Abstract

Even though theoretical advancements can relate the execution of human resources budgets to the investment of intangible assets (Abeysekera & Guthrie, 2004; Becker, 1993; Gerhart & Becker, 1996), few studies show empirical evidence of the great effort made to build tools that allow to quantify the impact of the participation and management of human resources in the business value system, which also considers the diverse organizational mechanisms of value creation (O. García, 2003). This article focuses on the human resources area, and analyzes variables influencing the profitability of human resources investment using the concept of profitability of human resources investments (Fitz-Enz, 2003); subsequently, the relation of profitability of human resources on business value generation measured in the cash flow is done through a parametric correlation. The conclusions show the existence of a direct relation between the results of value indicators and the profitability of human resources, making necessary to identify the organizational variables that articulate the human resource to the business profitability.

Keywords

Profitability of human capital investment, Human capital, Strategic control, Value generation, Quality of work.