
Human Resource Accounting and Its Effect on Firm Value of Manufacturing Firms Listed in Nigeria

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Abstract: *Firm value determines the shareholders wealth maximization and investors' confidence. Literature has shown that dwindling firm value affected the shareholders wealth maximization, financial health of the firms, and growth of the firms. Research indicated that poor performance affected firm value in manufacturing companies in Nigeria, and not many listed manufacturing firms have integrated human resource accounting into their operations. Therefore, the study investigated the effect of human resource accounting, corporate governance and firm value of listed firms in Nigeria. The study employed the ex post facto research design. The population was 56 manufacturing firms listed on the Nigeria Exchange Group (NGX) as at 31st December 2023. The sample size was 28 selected using stratified proportionate and simple random sampling technique. Data were obtained from the published audited financial statements for the period of 15 years (2009–2023). Data were analyzed using descriptive and inferential (multiple linear regression) statistics at 5% level of significance. Findings reveal that Human resource accounting has significant effect on TQ of quoted firms in Nigeria ($Adj. R^2 = 0.0611$, $F(14, 371) = 540.07$, $p < 0.05$) while Corporate governance has significant controlling effect on TQ of quoted firms in Nigeria ($Adj. R^2 = 0.1006$, $F(14, 369) = 61.96$, $p < 0.05$). The study concluded that Human resource accounting enhanced Firm Value of quoted firms in Nigeria. The study recommended that policy makers should pay close attention to its human resource and corporate governance policies in order to improve Firm Value.*

Keywords: corporate governance, firm value, human resource accounting, manufacturing firms, stakeholders

How to cite: Adegbe F.F., Nwaobia A.N., Odewusi O. (2026) Human Resource Accounting and Its Effect on Firm Value of Manufacturing Firms Listed in Nigeria, *British Journal of Accounting Auditing and Finance Research*, Vol.2, No.1, pp.34-46

INTRODUCTION

As a result of firm value's importance to a business's ability to continue operating, it has become a topic of discussion and concern for stakeholders worldwide. However, for interested parties, corporate governance and accounting for human resources are crucial to achieving this objective. This study is both necessary and driven by the concerning situation in which manufacturing enterprises' firm value is not meeting stakeholder expectations. Every business that seeks to turn a profit has two main goals it wants to accomplish. The first goal is the maximization of Shareholder Wealth. This strategy aims to raise the company's share price, which will increase its shareholders' wealth (Khan et al., 2022). However, there are a number of reasons why businesses might not achieve these goals, and research has shown that some of these causes could include but are not limited to the following: Inadequate corporate governance can make it more difficult for businesses to accomplish their goals (Khan et al., 2022).

Stakeholders and investors are becoming more and more interested in learning about a company's worth. Over the past few years, this has been a growing concern and produced conflicting reactions and findings from the accounting literature. Because of this, it is now crucial to understand how the quality of earnings can raise the firm value of any organization and ensure its long-term viability. Firms today face the problem of firm value which research has classified as poor, dwindling, and volatile and structural which research has attributed to poor quality of financial statements, ownership structure, poor business model and system and poor market penetration. According to Ozovehe (2024), firms today are faced with a lot of challenges that have negatively affected their performance and require urgent attention before it leads to a total collapse of the sector as it is one of the sectors that significantly contributes to the growth of the economy.

The ability of the corporation to pay dividends enhances the value. This is due to the fact that a company's capacity to generate profits is directly tied to its capacity to distribute dividends, with significant dividend payments having an impact on the growth of the company's value (Zulkifli et al., 2017). In addition to capital gains, shareholders will be able to get extra returns through dividend distribution. Because of this, it is anticipated that the business will be able to determine how much of its revenues will be distributed to investors based on the quantity of shares they own. Even while the company can assure investors of the firm's worth based on the amount of dividends paid, the corporation must also take part of the cash required for the company's development into account.

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Objective of the Study

The main objective of this study was to evaluate the effect of Human Resources Accounting on firm value of quoted manufacturing firms in Nigeria which was moderated by corporate governance.

The specific objectives were to:

- i. evaluate the effect of Human Resource Accounting on Tobin's Q of quoted manufacturing firms in Nigeria;
- ii. evaluate how corporate governance control the effect of human resource accounting on Tobin's Q of quoted manufacturing firms in Nigeria.

Research Hypotheses

In line with the objectives of this study, the following hypotheses stated in null form were tested in the study:

H₀₁: Human Resource Accounting does not have a significant effect on Tobin's Q of quoted manufacturing firms in Nigeria

H₀₂: Corporate governance does not significantly control the effect of human resource accounting on Tobin's Q of quoted manufacturing firms in Nigeria.

LITERATURE REVIEW

Conceptual Review

Firm Value

Firm value, as defined by Richardson (2022) from the Financial Performance Perspective, is the economic worth of a business as determined by financial performance metrics like earnings, revenue, and profitability. From a market-based standpoint, a company's market capitalization and stock price indicate the market's estimate of its future cash flows, which is represented by the company's firm value (Easton et al., 2023). From an asset-based perspective, firm value is the total of the economic worth of a company's assets, both tangible and intangible, less its liabilities (Larker et al., 2022). It is described as the development of value through sustainable business practices and social responsibility for all stakeholders, including shareholders, employees, consumers, and society, by the Stakeholder-Based Perspective (Hassan et al., 2023).

Tobin's Q

Tobin's Q can be calculated by dividing the total assets by the sum of the market value of ordinary shares, the book value of ordinary shares, and the deferred tax. Tobin's Q is used to describe a company's value, indicating how well its management has managed its assets. Its value characterizes a state of the company's investment opportunities or its potential for expansion (Adegbe, et al., 2019; Hidayat et al., 2019). According to Banda (2019), Tobin's Q is a conventional indicator of a company's anticipated long-term financial performance. The market worth of a company's assets and the cost of replacing those assets are represented by the Tobin's Q ratio. The market value is calculated by adding the market value of debt to the market value of shares, or the total of the company's and third parties' capital.

$$\text{Tobin's Q} = \frac{\text{Firm's Total Asset Value}}{\text{Firm's Total Market Value}}$$

Human Resource Accounting

Diverse scholars have provided diverse definitions of human resource accounting. Broker et al., (2022) defined human resource as the process of identifying, measuring, and disseminating information on human resources in order to give interested parties comprehensive and qualitative information so they can make informed decisions. It is the process of keeping track of the costs related to investing in human capital development (Stanley & Edrin, 2022).

Salaries and Wages

This contribution demonstrates unequivocally that staff costs encompass more than just salaries and wages, as noted by Inuah and Oziegbe (2018), who defined staff salary as the sum paid to employees for medical benefits, welfare costs, and post-employment fees. According to Nangihet al., (2020), salaries and wages are costs that organizations bear for the employees they employ. In addition to this,

salaries are payments made to employees on a monthly and annual basis for the labor or services they have performed; wages, on the other hand, are paid on an hourly basis. Esien (2002) asserts that there is a crucial contrast between wages and salaries. However, the terms are now used synonymously, indicating the convergence of the methods for compensating both skilled and unskilled workers.

Training Cost

Any business organization's goal is to become successful and stay that way, as well as to encourage other firms to create strategies that boost output. Employee development and training have a significant impact on an organization's productivity. Ali and Nada (2018) discovered that employee training significantly affects an organization's performance. Training was created to give staff members the specific professional knowledge they need to carry out their jobs more successfully, together with the best performance strategies for enhancing their abilities.

Development Cost

Abogsesa and Kaushik (2017) contend that it's critical to support workers that exhibit greater motivation than their peers. Performance and development among employees were obviously related. An organization's productivity can be significantly impacted by training and development, according to Ahmed's (2014) study on Kenyan employee performance. The most important factor in maintaining competitive advantage and organizational performance is employees' basic competencies.

Corporate Governance

The most important factor in maintaining a competitive edge and achieving organizational success is the fundamental competencies of employees. Competitive advantages stem from a company's human resources, not from its hiring, retaining, or other personnel strategies. Another way to look at recruitment and selection is as an important and fantastic place to start when putting together shared human resources and abilities.

Board Independence

In terms of board effectiveness, board independence is a classic metric of corporate governance. The existence of individuals on a board who do not hold executive positions in firms is known as board independence. Independent directors are important, according to earlier research (Fauver et al., 2017). The percentage of non-executive directors on the board that affects board supervision is known as board independence. According to Ying (2015), independent directors have a significant oversight role in businesses.

Board Ownership Concentration

The percentage of shares held by a single person or organization, or board ownership concentration, can have a significant influence on corporate governance frameworks and decision-making procedures (Alhababsah, 2019). Ownership concentration produces a distinct dynamic of principal-agent relationships within the paradigm of agency theory (Barroso et al., 2018).

Audit Committee Independence

Khudhair et al., (2019) assert that maintaining the integrity of the financial reporting process depends heavily on the audit committee's independence. This implies that the audit committee's non-executive members will probably be more successful in monitoring audited financial accounts. As outside directors, members of the independent audit committee may view their position on the board as a way

to further establish their credentials as authorities in decision-making oversight, according to Abbott et al., (2003).

Theoretical Framework

Resource Based Theory

Because of its applicability to modern management techniques, Wernerfelt's resource-based theory of the business, which was introduced in 1984, is recognized as one of the most often cited ideas in strategic management. This theory looks at how businesses develop long-term competitive advantages as well as how businesses effectively and efficiently manage and use their internal resources. Baney (1991) created the resource-based hypothesis, which holds that the level of results for a corporation is influenced by the performance of individual employees. This indicates that the company aim is the outcome of each employee's contributions at different organizational levels. For these reasons, in order to fulfill business goals, employee skill, intellectual competency, and corporate human resource function must all be appropriately developed (Baney, 1991).

According to the resource-based theory, human resources can provide a company with a sustained competitive advantage. These resources must meet three fundamental requirements: value, limitation, and specialization, which will be covered in more detail below. Companies create value by either lowering the cost of their goods or services or by differentiating their goods or services in a way that enables them to charge a higher price. Consequently, generating value through the human resource function is the ultimate objective of any human resource (HR) executive.

Stakeholders Theory

Freeman first put up the stakeholder idea in 1984. It is the result of a number of agency theory detractors. Apart from the principal, which the agents aim to fulfill, there exist rival interest groups that are impacted by the company's successes or failures. These groups are considered stakeholders, and their rights must be upheld and considered in all managerial choices, as well as in the provision of truthful information when needed (Hung et al., 2018). According to Hemingway and Maclagan (2004), while agency theory critically focused on the relationship between the principals and agents, stakeholder theory was chosen to fill the apparent vacuum created by several omissions that defined shareholders as the primary and preferred interest group of a corporate organization. Stakeholder theory also asserts that companies have a social responsibility to take into account the interests of all competing and invested parties, as well as other corporate bodies, who have contributed to the organization in a variety of ways and may be impacted by decisions made by the organization or its operations (Salewski & Zulch, 2014). According to Kang et al. (2012), firms should take these groups of people referred to as stakeholders into account in all managerial choices because doing so is only right, fair, and reasonable.

Empirical Review

The Human Resource Accounting and Organizational Performance of Deposit Money Banks Listed in Nigeria were studied by Alao et al., in 2020. Ten deposit money banks that were listed on the Nigerian stock exchange between 2012 and 2021 provided the study's data. The study discovered a significant relationship between accounting for human resources and organizational effectiveness. According to the study, bank management should employ a variety of human resource strategies, as these will help them in any situation and will ultimately affect the key performance indicators for deposit banks'

profits per share, return on equity, and return on capital employed. These strategies will also help them regardless of whether the business is in trouble or not.

The impact of human resources in accounting information systems on management decision-making at Seventh-day Adventist institutions in Eastern Nigeria was investigated by Okon et al., in 2021. The study design employed was a cross-sectional survey. There were 250 employees of the institutions involved in the study. Respondent data was gathered using a standardized and structured questionnaire. 84.4% of the respondents provided an answer. To analyze the data, inferential statistics were used. The regression analysis's findings showed that Adventist institutions' human resources significantly and favorably influence managerial decision-making.

The impact of corporate governance on the cost of capital and corporate value was investigated by Nugroho (2020). The study used non-financial instances that were listed between 2008 and 2018 on the Indonesian Stock Exchange (IDX). Regression using panel data was the research methodology. The results of the analysis demonstrated that the firm's value (Tobin's Q) is highly impacted by variables related to the corporate governance system, including board size, corporate ownership, and non-corporate ownership.

A study conducted by Ololade (2021) examined the effects of corporate governance on the financial performance of consumer goods companies in Nigeria over a five-year period (2015-2019). The study used board meetings, BS, BI, and BGD as proxy dependent variables to represent mechanisms in determining their impact on ROA performance. This study employed an ex-post fact research design with secondary data. The relationship between listed consumer products companies in Nigeria's financial performance and corporate governance was studied by Awodiran (2019). Sixteen companies were chosen at random from among all listed consumer products enterprises in Nigeria. The study spans a ten-year period (2008-2017). Both descriptive and inferential statistics were used.

Abraham et al., (2021) looked into how Deposit Money Banks listed on the Nigerian Stock Exchange performed between 2015 and 2019 in relation to human resource accounting. The study design used was ex post facto. The yearly published accounts of Deposit Money Banks listed on the Nigerian Exchange Group for the years 2015–2019 provided pertinent data for the study. The data was analyzed using correlation and descriptive statistics. The cost of staff training has a considerable impact on the market value of a listed deposit money bank, but staff compensation and the cost of health care and safety have no discernible effects on market value using Tobin Q (TQ), according to the results of the regression study.

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Using profit after tax, total revenue, and net asset as stand-ins for human resource accounting, Omodero and Ihendinibu (2020) assessed the influence of HRA on the financial performance of

Nigerian businesses. Regression analysis was utilized for data analysis. The outcome of multiple regression showed that HRA has significant effect on total revenue and positive influence on the profit after tax (PAT) while there is a negative significant on the Net Asset. The study found that it is impossible to overestimate the role that human resources play in a company's ability to expand financially.

Sania (2021) looked at how accounting for human resources affected the financial performance of businesses, specifically small and medium-sized enterprises. The study identifies several characteristics of an organization's financial features, such as return on equity, profitability, return on asset, and human capital efficiency, by giving the specifics of HRA. A questionnaire was used to help design the study survey. 268 responses from the finance and human resource departments of SMEs provided the necessary data for the study, which was then analyzed using linear regression. The results of the ANOVA and coefficient values indicated that HRA significantly and positively affects return on equity, organization profitability, and human capital efficiency. The advantages of the company's HRA are known to Saudi Arabia's SMEs. This study suggests that managers, human resource departments, and small and medium-sized businesses grasp the HRA concept and how it might improve financial statements. Insurance businesses could find it irrelevant to apply the conclusions and suggestions that pertain to SMEs. Additionally, for this study, secondary data ought to have been employed rather than primary data.

METHODOLOGY

The study adopted an *ex-post facto* research design. The population of the study consisted of 56 manufacturing listed firms that were listed on the Nigerian Exchange Group. 28 manufacturing listed firms was chosen for the study using a stratified, proportionate, and simple random sample technique. Secondary sources were used for the study. Descriptive and inferential analysis were used to analyze the panel data for the study's data analysis.

Operationalization of Variables

$$Y = f(X, Z)$$

Where:

Y = Firm Value

y_1 = Tobin's Q (TQ)

X = Human Resource Accounting (HRA)

x_1 = Salaries and Wages (SW)

x_2 = Training Cost and Development Cost (TDC)

Z = Corporate Governance

z_1 = Board Independence (BI)

z_2 = Audit Committee Independence (ACI)

Functional Relationship

$$TQ = f(SW, TDC) \dots\dots\dots\text{equation i}$$

$$TQ = f(SW, TDC, BI, ACI) \dots\dots\dots\text{equation ii}$$

Model Specification

$$TQ_{it} = \beta_0 + \beta_1 SW_{it} + \beta_2 TDC_{it} + \mu_{it} \dots\dots\dots\text{Model 1}$$

$$TQ_{it} = \beta_0 + \beta_1 SW_{it} + \beta_2 TDC_{it} + \beta_3 BI + \beta_4 ACI_{it} + \mu_{it} \dots\dots\dots\text{Model 2}$$

RESULTS AND FINDINGS**Table 4.1: Regression and Diagnostic Tests' Results for Hypotheses One and Two**

Variable	Linear regression, correlated panels corrected standard errors (PCSEs)				Linear regression, correlated panels corrected standard errors (PCSEs)			
	Coeff	Std. Err	T-Stat	Prob	Coeff	Std. Err	T-Stat	Prob
LSW	0.135	0.050	2.700	0.007	0.124	0.051	2.410	0.016
LTDC	0.062	0.028	2.190	0.028	0.047	0.029	1.610	0.107
BI	-	-	-	-	-0.022	0.006	-3.480	0.000
ACI	-	-	-	-	-0.032	0.014	-2.330	0.020
Constant	-2.583	0.723	-3.570	0.000	1.213	1.281	0.950	0.344
R-squared	0.0611, Prob > Chi2 = 0.00				0.1006, Prob > Chi2 = 0.00			
Hausman Test	Chi2(2) = 25.68, Prob > Chi2 = 0.00				Chi2(2) = 19.52, Prob > Chi2 = 0.00			
Testparm Test	F(14, 371) = 5.46, Prob > F = 0.00				F(14, 369) = 5.04, Prob > F = 0.00			
Heteroskedasticity Test	Chi2(28) = 3169.48, Prob > Chi2 = 0.00				Chi2(28) = 1766.72, Prob > Chi2 = 0.00			
Serial Correlation Test	F(1, 27) = 6.247, Prob > F = 0.02				F(1, 27) = 7.022, Prob > F = 0.01			

Dependent Variable: TOBIN'S Q @5% significance level

Source: Researcher's Computation (2025)

Interpretation

The regression estimates for Models One and Two examine the effect of human resource accounting, measured by the logarithm of salaries and wages (LSW) and the logarithm of training and development cost (LTDC), on Tobin's Q (TQ), the dependent variable. Model Two also includes control variables for board independence (BI) and audit committee independence (ACI).

Model One:

$$\text{TOBIN'S } Q_{it} = \beta_0 + \beta_1 \text{LSW}_{it} + \beta_2 \text{TDC}_{it} + u_{it}$$

Restated as:

$$\text{TOBINS' } Q_{it} = 10.564 + 0.135 \text{LSW}_{it} + 0.062 \text{LTDC}_{it} \dots \text{Eq. 1}$$

The coefficient for LSW is 0.135, with a standard error of 0.050 and a t-statistic of 2.70, resulting in a p-value of 0.007. This indicates a statistically significant positive relationship between LSW and Tobin's Q at the 5% significance level. Specifically, a one-unit increase in LSW is associated with a 0.135 increase in Tobin's Q, holding other variables constant. This suggests that higher investment in salaries and wages positively contributes to the firm's value.

The coefficient for LTDC is 0.062, with a standard error of 0.028 and a t-statistic of 2.19, yielding a p-value of 0.028. This result indicates a significant positive relationship between LTDC and Tobin's Q at the 5% significance level. A one-unit increase in LTDC corresponds to a 0.062 increase in Tobin's Q, suggesting that training and development expenditures contribute positively to the firm's value.

The F-statistic for Model One is significant, with a Prob > Chi2 of 0.000, indicating that the model as a whole is statistically significant. This means that at least one of the independent variables (LSW or LTDC) has a significant effect on Tobin's Q. The low p-value provides strong evidence to reject the null hypothesis that all coefficients are zero.

The R-squared value of 0.0611 indicates that approximately 6.11% of the variability in Tobin's Q is explained by the independent variables in the model. Although relatively low, this R-squared reflects the limited scope of the model in capturing other factors that could influence Tobin's Q. This reflects that 93.89% represents other factors not considered in this study.

Model Two:

$$\text{TOBINSQ}_{it} = \beta_0 + \beta_1\text{LSW}_{it} + \beta_2\text{LTDC}_{it} + \beta_3\text{BI}_{it} + \beta_4\text{ACI}_{it} + u_{it}$$

Restated as:

$$\text{TOBINSQ}_{it} = 10.564 + 0.124\text{LSW}_{it} + 0.047\text{LTDC}_{it} - 0.022\text{BI}_{it} - 0.032\text{ACI}_{it}, \dots \text{Eq. 2}$$

In Model Two, the coefficient for LSW is 0.124, with a standard error of 0.051 and a t-statistic of 2.41, leading to a p-value of 0.016. This significant positive coefficient suggests that a one-unit increase in LSW is associated with a 0.124 increase in Tobin's Q, indicating that employee compensation positively influences firm value, even after accounting for additional controls.

The coefficient for LTDC in Model Two is 0.047, with a standard error of 0.029, a t-statistic of 1.61, and a p-value of 0.107. This result suggests that LTDC has a positive but statistically insignificant relationship with Tobin's Q at the 5% level, implying that the effect of training and development costs on firm value is not strong enough to be considered statistically significant in this model.

The coefficient for the control variable BI is -0.022, with a standard error of 0.006, a t-statistic of -3.48, and a p-value of 0.000. This significant negative relationship suggests that greater board independence is associated with a decrease in Tobin's Q, indicating that highly independent boards might have a restraining effect on firm value.

ACI has a coefficient of -0.032, with a standard error of 0.014, a t-statistic of -2.33, and a p-value of 0.020. This significant negative relationship suggests that increased audit committee independence is associated with a decrease in Tobin's Q, possibly indicating a cautious or conservative influence on firm value.

The F-statistic for Model Two is significant, with a Prob > Chi2 of 0.000, indicating that the overall model, incorporating control variables, has a statistically significant effect on Tobin's Q. This implies that at least one of the independent variables (LSW, LTDC, BI, or ACI) is significantly associated with Tobin's Q.

The R-squared value of 0.1006 indicates that approximately 10.06% of the variability in Tobin's Q is explained by the independent and control variables in Model Two, a slight increase from Model One due to the inclusion of board and audit committee independence. This shows that 89.94% represent other factors not considered in this study.

In summary, the results suggest that human resource accounting measures, particularly the logarithm of salaries and wages (LSW), have a significant positive effect on Tobin's Q in both models, while training and development costs (LTDC) are significant only in Model One. In Model Two, board and audit committee independence show significant negative associations with Tobin's Q, indicating that higher levels of independence in these areas might limit firm value. The F-statistics for both models

indicate that the overall models are statistically significant, while the relatively low R-squared values suggest that other variables not included in the models may explain additional variability in Tobin's Q. Based on the significance of the F-statistics and the individual coefficients, the null hypothesis for both models, stating that "Human resource accounting has no significant effect on firm value (Tobin's Q) of listed companies in Nigeria," is rejected. The results lead to the conclusion that human resource accounting significantly impacts the firm value (Tobin's Q) of listed companies in Nigeria, with a particular emphasis on the effect of salaries and wages.

Decision

Hypothesis 1: At a level of significance 0.05 and degree of freedom 14,371, the F-statistics is 5.46, while the p-value of F-statistics is 0.00 which is less than the adopted p-value. Therefore the study rejected the null hypothesis which implied that Human Resource Accounting have a significant effect on Tobin's Q of quoted manufacturing firms in Nigeria

Hypothesis 2: At a level of significance 0.05 and degree of freedom 14, 369, the F-statistics is 5.04, while the p-value of F-statistics is 0.00 which is less than the adopted p-value. Therefore the study rejected the null hypothesis which implied that corporate governance had a significant moderating effect on Human resource accounting and Tobin's Q of quoted manufacturing firms in Nigeria.

DISCUSSION OF FINDINGS

Hypotheses one and two investigated the effect of human resource accounting on Tobin's Q as well as the controlling effect of corporate governance. From the results it was seen that salaries and wages were good predictors of human resource accounting. The result was also corroborated by the addition of a control variable; corporate governance (board independence and audit committee independence which was seen as good predictors as to affecting the firm value of manufacturing firms.

The result of the study was in accordance with the a priori expectation of the study which led to the rejection of the null hypotheses and accepting the alternate thereby exhibiting a significant effect. The result of the study however was in conformity with the following studies (Alao et al., 2020; Okon et al., 2021; Abiola & Adisa, 2020; Abraham, et al., 2021; Edet et al., 2021; Sania, 2021). The above studies on human resource accounting on performance all showed a positive significant effect on performance of manufacturing firms.

However, the results of the study at the same time also negate the results of prior studies who found a negative relationship between the variables. These studies include Alrazem (2016) and Omodero and Ihendinibu (2020). This can be attributed to the treatment of human assets in the financial statements and the quality of human personnel engaged for operations which is determined by the human resources department which is capable of affecting performance negatively.

CONCLUSION AND RECOMMENDATIONS

In objective one, it was concluded that all independent variables have significant effect on TQ of quoted firms in Nigeria thereby achieving objective one and answered question one.

Also, in objective two, it was concluded corporate governance has a controlling significant effect on TQ of quoted firms in Nigeria thereby achieving objective one and answered question two.

Overall, the study concluded that Human resource accounting have a significant effect on the Firm Value of quoted firms in Nigeria

In line with the results and findings obtained in each of the hypotheses, the following recommendations were made which may be useful to the management, investors and shareholders, the policy makers, the government and other stakeholders.

- i. The policy makers should pay close attention to its human resource and corporate governance policies and measures such as Board Independence and Audit Committee independence that will improve Firm Value in terms of their Tobin's Q.
- ii. Regulatory Agencies should ensure that all entities have a standard corporate governance practice and processes as well as adhering to global best practices on codes of corporate governance which when adhered to can assist in improving their firm value

Contribution to Future Research

This paper has contributed to knowledge in the following ways:

Concept: By using the ideas that have been generated for the study and the conceptual model that links the variables and their relationships, the study contributed to concepts.

Empirics: The study's output, which emanated from the model that has been developed to link the formulated hypotheses, has been able to forecast and predict future developments regarding the potential influence of human resource accounting-moderated by corporate governance to -affect the firm value of Nigerian manufacturing firms. This study has contributed to literature for generational transfer of information for future research.

Accounting Profession: The accounting profession is predicted to grow as a result of the study's findings, which highlight the importance of human resources in a firm's development and growth. It is also expected that the profession will take action to enhance its current human resource assets. The models developed for this study are predictive and will support accountants for accurate forecast of all the measures of firm value for growth and expansion of the manufacturing companies.

Policy: The study's outcomes and conclusions helps the regulators create reforms and regulations that supports business owners and managers with regard to their accounting procedures for human resources and the caliber of employees they hire.

Future Research: This study has served as a reference material on future discourse on the effect of human resource accounting, corporate governance and firm value of quoted manufacturing firms in Nigeria.

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