

Example of adding value through human resources reorienting human resource measur...

[Literature](#), [Russian Literature](#)



The authors of the article addressed three main issues when developing the study: 1) difference made by the HR practices in the business results; 2) ways, in which HR practices can add value to business performance; 3) HR measures that are the most appropriate for driving business performance. The purposes of the article are the following: assist HR specialists in better articulating HR function value; define ways, in which HR can make a contribution to the business performance; facilitate HR specialists to develop progressive HR measures that can drive business performance and demonstrate value added of HR practices. The purposes and objectives are clearly identified and discussed.

In my point of view, theoretical framework of the study is properly presented in a convenient and easy-to-understand form – the one of a table. It is easy to see the authors of the related studies, the methodology that they used and the key findings that were taken as a background for the current research. Owing to such form of presentation, it is obvious that the topic is popular in the sphere of research and requires further study.

As for the situation with the studies that were already conducted in the direction of specified purposes, it is stated that although the research is present, the conceptual linkage between business performance and HR are not properly developed. Moreover, HR measures that existed at the time of the article writing were not formulated in such a way that HR impact on business performance could be captured. Overall, the HR function is less prepared, than the other functions in terms of its influence on business performance. And this article aims to change this situation.

The article doesn't give the direct justification for the type of the chosen

research study. The used approach is review of recent research studies and their analysis. Methodology could have been explained more broadly so as to give readers better idea on the study conduction course.

The results of the study are presented in a separate section and are convenient to view and analyze. They are directly connected to the study purposes and questions given in the beginning. In particular, it is stated that HR practices make a difference, contribution to the results of business activities; they contribute to the performance of business through multidimensional approach; it is necessary to develop new clusters of HR measures that would be used apart from the traditional ones so as to drive and capture HR impact on business performance. On the basis of these answers, there were several implications for HR specialists developed. The article conclusion shows that there is a need for new HR measures development, which should be done in the further research. Moreover, research in this direction is overall recommended because of the importance of this topic and vast scope of the problems stated in the article and left in the field. As for the development of new HR measures, several obligatory steps were defined: collection of accurate information on the desired HR measures; analysis of HR measures with timely presented feedback; stimulation of change and improvement through HR measures; involvement of HR and line managers into development of HR measures.