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Human Resource Business Partners: HR Strategy, Business Model and Leadership (Literature Review)

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Abstract: Literature review article related to human resource business partners: HR strategy, business model and leadership (literature review) is a scientific literature article in the scope of human resource management science. The purpose of this study is to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The approach used in this study is descriptive qualitative. The data collection technique uses literature studies. Data were obtained from previous studies that are relevant to this study and sourced from academic online media such as the Scopus Journal, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. The results of this article are: 1) HR strategy related to Human Resource Business Partners; 2) Business Model related to Human Resource Business Partners; and 3) Leadership related to Human Resource Business Partners.

Keyword: Human Resources Business Partner, HR Strategy, Business Model, Leadership

INTRODUCTION

Amidst intensifying economic competition and swiftly evolving environmental dynamics, firms must ensure that HR services not only prioritize administrative chores but also become an essential component of the overall business strategy. A proficient HR business partner can synchronize HR strategy with business objectives, facilitate the execution of business models, and enhance leadership within the organization (Dzahabyah et al., 2021). The HR strategy serves as the primary basis for supporting different HR roles within a business. This approach encompasses personnel planning, recruiting and selection, staff development, performance management, and remuneration. Each of these aspects directly enhances the efficacy and productivity of the company in attaining its objectives. In the contemporary setting, the HR strategy needs to be adaptable to fluctuations in the market, advancements in technology, and alterations in regulations. HR business partners have a crucial role in

formulating and executing this strategy, guaranteeing that the corporation possesses a proficient, driven, and dedicated personnel. Proficiency in analyzing labor requirements according to industry and company trends, and devising appropriate training initiatives to enhance staff competencies is essential (Perdana, 2019).

A business model, comprising of value propositions, client groups, distribution channels, customer connections, and income streams, serves as a framework that precisely outlines how a firm generates, delivers, and acquires value. Every component of the business model has an impact on the organization's operations and the management of HR. For instance, a robust value offer necessitates personnel with precise skills and abilities to effectively provide that value to clients. The workforce needs to be flexible and adaptable in order to provide alternative methods to service and support for diverse consumer segments. HR business partners must possess a comprehensive understanding of these business model needs and be able to convert them into HR practices that are efficient and successful. It is imperative to guarantee that recruitment, training, and development initiatives are in sync with the requirements of the organization and facilitate effective and innovative operations (Maulyan & Sandini, 2023).

The presence of effective leadership inside an organization is a crucial determinant of both company success and culture. Proficient leaders must possess expertise in decision-making, communication, conflict resolution, team formation, and empathy. HR business partners play a crucial role in providing assistance and fostering the growth of leadership. They are required to collaborate with senior executives in order to create leadership development initiatives that provide leaders with the necessary abilities to tackle intricate business problems. Furthermore, HR business partners must possess the capability to offer analytical and strategic assistance that aids executives in making well-informed and prompt decisions. In addition, they must encourage efficient communication throughout the firm, guaranteeing that all employees comprehend and endorse the company's vision and objectives (Mahaputra & Saputra, 2021).

An indispensable collaboration between HR business partners and top management is crucial for attaining congruity between HR strategy and business objectives. HR business partners must possess a profound understanding of the company's business operations and the marketplaces in which it operates. By possessing this comprehension, individuals are able to make valuable contributions to the strategic planning and decision-making processes at the organization level. In addition, they must possess robust analytical abilities to evaluate the influence of different human resources policies and practices on business success. For instance, it is necessary for them to possess the ability to assess the efficacy of training and development initiatives, and modify strategies depending on feedback and attained outcomes. Furthermore, it is vital for individuals to possess the capability to proficiently handle alterations, hence aiding the firm in adjusting to ever-changing market dynamics and technology (Pasaribu et al., 2023).

Change management is a significant obstacle that firms are currently grappling with in the modern corporate landscape. Companies must constantly adapt and innovate in response to changes in technology, regulations, and markets. HR business partners are essential in overseeing and directing this transformation. They must possess the capability to devise and execute change methods that facilitate employees' comprehension, acceptance, and endorsement of change (Tri Murti et al., 2021). This encompasses delivering essential training, effectively conveying the advantages of change, and adeptly handling any potential opposition. Effective communication skills enable HR business partners to ensure the clear and comprehensive transmission of the change message to all employees. In addition, they should possess the ability to collaborate with management in order to devise efficient implementation strategies, guaranteeing that modifications are executed in a manner that aligns with business goals and minimizes operational disturbances (Jumawan et al., 2024).

Based on the background of the problem that has been described above, the following problem formulations are determined: 1) Is HR Strategy related to Human Resource Business Partners?; 2) Is Business Model related to Human Resource Business Partners?; and 3) Leadership related to Human Resource Business Partners?.

METHOD

This study uses a descriptive qualitative technique. By conducting a comprehensive analysis of relevant previous studies, the aim is to obtain and refine hypotheses that can be used for further research. The data used in this study were obtained from scientific sources, leading publications, and academic platforms including Scopus Journal, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. A systematic literature review (SLR) is a rigorous and systematic effort in which all relevant research materials are found, assessed, and analyzed to offer solutions to a particular research question. Consistency in applying the literature review is essential when conducting qualitative analysis, in line with methodological principles. Qualitative analysis is mostly conducted for investigative purposes, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Based on the background of the problem and the formulation of the problem above, the results of this study are as follows:

Human Resources Business Partner

An HR Business Partner is an HR professional who collaborates directly with line management and business leaders to synchronize human resources initiatives with business objectives. They function in both an administrative capacity and a strategic position, encompassing organizational planning, personnel development, and change management. An HR business partner's main responsibilities consist of assessing the needs of the organization, creating suitable HR solutions, and ensuring that HR policies and practices align with the firm's objectives. In addition, they have the responsibility of cultivating robust professional connections between staff and leadership, advocating for a constructive work environment, and aiding in the supervision of employee performance and growth (Wach et al., 2022).

The indicators or dimensions contained in the Human Resources Business Partner variable include: 1) Corporate Insights: Proficiency in comprehending corporate strategy, objectives, and day-to-day operations. Comprehend the ways in which the HR function can provide assistance and improve the overall performance of a business; 2) Strategic Partnerships: Proficiency in collaborating with line managers and business leaders to develop and execute HR initiatives that align with business objectives. Establish robust and cooperative partnerships with individuals within the organization; 3) Analytical and Problem-Solving Skills: Proficiency in examining HR data and patterns to detect issues and potential areas for improvement. Create novel and pragmatic resolutions to human resources obstacles; 4) Change Management: Proficiency in overseeing and guiding change projects throughout the entire organization. Offer assistance and direction to both management and staff during the process of transformation; and 5) Communication and Influence: Proficiency in effectively communicating with diverse audiences. Exert influence and convince stakeholders to endorse HR initiatives (McCracken et al., 2017).

Human Resources Business Partners has been studied by several researchers and is relevant to research conducted by: (Winch, 2021), (Daniels, 2020), (Khusna et al., 2022).

HR Strategy

An HR strategy is a strategic plan designed to ensure that an organization possesses the appropriate personnel, equipped with the necessary skills and competences, to successfully accomplish its business goals in the long run. This strategy involves multiple facets, including workforce planning, recruiting and selection, training and development, performance management, and compensation and benefits. The objective of an HR strategy is to enhance organizational efficiency by means of enhanced personnel management and development. The process entails examining the requirements of the organization, identifying areas where employees lack necessary skills, and adopting initiatives aimed at enhancing employee engagement and productivity (Sakinah & Aslami, 2021).

The indicators or dimensions contained in the HR Strategy variable include: 1) Personnel Planning: Strategically forecasting and preparing for the future personnel requirements in order to align with and facilitate the achievement of company objectives. Assessing and identifying areas where there is a lack of necessary abilities, and creating targeted programs to specifically target and resolve these gaps; 2) Recruitment and Selection: Formulating ways to effectively recruit and choose suitable candidates. Ensuring that recruitment practices are in line with the requirements of the business and the values and beliefs of the company; 3) staff Development: Creating and executing training and development initiatives to improve staff abilities and expertise. Assessing and determining suitable career trajectories and growth prospects for staff members; 4) Performance Management: Establishing a proficient performance management system to assess and enhance staff performance. Aligning individual objectives with company objectives; and 5) remuneration and Benefits: Developing a competitive and equitable remuneration framework. Implementing an appealing benefits program to ensure employee retention (Sentika et al., 2024).

HR strategies have been studied by several researchers and are relevant to research conducted by: (Sunarno et al., 2019), (Darmadi, 2022), (Agustono et al., 2023), (Sentika et al., 2024).

Business Model

A business model is a structural framework that outlines the process by which a company generates, distributes, and acquires value. The business model encompasses all facets of a company's operations, such as its product or service offerings, target client groups, methods of distribution, customer relationships, sources of revenue, essential resources, crucial activities, strategic partnerships, and cost structure. A business model outlines the strategies and methods that a firm employs to generate revenue and sustain a competitive edge in the market. It aids businesses in comprehending the interplay between various components of their operations and how they can be fine-tuned to accomplish strategic goals (Oktavenus, 2019).

The indicators or dimensions contained in the Business Model variable include: 1) Value Proposition: A concise explanation of the benefits provided to customers. The distinctiveness of the product or service that sets it apart from competitors; 2) Customer Segments: Identifying the specific groups of customers that the organization serves. Comprehension of consumer requirements and inclinations; 3) Distribution Channels: The means employed to transport the product or service to clients. The efficacy and proficiency of distribution channels in reaching customers; 4) Customer Relationships: Tactics for constructing and sustaining customer relationships. Methods for enhancing client loyalty and satisfaction; and 5) Revenue Streams: The sources from which the business generates its income. The price models employed to generate revenue from the product or service (Salim & Ihalauw, 2017).

Business Models have been studied by several researchers and are relevant to research conducted by: (Sutandi, 2018), (Martin & Dewayanto, 2020), (Darmanastra, 2022).

Leadership

Leadership is the act of exerting influence and inspiring individuals or organizations to accomplish predetermined objectives. A leader is a person who possesses the capacity to motivate, mentor, and steer others. Leadership encompasses a range of abilities, such as proficient communication, decisive decision-making, conflict resolution, strategic foresight, and the capacity to encourage and cultivate others. Leadership styles can range from authoritarian to participative, and skilled leaders are frequently capable of adjusting their style to align with the circumstances and requirements of their team. Effective leadership is crucial for establishing a favorable corporate culture, enabling change, and promoting innovation and exceptional performance across the firm (Sudiantini & Saputra, 2022).

The indicators or dimensions contained in the Leadership variable include: 1) Decision Making: The capacity to make well-informed and prompt decisions. Evaluate the potential dangers and advantages of different decision alternatives; 2) Communication: The proficiency to convey information efficiently to diverse audiences. Engage in attentive listening and offer valuable comments that promotes improvement; 3) Conflict Management: The capacity to proficiently handle and settle conflicts. Creating a cohesive and cooperative work atmosphere; 4) Team Development: The capacity to construct and sustain robust teams. Foster the growth and development of team members by providing training, coaching, and mentoring. 5) Empathy and Emotional Intelligence: The capacity to comprehend and effectively address the emotions and viewpoints of others. Establishing robust connections founded on trust and reciprocal comprehension (Susanto & Sawitri, 2022).

Leadership has been studied by several researchers and is relevant to research conducted by: (F. Saputra & Mahaputra, 2022), (F. Saputra, 2021), (Sudiantini & Saputra, 2022).

Relevant Previous Research

Reviewing related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with the research proposal, as illustrated in table 1 below:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1.	(Darmadi, 2022)	Human Resource Strategy Influences HR Business Partners in Increasing Competitive Advantage	Relationship of HR strategy to HR Business Partner	The Role of HR Strategy in Increasing Competitive Advantage	H1
2.	(Salim & Ihalauw, 2017)	Go-Jek Business Model Influences HR Business Partners in the Development of the Sharing Economy from a Customer's Perspective	The influence of business models on HR Business Partners	The Influence of Business Models on Economic Development	H2
3.	(Susanto et al., 2023)	Recruitment, Coaching and Leadership Development influence HR Business Partners	The Influence of Leadership on HR Business Partners	The Impact of Recruitment and Coaching on HR Business Partners	H3

Discussion

Based on the formulation of the problem and relevant previous research, the discussion in this article is:

1. Relationship of HR Strategy to Human Resources Business Partners

The relationship between HR strategy and HR Business Partners is characterized by a strong interdependence and mutual support. HR strategy encompasses key elements such as personnel planning, recruitment and selection, staff development, performance management, and remuneration. These elements play a crucial role in supporting the functions of HR business partners, which include corporate insight, strategic partnerships, analytical skills, change management, and communication. Personnel planning is an essential first phase in HR strategy, with the objective of guaranteeing that the corporation possesses an appropriate quantity of employees possessing the necessary abilities to accomplish business objectives. HR business partners require extensive corporate acumen to anticipate future workforce requirements and align these strategies with the broader business objectives. HR business partners, equipped with a comprehensive grasp of business and market trends, collaborate with management to formulate efficient workforce planning strategies. This include pinpointing areas where skills are lacking and devising succession plans.

Recruitment and selection is a component of HR strategy that specifically targets the attraction and identification of the most exceptional individuals for the firm. HR business partners must possess robust analytical skills to evaluate position requirements, screen suitable individuals, and forecast their compatibility with the organization's culture and performance expectations. By establishing a robust strategic alliance, HR business partners may effectively work together with line managers to guarantee that recruiting and selection procedures not only fulfill immediate requirements but also contribute to the company's long-term expansion. In order to design effective recruitment strategies, it is crucial for them to comprehend the internal and external factors that impact recruitment needs and utilize this understanding.

Staff development encompasses the process of providing training and enhancing the abilities of employees to ensure their capability to fulfill the changing requirements of their employment. HR business partners must possess change management skills to assist employees in adjusting to new technologies, work procedures, and market expectations. It is necessary to create development programs that are in line with business goals and guarantee that employees have the necessary resources to succeed. Establishing strategic alliances with other departments is crucial for identifying precise developmental requirements and ensuring the implementation of pertinent and efficient initiatives.

Performance management is the systematic approach of ensuring that employees are actively working towards company objectives and meeting the desired level of performance. HR business partners have a crucial responsibility in creating and executing a just and open performance management system. In order to provide constructive comments and motivate staff, it is essential for individuals to possess strong communication skills. Furthermore, by using their profound understanding of the corporate landscape, HR business partners may synchronize individual performance objectives with the overarching business strategy, thereby fostering enhanced alignment and dedication among employees. Remuneration or remuneration is a crucial factor that impacts employee happiness and retention. HR business partners must possess the capacity for analysis in order to evaluate competitive compensation and benefit structures, and guarantee that remuneration policies are equitable and aligned with industry norms. In order to effectively recruit and retain highly skilled individuals, it is imperative that they possess a comprehensive understanding of the company's business plan, which will enable them to customize pay packages accordingly. To effectively promote remuneration policies that enhance employee motivation and performance, it is essential to establish strategic alliances with management and possess excellent communication abilities.

In general, a successful HR strategy and the functions of an HR business partner are tightly connected. HR business partners require a deep understanding of the company's operations in order to formulate effective strategies. They also need to establish collaborative relationships with different stakeholders, possess strong analytical abilities to make decisions

based on data, possess change management skills to lead transformation efforts, and have effective communication skills to ensure that all employees comprehend and endorse the organization's objectives. The amalgamation of these components generates a potent synergy that can enhance organizational performance and attain enduring success.

2. Relationship of Business Model to Human Resources Business Partners

The interaction between the business model and the HR Business Partner is essential and encompasses multiple dimensions. The business model comprises key components including value proposition, client categories, distribution methods, customer connections, and revenue streams. The effectiveness of the HR Business Partner's corporate insight, strategic alliances, analytical skills, change management, and communication strongly influences the success of the company's strategy and operations. A value proposition is a commitment made by a firm to its clients regarding the distinct advantages they would gain from the products or services provided. HR Business Partners must possess a profound understanding of the inner workings of the company in order to comprehend this value proposition. Having this comprehension is crucial in order to guarantee that the company's staff possesses the necessary skills and abilities to provide the promised value to clients. HR Business Partners, equipped with a profound understanding of the value offer, collaborate with line managers and executives to create training and development initiatives that guarantee staff can surpass customer expectations. Furthermore, they can facilitate the assimilation of this unique selling point into the organization's ethos, guaranteeing that all staff members comprehend and are dedicated to upholding it.

Customer segments refer to the main groupings of customers that the organization serves. In order to synchronize HR strategy with the requirements of the business, HR business partners must possess a comprehensive understanding of these specific client segments. Proficiency in analyzing customer data and market trends is necessary to understand the distinct demands and preferences of each category. The capacity to analyze data allows HR business partners to collaborate strategically with management in order to create HR initiatives that are tailored to meet the specific requirements of various client groups. This includes developing personalized training programs. Using this understanding, they may also assist in developing recruitment strategies that specifically aim to attract people possessing the appropriate abilities and expertise to cater to distinct consumer groups. This ensures that the firm possesses a workforce that is capable of providing top-notch service to all customers.

Distribution channels refer to the methods by which a corporation transports and delivers its products or services to its clients. HR business partners must possess robust analytical abilities in order to comprehend the functioning of various distribution channels and their influence on labor requirements. For instance, in the case when a corporation utilizes digital distribution channels, it is imperative that staff possess the necessary technological competencies. HR business partners, equipped with robust analytical skills, can detect deficiencies in employees' skill sets and devise suitable training interventions to enhance their ability to effectively contribute to distribution channel operations. Establishing strategic alliances with other departments is crucial to guarantee that all operational facets are bolstered by a proficient workforce that is prepared to adjust to evolving technology and consumer demands.

Customer relations include the methodologies and actions employed by a corporation to establish and sustain connections with its customers. HR business partners must possess robust communication abilities in order to assist employees in cultivating the interpersonal skills required to foster favorable customer experiences. In addition, they must actively engage in change management to establish and execute optimal strategies in customer relations. HR business partners may ensure that the corporate culture fosters positive and productive

interactions with customers by strategically collaborating with the management team. In addition, they can assist in developing recognition and incentive initiatives that inspire staff to establish and sustain robust customer connections, so enhancing customer satisfaction and loyalty.

Revenue streams refer to the various sources of income that a firm derives from its client segments. HR business partners need to comprehend various sources of income in order to synchronize HR strategy with the company's financial objectives. Utilizing profound organizational knowledge, they may aid in the creation of compensation and incentive systems that effectively motivate employees and lead to enhanced income. Proficiency in analytical abilities is essential for assessing the efficacy of compensation schemes and ensuring their alignment with revenue objectives. HR business partners must possess a comprehensive understanding of market dynamics and industry trends in order to develop pay strategies that are both competitive and appealing. These strategies should not only aid in the recruitment and retention of top talent, but also serve to inspire employees to meet revenue targets.

In general, the relationship between the business model and the HR business partner is characterized by a strong and mutually beneficial connection. Proficient HR business partners must possess comprehensive knowledge of every aspect of the business model in order to create and execute HR strategies that align with the overarching business objectives. By utilizing corporate insights, they may guarantee that the company's staff is in sync with the value proposition, customer segmentation, distribution channels, customer connections, and revenue streams. Strategic alliances, analytical proficiency, change leadership, and effective communication are crucial for ensuring that HR initiatives not only bolster but also propel the success of the company's business model. HR business partners can enhance organizational performance and generate long-term value for stakeholders by developing a comprehensive understanding of the business model and working closely with management to align HR strategies with business objectives.

3. Relationship of Leadership to Human Resources Business Partners

The correlation between leadership and HR Business Partners is crucial in establishing an efficient and cohesive work atmosphere. Effective leadership involves various elements like decision-making, communication, conflict resolution, team development, and empathy. These factors are crucial in facilitating HR Business Partner functions, such as corporate understanding, strategic alliances, analytical abilities, change management, and communication. Decision-making is a crucial element of effective leadership. Competent leaders possess the ability to promptly and accurately make appropriate judgments by relying on reliable data and perceptive observations. HR Business Partners must possess extensive knowledge of the organization's operations and strategies in order to offer the essential assistance during the decision-making process. They should possess the capability to furnish pertinent information and comprehensive analysis that may assist leaders in formulating strategic decisions that will have an impact on the entire firm. HR Business Partners may ensure decisions are in line with the company's overall business strategy and contribute to the attainment of long-term goals by having a thorough awareness of the company's vision and goals.

Effective leadership relies heavily on communication. Leaders who possess the ability to articulate their ideas with clarity and conviction have the power to inspire and encourage their colleagues towards the attainment of shared objectives. HR Business Partners must possess exceptional communication skills in order to effectively convey messages from management and ensure comprehension among all workers. Additionally, they contribute to the facilitation of bidirectional communication between management and employees, guaranteeing that employee feedback is recognized and implemented by management. By

establishing a robust strategic alliance, HR business partners may collaborate with leaders to formulate efficient communication strategies that not only enhance employee engagement but also fortify the organization's culture.

Effective leadership encompasses conflict management as a crucial component. Inadequately managed conflict can have detrimental effects on productivity and employee relationships. Effective leaders must possess conflict resolution skills to address disagreements in a productive manner. HR business partners, possessing strong analytical abilities, are capable of identifying the underlying reasons for conflict and offering suitable resolutions. Additionally, they have the ability to collaborate with executives in order to establish protocols and guidelines that mitigate friction and foster a cohesive work atmosphere. HR business partners, with their profound understanding of corporate dynamics, can ensure that conflict management strategies are in line with the organization's values and culture, while also contributing to the achievement of long-term business objectives.

Team building is a crucial component of effective leadership. Competent leaders possess the ability to construct and guide robust teams, capable of collaborating harmoniously to accomplish shared objectives. HR business partners are crucial in facilitating team development by offering essential training and tools to enhance employee abilities. Additionally, they can aid in the creation of leadership development initiatives that guarantee upcoming leaders has the requisite skills and abilities to effectively lead teams. By establishing a robust strategic alliance, HR business partners may collaborate with executives to cultivate a conducive atmosphere that fosters team growth and stimulates cooperation and innovation.

Empathy is an essential component of leadership that is frequently disregarded. Leaders that possess empathy have the ability to comprehend and address the needs and problems of their employees, leading to a boost in employee engagement and happiness. Effective HR business partners possess exceptional communication skills to facilitate the development of empathy and foster constructive interactions between executives and employees. In addition, they can offer training and tools aimed at fostering empathy in leaders, including as programs focused on developing interpersonal skills and promoting employee well-being. By leveraging their profound understanding of the corporate landscape, HR business partners can guarantee that compassionate strategies are in harmony with the organization's culture and values, while also promoting long-term commercial objectives.

In general, the relationship between leadership and HR business partners is robust and cooperative. Effective leadership necessitates the backing of HR business partners who possess robust corporate acumen, strategic alliances, analytical proficiency, change management expertise, and effective communication abilities. Competent HR business partners may assist leaders in making well-informed decisions, communicating proficiently, handling conflicts, fostering team development, and exhibiting empathy. Through collaborative strategic efforts, HR leaders and business partners may establish an efficient and effective work environment that facilitate the attainment of overarching company objectives. They can guarantee that all employees experience support and appreciation, hence enhancing employee engagement and performance. By working together, organizations can attain enduring success and provide sustainable value for all parties involved.

Conceptual Framework

Based on the formulation of the problem, relevant previous research and the results and discussion of the research above, including:

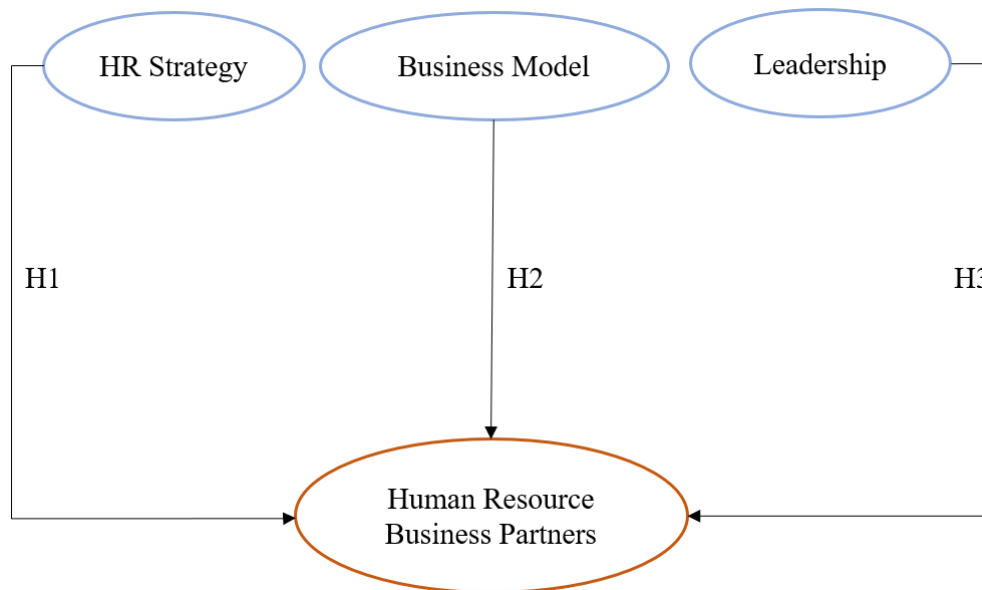


Figure 1. Conceptual Framework

Based on Figure 1 above, HR strategy, business model and leadership are related to human resource business partners. In addition to the independent variables (HR strategy, business model and leadership) above that affect the dependent variable (human resource business partners), there are other variables that affect human resource business partners, including:

- 1) Information System: (F. Saputra & Sumantyo, 2023), (Sawitri et al., 2023), (Lawu & Ali, 2022), (Desfiandi et al., 2017), (Nugraha et al., 2021), (Zahran & Ali, 2020).
- 2) Organizational Culture: (Susanto et al., 2024), (Ali et al., 2022), (Putri et al., 2023), (Sitanggang et al., 2022), (Elmi et al., 2020), (Agusinta et al., 2017).
- 3) Innovation: (E. B. Saputra & Saputra, 2023), (Chong & Ali, 2021), (Hermawan & Arifin, 2021), (Nofrialdi et al., 2023), (Jumawan et al., 2023), (Marianti, 2021).
- 4) Communication: (Pertiwi et al., 2019), (Widayati et al., 2020), (Haitao, 2021), (E. B. Saputra, 2022), (F. Saputra, 2022), (Susanto et al., 2021).

CONCLUSION

Based on the problem background, problem formulation, previous research, results and discussion above, the following research conclusions were obtained:

1. HR Strategy relates to Human Resource Business Partners;
2. Business Model relates to Human Resource Business Partners; and
3. Leadership relates to Human Resource Business Partners.

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