

RESEARCH ARTICLE

# Measurement of HR Function Contribution to Organisational Outcomes; *A Practice Framework*

Casely Ato Coleman

Senior Fellow IMANI Center For Policy Education, Ghana.

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Corresponding Author: Casely Ato Coleman. Senior Fellow IMANI Center For Policy Education, Ghana.

## Abstract

The HR function is under scrutiny to demonstrate its contribution to organizational performance. This study examined some of the tools applied by five international organizations to measure the effectiveness of the HR function. We confirmed that where senior leaders intentionally measured the contribution of the HR function to organizational performance, HR professionals scored high engagement rates on intent to stay 3.8 and overall happiness 3.96. Our conclusion is that there is a strong relationship between a culture of measuring the contribution of the HR function to organizational performance and motivation levels of HR professionals. As an outcome of the study, we introduce a tool called the Reliability Validity Relevance (RVR) framework that senior leaders and HR functional leaders can use to measure the contribution of HR to organizational outcomes.

## 1. Introduction

The HR function is under scrutiny to demonstrate its contribution to the organization and its stakeholder. (Ulrich, 1997). As a result, the evaluation of human resource management (HRM) function has attracted significant attention in HR theory, research and practitioner scholarship. The ability of the HR function to diagnose, design, execute, measure and evaluate its strategic impact is of high importance. This process enhances the credibility, trust worthiness and legitimacy of the HR function. (Armstrong, 2006). This enhances HR's power and influence and brings to the fore the politics of human resources management as it enables HR to be part of decisions around allocation of talent management resources. According to Ulrich(1997) what gets measured gets managed and improved.

The measurement and evaluation of the work of the HR function, provides HR managers and senior leaders and relevant organizational stakeholders with feedback on the technical approaches, practices and programs they design to contribute towards organizational performance. This is useful to detect challenges in its

internal functioning and to identify opportunities for improvement. This study adds to previous work done in this area and examines managerial implications and approaches to map the line of sight between HR contributions to organizational outcomes.

## 2. Literature Review

### 2.1 HR Strategy & HR Evaluation

We believe that the first role of the HR function is to design and implement an HR strategy in partnership with senior leaders. An HR strategy refers to a firm's deliberate use of human resources to help it gain or maintain an edge against its competitors in the marketplace (Armstrong, 2006; Arthur & Boyles, 2007; Hendry & Pettigrew, 1986). A strategy is a course of action chosen with a view to achieving certain objectives. (Sanz-Valle et al., 1999), Bratton, 2007). All HR strategies need to be aligned with organisational strategies and plans. Sheehan et al., 2016.

Gunnigle & Moore (1994), Kuipers and Giurge (2016), Lengnick-Hall and Lengnick-Hall (1988) and Schuler and Jackson (1987) have investigated

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the relationship between human resources (HR) strategy and competitive strategy and its impact on performance. They focused mainly on reporting types of HRM strategies (Bird and Beechler, 1995; Huang, 2001) or describing the target behaviour or best practices according to each competitive strategy. (Delery & Doty, 1996; Schuler & Jackson, 1987). We extend the reasoning of these studies to also posit that it is important to analyse HR strategic alignment to organizational outcomes in terms of the practices, tools or actions chosen by the HR function in the delivery of HR strategy. In line with these studies, we argue that measuring and evaluating the alignment of the delivery of the HR function helps to measure the line of sight between HR strategy and business strategy and in addition facilitates a review of the HR function contribution to overall organizational performance.

An effective HR strategy also contributes to organisational performance, and studies have shown the impact of human resource management practices on turnover, productivity, and corporate financial performance. (Huselid, 1995; Lee et al., 2010; Lepak & Snell, 2002; Smith & Reece, 1999; In effect we submit that measuring and evaluating the contribution of the HR function to the business is a mission critical role in every organisation.

An HR strategy defines a theory of change around measurable outcomes on talent acquisition, rewards, learning and development, performance management, talent management and succession planning, organizational design, managing change and employment relations. (Coleman 2026) An HR strategy when designed and implemented well contributes to improved organizational outcomes. An HR strategy has to guide the design, monitoring, assessment and evaluation of the work of the HR function.

There is no denying the fact that the management of HR in organizations has become a significant factor in improving organizational performance. Crawshaw et al (2014). In the same vein there has been criticism against the HR function as being characterized by a lack business awareness, practical relevance of policies and obsession with rules. (Hall, 2005; Lee, 2003). Banjoko (2007), argues that the HR function is nothing but a fad and what organisations need are line managers and executives who deliver organizational objectives. We counter argue that on the contrary the HR function plays a facilitative leadership and partnering role with executive leaders and line managers to ensure the right talent are acquired, compensated, trained and nurtured to contribute to organizational impact.

## 2.2 Measurement of HR Function

The HR function is under scrutiny to demonstrate its contribution to the organization and its stakeholders (Showkeir & Showkeir, 2006; Ulrich, 1997). As a result, the evaluation of human resource management (HRM) function has attracted significant attention in HR theory, research and practitioner scholarship. The ability of the HR function to diagnose, design, execute, measure and evaluate its strategic impact is of high importance. This process enhances the credibility, trust worthiness and legitimacy of the HR function. (Armstrong, 2003). This enhances HR's power and influence and brings to the fore the politics of human resources management as it enables HR to be part of decisions around allocation of talent management resources. According to Ulrich (1997) what gets measured gets managed and improved.

The measurement and evaluation of the work of the HR function, provides HR managers and senior leaders and relevant organizational stakeholders with feedback on the technical approaches, practices and programs they design to contribute towards organizational performance. This is useful to detect challenges in its internal functioning and to identify opportunities for improvement.

Despite the high importance of and the growing interest in HRM evaluation, there are still some major conceptual and practice gaps and unresolved questions. In most HRM evaluation research the value added of the HR function is evaluated through its technical approaches and practices in learning and development, talent acquisition, compensation, succession planning, change management and organizational design. We argue that it is more beneficial to check the outcomes of the work that HR does and the effectiveness of the HR function itself. This aligns with the work on the effectiveness of HR roles by Caldwell, (2003) and Ulrich, (1997 & 2025).

A significant number of research has focused on the effectiveness of individual HR practices or a system of HR practices. Boselie et al., 2005; Combs et al., 2006; Gerhart, 2005; Pauwe & Boselie, 2005; Wall & Wood, 2005). HR content, which refers to 'the specific set of HR practices necessary for achieving an organizational goal' (Bowen & Ostroff, 2004, p. 204) is central to these studies.

From a practitioner-scholarship perspective we argue that the measurement and evaluation of the work of the HR function has to be grounded on its relevance to the needs of the key stakeholders within the organization.

Reliable and valid measurement and evaluation of the HR function requires judgments and perceptions of the internal HR ‘customers’ such as line managers, employees or trade unions representatives, senior leaders and the board.

To date, relatively little attention has been paid to stakeholder or constituency perspectives in evaluating HRM (Colakoglu et al., 2006). According to Delmotte (2008), the most sensible and the most important indicator of HR functional effectiveness will be the judgments of key stakeholders. This is also the view of Guest & Peccei, (1994). Some studies indeed include internal stakeholders such as top managers Nankervis et al., (2002), employees Chang, (2005) or line managers Wright et al., (2001).

### 3. Objective of the Study

The main purpose of this study is to

- Examine some of the tools applied by international organizations to measure and evaluate the effectiveness of the HR function.
- Propose a practice framework for HR practitioners and organizational leaders to measure HR function contribution to organizational performance.

## 4. Research Methodology

### 4.1 Research Method

The research was remotely conducted virtually from February 2026 to April 2026. We briefly examine the research method used to answer the research problem to achieve the research objectives. In the context of the quantitative research, the focus of the research was to conduct a facts finding study; the reason is that the sources of data in this study include participants’ ratings that need to be analysed to study the contribution of HR function to organizational performance and impact in order to provide a framework for HR practitioners and practitioner scholars.

### 4.2 Data Collection Techniques

In HR research, data can be collected through interviews and questionnaires. Each of these techniques is defined as follows:

- *Interview*: an interview is ‘conversation between two or more people, requiring the interviewer to establish rapport, to ask concise and unambiguous questions, to which the interviewee is willing to respond and to listen attentively’ (Saunders et al., 2012, p. 372). There are three types of interviews: structured interviews, semi-structured interviews, and unstructured or in-depth interviews.

- *Questionnaire*: a questionnaire is a data collection technique in which each person is asked to respond to the same set of questions in a predetermined order (Saunders et al., 2012, p. 679).

A survey questionnaire was designed to collect data and opinions of 196 participants from HR teams from five organisations with staff strength of 600-2500. The participants were purposely selected due to their direct and supportive roles in facilitating the delivery of their HR functions. These included HR subject matter experts and HR business partners as well as those in Management & Leadership and Board roles.

The questionnaire was used because this research involves the structured collection of data from purposely selected employees of the five case study organisations. Survey Monkey, an online survey tool, was used to create and publish a web-based and self-completed questionnaire. Each respondent responded to the same set of questions and recorded their own answers online. The respondents were surveyed to examine how HR’s contribution to organizational performance is measured. We also did interviews with key focused groups to probe some of the insights from the data collected. The study is quantitative and qualitative in nature and the primary data was collected through purposive sampling method and reinforced with focused group follow up interviews. Mean test using a 5-point Likert scale was applied to analyse the data results.

### 4.3 Background of Respondent Organizations

Organization A was established in 1991 and focuses on implementing projects in education with an annual budget of Fifteen million dollars. It has projects in 8 out of the 16 administrative regions in Ghana. It raises funding from donors. It has a staffing strength of circa 600 and its corporate headquarters is based in the Netherlands. Company B was established in Senegal in 2005 and is an international development organization with experience in facilitating the development of socially sound and profitable supply chains. It focuses on stimulating sustainable supply chains through operational excellence in livelihood projects. It has a staff strength of circa 2260 and its corporate headquarters is based in the USA. It has an annual budget of circa Forty-six million dollars and operates in 8 out of the 14 administrative regions in Senegal. It raises 75% of its funds from its individual and corporate sponsors, and the remaining 25% from donor funds. Established in 2001, Company C is a leading private company operating in the oil, gas and logistics sector in Senegal. It has a global logistics

services delivery model with a focus on client’s satisfaction. The company has established itself as one of the most reliable players in its sector and has grown to become a respected company in Senegal and within the sub region. The company currently employs circa 1250 time staff with an average turnover of \$107m and is currently embarking on expanding its business by acquiring new clients and also sustaining current competitiveness in a rapidly changing business landscape. The organization’s portfolio of clients has grown to include some of the

most influential and dynamic global brands in Senegal. Company D operates in the international civil society space and focused on promoting the rights of people living with disabilities. Its HQ is based in the USA, employs 1450 staff and has operations in 15 countries across the world with an annual budget of twenty-five thousand dollars. Company E operates in the social enterprise sector and implements climate smart livelihood programmes with a focus on women and agri-business. Its HQ is based in the UK, employs 720 staff with an annual budget of eighteen million dollars.

#### 4.4 Data Analysis

##### *Survey Results - HR Function Monitoring Measurement & Evaluation Factors*

	Mean Score	Types of Measures
<b>Organisation A</b>		
Understanding of the organization – its vision, mission, values, success factors, distinctive competencies	3.5	Organizational outcomes
Effectiveness of contributions to top management decisions on organizational issues	4.2	Organizational outcomes
Extent of innovation and persuasive initiatives in HR strategies, policies and project models	3.8	Organizational outcomes
The quality of the advice and services provided eg solves needs, efficient, sustainable and speed	3.7	Organizational outcomes
Quality of stakeholder engagement	3.2	Relation outcomes
Process criteria- how well deliverables are done	3.4	Process outcomes
Output criteria - the impact made by the process on organizational and operational performance	3.6	Organizational outcomes
Quality of advice and services provided as observed or experienced directly by the evaluator	3.8	Organizational outcomes
The degree to which HR team members are proactive rather than reactive	3.7	Process outcomes
360 degree feedback from Line managers	3.45	Organizational outcomes
Intent to stay of HR staff - I am planning to stay for the next 18 months	3.56	Engagement outcomes
Overall as an HR professional I am happy in my function in this organisation	3.8	Engagement outcomes
	3.6425	
<b>Organisation B</b>		
Money measures which includes maximizing incomes, minimizing expenditure and improving returns on investments	4.1	Money measures of effect
Time measures express performance against work time lines, amount of backlog and speed of activity or response	4,2	Time measures
Measures of effect which include realization of a standard, changes in behavior of colleagues and other key stakeholders, level of take up of service etc	3.8	Measures of effect
Reaction measures indicates how others judge the function or its members and can be measured by peer reviews, performance ratings, analysis of complaints and comments.	3.2	Reaction effect
Understanding of strategic organizational imperatives	3.9	organisational outcomes
Anticipation of organizational and management needs	3.27	organisational outcomes
Ability to deliver as business enabler	3.55	organisational outcomes
Quality of services delivered in terms of relevance to the issue	3.89	organisational outcomes
Quality of clarity and conviction backed by data and insights	3.65	output& organizational outcomes
Learning and development that directly contributes to improved performance	3.77	organisational outcomes
Quality of talent pools for mission critical roles	3.83	organisational outcomes
Intent to stay of HR staff - I am planning to stay for the next 18 months	4.1	engagement outcomes
Overall as an HR professional I am happy in my function in this organisation	3.99	engagement outcomes
	3.4125	

<b>Organisation C</b>		
Average time to fill vacancies	4.1	process measures
Time to respond to applicants	4.5	process measures
Ratio of acceptance to offers made	4.88	output measures
Training hours/days per staff and impact of knowledge transfer	4.6	output & outcome measures
Time to respond to and settle grievances	3.89	Time measures
Cost of onboarding per employee	4.7	Money measures
Costs of benefits per employee	4.2	Money measures
Average pay comparatio of staff in relation to compensation philosophy	4.4	money & equity measures
Measurable improvement in quality of work due to impact of knowledge transfer after learning interventions	4.8	organisational outcomes
Measurable improvements in individual and organizational performance as a direct result of the outcomes performance management systems and performance related pay	4.2	organisational outcomes
Staff costs in relation to budget	4.01	Money measures
Ratio of HR staff to employees	4.26	money measures
Intent to stay of HR staff - I am planning to stay for the next 18 months	3.6	engagement outcomes
Overall as an HR professional I am happy in my function in this organisation	3.9	engagement outcomes
	4.286667	
<b>Organisation D</b>		
Talent Diversity & Inclusivity objective – number of staff who have received training on the implementation of the Organisational Justice Equity Diversity Inclusivity Policy by end of the first quarter & demonstrate it in their interactions with colleagues	3.7	output & organizational outcomes measures
Compensation – completion of external benchmarking survey and report submitted by end of second quarter and corrective action implemented by the end of the forth quarter	4.5	output & org outcome measures
Automate Performance management – installation of new HRIS to automate performance management process completed by end of third quarter	4.88	output & outcome measures
An evaluation of user reaction (managers and direct reports) to the new system	4.6	Measures of effect
Quality of performance ratings via content analysis of objectives and follow up review/appeal processes	4.4	organizational outcomes
The number of upheld appeals	4.7	output measures
The link between the outcomes of the performance management process and employee individual development plans and resulting learning and development interventions	4.2	organisational outcomes
The link between performance ratings, compensation, performance improvement plans and separations etc	4.4	organisational outcomes
Measurable improvement in quality of work due to impact of knowledge transfer after learning interventions	4.8	organisational outcomes
Measurable improvements in individual and organizational performance as a direct result of the outcomes performance management systems and performance related pay	4.5	organisational outcomes
Staff costs in relation to budget	4.01	money measures
Ratio of HR staff to employees	4.26	money measures
Intent to stay of HR staff - I am planning to stay for the next 18 months	3.9	engagement outcomes
Overall as an HR professional I am happy in my function in this organisation	3.7	engagement outcomes
	4.3625	
<b>Organisation E</b>		
Extent to which they believe promotion, job evaluation, performance appraisal, performance related compensation and grievances are handled fairly	4.4	organisational outcomes
Degree of satisfaction with compensation and benefits	4.3	engagement outcomes
Extent to which they feel involved in strategy and important decisions that affect them	4.8	engagement outcomes

Extent to which they are kept well informed in important organizational matters	4.9	engagement outcomes
Opportunities available to them for learning and development	4.3	output outcomes
The extent to which they are clear on what is expected of them	3.9	organisational outcomes
The support and guidance they receive from their line managers and team leads	3.8	engagement outcomes
Employee wellbeing – extent to which they view their health and safety including mental health needs	4.4	engagement outcomes
Work environment– the extent to which they are satisfied with their general working conditions, facilities	4.2	engagement outcomes
The assessment of the climate and culture of the organization	4.7	engagement outcomes
Intent to stay of HR staff - I am planning to stay for the next 18 months	4.3	engagement outcomes
Overall as an HR professional I am happy in my function in this organisation	4.5	engagement outcomes
	4.375	

**4.4.1 Summary Analysis**

*Organisation A*

- Of the total of 12 measurement and evaluation factors, 58.3% focused on contribution of HR function to organisational outcomes, 8% focused on relationship outcomes, 16% focused on process and another 16% focused on HR professionals engagement outcomes
- The interesting finding is the fact that overall the outcomes focused measures led to high intent to stay and happiness scores for HR professionals
- Overall there was a mean score of 3.64 and this reflects the strategic importance Organisation A applies to measure and evaluate HR function contribution to organizational focused outcomes.

*Organization B*

- Of the total of 13 measurement and evaluation factors, focused on money, time, reaction and measures of effect outcomes, 53.8 focused on organisational outcomes and 15% focused on HR professionals engagement outcomes
- A significant finding is the high scores on intent to stay and happiness for HR professionals.
- Overall there was a mean score of 3.41 and this reflects the strategic importance Organisation B applies to measure and evaluate HR function contribution to organisation-wide outcomes.

*Organisation C*

- Of the total of 14 factors, 14% was on process measures, 14% on outputs/outcome measures,7% on time measures, 28% on money measures,7% on money & equity measures, 14% on organisational outcomes and 14% on HR professionals engagement outcomes.
- An interesting finding is the high scores on intent to stay and happiness for HR professionals

- Overall there was a mean score of 4.2 which reflects the strategic important organisation C applies to measure and evaluate HR contribution to organisation-wide outcomes.

*Organisation D*

- Of the 14 factors, 21% was a hybrid of output and outcome measures, 35% was on outcome measures,14% was on measures of effect and money measures and 14% on HR professionals engagement outcomes.
- There is also high scores on intent to stay and happiness for HR professionals.
- Overall there was a mean score of 4.36 and this reflects the strategic importance Organisation D pays to measure and evaluate HR function contribution to organization-wide outcomes.

*Organisation E*

- Of the 12 factors, 75% focused on engagement outcomes, 35% was on outcome measures,16% on organisational outcomes, and 8% on output outcomes.
- There is also high scores on intent to stay and happiness for HR professionals.
- Overall there was a mean score of 4.37 and this reflects the strategic importance Organization E pays to measure and evaluate HR function contribution to organization-wide outcomes.

**5. Findings**

**5.1 Convergence Measures**

**5.1.1 Organisation-wide outcome & User Reaction Measures**

The study confirms a 100% convergence of measurement and evaluation of the following organisation-wide outcome measures

- HR functions understanding of the organization

its vision, mission, values, success factors and distinctive competencies.

- Effectiveness of HR function contributions to top management decisions on organizational issues
- Extent of innovation and persuasive initiatives in HR strategies, policies and project models
- HR functional capacity to deliver as per expectation management standards
- The quality of the advice and services provided by the HR function eg solves needs, efficient, sustainable and speed
- The Quality of engagement between HR function and key organisational stakeholders.

### **5.1.2 Employee Engagement Measures**

The study reinforced 100% convergence of the measurement and evaluation of the following employee engagement measures

- Extent to which they believe promotion, job evaluation, performance appraisal, performance related compensation and grievances are handled fairly
- Degree of satisfaction with compensation and benefits
- Extent to which they feel involved in strategy and important decisions that affect them
- Extent to which they are kept well informed in important organizational matters
- Opportunities available to them for learning and development
- The extent to which they are clear on what is expected of them
- The support and guidance they receive from their line managers and team leads
- Employee wellbeing – extent to which they view their health and safety including mental health needs
- Work environment– the extent to which they are satisfied with their general working conditions, facilities
- The assessment of the climate and culture of the organization

We also argue that the above criteria are shared responsibilities of Line Managers and HR function.

### **5.1.3 HR Professionals Engagement**

One of the most significant findings is that across

all the 5 case study organisations, HR professionals scored high engagement rates around intent to stay 3.8 and HR professionals overall happiness 3.96.

We therefore conclude that there is a strong relationship between a culture of measuring and evaluating the contribution of the HR function to organizational performance and HR professionals high intent to stay and overall happiness.

## **5.2 Divergence Measures**

### **5.2.1 Process and Output**

Organisations A and C measured and evaluated process and output measures and this aligns with Tsui and Gomez-Meija(1988) who made a distinction between process criteria (how well deliverables are done) and output criteria( the impact made by the process on organizational and operational performance).

### **5.2.2 Performance Measures**

Three organisations namely Organisation B, C & D representing 60% of the total sampled population evaluated money measures which includes maximizing incomes and minimizing expenditure on talent costs.

### **5.2.3 Time, Reaction and Measures of Effect**

Three organisations namely organisations A,B & C representing 60% of the total sample considered time, reaction measures and measures of effect of the HR function's performance against work time lines, amount of backlog and speed of activity or response. The definitions of measures of effect included realization of a standard, changes in behavior of colleagues and other key stakeholders, level of take up of service etc. Reaction measures indicates how others judge the HR function or its team members and this was measured by peer reviews, performance ratings, analysis of complaints and comments.

### **5.2.4 HR Department service –level Criteria**

Organization C had a special quantifiable criteria to measure and evaluate HR Function service level criteria. These included average time to fill vacancies, time to respond to applicants, ratio of acceptance to offers made, cost of advertisements and onboarding which reflects a 'value-chain' approach to talent acquisition processes and outcomes. Other service level criteria involved training hours/days per staff and impact of knowledge transfer, time to respond to and settle grievances, costs of benefits per employee.

Equally significant were measures around average pay comparatio of staff in relation to compensation philosophy, measurable improvement in quality

of work due to impact of knowledge transfer after learning interventions, measurable improvements in individual and organizational performance as a direct result of the outcomes performance management systems and performance related pay, staff costs in relation to budget and ratio of HR staff to employees

The utility of these measures is variable as is the practicality of collecting credible information. For example metrics on training days per employee do not mean much unless it is correlated with a demonstrable impact of knowledge after the training intervention that contributes to improved performance. HR department

service level criteria is contingent on how relevant it contributes to the organization’s overall measurement of organizational performance, impact and results

## 6. HR Function Measurement Framework

Based on the outcomes of this research and as a contribution to HR discipline and practice, we propose a Measurement Framework that enables organizational leaders and the HR function to assess key decision factors that facilitates measurement based on gap analysis, key result areas, process, outcomes and impact.

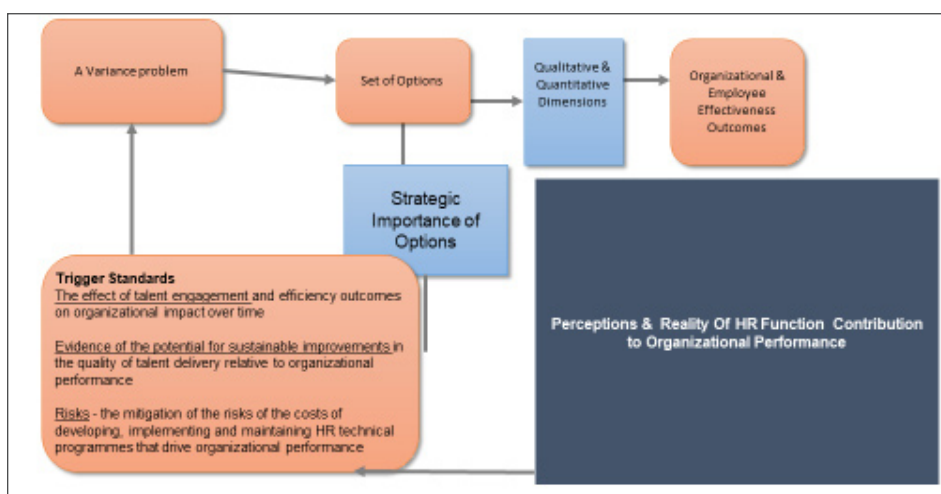


Figure 1. Reliability validity Relevance HR Measurement Tool

This framework helps to consider costs, risks and risks mitigation measures related to HR decisions and impact on organization outcomes. The aim is to predict, explain and improve the reliability, validity and relevance of those decisions. It provides a frame to measure HR of technical approaches that drive organizational performance and staff wellbeing outcomes.

A Reliability, Validity and Relevance (RVR) analysis requires

- A variance challenge – gap between what is desired and what is currently achieved
- A set of options to address the problem
- A set of factors that describe the strategic importance of the options such as the effect on organizational performance and employee performance and engagement outcomes.
- A RVR review to combine the merits and demerits of the factors into an overall judgment of each option’s impact to organizational outcomes.

RVR analysis focuses on

- The effect of talent engagement and efficiency outcomes on organizational impact over time

- the sustainable execution of measureable positive improvements in the quality of talent delivery relative to organizational performance
- Risks – the mitigation of the risks of of the costs of developing, implementing and maintaining HR technical programmes that drive organizational performance.

An RVR analysis depends on a single source of truth and high integrity management information system that is likely to correct HR decisions that otherwise would have been invalid, irrelevant and the cost of the information does not outweigh the expected benefits of corrected action.

## 7. Conclusion

This study shows that across all the 5 case study organisations, HR professionals scored high engagement rates around intent to stay 3.8 and HR professionals overall happiness 3.96. We therefore conclude that there is a strong relationship between a culture of measuring and evaluating the contribution of the HR function and motivation level of HR professionals.

From an evaluation criteria perspective, this research

has confirmed that that the effectiveness of the HR function can be measured by specified goals which can be assessed with measurable standards with stakeholder perspectives relative to strategy and impact. This aligns with the study of Guest & Peccei(1994).

An outcome of this research is the introduction of a tool called the Reliability Validity Relevance (RVR) framework that senior leaders and HR functional leaders can use to measure the contribution of HR to organizational outcomes. RVR measurement framework facilitates effective audit of the HR function to assess the delivery of technical approaches in talent acquisition, learning and development, rewards management, work environment, health and safety, employment relations, HRIS and how they collectively improve organizational performance and impact.

### Limitations

This study was limited to only five global organization and therefore cannot be generalised across board, however it provides insights for further studies to replicate the findings of this work. It adds additional knowledge to studies that examine the extent to which the contribution of HR Function to broader organisational outcomes can be monitored, measured and evaluated. This we contend improves organisational design and corporate governance.

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