

## **CHAPTER FOUR**

### **CONCLUSION, RECOMMENDATIONS, AND IMPLICATIONS**

#### **4.1 FINAL CONCLUSION**

The initial issue in the beginning of this thesis was whether or not the new department of Human Capital Business Partner was making impact towards the overall performance of the business and whether or not the department has already perfected its implementation as a Human Capital Business Partner and fulfilled its role and responsibilities.

As the Human Capital Business Partner Department has been operating for one year in PT. Pos Indonesia, the implementation of the job roles to fulfill the responsibilities and achieve the goals is still very much lacking. The Human Resource Model proposed by Dave Ulrich is supposed to be implemented as a whole in the Human Resources Management Department. The initial objective of PT. Pos Indonesia to establish the department is as a bridging tool to transform fully as a business partner from human resources management. However, in the first year of its implementation, the execution has not reached its maximum level of optimization from the Human Resource Model by Dave Ulrich.

It can be concluded from the results of the research, that ever since the presence of the new department Human Capital Business Partner, the performance of the company has increased, however it has not reached its maximum performance. This is proven through the interview conducted where the employees were assessed

to its satisfaction and engagement in the company. It was mentioned how the employees feel generally satisfied and engaged towards the company that it has encouraged them to produce better quality of work and overall perform better in PT. Pos Indonesia. As the human resources, which are composed of employees, are a vital portion of the company and how much an employee is satisfied and engaged to the company will impact how well the performance of the company.

Overall, the employees working for PT. Pos Indonesia feels satisfied towards the facilities and environment of the company, they feel acknowledged and recognized of their work by their seniors. Their engagement towards the company can be reflected by the commitment presented to their work and their willingness to go beyond measure to complete the work for the company. However, one indicator that stuck out most amongst others was the “Self-Development” indicator which meant that company focuses on the up-leveiling of each individual and harnessing each employee’s competence, capabilities, and value.

## **4.2 RECOMMENDATION**

The recommendation for the PT. Pos Indonesia is to put more focus on the other models of the human resource role to maximize the implementation of the Human Capital Business Partner department such as the “change agent” model, considering this is one of the most important models to implement the human capital business partner. This can be done with several ways such as:

1. Develop new strategies to implement in the business, especially ones that are centered around the future
2. Assist and facilitate employees to the change and provide them with the needed tools to reach the target for change

The Human Capital Business Partner Department is also able to utilize its “employee champion” as a vessel to further increase and improve the levels of employee satisfaction and employee engagement by:

1. Hold open discussions where the employees are able to voice their ideas regarding tasks and projects
2. Apply the ideas presented by the employees to real-life business projects
3. Give recognition and appreciation towards the employees regarding their performances

As for the satisfaction and engagement of the employees, despite it fulfilling the indicators mentioned, some indicators lacked than others, one of them are communication and cooperation. What can be improved from this is by decreasing the idealism owned by the seniors and would be more open and implement their staffs’ suggestions to work practices.

#### **4.3 IMPLICATION**

The implication for this research paper is that in order to reach the peak performance of the Human Capital Business Partner department, there is still plenty of changes to implement and execute. The company has not yet implemented the 20-

60-20 transformation model of Human Resources and is still immersed on the administrative duties and neglecting the strategic and operations models. The managers and supervisors need to find new ways for the department and the business to encourage the transformation to a change agent and focus more on the operations aspect of the business, therefore be able to implement the role of a business partner in a more sufficient way. This must be done as soon as possible as it will also hinder the growth of the department, and the overall performance of the business as it is closely linked together.

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