

IMPACT OF HUMAN CAPITAL EMPOWERMENT ON FINANCIAL PERFORMANCE SUSTAINABILITY IN BANKING SECTOR

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Abstract

This study measuring impact of human capital empowerment (HCE) contributes improve financial performance sustainability (FPS) in banking sector. The study focused on testing two hypotheses about human capital empowerment (HCE) contributor's and improving financial performance in banking sector. Additionally, contribution of human capital empowerment (HCE) and improving financial performance sustainability (FPS) of Faisal Islamic Bank of Sudan. Study used inductive and deductive techniques to identified problem nature, study dimensions and examine study hypotheses by historical and descriptive analytical models to analyzing study data. Study data was analyzed by (SPSS) and (AMOS) packages by one-sample T-test and analysis of variance test. Unilateral, study reached a set of results, most important of: a significant difference between human capital empowerment (HCE) contributor's and financial performance sustainability (FPS) improvement in banking sector.

Keywords: Human capital, empowerment, banking sector, financial performance, sustainability

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Introduction

The issue of human capital is one of the issues that have preoccupied those interested in business economics and accounting issue in recent times, and evident through reliance of organizations and firms in achieving their goals on the efficiency of the human element (Olohunlana et al., 2023), as the human element represents the starting point for organizations and firms in light of the great transformation of the knowledge-based economy (Almutirat, 2022; Alvino et al., 2021).

Achieving the objectives of organization and firms and the high quality of their financial performance is linked to the ability to make optimal use of the resources available to these organizations and firms in general and the human resource in particular, in addition to managing all operations efficiently, and since the achievement of the objectives of organizations depends mainly on the availability of capable employees to contribute to achieving those goals; This study came to show extent of (HCE) contribution to improving (FPS) in banking sector (Vitale et al., 2023; Rahi et al., 2022).

LITERATURE REVIEW

► Human Capital

The human capital theory has developed since the sixties of the last century, and it was only crystallized by Schultz's research, and the idea of evaluating individuals as human assets was only spread through this theory. Human resources are often seen by organizations as a critical strategic resource that they use to achieve their goals. Although the theory of human capital has not crystallized, and before addressing the concept of human capital, we discuss the concept of intellectual capital, of which human capital represents a large part / Or the organization, which includes (HC) structural and relational factors that contribute to production of new and innovative ideas that help survival, improve HR share, and maximize the competitive capabilities of business organizations. To be present at all managerial levels. It also classified the components of intellectual capital into three components as follows (Durkovic et al., 2020):

- Human capital: represents the knowledge, skills and capabilities of employees in the organization and/or the firm.
- Customers' capital: It represents the composite value of all the relationships of the organization or the firm with its current, old and prospective customers. It consists of intangible factors such as the client's opinion and loyalty to the organization and/or the firm and its products and services (Alvino et al., 2021).
- Structural capital: It represents the knowledge that the organizations and/or firms acquires from experiences, processes,

information systems and databases, and is usually described as the knowledge that organization or firm retains after employees leave it at end of work.

Based on the foregoing, it can be said that human capital is considered an essential component and tributary of the total capital in organization and/or the firm, as it represents one of the pillars of intellectual capital, which is part of the components of total capital. The interest in human capital as one of the components of intellectual capital dates back to the century the seventeenth, where the economist William Petty discussed the importance of taking the value of workers in calculating the wealth value of the organization and / or firm (Soleimani et al., 2023).

Then, in the eighteenth century, Adam Smith discussed the value of skilled and knowledgeable workers and their impact on the productive process. Since that time, various theories have emerged in psychology, philosophy, and sociology in the development of dealing with the human element, as human capital is defined as the capabilities of people who are a source of Development and renovation in the facility (Huynh, 2021).

It is noted by looking at the literature that human capital includes innate abilities as well as the knowledge and skills that individuals acquire throughout their lives (Harasheh et al., 2022). Human money as a union of human capabilities in organizing to solve problems, and on this basis, human capital can leave the organization when individuals leave work. It was also dealt with as represented in the skills and abilities of workers on innovations and experiences enjoyed by workers (Islam, 2021), and human capital consists of systematic methods of software development, project management tools and sales management methods (Alvino et al., 2021).

Some writers also dealt with human capital as expressing the workers in the organization and/or the firm with creative and cognitive abilities (Bontis, 2023). Human capital has also been defined as the labor force that possesses the ability, thinking, creativity and innovation, due to the full tacit knowledge of the minds of workers (Olohunlana et al., 2023). Human capital was dealt with as the specialized knowledge preserved in the mind of the individual worker, which is not owned by the organization, but rather is linked to the individual personally (Ousama et al., 2020).

► The importance of human capital:

Some studies confirmed the importance of human resources, which is one of the most important foundations on which establishments rely today to establish digitization, given that digitization requires specialized human cadres with scientific and practical capabilities and competencies (Merisalo and Makkonen, 2022). In the 2nd half of twentieth century, some factors contributed to the emergence and increase of the importance of human capital in organization and the firm, and that the human element is not only one of the elements of production and the determinants of productivity, but it is the main

influencer in all components of development (Alieva and Powell, 2023)

The following are the most important of these factors (Schaefer et al., 2019):

- **Theoretical failure of the neoclassical growth model:** This model assumes that developed countries reach a state of equilibrium and that income reaches its maximum early age, compared to developing countries that are supposed to be allowed to grow at greater rates in order for a convergence in income levels between developed and developing countries to occur. It is noted that the growth experiences witnessed by the newly independent countries after the Second World War denies the hypothesis of convergence, but rather led to a widening of the gap between developed and developing countries without providing a theoretical explanation. Likewise, the neo-Marxist development theory contributed to deepening the state of emptiness and theoretical failure under the pretext of the inability to reproduce a capitalist system in least developed countries.
- **Historical experience:** The experiences of industrially developed countries (such as Germany and Japan) are evidence of the importance of the qualitative development of human capital empowerment, given that it was the decisive and prior factor for economic and productive development in those countries.
- **Technological progress:** Technological progress requires the human cadres who use it in all economic and productive fields to have special skills acquired through education and training.
- **The nature of human capital empowerment:** Human capital is characterized by stability compared to other factors of production (land, physical capital, and labor), and is characterized by its ability to renew through education, training and health care, unlike physical capital.

► Human capital goals:

Investment in human capital aims to achieve direct and indirect goals. The following is a presentation of those goals (Durkovic et al., 2020; Bontis, 2023):

Direct objectives: These objectives are:

- Increasing the production and productivity of individuals in organizations and firms, through increasing education.
- Qualifying individuals technically to use modern technology in production.

Achieving justice in the distribution of income, and this goal is one of the most important goals of human capital, as it brings the rich and poor classes closer together, through education and health care.

Achieving employment through finding suitable job opportunities for individuals and providing the skills and competencies they need

through education, training and others.

Indirect objectives: These objectives are (Ousama et al., 2020; Foli and Caesar, 2021):

Building economic motives for individuals for their role in increasing productivity and achieving economic development, such as (the desire to master work, stability at work, and respect for deadlines).

Bringing about the necessary social change for the development process.

From the foregoing, it can be said that the human head is of great importance to organizations and firms, as it contributes to increasing the competitive position and ensuring the continuity of organizations and firms, as individuals with creative capabilities work to develop and those organization and firms in which they work, attract customers to them, and accomplish the tasks assigned to them with high professionalism and professionalism, which helps in Optimal utilization of available resources, effective achievement of objectives, and improvement of financial performance.

▶ Human capital Empowerment:

Empowerment concept still accommodates more new intellectual contributions and changes to place this concept inside an integrated conceptual framework despite the diversity of the concepts of empowerment and the divergence of its indicators (Islam, 2021; Almutirat, 2022). As one of the keys to the success and sustainability of the organization in the age of globalization, competition, and information technology, which requires the full use of individuals' capabilities to achieve the goals of the organization, empowerment is regarded as one of the contemporary entrances in the modern business management environment (Huynh, 2021).

One of the most important factors in organizing people, inspiring them to achieve great things, giving them more responsibility, and managing their performance at both the individual and organizational levels is empowerment. Giving employees the authority to act and make decisions, as well as allowing them to actively participate in managing their organizations, problem-solving, creative thinking, taking responsibility, and controlling, constitutes the managerial strategy of empowerment (Sarwar, 2021; Ng et al., 2022; Popogbe & Adeosun, 2022).

▶ **Financial performance of the banking sector:**

▶ The human Concept of Financial Performance:

Performance is defined linguistically as the completion of a work, as financial performance is defined as the extent to which financial goals (maximizing returns and reducing costs) are achieved (Githaiga and Buigut, 2023). Performance in any organization and/or the firm is the result of collective action, that is, what results from the participation of all parties that contribute to the continuous

production process of the firm and/or organization. All participating parties, including owners, suppliers, customers, and lenders, affect the performance of organization and the firm (Liu and Wu, 2023). Performance is related to the objectives that the establishment seeks to achieve, and performance refers to the skills, abilities, and capabilities enjoyed by employees (Abaidoo and Agyapong, 2022). Financial performance is defined as the work of managers in carrying out the tasks entrusted to them in the financial management of the firm or organization (Manasseh et al., 2013).

With regard to assessing financial performance sustainability (FPS): it means providing a valuable judgment about the management of natural, physical, financial and united resources (the management of the firm and the extent to which the interests and desires of its various parties are satisfied) (Mittnik et al., 2007). The resource-based view states that the performance of the enterprise is driven by the unique resources it possesses (tangible and intangible), however, the enterprise in the era of the knowledge economy is required to pay more attention to intangible resources (Rahi et al., 2022).

The foregoing indicates that the distinguished financial performance sustainability (FPS) of the bank is expected to result in a decrease in costs and an increase in profits.

► The importance of financial performance sustainability:

Business competition between firms has changed significantly as a result of big data analysis, which is a revolutionary approach to extracting patterns from primary data sets, contributing to improving judgments, increasing productivity, raising the level of innovation, and developing knowledge. Therefore, the importance of financial performance sustainability in organization and the firm is represented in highlighting important points, including the following (Rahi et al., 2022; Durkovic et al., 2020; Majeed and Zainab, 2021; Lai & Xing, 2008):

- Factors affecting financial profitability.
- Effect of financial policies of organization or firm on the profitability of private funds.
- Extent to which organization's growth rate contributes on success of financial policy and realization of benefits and profits.
- The extent to which the level of activity covers public expenditures.

The importance of the financial performance sustainability of banks stems from the fact that they represent the backbone of economic development in societies, where savings are accumulated and then pumped in the form of loans and investments, and the importance of evaluating the financial performance of banks appears through the following (Abaidoo and Agyapong, 2022; Mahrani and Soewarno, 2018; Gao et al., 2013):

- Provide a comprehensive image of the financial performance

sustainability of the various managerial levels of the bank and enhance it in the overall economy.

- Help ensure the availability of liquidity and measure the level of profitability in light of investment and financing decisions.
 - Motivate the bank's management to improve planning and decision-making.
 - Speed up the rectification of any problem in the work of the bank's management.
 - Justifying the bank's need for resources on scientific and objective grounds.
 - Application of liability accounting on an objective basis.
 - Assistance in identifying the extent of compatibility and harmony between the approved objectives and strategies and their relationship to the competitive environment of the bank.
 - Create competition between all sections of the bank, which helps to improve its financial performance sustainability.
- ▶ Objectives of financial performance appraisal:

The evaluation of financial performance aims to identify the ability of the organization or the firm to generate revenues and achieve a surplus from its continuous and non-continuous activities (revenue and earning capacity), and the financial performance sustainability measures may aim to achieve several objectives (Abaidoo and Agyapong, 2022; Aras et al., 2018) including:

- The continuity and survival of the organization or the firm, which is measured by the ability to generate operating cash flows.
- The success and superiority of the organization or the firm, which is measured by the extent to which annual sales growth and operating income (income from operations) achieved from the various departments and operating units.
- The progress and development of the organization, which is measured by the ability to increase the market share, and to maximize the return on equity.

▶ Area of financial performance sustainability:

The field of financial performance is sustainability concerned with measuring results of financial performance sustainability of the bank during the operating cycle or in the short term and showing the results of the actions and decisions that were actually taken during that period, regardless of causes and drivers of those results, given that financial measures used in this field depend on measuring profitability, growth, added value to shareholders in the short term (Dieste et al., 2021; Le Thi Kim et al., 2021; Suhadak et al., 2019).

Relationship between human capital Empowerment (HCE) and financial performance sustainability (FPS) of banking sector:

Based on the foregoing, it is clear to researchers that investment in human capital empowerment is of great importance in all sectors of the economy because of its significant and effective impact on factors of production in those sectors in general and banking sector in particular (Lerman et al., 2022). Where banks are considered the main engine of the economy through their activities directed to individuals and organization in various economic sectors (Qi and Chu, 2022), and the effectiveness of banks in achieving their goals in the short and long term depends on the efficiency of their exploitation of their available resources, and at the forefront of these resources comes the competent and qualified human resource, which is the main pillar in planning, implementation and control The various activities of the bank. In addition to what the digital accounting system allows in those banks to provide and create accounting reports in a timely and correct manner (Taha, R. and Taha, N. 2023), in addition to obtaining financial information smoothly to enhance information among managers regarding the effects of business decisions and operations on the performance of the entire bank (Mir and Bhat, 2022). In addition, the evaluation and improvement of the bank's financial performance sustainability also depends on the efficiency of human capital empowerment. Therefore, the importance of human capital in the banking sector can be explained as follows:

- Active participation in building and ensuring the success of the objectives of the banks' policies and dealing with relevant modern technologies that contribute to improving the financial performance sustainability of the banking sector (Abaidoo and Agyapong, 2023; Lutfi et al., 2022).
- Allowing an increase of knowledge workers in banking sector by providing educational and training opportunities, which is reflected in increasing the efficiency of the human resource and improving the sector's performance financially.
- The ability to exploit the economic resources available to banks to meet the increasing, renewable and multiple needs of customers, which is due to banks with a rise in the level of performance and its improvement.
- Empowering workers in banking sector to understand and assimilate complex and accurate modern technologies, and this may lead to development of financial performance.
- Helping banks to use the latest scientific and technical achievements and benefit from them in reducing costs.

Research Problem and Hypothesis

After reviewing previous studies, it becomes clear that there is a research gap on the subject of the study, and in light of the great transformation in the economics scope, especially the knowledge-

based economy, the interest in the human resource as a component of capital has increased, as organization and firms have become very dependent in achieving their goals on the efficiency of the human resource. The problem of this study lies in the following question:

RQ1: What is extent of contribution of (HCE) in improving the financial performance in the banking sector by applying it to the Sudanese Faisal Islamic Bank?

RQ2: Is there a relationship between the (HCE) and financial performance sustainability in Faisal Islamic Bank in Sudan?

Importance of study stems from the importance of issue of (HCE), on which organizations and firms have become dependent mainly in achieving effectiveness, increasing their market value, and strengthening their competitive position. Therefore, this study seeks to reach results about determining extent of (HCE) contribution to improving (FPS) in banking sector Through application on the Sudanese Faisal Islamic Bank.

Thus, the objectives of the study are to achieve the following points:

Obj1: Identifying contribution of (HCE) to improving financial performance in banking sector in Sudan.

Obj2: Identifying extent of contribution of (HCE) in financial performance sustainability (FPS) in Faisal Islamic Bank of Sudan.

The study hypotheses can be formulated as follows:

H1: There are no deviations between (HCE) contributor's and improvement of financial performance of Faisal Islamic Bank of Sudan.

H2: There are no variances between (HCE) contributor's and improvement of (FPS) in Faisal Islamic Bank of Sudan.

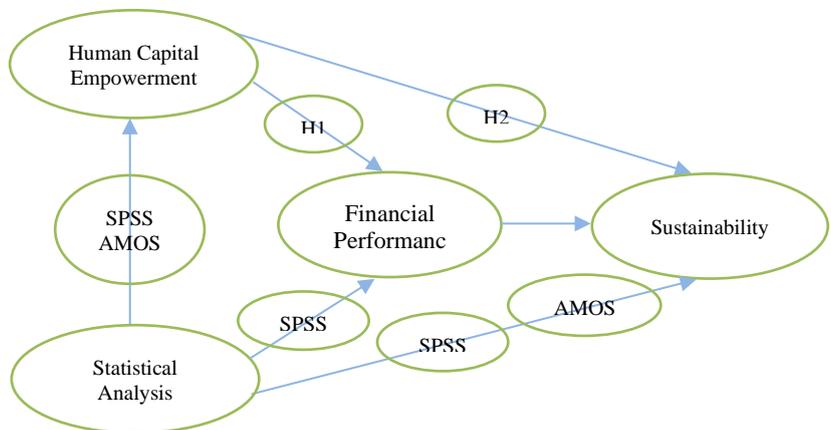


Figure 1 The structural framework of the research strategy

RESEARCH METHODS

The study population consists of the employees of Faisal Islamic Bank, Khartoum State, (355) employees distributed over (21) branches, and in relation to the similarity and homogeneity of the operations performed by bank employees, researchers chose a sample consisting of 60 employees of Faisal Islamic Bank, where the percentage of a sample research is about (17%) of the study population.

study used questionnaire as a tool for data collection, where the scientific method was adopted in the preparation of the questionnaire, and the questionnaire consists of an introduction that explains its purpose with a set of instructions for filling it, followed by the first part, which is personal data, then second part has been devoted to the basic data of the study and includes (15) phrase that reflects the opinions of the study sample members about: extent of (HCE) contribution to improving (FPS) in (FIB). Using (SPSS), T-test and one way a nova test, and descriptive analysis by calculating frequencies, percentages, and graphic figures, where the results revealed by study were presented in context of answering Study questions and hypotheses.

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RESULTS AND DISCUSSION

A. Research Results

1. Descriptive Statistics of Research Variables

Table (1) Frequencies and Age Percentages

Age	Frequency	Percent	Validity	Means	
				Statistics	std. Error
30 years and under	15	26.3%	Valid	4.3062	.07609
31 - 40	31	54.4%		4.2191	.08178
41 - 50	11	19.3%		4.0168	.06684
Total	57	100.0%			

Source: SPSS Output 24, 2022

Table (1) shows that most of respondents are from age group (31-40) with a rate of 54.4%, then age group 30 years and below with a rate of 26.3%, and finally age group (41-50) with a rate of 19.3%. It is noted that most respondents are over 31 years, with a total rate of 73.7%, which means that the respondents have long practical experience in field of banking, which reflects positively on correctness and logic of their answers to questionnaire.

Table (2): Frequencies and percentages of academic qualification

A.C.	Frequency	Percent	Validity	Means	
				Statistics	std. Error
Bachelor's	21	36.8%	Valid	3.8173	.0884
Master's	30	52.6%		4.4006	.08271
Ph.D	6	10.5%		4.3921	.06983
Total	57	100.0%			

Source: SPSS data Output 24, 2022

Table (2) shows that majority of respondents hold a Master's degree with a percentage of 52.6%, followed by Bachelor's degree with a percentage of 36.8%, and finally PhD with a percentage of 10.5%, as evidenced by this that all respondents have university education and that 63.1% of the respondents have post-university education, which means that the scientific background of sample is high, which reflects positively on correctness and logic of their answers to questionnaire.

Table (3): Frequencies and percentages of scientific specialization

C.S.	Frequency	Percent	Validity	Means	
				Statistics	std. Error
accounting	20	35.1%	Valid	4.2606	.06701
Business	21	36.8%		4.3019	.08004
Finance	3	5.3%		4.1102	.07229
Economic	13	22.8%		4.4071	.08934
Total	57	100.0%			

Source: SPSS findings 24, 2022

Table (3) above that most of respondents majored in management, with a percentage of 36.8%, then accounting majors with a percentage of 35.1%, then economics majors with a percentage of 22.8, and finally a finance major with a percentage of 5.3%. The respondents are management and accounting majors with a percentage of 71.9, which means that scientific and practical background of the sample is high in importance of HR head's contribution to improving the (FPS) of banks, which reflects positively on the correctness and logic of their answers to the questionnaire questions.

Table (4): Frequencies and Percentages of the Job

The Job	Frequency	Percent	Validity	Means	
				Statistics	std. Error
accounts chief	3	5.3%	Valid	4.5021	.08456
accountant	44	77.2%		4.4911	.07942
HR Manager	1	1.8%		4.3602	.08633
HR employee	5	8.8%		4.5388	.06975
Training department employee	1	1.8%		4.6422	.08436
other	3	5.3%		4.0074	.08218
Total	57	100.0%		4.9106	.07723

Source: Based on SPSS results 24, 2022

Table (4) above that most of respondents work in field of accounting and managerial work, of whom 77.2% work in accountant, 8.8% work in HR employee, and 5.3% work in chief accountant. And 1.8% work in position of HR manager, and 1.8% work in the training department, and 5.3% work in other jobs, and this confirms practical and scientific background of most of study sample on subject of extent of contribution of (HCE) to improving performance financial statements of banks, which reflects positively on validity and rationality of respondents' answers to the questionnaire.

Table (5): Frequencies and percentages of experience years

Experience (Years)	Frequency	Percent	Validity	Means	
				Statistics	std. Error
5 or less	16	28.1%	Valid	4.7007	.06534
6 - 10	24	42.1%		4.3605	.08058
11 -15	12	21.1%		4.4407	.08761
16 - 20	4	7.0%		4.8326	.07025
Over 20	1	1.7%		4.7106	.08492
Total	57	100.0%		4.8101	.08009

Source: Based on SPSS findings 24, 2022

Table (5) shows experience from 6-10 were the most among the study sample at a rate of 42.1%, then experience years less than 5 at a rate of 28.1, then experience from (11-15) at a rate of 21.1%, followed by experience from (16-20) at a rate of 7%, and finally experience more than 20 years at a rate of 1.8%. affirmatively on correctness and logic of their answers to the questionnaire.

Table (6): Arithmetic means and stan. dev. for hypothesis expressions

Questionnaire Phrase (Variables)	Standard Deviation	Arithmetic Mean	Response Direction
The Bank's recruitment policy is based on attracting and retaining qualified employees to help achieve objectives.	0.59604	4.5789	Totally Agree

Availability of qualified employees in the bank contributes to raising efficiency, which is reflected in improving financial performance.	0.5037	4.526	Totally Agree
The bank is interested in training and developing employees in general in various banking and financial fields to keep abreast of developments, which reflects positively on financial performance.	0.65895	4.3158	Totally Agree
The bank's employees have practical experience as a result of the accumulation of knowledge and experience, which contributes to raising the bank's efficiency and financial value	0.52981	4.4035	Totally Agree
Availability of bank employees with knowledge and creative skills contributes to facing problems professionally, which helps in improving financial performance.	0.63127	4.3158	Totally Agree
The bank's employees enjoy distinguished academic education, which contributes to the professional completion of tasks, which reflects positively on the financial performance.	0.53276	4.4211	Totally Agree
Bank employees have managerial skills that contribute to improving financial performance.	0.53686	4.4561	Totally Agree
The bank's employees have full knowledge of information technology to complete transactions, which contributes to improving financial performance.	0.71766	4.0526	Agree
The bank's senior leadership has a superior ability to direct the work, which reflects positively on the financial performance.	0.90147	4.2807	Totally Agree
Bank employees work with team spirit and belonging to the bank, which enhances the bank's financial performance.	0.62277	4.4035	Totally Agree
The bank's promotion of the innovative aspects of employees improves its financial performance.	0.65895	4.3158	Totally Agree
The relationship between employees' ability to innovate and improve the bank's financial performance is positive.	0.89904	3.6316	Agree
Bank employees have a high ability to gain customer loyalty and pay attention to their observations and resolve them,	0.49812	4.5789	Totally Agree

which works to improve the bank's financial performance.			
Bank employees complete the tasks assigned to them in a timely manner and with high professionalism.	0.58221	4.6491	Totally Agree
The availability of employees with higher academic and professional qualifications in the bank contributes to improving the financial performance.	0.73364	4.4561	Totally Agree
Valid N (list wise)	57		

Source: depending on SPSS findings 24, 2022

Table (6) shows mean and standard deviation of study hypotheses expressions. The mean is one of the measures of central tendency and helps in judging the statements, because it is confined between the largest and smallest value (1-5), while standard deviation is one of the measures of dispersion and helps to determine amount of homogeneity of the expressions by determining their distance from mean, we note that largest value of standard deviation of expressions was less than (1), and this result indicates homogeneity of the hypotheses statements. We also note that the average of all the statements is more than (3.5), and this result indicates agreement of the respondents with statements of study hypotheses and also indicates positive opinion about what was stated in these statements, as the fourteenth statement stated that "the bank employees complete tasks assigned to them In the right time and with high professionalism" in the first order, as its mean was (4.6491) and its standard dev. was (0.58221), while twelfth statement came that "relationship between employees' ability to innovate and improve the bank's financial performance is a positive relationship" in last order. Its mean was (3.6316) and its standard dev. was (0.89904). To verify this, the One sample T test was used for responses of researched sample to the statements of study hypotheses.

2. Analysis of Measurement Results

Table (7): Results of one-sample T-test for the study hypotheses

Mean	Std. Deviation	Test Value = 45			
		T	df	Sig. (2-tailed)	Mean Difference
65.3860	4.41489	34.862	56	0.000	20.38596

Source: Upon SPSS results 24, 2022

Table (7) above, shows that there are sig. differences between mean of the sample and mean of scale, and differences are in favor of sample, where mean of sample was (65.3860), while mean of scale (45), and a standard deviation (4.41489), as confirmed by the value of (t) which amounted to (34.862) that difference was sig. with a value of (0.000), which is a value less than (0.05) and was in favor of sample, and this discussion proves validity of alternative hypothesis

indicating that: There are sig. differences between contribution of (HCE) and improving of (FPS) at (FIB) of Sudan, so null hypothesis is rejected shows that: There are no sig. deviations between contribution of (HCE) and improvement of (FPS) at (FIB) of Sudan.

Table (8): Relationship between age groups of study sample and contributing of (HCE) in improving the (FPS) of (FIB) of Sudan

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	54.030	2	27.015	1.406	0.254
Within Groups	1037.479	54	19.213		
Total	1091.509	56			

Table (8), show value of the sig. level amounted to 0.254, which is greater than 0.05, which means there are no sig. differences between different age groups of the study sample and contribution of (HCE) to improving the (FPS) of (FIB) of Sudan.

Table (9): Relationship between educational qualification and contributing (HCE) to improving financial performance of (FIB)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	169.804	2	84.902	4.974	0.010
Within Groups	921.705	54	17.069		
Total	1091.509	56			

Table (9) above, show value of the sig. level to 0.010, which is less than 0.05, and this means that there is sig. significant differences between educational qualification of study sample and contribution of (HCE) to improving the financial performance of (FIB) of Sudan. To find out where differences are between academic qualifications of study sample, see following table (10) (multiple comparisons based on the LSD test, least sig. difference), which shows that differences between bachelor's and Ph.D degrees, as well as between master's and Ph.D degrees, based on the level of sig. column, where we find Both values are less than 0.05.

Table (10): multiple comparisons of educational qualification

Multiple Comparisons				
Academic qualification (I)	Academic qualification (J)	Mean Difference (I-J)	Std. Error	Sig.
Bachelor's	Master's	-1.15714-	1.17548	0.329
	Ph.D.	-6.02381*	1.91247	0.003
Master's	Bachelor's	1.15714	1.17548	0.329
	Ph.D.	-4.86667*	1.84763	0.011
Ph.D.	Bachelor's	6.02381*	1.91247	0.003
	Master's	4.86667*	1.84763	0.011

*. Mean difference is significant at 0.05 level.

Table (11): Relationship between study scientific specialization sample and contribution of (HCE) in improving (FPS) of (FIB) of Sudan

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	106.798	3	35.599	1.916	0.138
Within Groups	984.711	53	18.579		
Total	1091.509	56			

Source: Upon SPSS results 24, 2022

Table (11), show that value of sig. level amounted to 0.138, which is greater than 0.05, and this means there are no sig. differences between scientific specialization and contributing of (HCE) to improving financial performance in (FIB) of Sudan.

Table (12): Relationship between the job of study and contributing (HCE) in improving financial performance of (FIB) of Sudan

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	327.194	5	65.439	4.366	0.002
Within Groups	764.315	51	14.987		
Total	1091.509	56			

Table (12) displayed value of sig. level amounted to 0.002, which less than 0.05, and this means there are sig. differences between job of study sample and contribution of (HCE) to improving the (FPS) of (FIB) of Sudan.

Table (13) Relationship between experience and contributing (HCE) to improving financial performance of (FIB) of Sudan, using one-way test

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	77.092	4	19.273	.988	0.422
Within Groups	1014.417	52	19.508		
Total	1091.509	56			

Source: depending on SPSS and study data

Table 13, show that value of the sig. level amounted to 0.422, which is greater than 0.05, and this means that there are no sig. differences between categories of years of experience for study sample and contribution of (HCE) to improving the financial performance of (FIB) of Sudan.

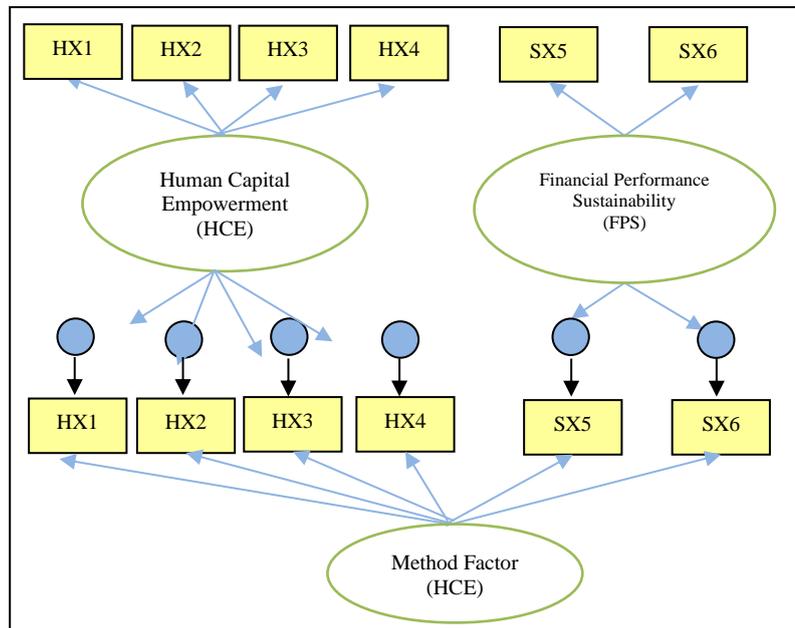


Figure 2: Common-method bias assessment by PLS model.

B. Research Discussion

After analyzing the data of the study, the researchers reached the following results:

1. There are sig. differences between contributing of (HCE) and the improvement of (FPS) in (FIB) of Sudan. The bank's employees' enjoyment of distinguished academic education improves bank's (FPS).
2. The bank's employees enjoy experience as a result of practical practices and the accumulation of knowledge that enhances the bank's financial performance.
3. The bank's employees have multiple and varied managerial skills that raise the level of the bank's financial performance.
4. Attracting and retaining qualified employees that contribute to achieving the bank's objectives and improving its financial performance.
5. The bank's employees have a high ability to gain customer loyalty and pay attention to their comments, which is reflected in the bank's financial performance.

CONCLUSION

Based on the discussion of the output and the results, it can be concluded as follows:

1. The necessity of increasing banks' interest in enhancing the

innovative aspects of their employees and motivating them to do so.

2. The need to increase interest in educating bank employees and training them on information technology in the field of completing transactions.

3. The need to increase the interest of banks in training and developing employees in the financial fields to keep abreast of developments.

4. The need to increase the interest of the senior leaderships of banks in the superior ability to plan purposefully and direct work in the right direction.

5. The need to increase the interest of banks in the enjoyment of knowledge and creative skills that help them in facing problems professionally.

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