The Human Resources Management effects on financial performance: The Tunisian Banks case (Dec. 2011, accepted for publication)
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Abstract:

All organisations, under competitive pressures, are increasingly seeking to examine their chain value in order to deliver products according to customer needs. This research explores the human resources change effects on Tunisian banks financial performance.

This empirical research is used to study the relation between human resources and financial performance. Data has been collected from Tunisia's Professional Banking and Financial Association for years ranging from 1994 to 2007.

We mainly observed that human resources structure has been transformed. This change is not only organizational but also managerial and paradigmatic. Our purpose is therefore, to highlight the human resources changes, as explicative variable of bank’s financial performance.

This study shows that during the last two decades the executive staff number is decreasing, while, the manager’s number is increasing. Furthermore, we have shown certain link between qualification variation and financial performance.

This research combined two disciplines: finance and human resources. One of the major contributions of this paper lies in its interdisciplinary character. Investing in human resources is considered as an efficient strategic decision. Strategic human resources management determines Tunisian Banks performance.

Keywords: Financial performance, qualification structure, bank’s demography, human resources management.