider and Samkin, 2008; Yi and Davey, 2010). The use of this method may vary and manual analysis of word with line analysis is one of them (Kamath, 2008). In this study, the researchers have analyzed the word and sentences related to human resource and human resource management information collected from the pdf form of the annual reports of banks. This technique includes the categories of information of HR disclosure and one common way to use this technique is to find out the absence or presence of human resource information (Branco et al, 2010; Bukh et al., 2005). This study analyzes the absence of information and the presence of both qualitative and quantitative information related to human resource management.

6.2 Sampling Design and Data Coding

The data have been collected from the annual reports of the banks which were available in the web sites of the banks in pdf format. Currently, there are 57 scheduled banks in Bangladesh (BB, 2018) and the study covers 31 banks including 3 state owned commercial banks, 21 conventional private commercial banks, 4 Islami Shariah based private commercial banks and 3 foreign commercial banks. The banks were chosen because of the availability of the annual reports on their respective website. This paper examines the human resource disclosure of annual reports of three years (2015, 2016 and 2017). Therefore, total 93 annual reports were collected and used to gather information and analyzed to measure the extent of HR disclosure. In this study, simple code has been used to analyze the presence of HR information published in the annual reports of the banks. Data was coded in following manner, 0 for no information, 1 for

qualitative information, 2 for quantitative information and 3 for both qualitative and quantitative information (Bozzolan et al., 2003; Whiting and Miller, 2008). Only specific sections have been used to collect information about HR disclosure. The information found in the annual reports has been considered only once. All the data were collected by manual searches from the pdf files to ensure more accuracy of coding.

6.3 Development of Disclosure Index

Human resource disclosure index is used to analyze the contents of human resource of banks reporting. The researchers have used a HR disclosure framework covering 25 components under the 7 categories of human resource disclosure indices following the studies of Ali and Ahmed (2019, p. 105), Domínguez (2012, p. 9), Dominguez (2011, p. 283), Frederiksen (1999, p. 48).

Table 1: Human Resources Disclosure Index

Category	Components
1. Description of the staff	(a) Total number of staffs (b) Description of the key personnel
2. Training and human capital	(a) Days, hours and cost of staff training (b) Professional qualifications, responsibilities, talent, innovation, experience (c) Staff selection (recruiting excellence, internal promotion) (d) Training output (e) Human capital management (f) Human capital management information model
3. Staff performance	(a) Profits per employee (b) Income per employee (c) Cost per employee
4. Staff compensation, incentives, motivation	(a) Salaries, activities, total costs, salary according to sex and qualifications (b) Incentives, nursery, indirect remuneration (c) Stock options (d) Salary incentives
5. Interaction with staff	(a) Internal communication (b) Staff feedback (c) Staff as customer communication, customer satisfaction (d) Rising communication, suggestions, ideas
6. Health and safety at work	(a) Health and safety, prevention, health campaigns (b) Day lost (c) Absenteeism
7. Staff recruiting	(a) Flexi hours (b) Reduction of working day (c) Job stability

This HR disclosure framework was used identically in the aforementioned studies. To find information about the description of staff as the first category, the framework uses the total number of employees and the description of the key personnel. In the second category, the specific components include the number of days, hours, amount of cost for training, professional qualification and experience of the trainer, staff selection, output of the training, human capital management, and human capital management information model. The information on staff performance is presented in the third category using three components: profit per employee, income per employee and cost per employee. The fourth category includes salaries, incentives and indirect remuneration, stock options and salary incentives internal communication, staff feedback, customer satisfaction, and raising suggestions and ideas are the components of fifth category. The sixth category covers three components: health and safety, day lost and absenteeism. Finally, in the seventh category flexi hours, reduction of working day and job stability are the components to code the information about staff recruiting.

6.4 Data Analysis Technique

The study compares the HR disclosure state of three consecutive years (2015-2017) and analyze the differences among the categories of banks regarding the practice of human resource disclosure. A descriptive statistical framework has been used to analyze the data. Descriptive statistics (mean, standard deviation, range) has been used to analyze the state of disclosure in each year. One-way ANOVA test has been used to analyze the changes as it is widely used to compare the means of three or more groups. At first the coding was done after identifying the search terms and then the coded data was analyzed by using SPSS version 20.

7. Analysis of Data

The study tries to find out that whether the searched terms are found or not and if found then whether they are qualitative or quantitative or both. The study has found that among the 93 annual reports, 75 annual reports have a separate section for human resource disclosure and 18 reports don't have any separate section or chapter for it. All the reports from state owned commercial banks and Islami Shariah based private commercial banks have a separate section or chapter regarding human resource or human capital disclosure. In some reports of conventional private commercial banks and foreign commercial banks, there was not any separate part on HR disclosure rather they disclosed information under a subheading of any other chapter or in a single paragraph. Negligence of HR information in the annual reports can be one of the reasons of this trend.

7.1 Nature and Extent of HR Disclosure

The analysis determines significant differences among the categories of HR disclosure and each of its components. Table 02 shows that description of staff has the highest mean of 1.77 indicating the highest frequency of disclosure. Staff compensation, incentives, motivation has the second highest mean of 1.61, the following 1.01 for health and safety at work and 1.00 for training and human capital. The remaining

category having the mean below 1 indicates very less disclosure of information. Table 2 also presents the scenario of SD, COV and range in each category. The coefficient of variation (COV) is used to depict the differences among the categories of disclosure. To get more specification in the variation of category of disclosure as the variances were classified by Abdolmohammadi (2005), the study also classifies the variation into three levels- high (0.80-1.00), medium (0.50- below 0.80) and low (below 0.50). Staff performance (COV=.093) has the highest level of variation. The category of staff recruiting (COV=0.79) and health and safety at work (COV=0.56) have the medium variation in the disclosure extent and the rest categories with COVs of 0.45 and less are classified as low variation category. Therefore, for three categories of disclosure (both high and medium) the variations in the annual reports are noticeable.

Table 2: Extent of HR Disclosure

Category	Average per Category			
	Mean	SD	COV	Range
Description of the staff	1.77	.56	0.32	2.50
Training and human capital	1.00	.41	0.41	2.17
Staff performance	.83	.77	0.93	2.00
Staff compensation, incentives, motivation	1.61	.46	0.28	1.75
Interaction with staff	.74	.34	0.45	1.75
Health and safety at work	1.01	.57	0.56	2.33
Staff recruiting	.46	.36	0.79	1.67

Note: n=93

To analyze the extent of disclosure in each item of the category, the researchers ranked the items in each category according to their frequency and percentage. In the first category, both the total number of staffs and the description of key personnel have the frequency of 3.2 percent of disclosing no information which indicates most of the banks provide the information about the total number of employees and the description of key personnel like chairman, directors, division heads etc. of the last year. For the second category, the findings support that most of the banks present information about days, hours and cost of staff training and staff selection. On the other hand, human capital management information model has the highest frequency (87.1 percent) of no information, following 54.8 percent for training output. In the third category, profits per employee has the lowest frequency (38.7 percent) and cost per employee has the highest frequency (67.7 percent) of no information in the annual reports. In the fourth category, the study found that almost all the annual reports disclose information about salary and salary incentive but the frequency of no information for stock option is 65.6 percent. In the fifth category, rising communication, suggestions and ideas have the lowest frequency (4.3 percent) and internal communication has the highest frequency (57.0 percent) of disclosing no information which indicates that banks don't like to disclose much information about their internal communication system. Day lost has the highest frequency (81.7 percent) and absenteeism has the lowest frequency (32.3 percent) of disclosing no information in the sixth category. Finally, for seventh category

the study found that banks don't like to disclose much information for all the three items since the frequency of no information is 68.8 percent for flexi hours, 51.6 percent for reduction of working day and 49.5 percent for job stability.

7.2 Changes Over the Years 2015-2017

ANOVA test was conducted to investigate whether the extent of disclosure of human resource components significantly changed over the last three years 2015-2017. As table 3 shows, the mean of frequency of description of the staff increased over three-year period from 1.66 in 2015 to 1.92 in 2017 but this increase is not statistically significant (F-statistics=1.82, P=.168) and similarly staff performance is also not statistically significant. On the other hand, the variations of five components are highly significant shown in the table. The increases in the disclosure of training and human capital (p=.001), staff compensation, incentives, motivation (p=.018), interaction with staff (p=.018), health and safety at work (p=.003) and staff recruiting (p=.000) are statistically significant. Therefore, the frequency of disclosure of training and human capital increased over the three years from .81 in 2015 to 1.18 in 2017 and it is also true for staff compensation, incentives and motivation as the frequency of disclosure increased from 1.47 (2015) to 1.79 (2017). Similarly, the disclosure frequency of health and safety at work enhanced noticeably from .74 in 2015 to 1.21 in 2017 and it also happened for staff recruiting as the frequency of disclosure increased from .30 (2015) to .65 (2017). Thus, findings support that among the seven categories of HR disclosure over the three years (2015-2017), there is significant increase in five categories which includes training and human capital, staff compensation, incentives, motivation, interaction with staff, health and safety at work and staff recruiting.

Table 3: Changes of HR Disclosure by Year

Categories	2015		2016		2017		F-stat.	Sig.
	Mean	SD	Mean	SD	Mean	SD		
Description of the staff	1.66	.49	1.72	.51	1.92	.65	1.82	.168
Training and human capital	.81	.36	1.0	.35	1.18	.43	7.28	.001*
Staff performance	.70	.72	.82	.77	.97	.82	.94	.393
Staff compensation, incentives, motivation	1.47	.43	1.59	.45	1.79	.44	4.19	.018*
Interaction with staff	.64	.28	.71	.34	.87	.35	4.22	.018*
Health and safety at work	.74	.44	1.06	.56	1.21	.59	6.29	.003*
Staff recruiting	.30	.36	.42	.33	.65	.32	8.95	.000*

*Note: * Highly significant*

7.3 Differences of HR Disclosure Among the Categories of Banks

ANOVA was again performed to test whether there are any significant variations among the types of banks regarding the disclosure of HR components. From table 4, it may seem that the mean of each category of disclosure is different for different kinds of

banks. But for all components the changes are not significant in statistical terms. For example, the mean of staff performance is different in different categories of banks as .74 for state owned commercial banks, .83 for conventional private commercial banks, 1.17 for Islami Shariah based private commercial banks and .44 for foreign commercial banks but the difference is not statistically significant (F-statistics=1.58, p=.200). The detailed variations for each category in different types of banks are presented in table 4. The frequency of disclosure changed for description of the staff (p=.000), training and human capital (p=.001), health and safety at work (p=.004) and staff recruiting (p=.036) which is statistically significant. The analysis shows that for training and human capital, state owned commercial banks are disclosing more information (mean=1.28) than other kinds of banks and followed by Islami Shariah based private commercial banks (mean=1.04), conventional private commercial banks (mean=1.02) and foreign commercial banks (mean=.56). Similarly, for description of the staff, state owned commercial banks have the highest frequency of disclosure and foreign commercial banks have the lowest frequency of disclosure. But in case of health and safety at work, the result is different as conventional private commercial banks are in the top position (mean=1.13) and Islami Shariah based private commercial banks are in the lowest position (mean=.53). Finally, for staff recruiting, the disclosure extent is poor for all categories of banks though here the state owned commercial banks are in the highest position. Thus, the findings endorse that there are significant variations of the extent of HR disclosure components among the types of banks only for four categories including the description of staff; training and human capital; health and safety at work; and staff recruiting.

Table 4: Comparison among the Categories of Banks

Categories	State owned commercial banks		Conventional private commercial banks		Islami Shariah based private commercial banks		Foreign commercial banks		F-stat.	Sig.
	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Description of the staff	2.67	.25	1.75	.54	1.37	.23	1.50	.00	15.27	.000*
Training and human capital	1.28	.28	1.02	.42	1.04	.25	.56	.22	5.80	.001*
Staff performance	.74	.43	.83	.81	1.17	.76	.44	.67	1.58	.200
Staff compensation, incentives, motivation	1.97	.65	1.60	.48	1.56	.11	1.44	.17	2.42	.071
Interaction with staff	.69	.21	.79	.38	.60	.20	.64	.18	1.39	.251
Health and safety at work	1.04	.31	1.13	.62	.53	.17	.78	.17	4.84	.004*
Staff recruiting	.78	.55	.44	.35	.36	.22	.37	.26	2.98	.036*

*Note: * Highly significant*

8. Discussion on Findings

The descriptive analysis on the frequency of disclosure of HR category shows that all the components are not equally emphasized and disclosed in the annual reports. Among the seven categories, almost all the banks provide information about their staff but in

case of staff recruiting the condition is not same. Therefore, it is clear that some HR disclosure items are neglected in the annual reports of banks. Some banks hardly changed the structure of the annual report but they increased the volume of information over the years about HR practices. Like prior research (Abdolmohammadi, 2005; Haji and Ghazali, 2012; Khan and Khan, 2010; Mishra and Mishra, 2017; Ragini 2012; Wagiciengo and Belal, 2012), this study also supports that the extent of HR disclosure has been increased over the period of three years 2015-2017 as it is statistically proved for the five categories of HR disclosure. Finally, the analysis reveals that there are significant variations among the different types of banks according to their state of disclosing HR information and similar outcome was also found by Domínguez (2012), García-Meca et al. (2005), Haji and Mubaraq (2012), Kaur et al. (2016) and Petera and Wagner (2017) whereas opposite findings came from the study of Athanasiosa et al. (2013). However, from this current study it is apparent that state owned commercial banks tend to disclose more information regarding HR practices and similar outcome was also approved by Garg (2017). Conventional private commercial banks are in the next position just after the state-owned commercial banks. But among the categories of HR components the scenario is different such as Islami Shariah based private commercial banks are in the top position for disclosing information on staff performance as the frequency of disclosure is greater than that of other categories of banks.

The prime reason of the variation of disclosing HR information in the annual report of banks is the variation of the structure of the annual reports. Another reason is the requirement of each bank to disclose HR information in the annual reports. In the context of Bangladesh, there is no uniform policy to disclose HR information in the annual reports which may also be a reason of such variation. Since the state-owned commercial banks have a greater number of clients and public interest is also higher on their activities, they tend to disclose more information. Apart from this, government pressure, requirements of Bangladesh Bank can also be the reasons for having in top position to disclose HR information.

9. Conclusion

Human resource disclosure has paramount significance in eliciting information regarding human resource practices of organizations but it is evident that the extent of disclosure of some components of HR practices are neglected in the annual reports of banks in Bangladesh. Furthermore, the study shows that the HR disclosure is not increased for all the categories of information over the period of time. Still some banks don't have a noticeable separate chapter or section regarding human resource practices in their annual reports. Awareness should be increased among the banks to disclose more information about HR practices specifically on staff performance, staff recruiting and interaction with staff. Therefore, it is recommended to maintain a separate section in the annual reports on HR disclosure containing more qualitative and quantitative information. It is also recommended that banks should develop and strictly follow a uniform policy to disclose the HR information in the annual reports.

The study covers only three years to summarize and measure the components of human resource disclosure. There can be subjectivity in the coding process as it used limited content analysis method. The investigation is only limited to different categories of banks of Bangladesh rather than considering all kinds of financial institutions. Therefore, further study can be conducted on all the financial institutions in Bangladesh covering more years. Future investigation can also cover more disclosure categories including some new components of human resource practices like e-recruitment, talent engagement, talent development, human resource accounting, green HRM, HRIS and emerging HRM.

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