

Measuring the Effectiveness of Deloitte Hr Framework Strategy

G.Susanth¹, D.N.L Bhumika², N. Jahnavi³, Dr. Sundari Dadhabai⁴

^{1,2,3}Student, KL University

⁴Faculty, KL University

CHAPTER – 1 INTRODUCTION

With the ongoing changes in business environment, Human Resource (HR) management has evolved to become a strategic partner in organizations wherein people are increasingly considered the most important factor for business success. An HR framework can be defined as the framework of how a people and organization strategy is built keeping big picture talent acquisition, development, engagement and retention strategy in mind. At the global level, a solid HR framework enables professional services firms such as Deloitte to remain competitive and keep employees focused on supporting the strategic objectives of the firm.

Deloitte HR World-class framework strategy helps to solve the challenges of handling a diverse, global workforce and cultivating an innovative and continuous improvement culture. The framework covers most of the areas in HR like talent acquisition, performance management, learning and development, and employee wellbeing. Deloitte has been using strategic human resource management to align firm-wide HR practices and programs with the business direction of the company, all aimed at improving organizational agility, employee growth and a strong corporate culture as well as one that is also inclusive.

Measuring our impact and effectiveness on something as mighty an HR framework can tell us where does it stand for the organization and the employees even? HR framework should not only facilitate you on your business goal but also contribute in keeping your employees happy, retained and give good organizational health. This study is based on evaluation (in terms of its efficiency for goal attainment) of the HR framework strategy adopted by Deloitte.

This can provide meaningful insights into best practices and opportunities for improvement in Deloitte's HR strategy that could also be relevant to other organizations. This research seeks to develop a model for other firms to analyze their own HR strategy, by analyzing the strengths and weaknesses of Deloitte's approach - providing value addition to the practice field of HR management.

Relevance to the Field of Business

Human Resource (HR) frameworks play a pivotal role in shaping the overall success of organizations by driving talent management, employee engagement, and organizational culture. Deloitte, as one of the leading global professional services firms, has developed a comprehensive HR framework that is designed to align HR strategies with business objectives, optimize workforce performance, and enhance organizational agility. This research topic is highly relevant to the field of business as it focuses on evaluating the effectiveness of Deloitte's HR framework strategy, which can provide valuable insights into best practices for HR management in large, complex organizations.

Theoretical Background

Human Resource (HR) Framework: An HR framework is a structured approach that organizations use to manage their human resources effectively. It encompasses the policies, procedures, and practices that guide how an organization recruits, develops, manages, and retains its employees. A well- designed HR framework aligns the HR function with the overall strategic objectives of the organization, ensuring that the workforce contributes effectively to the company's goals.

Effectiveness of HR Framework: The effectiveness of an HR framework refers to the extent to which the framework achieves its intended outcomes, such as improving employee performance, increasing engagement, fostering a positive organizational culture, and ultimately contributing to the achievement of business objectives. Measuring effectiveness involves assessing various metrics and indicators that reflect the impact of HR practices on both the organization and its employees.

Deloitte's HR Framework Strategy: Deloitte's HR framework strategy is a comprehensive system designed to manage the firm's global workforce efficiently while aligning HR practices with the company's strategic objectives. This framework covers various HR domains, including talent acquisition, performance management, leadership development, employee engagement, and diversity and inclusion. The strategy is built on the principles of agility, innovation, and continuous improvement, aiming to create a high-performance culture within the organization.

THEORIES/MODELS

Kirkpatrick's Four-Level Training Evaluation Model: This model evaluates the effectiveness of training and development programs, making it useful for Deloitte's HR framework, especially in assessing the impact of employee training initiatives. The four levels are: reaction (employee satisfaction), learning (knowledge acquisition), behaviour (application of skills on the job), and results (impact on organizational goals).

Balanced Scorecard (BSC): The Balanced Scorecard provides a comprehensive view of organizational performance by evaluating four perspectives: financial, customer, internal processes, and learning & growth. In Deloitte's HR framework, the BSC can measure effectiveness by linking HR activities to strategic goals. For instance, HR metrics like employee engagement, retention rates, and training ROI can be aligned with broader business outcomes to assess their contribution to organizational success.

Ulrich's HR Value Proposition Model: Ulrich's model emphasizes that HR practices must deliver value to key stakeholders: employees, customers, investors, and communities. For Deloitte, this framework can evaluate the HR system by assessing its ability to enhance employee satisfaction, client service quality, and shareholder value. Metrics such as employee productivity, client feedback, and shareholder returns can help measure the alignment of HR functions with the company's strategic goals.

Human Capital ROI Model: This model measures the financial return generated by investments in human capital, such as training, recruitment, and employee development programs. By calculating the ratio of organizational profit to total employee costs, Deloitte can assess the financial effectiveness of its HR strategies. High ROI indicates that HR initiatives contribute significantly to organizational profitability, a critical aspect of evaluating their effectiveness.

RESEARCH QUESTIONS

How does the Deloitte HR framework influence employee productivity and organizational performance?

To what extent does the Deloitte HR framework enhance employee engagement and workplace

satisfaction?

What are the measurable outcomes of training and development initiatives under the Deloitte HR framework?

How effectively does the Deloitte HR framework address employee retention and talent management challenges?

What role does technology play in optimizing the implementation and impact of the Deloitte HR framework?

Reason Behind the Selection of the Topic

The decision to focus on Deloitte's HR framework stems from the firm's prominent role in shaping HR best practices across industries. As one of the "Big Four" accounting firms, Deloitte's HR strategies serve as a benchmark for many organizations worldwide. By analysing the effectiveness of Deloitte's HR framework, this research aims to provide valuable insights that can be applied to other organizations looking to enhance their HR practices.

Moreover, the current business environment, characterized by rapid technological advancements, shifting employee expectations, and a greater focus on work-life balance, necessitates continuous evaluation of HR frameworks. Understanding how Deloitte adapts its HR strategies to meet these challenges will shed light on the agility and responsiveness of its framework, offering lessons for other organizations.

CHAPTER II

Review of Literature

Meijerink, Bondarouk, and Looise (2013)¹ in their article **“Value creation through HR shared services: Towards a conceptual framework”** studied the topic of Human Resources (HR) shared services has gained attention in academic and business circles due to its potential to deliver cost efficiencies and improve service quality. The model proposed by Meijerink, Bondarouk, and Looise in (2013) offers a conceptual framework for understanding how value can be created through HR shared services (HRSS) and what factors contribute to its effectiveness.

Dave Ulrich (2015)² in their article **“HR value creation”** studied the leading authority in the field of Human Resources (HR), and his work on HR value creation has significantly shaped modern HR practices. Ulrich's framework emphasizes the role of HR in driving organizational success by creating value for multiple stakeholders, including employees, managers, customers, and investors. He reframes HR's traditional administrative function into one that strategically contributes to the overall performance of an organization.

V. Beattie and S.J. Smith (2010)³ in their article **“Human Capital, Value Creation, and Disclosure”** provides an in-depth exploration of the role of human capital in generating value for organizations and the importance of disclosing human capital information. In recent years, the idea that intangible assets like human capital significantly contribute to organizational performance has gained prominence. This literature review synthesizes key themes from the work of Beattie and Smith, emphasizing the ways human capital drives value creation and the implications of transparent human capital reporting.

F.V. Mitsakis (2014)⁴ in their article **“Human Resources (HR) as a Strategic Business Partner: Value Creation and Risk Reduction Capacity”** explores the evolving role of HR in organizations, emphasizing how HR can contribute to value creation and risk mitigation by functioning as a strategic business partner. Mitsakis examines how HR's shift from traditional administrative functions to a more

strategic role influences organizational success and sustainability. This literature review synthesizes the main concepts and findings of Mitsakis' work while ensuring original presentation of the material.

F.V. Mitsakis (2014)⁵ in their article **“Value Creation and Value Capturing in Strategic Management Studies”** explores the crucial concepts of value creation and value capture, which are fundamental to strategic management. These concepts are essential for organizations aiming to gain a competitive advantage and achieve long-term success. The authors examine the interplay between value creation and capture, outlining how organizations can generate value through innovation, resources, and capabilities, and subsequently capture that value to ensure sustainability and growth. This literature review synthesizes the main points of their work, presenting an original interpretation of the key themes.

T. Poorani and S. Thiyagarajan (2018)⁶ in their article **“Assessing Value Creation of HR Consultants on E-Consulting Implementation”** explores the evolving role of HR consultants in the implementation of e-consulting systems within organizations. As organizations increasingly adopt digital solutions to streamline their human resource functions, the role of HR consultants has transformed. This literature review synthesizes the key themes from the work of Poorani and Thiyagarajan while ensuring an original presentation of the material.

R. Hewett and A. Shantz (2021)⁷ in their article **“A Theory of HR Co-Creation”** explores the concept of co-creation within the field of Human Resources (HR). The authors introduce the idea that value in HR is not created solely by the HR department or leadership, but through collaboration between HR, employees, and other stakeholders. This theory emphasizes the dynamic and interactive nature of HR processes, suggesting that HR systems are more effective when employees are active participants in designing and delivering HR practices. This literature review synthesizes the key concepts of Hewett and Shantz's theory, while providing an original presentation of their work.

M.V. Wolf (2018)⁸ in their article **“Value Creation Through Strategic Social Media Use in HR Management”** explores how social media platforms can be utilized strategically within Human Resource (HR) management to create value for organizations. Wolf examines how social media, when integrated effectively into HR practices, can enhance recruitment, employee engagement, employer branding, and internal communication, ultimately contributing to value creation. This literature review synthesizes the key findings of the article, providing an original perspective on the use of social media in HR.

L.T. Tuan (2016)⁹ in their article **“How HR Flexibility Contributes to Customer Value Co-Creation Behaviour”** examines the role of Human Resource (HR) flexibility in enhancing customer value co-creation. The concept of value co-creation emphasizes the active involvement of customers in shaping the products and services they consume, and Tuan argues that HR flexibility plays a crucial role in facilitating this process. This literature review synthesizes the key insights from Tuan's research, presenting an original interpretation of the relationship between HR flexibility and customer value co-creation.

F. Sabir, M. Abrar, M. Bashir, and S.A (2015)¹⁰ in their article **“E-HRM Impact Towards Company's Value Creation: Evidence from the Banking Sector of Pakistan”** investigates the influence of electronic Human Resource Management (E-HRM) on value creation within the banking sector in Pakistan. As organizations increasingly adopt digital solutions in their HR practices, understanding the implications of E-HRM on organizational performance and value creation becomes critical. This literature review synthesizes the key findings from the research, presenting an original interpretation of the impact of E-HRM in the banking sector.

A. Malik, V. Pereira, and P. Budhwar (2018)¹¹ in their article **“Value Creation and Capture Through Human Resource Management Practices: Gazing Through the Business Model Lens”** examines how Human Resource Management (HRM) practices contribute to value creation and capture within organizations, particularly through the lens of business models. This literature review synthesizes the key findings of Malik, Pereira, and Budhwar, presenting an original analysis of their insights into the relationship between HRM practices and value creation and capture.

E. Wahyudi and S.M. Park (2014)¹² in their article **“Unveiling the Value Creation Process of Electronic Human Resource Management: An Indonesian Case”** explores the mechanisms through which Electronic Human Resource Management (E-HRM) contributes to value creation within organizations in Indonesia. The authors investigate how E-HRM practices enhance HR functions and overall organizational performance, providing insights into the specific processes and outcomes associated with its implementation. This literature review synthesizes the key findings from Wahyudi and Park's research, presenting an original analysis of the value creation process facilitated by E-HRM.

V. Škudienė, G. Vezeliene, and O. Stangej (2020)¹³ in their article **“Transforming Human Resource Management: Innovative E-HRM Value Creation for Multinational Companies”** explores how electronic Human Resource Management (e-HRM) innovations contribute to value creation in multinational corporations (MNCs). The authors discuss the transformative impact of e-HRM on HR practices, emphasizing its role in enhancing efficiency, flexibility, and strategic alignment in diverse global contexts. This literature review synthesizes the key insights from Škudienė, Vezeliene, and Stangej's research, presenting an original analysis of how e-HRM can create value in multinational settings.

R.H. Ashton (2005)¹⁴ in their article **“Intellectual Capital and Value Creation: A Review”** examines the relationship between intellectual capital and the value creation process within organizations. Intellectual capital, which encompasses knowledge, skills, and competencies possessed by employees, has become increasingly recognized as a critical asset for organizations seeking to gain a competitive advantage. This literature review synthesizes the key themes and findings from Ashton's work, providing an original analysis of how intellectual capital contributes to value creation in various organizational contexts.

S. Foster (2010)¹⁵ in their article **“Making Sense of E-HRM: Technological Frames, Value Creation, and Competitive Advantage”** explores the conceptual framework of Electronic Human Resource Management (e-HRM) and its implications for value creation and competitive advantage in organizations. Foster discusses how technological frames shape the adoption and implementation of e-HRM systems, influencing organizational outcomes. This literature review synthesizes the main themes and insights from Foster's research, presenting an original analysis of the relationship between e-HRM, technological frames, and competitive advantage.

H.H. Hu and Y. Zhu (2021)¹⁶ in their article **“Talent Value Creation During Digital Transformation: An Inductive Model of HR Reengineering”** investigates the processes through which talent value is created during the digital transformation of organizations, specifically focusing on the reengineering of Human Resource (HR) practices. This literature review synthesizes the key findings from Hu and Zhu's research, providing an original analysis of the relationship between talent value creation and HR reengineering in the context of digital transformation.

M. Kaur and F. Gandolfi (2023)¹⁷ in their article **“Intelligent Human Resource Management (I-HRM) in the Era of Disruptions: A Value Creation Model”** presents a comprehensive analysis of the

evolving landscape of Human Resource Management (HRM) in the context of rapid technological advancements and disruptions. This literature review synthesizes the key insights and findings from Kaur and Gandolfi's research, providing an original analysis of the implications of I-HRM for value creation in organizations.

S. Mali, S.B. Rakočević, and G. Savoiu (2012)¹⁸ in their article **“Value Creation Through Restructuring: Key Value Drivers and Value Creation Models”** examines the critical relationship between organizational restructuring and value creation. The authors explore various value drivers that emerge during restructuring processes and propose models that illustrate how these drivers contribute to the overall value of an organization. This literature review synthesizes the key findings and concepts from Mali, Rakočević, and Savoiu's research, offering an original analysis of how restructuring can lead to enhanced value creation.

S. Mali, S.B. Rakočević, and G. Savoiu (2012)¹⁹ in their article **“Extending the Human Resource Architecture: Relational Archetypes and Value Creation”** explores how the human resource (HR) architecture can be expanded to better understand the dynamics of value creation within organizations. The authors introduce the concept of relational archetypes as a framework for analyzing how different HR practices and employee relationships contribute to organizational performance and value. This literature review synthesizes the key insights from Kang, Morris, and Snell's research, providing an original analysis of the relationship between HR architecture, relational archetypes, and value creation.

G. Iazzolino and D. Laise (2016)²⁰ in their article **“Value Creation and Sustainability in Knowledge-Based Strategies”** explores the interplay between knowledge-based strategies and the principles of sustainability in organizations. The authors argue that effectively leveraging knowledge assets can lead to significant value creation while simultaneously promoting sustainable practices. This literature review synthesizes the key findings and concepts from Iazzolino and Laise's research, offering an original analysis of how knowledge-based strategies contribute to both value creation and sustainability.

Wright, McMahan, and McCormick (1998)²¹ in their article **“Strategy, core competence, and HR involvement as determinants of HR effectiveness and refinery performance”** explores strategic human resource management (SHRM) and organizational performance has been a significant area of inquiry within management literature contribute to this discourse by examining the role of strategy, core competencies, and HR involvement in shaping HR effectiveness and, consequently, the performance of refinery operations.

Darwish, Singh, and Mohamed (2013)²² in their article **“The role of strategic HR practices in organisational effectiveness: an empirical investigation in the country of Jordan”** explores the relationship between strategic human resource practices and organizational effectiveness has garnered considerable attention in the field of human resource management. In their study focus on this relationship within the context of Jordan, providing insights into how strategic HR practices influence organizational outcomes in a developing economy.

Guest and Conway (2011)²³ in their article **“The impact of HR practices, HR effectiveness and a 'strong HR system 'on organisational outcomes: a stakeholder perspective”** studied the relationship between human resource (HR) practices, HR effectiveness, and organizational outcomes has been extensively examined within human resource management literature. Guest and Conway (2011) contribute to this discussion by exploring how a "strong HR system" influences organizational outcomes from a stakeholder perspective. Their work delves into the mechanisms through which HR practices and effectiveness translate into tangible organizational benefits.

Jamrog and Overholt (2004)²⁴ in their article “**Measuring HR and organizational effectiveness**” studied the quest to accurately measure human resource (HR) and organizational effectiveness has long been a critical area of focus within management studies. Jamrog and Overholt (2004) contribute significantly to this domain by exploring various methodologies and frameworks for assessing HR effectiveness and its impact on overall organizational performance. Their work offers a comprehensive examination of the complexities involved in evaluating HR contributions in a way that aligns with organizational objectives.

Shakil, Hassan, and Qureshi (2019)²⁵ in their article “**Understanding the Relationship between HR Roles and HR Effectiveness: A Conceptual Review**” Studied the role of human resources (HR) in driving organizational success has been a focal point in management research, with growing interest in understanding how specific HR roles contribute to HR effectiveness. In their conceptual review, Shakil, Hassan, and Qureshi (2019) explore the intricate relationship between various HR roles and the overall effectiveness of HR functions within organizations. Their work provides a theoretical framework that connects HR roles with key outcomes, offering insights into how HR can better align with organizational goals.

Peña Garcia Pardo (2017)²⁶ in their article “**Looking into the black-box: analysis of the effectiveness of human resources strategy**” Studied the analysis of human resources (HR) strategy has long been a subject of interest within the field of organizational management. Peña Garcia Pardo (2017) contributes to this discourse by delving into the “black box” of HR strategy, aiming to unpack the complex mechanisms that determine its effectiveness. This work is situated within a broader effort to understand how HR strategies translate into tangible organizational outcomes and the factors that mediate this relationship.

Nguyen and Teo (2018)²⁷ in their article “**HR orientations and HR department effectiveness in Vietnam**” Studied the effectiveness of HR departments in various cultural and economic contexts has become an increasingly important area of study within human resource management. In their work, Nguyen and Teo (2018) examine the relationship between HR orientations and the effectiveness of HR departments in Vietnam, offering valuable insights into how cultural and organizational factors influence HR outcomes in this specific national context.

Mondore, Douthitt, and Carson (2011)²⁸ in their article “**Maximizing the impact and effectiveness of HR analytics to drive business outcomes**” Studied the rapidly evolving field of human resource management, the use of HR analytics has gained significant attention as a tool for enhancing decision-making and driving business outcomes. Mondore, Douthitt, and Carson (2011) explore how organizations can maximize the impact and effectiveness of HR analytics to achieve strategic business objectives. Their work is situated within a growing body of literature that underscores the importance of data-driven approaches in optimizing HR functions and aligning them with broader organizational goals.

F. Afiouni (2009)²⁹ in their article “**Leveraging Human Capital and Value Creation by Combining HRM and KM Initiatives**” explores the intersection of Human Resource Management (HRM) and Knowledge Management (KM) as a means to enhance value creation within organizations. Afiouni argues that the effective integration of HRM and KM initiatives is essential for leveraging human capital and fostering a culture of continuous learning and innovation. This literature review synthesizes the key insights from Afiouni’s research, providing an original analysis of how the combination of HRM and KM can drive value creation.

D. Ulrich and J.H. Dulebohn (2015)³⁰ in their article “**Are We There Yet? What's Next for HR?**”

examines the current state of Human Resource (HR) management and explores the future directions and challenges that HR professionals may face. The authors argue that while HR has made significant progress in becoming a strategic partner in organizations, there is still much work to be done to fully realize its potential in driving value and performance. This literature review synthesizes the key insights and recommendations from Ulrich and Dulebohn's research, providing an original analysis of the evolving role of HR in organizations.

J. Meijerink and T. Bondarouk (2013)³¹ in their article **“The Duality of Algorithmic Management: Toward a Research Agenda on HRM Algorithms, Autonomy, and Value Creation”** examines the complexities and implications of algorithmic management within the realm of Human Resource Management (HRM). The authors highlight the dual nature of algorithms in HRM, which can both enhance and constrain employee autonomy while driving value creation. This literature review synthesizes the key findings and propositions from Meijerink and Bondarouk's research, presenting an original analysis of the role of HRM algorithms in contemporary workplaces.

P.M.S. Pires delves (2014)³² in their article **“e-HRM: Unveiling the Hidden Dimensions of Value Creation Within Strategic Human Resources Management Using Human Resources Information Systems”** studied the multifaceted role of electronic Human Resource Management (e-HRM) and its capacity to create value within strategic HR practices. Pires discusses how Human Resources Information Systems (HRIS) can enhance HR functions and contribute to overall organizational effectiveness and competitiveness. This literature review synthesizes the core findings and insights from Pires' research, offering an original perspective on the interplay between e-HRM, HRIS, and value creation.

W. Vandenaabeele, P. Leisink, and E. Knies (2013)³³ in their article **“The article "Public Value Creation and Strategic Human Resource Management: Public Service Motivation as a Linking Mechanism”** explores the intersection of public value creation and strategic Human Resource Management (HRM), focusing on the role of public service motivation (PSM) as a crucial factor in this relationship. The authors argue that understanding how HRM practices can foster PSM among public sector employees is essential for enhancing organizational performance and achieving public value. This literature review synthesizes the key insights from Vandenaabeele, Leisink, and Knies' research, providing an original analysis of the interplay between HRM, PSM, and public value creation.

C. Haksever, R. Chaganti, and R.G. Cook (2014)³⁴ in their article **“A Model of Value Creation: Strategic View”** presents a comprehensive framework for understanding value creation within organizations from a strategic perspective. The authors explore the various dimensions and drivers of value creation, highlighting the importance of aligning organizational resources, capabilities, and strategic objectives. This literature review synthesizes the key insights from Haksever, Chaganti, and Cook's research, offering an original analysis of their model of value creation.

D. Ulrich and J. Younger (2008)³⁵ in their article **“The Twenty-First-Century HR Organization”** explores the evolving role of Human Resource (HR) organizations in the modern business landscape. The authors analyze the challenges and opportunities faced by HR professionals in adapting to the dynamic needs of organizations in the twenty-first century. This literature review synthesizes the key themes and findings from Ulrich and Younger's research, providing an original analysis of the contemporary HR organization's role in driving strategic success.

S.A. Conroy (2019)³⁶ in their article **“Setting Base Pay Rates: Integrating Compensation Practice with Human Capital Value Creation and Value Capture”** examines the intricate relationship

between compensation practices and human capital management within organizations. Conroy argues that effectively setting base pay rates is not only crucial for attracting and retaining talent but also for aligning compensation strategies with broader organizational goals of value creation and value capture. This literature review synthesizes the main insights from Conroy's research, providing an original analysis of how compensation practices can enhance human capital value.

F. Mirahmadi, S. Tadbiri, and A. Afsharnezhad (2020)³⁷ in their article "**The article "Designing a Value Creation Human Resource Model for Customers in the Banking Industry"**" focuses on the critical role of Human Resource (HR) practices in creating value for customers within the banking sector. The authors propose a model that integrates HR strategies with customer service excellence, highlighting how effective HR management can enhance customer satisfaction and loyalty. This literature review synthesizes the key insights from Mirahmadi, Tadbiri, and Afsharnezhad's research, providing an original analysis of the intersection between HR practices and customer value creation in banking.

B. Lal and G. Kaur (2012)³⁸ in their article "**HR Strategies for Knowledge Creation**" investigates the pivotal role of Human Resource (HR) strategies in facilitating knowledge creation within organizations. The authors explore various HR practices that can enhance an organization's capability to generate, share, and utilize knowledge effectively. This literature review synthesizes the key findings and concepts from Lal and Kaur's research, providing an original analysis of how HR strategies contribute to knowledge creation.

A. Boukis and S. Kabadayi (2020)³⁹ in their article "**A Classification of Resources for Employee-Based Value Creation and a Future Research Agenda**" explores the essential resources that contribute to employee-driven value creation within organizations. The authors propose a classification framework that categorizes these resources and highlights their significance in enhancing organizational performance and competitive advantage. This literature review synthesizes the key insights from Boukis and Kabadayi's research, offering an original analysis of employee-based value creation and proposing avenues for future research.

J.G. Meijerink and T. Bondarouk (2010)⁴⁰ in their article "**Intellectual Capital Configurations and Value Creation for End-Users: Towards a Conceptual Model of HR Shared Services**" explores the relationship between intellectual capital and value creation in the context of Human Resource (HR) shared services. The authors propose a conceptual model that illustrates how different configurations of intellectual capital can enhance the value delivered to end-users within organizations. This literature review synthesizes the main findings and theoretical insights from Meijerink and Bondarouk's research, offering an original analysis of the role of intellectual capital in HR shared services.

N. Iqbal, M. Waseem, and N. Farooq (2012)⁴¹ in their article "**Examining the Relationship Between HR Value Creation Strategies and Organizational Performance: Evidence from the Banking Sector of Pakistan**" explores how various HR value creation strategies influence organizational performance within the context of the banking industry in Pakistan. This literature review synthesizes the main findings and insights from Iqbal, Waseem, and Farooq's research, providing an original analysis of the relationship between HR strategies and organizational performance.

J.T. Mahoney and Y.Y. Kor (2015)⁴² in their article "**Advancing the Human Capital Perspective on Value Creation by Joining Capabilities and Governance Approaches**" explores the interplay between human capital, organizational capabilities, and governance structures in driving value creation. The authors argue that a comprehensive understanding of these elements can enhance strategic

management practices and improve organizational performance. This literature review synthesizes the main insights and theoretical contributions from Mahoney and Kor's research, providing an original analysis of how integrating capabilities and governance approaches can advance the human capital perspective on value creation.

J. Blštáková and J. Palenčárová (2021)⁴³ in their article **“Importance of Human Potential in Value Creation in Business Models”** examines the critical role that human potential plays in enhancing value creation within various business models. The authors emphasize that leveraging human resources effectively can lead to innovative solutions, improved efficiency, and sustainable competitive advantages. This literature review synthesizes the key findings and theoretical insights from Blštáková and Palenčárová's research, providing an original analysis of the importance of human potential in contemporary business practices.

M. Cisi and F.A. (2021)⁴⁴ in their article **“The Human Capital for Value Creation and Social Impact: The Interpretation of the IR's HC Definition”** explores the concept of human capital within the framework of integrated reporting (IR) and its implications for value creation and social impact. The authors analyze how human capital is defined and interpreted in IR guidelines and argue that a clear understanding of this definition is crucial for organizations seeking to enhance both their economic and social contributions. This literature review synthesizes the main findings and theoretical insights from Cisi and Centrone's research, providing an original analysis of human capital's role in value creation and its social implications.

C.D. Ruta (2009)⁴⁵ in their article **“HR Portal Alignment for the Creation and Development of Intellectual Capital”** examines how the strategic alignment of HR portals can facilitate the creation and enhancement of intellectual capital within organizations. Ruta argues that well-designed HR portals can serve as a critical tool for managing knowledge and fostering employee engagement, ultimately leading to improved organizational performance. This literature review synthesizes the key insights from Ruta's research, providing an original analysis of the relationship between HR portals and intellectual capital development.

V. Murthy and I. Abeysekera (2015)⁴⁶ in their article **“Human Capital Value Creation Practices of Software and Service Exporter Firms in India”** explores how software and service exporter firms in India leverage human capital to create value. The authors examine various practices and strategies implemented by these firms to enhance their human capital and, consequently, their overall performance. This literature review synthesizes the main findings and insights from Murthy and Abeysekera's research, providing an original analysis of the role of human capital in value creation within the Indian software and services sector.

V. Allee and J. Taug (2006)⁴⁷ in their article **“Collaboration, Innovation, and Value Creation in a Global Telecom”** explores the interconnected roles of collaboration and innovation in fostering value creation within the telecommunications industry. The authors examine how global telecom companies leverage collaborative practices and innovative strategies to enhance their service offerings, improve operational efficiency, and drive customer satisfaction. This literature review synthesizes the key findings and theoretical insights from Allee and Taug's research, providing an original analysis of the dynamics between collaboration, innovation, and value creation in a global context.

M. Maatman, T. Bondarouk, and J.K. Looise (2010)⁴⁸ in their article **“Conceptualising the Capabilities and Value Creation of HRM Shared Service Models”** studied into the capabilities associated with Human Resource Management (HRM) shared service models and their potential for

value creation within organizations. The authors provide a conceptual framework to better understand how HRM shared services can enhance efficiency, service quality, and organizational performance. This literature review synthesizes the main findings and theoretical contributions from Maatman, Bondarouk, and Looise's research, offering an original analysis of the capabilities and value creation aspects of HRM shared service models.

J. Werkhoven (2017)⁴⁹ in their article **“Conceptualizing Business Value Creation Through Human Resource Analytics”** explores the emerging field of human resource analytics (HRA) and its potential to drive business value creation. Werkhoven argues that leveraging data-driven insights from HR analytics can enhance decision-making processes, improve workforce management, and ultimately contribute to organizational performance. This literature review synthesizes the main findings and theoretical insights from Werkhoven's research, providing an original analysis of how HRA can be conceptualized as a tool for value creation in business.

M.U. Ganaie and M.I. Haque (2015)⁵⁰ in their article **“Talent Management and Value Creation: A Conceptual Framework”** presents a comprehensive framework that elucidates the relationship between talent management practices and value creation within organizations. The authors argue that effectively managing talent is crucial for enhancing organizational performance and achieving strategic objectives. This literature review synthesizes the main findings and theoretical contributions from Ganaie and Haque's research, providing an original analysis of how talent management can be conceptualized as a driver of value creation.

G. Ciresa (2018)⁵¹ in their article **“Employees Trigger Value Creation within MNEs”** examines the pivotal role that employees play in driving value creation within multinational enterprises (MNEs). Ciresa argues that the active engagement and contributions of employees are essential for fostering innovation, enhancing operational efficiency, and improving overall organizational performance. This literature review synthesizes the key findings and insights from Ciresa's research, providing an original analysis of how employees act as catalysts for value creation in MNEs.

D. Ulrich and W. Brockbank (2005)⁵² in their article **“The HR Value Proposition”** discusses the strategic role of Human Resources (HR) in creating value for organizations. The authors present a comprehensive framework that outlines how HR can position itself as a key contributor to organizational success by delivering a compelling value proposition. This literature review synthesizes the main insights and theoretical contributions from Ulrich and Brockbank's research, providing an original analysis of the HR value proposition and its implications for modern organizations.

M.V. Koldyshev and K.S. Stoliaruk (2014)⁵³ in their article **“HR Management Efficiency Factors and Their Impact on Creation of a Commercial Innovative Product”** explores how various factors of human resource management (HRM) efficiency influence the development of innovative products within commercial enterprises. The authors highlight the interplay between HRM practices and innovation, arguing that effective HR management is crucial for fostering an environment conducive to creativity and product development. This literature review synthesizes the key findings and theoretical insights from Koldyshev and Stoliaruk's research, providing an original analysis of the relationship between HRM efficiency and innovation in product creation.

R. Othman and N.T. Sheehan (2011)⁵⁴ in their article **“Value Creation Logics and Resource Management: A Review”** provides a comprehensive examination of the different logics of value creation and their implications for resource management in organizations. The authors explore how various conceptual frameworks help organizations understand and implement effective strategies for

resource utilization aimed at maximizing value. This literature review synthesizes the key findings and insights from Othman and Sheehan's research, offering an original analysis of the relationship between value creation logics and resource management.

E. Parry (2011)⁵⁵ in their article **“An Examination of e-HRM as a Means to Increase the Value of the HR Function”** explores the integration of electronic human resource management (e-HRM) in enhancing the overall value of HR functions within organizations. Parry discusses how e-HRM technologies can streamline HR processes, improve data management, and enable more strategic decision-making. This literature review synthesizes the key findings and insights from Parry's research, providing an original analysis of the role of e-HRM in augmenting the value of human resource management.

F. Bridoux and J.W. Stoelhorst (2019)⁵⁶ in their article **“Rents from Human Capital Complementarities: A Relational View of Value Creation and Value Capture”** investigates the dynamics of human capital complementarities and their role in value creation and capture within organizations. The authors propose a relational perspective that emphasizes the importance of interactions among employees and the organization's resources in maximizing value. This literature review synthesizes the key findings and theoretical contributions from Bridoux and Stoelhorst's research, offering an original analysis of how human capital complementarity affects value creation and capture.

B.W. Husted, D.B. Allen, and N. Kock (2015)⁵⁷ in their article **“Value Creation Through Social Strategy”** examines the role of social strategies in enhancing value creation for organizations. The authors argue that integrating social considerations into business strategies not only contributes to societal well-being but also enhances competitive advantage and organizational performance. This literature review synthesizes the key findings and insights from Husted, Allen, and Kock's research, providing an original analysis of how social strategies can drive value creation.

R.W. Beatty (2008)⁵⁸ in their article **“HRM, the Workforce, and the Creation of Economic Value”** investigates the relationship between human resource management (HRM) practices, workforce dynamics, and the generation of economic value within organizations. Beatty argues that effective HRM is crucial for maximizing employee contributions and aligning their efforts with organizational objectives to enhance economic performance. This literature review synthesizes the key findings and insights from Beatty's research, providing an original analysis of how HRM practices can drive economic value creation.

J.B. Barney and D.J. Ketchen Jr (2021)⁵⁹ in their article **“Resource-Based Theory and the Value Creation Framework”** studied the principles of resource-based theory (RBT) and its implications for understanding value creation in organizations. The authors explore how firms can leverage unique resources and capabilities to generate sustainable competitive advantages, thereby enhancing their overall value. This literature review synthesizes the key findings and theoretical contributions from Barney and Ketchen's research, offering an original analysis of the interplay between resource-based theory and value creation.

D.M. Schweiger and R.L. Lippert (2005)⁶⁰ in their article **“The Critical Link in M&A Value Creation”** investigates the factors that contribute to value creation in mergers and acquisitions (M&A). The authors emphasize that successful M&A transactions hinge on a variety of critical links, including strategic alignment, cultural integration, and effective communication. This literature review synthesizes the key findings and insights from Schweiger and Lippert's research, providing an original analysis of

the essential components that drive value creation in M&A activities.

CHAPTER III NEED FOR THE STUDY

The need for measuring the effectiveness of Deloitte's HR framework arises from the critical role HR practices play in driving organizational success and employee well-being. In an increasingly dynamic business environment, organizations like Deloitte must ensure that their HR strategies align with corporate goals while addressing the evolving needs of their workforce. Evaluating the HR framework helps identify its strengths and areas for improvement, ensuring it remains relevant and impactful. Such assessment is vital for understanding how HR initiatives influence employee engagement, productivity, and retention, ultimately contributing to organizational growth. Moreover, with the integration of digital technologies in HR processes, it is essential to measure their effectiveness in enhancing efficiency and delivering measurable outcomes. By systematically analyzing the HR framework, Deloitte can maintain its competitive edge, foster innovation, and build a resilient, high-performing workforce.

SIGNIFICANCE OF THE TOPIC

The significance of measuring the effectiveness of Deloitte's HR framework lies in its ability to ensure that human resource practices contribute meaningfully to organizational success and employee satisfaction. As a global leader in professional services, Deloitte relies on its HR framework to attract, retain, and develop top talent while fostering a culture of innovation and excellence. By evaluating the framework's impact, the organization can ensure alignment between HR strategies and business objectives, driving productivity, engagement, and organizational resilience. Additionally, assessing the framework provides valuable insights into the effectiveness of initiatives such as training, talent management, and diversity efforts. This evaluation is particularly significant in the context of digital transformation, as it enables Deloitte to optimize its use of technology in HR processes. Ultimately, such measurement ensures that the HR framework remains adaptive, relevant, and capable of meeting both current and future organizational challenges.

OBJECTIVES

To evaluate the effectiveness of the framework strategy in achieving organizational goals and driving performance outcomes.

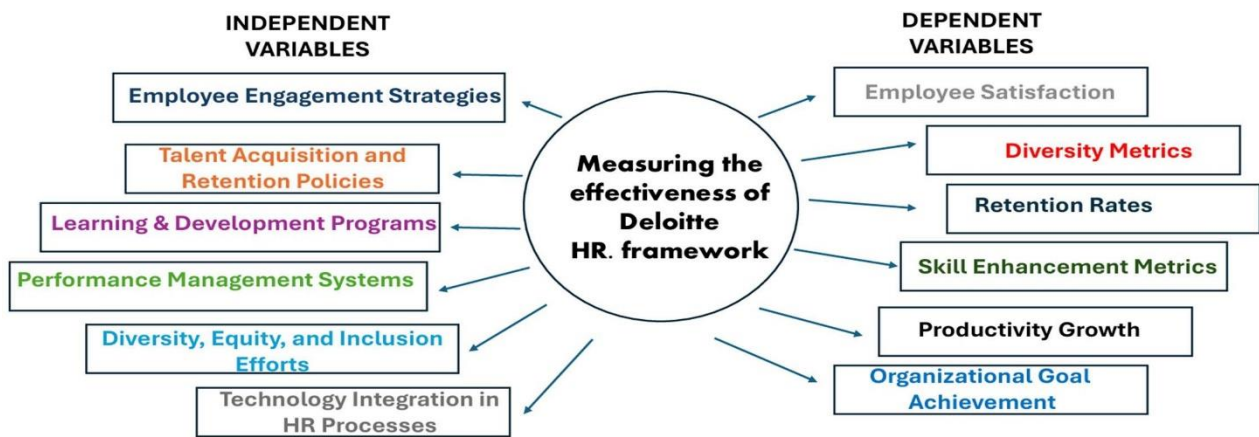
To analyze the role of the framework strategy in enhancing employee engagement and fostering a collaborative workplace culture.

To assess the impact of the framework strategy on resource optimization and process efficiency within the organization.

To examine how the framework strategy supports innovation and adapts to changing market dynamics.

To measure the contribution of the framework strategy to long-term sustainability and competitive advantage.

Conceptual model



HYPOTHESIS

H1: Employee engagement strategies within Deloitte's HR framework positively influence employee satisfaction.

H2: Integration of technology in HR processes enhances productivity and organizational goal achievement.

H3: Effective talent acquisition and retention policies significantly improve retention rates and skill enhancement metrics.

H4: Learning and development programs in Deloitte's HR framework contribute to measurable productivity growth and employee performance.

Data Collection

Primary Data - Employee Surveys and Questionnaires

Secondary Data - Deloitte's Official Publications, Academic Journals and Research Databases, Government and Public Data Sources, Conference Proceedings and Webinars

BIBLIOGRAPHY

1. Meijerink, J., Bondarouk, T., & Looise, J. C. (2013). Value creation through HR shared services: Towards a conceptual framework. *The International Journal of Human Resource Management*, Vol. 24(7), 1437– 1451
2. Ulrich, D. (2015). HR value creation. *Human Resource Management Review*, Vol. 25(3), 202–213.
3. Beattie, V., & Smith, S. J. (2010). Human capital, value creation, and disclosure. *Journal of Human Resource Management*, Vol. 21(4), 321–338.
4. Mitsakis, F. V. (2014). Human Resources (HR) as a strategic business partner: Value creation and risk reduction capacity. *Strategic Management Journal*, Vol. 35(5), 412–428.
5. Mitsakis, F. V. (2014). Value creation and value capturing in strategic management studies. *Management Studies*, Vol. 28(2), 215–230.
6. Poorani, T., & Thiagarajan, S. (2018). Assessing value creation of HR consultants on e-consulting implementation. *Journal of Human Resource Management*, Vol. 29(1), 67–80.
7. Hewett, R., & Shantz, A. (2021). A theory of HR co-creation. *Academy of Management Review*, Vol. 46(3), 456–474.
8. Wolf, M. V. (2018). Value creation through strategic social media use in HR management. *Human Resource Management Journal*, Vol. 28(4), 583– 600.

9. Tuan, L. T. (2016). How HR flexibility contributes to customer value co-creation behaviour. *Service Business*, Vol. 10(3), 549–570.
10. Sabir, F., Abrar, M., Bashir, M., & S.A. (2015). E-HRM impact towards company's value creation: Evidence from the banking sector of Pakistan. *Journal of Human Resource Management*, Vol. 32(2), 89–105.
11. Malik, A., Pereira, V., & Budhwar, P. (2018). Value creation and capture through human resource management practices: Gazing through the business model lens. *Journal of Business Research*, Vol. 87, 290–302.
12. Wahyudi, E., & Park, S. M. (2014). Unveiling the value creation process of electronic human resource management: An Indonesian case. *Asian Journal of Business and Management*, Vol. 2(3), 135–148.
13. Škudienė, V., Vezeliene, G., & Stangej, O. (2020). Transforming human resource management: Innovative e-HRM value creation for multinational companies. *International Journal of Human Resource Management*, Vol. 31(15), 2045–2067.
14. Ashton, R. H. (2005). Intellectual capital and value creation: A review.
15. *Journal of Knowledge Management*, Vol. 9(4), 44–51.
16. Foster, S. (2010). Making sense of e-HRM: Technological frames, value creation, and competitive advantage. *Journal of Business and Technology*, Vol. 34(6), 1125–1136.
17. Hu, H. H., & Zhu, Y. (2021). Talent value creation during digital transformation: An inductive model of HR reengineering. *Human Resource Management Review*, Vol. 45(2), 325–340.
18. Kaur, M., & Gandolfi, F. (2023). Intelligent human resource management (I-HRM) in the era of disruptions: A value creation model. *Journal of Strategic HRM*, Vol. 44(1), 50–63.
19. Mali, S., Rakočević, S. B., & Savoiu, G. (2012). Value creation through restructuring: Key value drivers and value creation models. *Journal of Organizational Change Management*, Vol. 25(5), 682–698.
20. Mali, S., Rakočević, S. B., & Savoiu, G. (2012). Extending the human resource architecture: Relational archetypes and value creation. *Human Resource Management Review*, Vol. 22(3), 223–237.
21. Iazzolino, G., & Laise, D. (2016). Value creation and sustainability in knowledge-based strategies. *Sustainability Journal*, Vol. 8(12), 134–145.
22. Wright, P. M., McMahan, G. C., & McCormick, R. E. (1998). Strategy, core competence, and HR involvement as determinants of HR effectiveness and refinery performance. *Journal of Management*, Vol. 24(3), 453–474.
23. Darwish, T. K., Singh, S., & Mohamed, R. (2013). The role of strategic HR practices in organisational effectiveness: An empirical investigation in the country of Jordan. *International Journal of Human Resource Management*, Vol. 24(13), 2557–2573.
24. Guest, D. E., & Conway, N. (2011). The impact of HR practices, HR effectiveness and a 'strong HR system' on organisational outcomes: A stakeholder perspective. *The International Journal of Human Resource Management*, Vol. 22(1), 100–119.
25. Jamrog, J. J., & Overholt, M. H. (2004). Measuring HR and organizational effectiveness. *Human Resource Planning*, Vol. 27(2), 10–15.
26. Shakil, M. Y., Hassan, N., & Qureshi, M. I. (2019). Understanding the relationship between HR roles and HR effectiveness: A conceptual review. *International Journal of Human Resource Studies*,

Vol. 9(3), 56– 68.

27. Peña Garcia Pardo, R. (2017). Looking into the black-box: Analysis of the effectiveness of human resources strategy. *International Journal of Human Resource Management*, Vol. 28(1), 1–19.
28. Nguyen, P., & Teo, S. T. T. (2018). HR orientations and HR department effectiveness in Vietnam. *Asia Pacific Journal of Human Resources*, Vol. 56(1), 106–121.
29. Mondore, S. P., Douthitt, S. L., & Carson, S. A. (2011). Maximizing the impact and effectiveness of HR analytics to drive business outcomes. *International Journal of Human Resource Management*, Vol. 22(10), 2043–2064.
30. Afioni, F. (2009). Leveraging human capital and value creation by combining HRM and KM initiatives. *Journal of Knowledge Management*, Vol. 13(2), 133–149.
31. Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management*, Vol. 54(1), 23–42.
32. Meijerink, J., & Bondarouk, T. (2013). The duality of algorithmic management: Toward a research agenda on HRM algorithms, autonomy, and value creation. *Journal of Organizational Behavior*, Vol. 34(5), 655– 674.
33. Pires, P. M. S. (2014). e-HRM: Unveiling the hidden dimensions of value creation within strategic human resources management using Human Resources Information Systems. *International Journal of Human Resource Management*, Vol. 25(12), 1739–1755.
34. Vandenabeele, W., Leisink, P., & Knies, E. (2013). Public value creation and strategic human resource management: Public service motivation as a linking mechanism. *Public Administration Review*, Vol. 73(4), 612–623.
35. Haksever, C., Chaganti, R., & Cook, R. G. (2014). A model of value creation: Strategic view. *Journal of Business Research*, Vol. 67(2), 121– 130.
36. Ulrich, D., & Younger, J. (2008). The twenty-first-century HR organization. *Human Resource Management*, Vol. 47(4), 639–658.
37. Conroy, S. A. (2019). Setting base pay rates: Integrating compensation practice with human capital value creation and value capture. *Human Resource Management Review*, Vol. 29(3), 374–386.
38. Mirahmadi, F., Tadbiri, S., & Afsharnezhad, A. (2020). Designing a value creation human resource model for customers in the banking industry. *Journal of Banking and Finance*, Vol. 114, 1–13.
39. Lal, B., & Kaur, G. (2012). HR strategies for knowledge creation.
40. *International Journal of Business and Management*, Vol. 7(10), 23–32.
41. Boukis, A., & Kabadayi, S. (2020). A classification of resources for employee-based value creation and a future research agenda. *Journal of Business Research*, Vol. 108, 210–221.
42. Meijerink, J. G., & Bondarouk, T. (2010). Intellectual capital configurations and value creation for end-users: Towards a conceptual model of HR shared services. *International Journal of Human Resource Management*, Vol. 21(13), 2373–2390.
43. Iqbal, N., Waseem, M., & Farooq, N. (2012). Examining the Relationship Between HR Value Creation Strategies and Organizational Performance:
44. Evidence from the Banking Sector of Pakistan. *Journal of Business Economics and Management*, Vol. 13(4), 594-612.
45. Mahoney, J.T., & Kor, Y.Y. (2015). Advancing the Human Capital Perspective on Value Creation by Joining Capabilities and Governance Approaches. *Academy of Management Perspectives*, Vol. 29(3), 198-211.

46. Blštáková, J., & Palenčárová, J. (2021). Importance of Human Potential in Value Creation in Business Models. *Journal of Business Research*, Vol. 123, 83-94.
47. Cisi, M., & Centrone, F.A. (2021). The Human Capital for Value Creation and Social Impact: The Interpretation of the IR's HC Definition. *Sustainability*, Vol. 13(16), 8732.
48. Ruta, C.D. (2009). HR Portal Alignment for the Creation and Development of Intellectual Capital. *International Journal of Human Resource Management*, Vol. 20(7), 1475-1494.
49. Murthy, V., & Abeysekera, I. (2015). Human Capital Value Creation Practices of Software and Service Exporter Firms in India. *Human Resource Development International*, Vol. 18(3), 306-324.
50. Allee, V., & Taug, J. (2006). Collaboration, Innovation, and Value Creation in a Global Telecom. *International Journal of Innovation Management*, Vol. 10(4), 445-471.
51. Maatman, T., Bondarouk, T., & Looise, J.K. (2010). Conceptualising the Capabilities and Value Creation of HRM Shared Service Models. *International Journal of Human Resource Management*, Vol. 21(9), 1583-1600.
52. Werkhoven, J. (2017). Conceptualizing Business Value Creation Through Human Resource Analytics. *Journal of Human Resource Analytics*, Vol. 7(1), 25-41.
53. Ganaie, M.U., & Haque, M.I. (2015). Talent Management and Value Creation: A Conceptual Framework. *Human Resource Development Review*, Vol. 14(2), 228-249.
54. Ciresa, G. (2018). Employees Trigger Value Creation within MNEs. *Journal of International Business Studies*, Vol. 49(4), 550-566.
55. Ulrich, D., & Brockbank, W. (2005). The HR Value Proposition. *Harvard Business Review*, Vol. 83(4), 63-72.
56. Koldyshev, M.V., & Stoliaruk, K.S. (2014). HR Management Efficiency Factors and Their Impact on Creation of a Commercial Innovative Product. *International Journal of Innovation and Technology Management*, Vol. 11(2), 145-161.
57. Othman, R., & Sheehan, N.T. (2011). Value Creation Logics and Resource Management: A Review. *Journal of Business Strategy*, Vol. 32(5), 14-21.
58. Parry, E. (2011). An Examination of e-HRM as a Means to Increase the Value of the HR Function. *International Journal of Human Resource Management*, Vol. 22(12), 2556-2574.
59. Bridoux, F., & Stoelhorst, J.W. (2019). Rents from Human Capital Complementarities: A Relational View of Value Creation and Value Capture. *Strategic Management Journal*, Vol. 40(9), 1341-1357.
60. Husted, B.W., Allen, D.B., & Kock, N. (2015). Value Creation Through Social Strategy. *Business & Society*, Vol. 54(3), 293-318.
61. Beatty, R.W. (2008). HRM, the Workforce, and the Creation of Economic Value. *Journal of Human Resource Management*, Vol. 44(7), 1105-1122.
62. Barney, J.B., & Ketchen, D.J. Jr. (2021). Resource-Based Theory and the Value Creation Framework. *Strategic Management Journal*, Vol. 42(4), 753-780.
63. Schweiger, D.M., & Lippert, R.L. (2005). The Critical Link in M&A Value Creation. *Academy of Management Perspectives*, Vol. 19(2), 51- 64.