



**Parahyangan Catholic University**  
**Faculty of Social and Politics**  
**Department of Business Administration**

*Accredited by*

*SK BAN –PT NO. 1842/SK/BAN-PT/Ak-PNB/S/V/2023*

**Analysis of Human Capital Business Partner Roles and  
Performance in PT. Pos Indonesia Bandung**

Undergraduate Thesis

by

Nawal Ashala Madeyi

6082001200

Bandung

2023



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Skripsi

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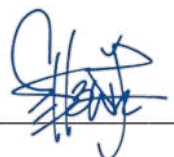
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## LETTER OF STATEMENT

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I declare that this thesis is a result of my own scientific research and it is not a work that has ever been submitted for an academic degree by another party. As for other works or opinions cited, they are written in accordance with the applicable scientific writing format. Additionally, the collection and use of data in this study were known and permitted by the party, which was the source of the data.

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Bandung, 5 January 2024



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## **ABSTRACT**

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Human resources are the vital asset to a company and its main function is to manage and develop employees in the business, therefore having the most influence towards the performance of the company. Human capital business partner is a part of human resources that mainly focuses on the strategical part of the business and work closest with managers and business leaders. However, employee satisfaction and engagement are factors that influences the level of performance of the business. Therefore, this research paper was conducted to discover how has the influence of the human capital business partner impact the performance of the business with the variables used which are employee satisfaction and employee engagement.

This research was conducted using a qualitative technique which is the interview method, then analyzed using content analysis method. The interview was done with employees from PT. Pos Indonesia that work under the Human Resources Department, where the interview questions mainly focus on employee satisfaction and engagement.

The results of this study indicate that the presence of the Human Capital Business Partner department have provided them with the fulfillment of needs therefore resulting them to perform better in the company.

Keywords: Human Resources, Human Resource Business Capital, Employee Satisfaction, Employee Engagement, Performance

## ABSTRAK

Nama : Nawal Ashala Madeyi  
NPM : 6082001200  
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PT. Pos Indonesia Bandung

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*Sumber daya manusia merupakan aset vital bagi suatu perusahaan dan fungsi utamanya adalah mengelola dan mengembangkan karyawan dalam bisnis sehingga mempunyai pengaruh paling besar terhadap kinerja perusahaan. Human Capital Business Partner adalah bagian dari sumber daya manusia yang terutama berfokus pada bagian strategis bisnis dan bekerja paling dekat dengan manajer dan pemimpin bisnis. Namun kepuasan dan keterlibatan karyawan merupakan faktor yang mempengaruhi tingkat kinerja bisnis. Oleh karena itu, penelitian ini dilakukan untuk mengetahui bagaimana pengaruh mitra bisnis sumber daya manusia terhadap kinerja bisnis dengan variabel yang digunakan yaitu kepuasan karyawan dan keterlibatan karyawan.*

*Penelitian ini dilakukan dengan menggunakan teknik kualitatif yaitu metode wawancara, kemudian dianalisis menggunakan metode content analysis. Wawancara dilakukan terhadap karyawan PT. Pos Indonesia yang bekerja di bawah Departemen Sumber Daya Manusia, dimana pertanyaan wawancara terutama berfokus pada kepuasan dan keterlibatan karyawan.*

*Hasil penelitian ini menunjukkan bahwa kehadiran departemen Human Capital Business Partner telah memberikan terpenuhinya kebutuhan mereka sehingga dapat berkinerja lebih baik di perusahaan.*

*Kata Kunci: Sumber Daya Manusia, Mitra Bisnis Sumber Daya Manusia, Kepuasan Karyawan, Keterikatan Karyawan, Kinerja*

## **PREFACE**

Praise to the God Almighty, by the blessings and His assistance, the thesis “Analysis of Human Capital Business Partner Roles and Performance in PT. Pos Indonesia Bandung” has been completed. This paper was written and completed to fulfill the graduation requirements of the Business Administrations Undergraduate Program, Faculty of Social Science and Political Science, Parahyangan Catholic University for the academic year 2023/2024.

During the writing process of this thesis, I have faced plenty of challenges and difficulties. However, many of my closest ones have contributed to helping me in the form of endless support, guidance, motivation, and prayers. Without them, I would not have been able to achieve this accomplishment. I would like to thank:

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 BACKGROUND**

Human resources have outgrown its definition for the past decade. It has continued to develop and experience transformation. With many business sectors and industries, the attempt of human resources to transform has failed and is unable to implement the changes and has shown results that are far from expectation. With the economics in constant flux, human resources are dealing with hard choices, one choice is to evolve and produce a remarkable contribution to businesses or fall off into other functions of businesses.<sup>1</sup>

Human resources at this age are no longer the same human resources in the past few years. Human resources are no longer about managing labor and administrative support but also have been integrated with the role of a strategic business partner, capital investment and business operations (Hope-Hailey et al., 1997). These roles are considered to be the critical factor for sustainable growth in an organization and are the key needed to manage new risks and opportunities in a dynamic, mutually dependent world. This is also known as Human Resources Business Partner. The concept was first developed by Dave Ulrich in 1997.

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<sup>1</sup>Interview with Ika Wijayanti (Senior Vice President of Human Resources, PT. Pos Indonesia), September 13th, 2023

HR Business Partner, also known as HRBP is a part of the human resources department that serves as a business partner and contributes in strategic planning to encourage achieving the business's goals. Not only does it focus on the work of human resources such as employee salary, incentives, and labor competency but it also acts to increase the value of the company by supervising job training, employee development, recruitment and placement of new employees that are needed now or in the near future. Ulrich (1997) has stated that the function of human resources is to provide value by strategic operations of the business and administrative regulations while also managing the internal division and processes. As a way for this to work successfully, plenty of businesses have already reconstructed the roles of human resources to guarantee an efficient performance on the roles to be carried out by human resources.

Stated by Noe, Hollenbeck, Genhart and Wright (2017), human resources is demanded to increase its effectiveness by creating employee and customer satisfaction, innovation, and productivity of employees. To fulfill those certain demands, HRM is needed to reposition its role and function in a company. The term "business partner" has evolved significantly from its function, the role and the results has weighed more towards strategic rather than administrative which has left a high impact on businesses as a strategic partner.

To achieve the effectiveness in performance in the department, employee engagement and satisfaction needs to be ensured. Employee satisfaction and employee engagement in an organization are two factors that may be able to

determine the level of how productive and how well the organization is performing. Engaged employees are certain that they are satisfied. This is reflected through the work they put out and the amount of contribution they present to the organization's success in achieving their vision and mission (Macey et al. 2009).

The implementation of human resources as a business partner function in PT. Pos Indonesia has not yet run smoothly as it is still going through the phase of transformation and adaptation, and has yet found its purpose in the business. With the main issue at PT. Pos Indonesia, HR business partners managers have yet fulfilled the needed qualities of a business partner, not only has the new function still in the process of running effectively, but it is already set back due to the lack of competency in managers and policies that are still curated towards the administrative execution of the role. Functions are needed in human resources with the other departments, however they have difficulty in communicating their needs to HR Business Partners leaving the department feeling unsupported and even unacknowledged the presence of a business partner, where those departments should have been collaborating in the performance of the business. Employee satisfaction and engagement is needed to determine how well the organization is performing. Therefore, is it crucial for an organization to ensure and maintain that their employees are well fulfilled and satisfied and therefore will engage and commit to the organization.



## **1.2 PROBLEM IDENTIFICATION**

Surrounding the problems stated previously, the problem that lies in PT. Pos Indonesia is regarding how to execute the function and role of Human Capital Business Partner effectively whilst undergoing a transition and ensuring employee satisfaction and engagement, as this will determine the quality of work put out by the employees as well as the level of performance of the business. The company has yet made an understanding towards the employees involved into being accountable to their roles that has transformed into something greater.

In order to fulfill the stated purpose, the following research questions arose:

- What are the roles and functions of Human Capital Business Partner in PT. Pos Indonesia?
- What are the indicators of employee satisfaction and engagement needed to improve the performance of the Human Capital Business Partner department?

The first question is to acknowledge that there are challenges in implementing a new role for human resources as they are also expected to fulfill the role of a business partner. The last question is to recognize the lacked indicators of employee satisfaction and engagement to encourage the performance of the department.

### **1.3 RESEARCH PURPOSE**

The main purpose of this research is to understand the purpose of a Human Capital Business Partner in a business environment and its function, how the department operates during times of transformation whilst still maintaining the satisfaction and engagement of the employees, and keeping them committed to the works assigned and staying loyal to the company. It has been stated how the role of human resources has become ambiguous and leading them to set expectations to other departments of the business, as this will have an impact towards the employees as they are unsure of the role they are supposed to perform in the business. As previously mentioned, how satisfied, and engaged an employee is towards the company will determine the quality of work they put out and therefore also affect how well the business is performing. This thesis shall provide clear answers and understand what the company lacks and the indicators to determine the employee satisfaction and engagement in the Human Capital Business Partner department.

### **1.4 OBJECT OF RESEARCH**

PT Pos Indonesia (Persero) is a state-owned enterprise which was founded in Jakarta, then Batavia, by Governor General G.W Baron van Imhoff. Based on the official website ([posindonesia.co.id](http://posindonesia.co.id)), this company was founded on August 26 1946, and the current Chief Executive Officer (CEO) of PT. Pos Indonesia is Dr. Faizal Rochmad Djoemadi, M.Sc who was appointed in 2020 until present. PT. Pos

Indonesia is primary business in services, specifically in the courier services, logistics and financial transactions sectors, and currently has 4,850 branches spread throughout Indonesia. PT Pos Indonesia has a variety of products such as stamps, Express Mail Service (EMS International), money orders, fund distribution (Western Union and PosPay), legalization services, *giro* post, export post and one of its superior products is its logistics services such as: moving (point to point), motorbike and trucking deliveries, same day delivery postal package services (same day) and express post.

The Human Capital Management Department in PT. Pos Indonesia is made up of two sub-directorate, which are the Sub-Directorate of Human Capital Policy Strategy and the Sub-Directorate of Human Capital Services and Business Partner. Each of these sub-directorates are composed of other divisions. The Sub-Directorate of Human Capital Policy Strategy is made up of the Human Capital Policy Division, the Human Capital Strategy Division, and the Human Capital Culture Management. Whereas, the Human Capital Services and Business Partner Sub-Directorate is made up of the Human Capital Services Division, Human Capital Development Division, Digital Learning Center Division, the Human Capital Business Partner Division, and the General Support Division. The issue regarding this research paper focuses on the Human Capital Business Partner Division, and this division is made up of three parts which are, the Human Capital Business Partner Center and the Human Capital Business Partner Regional I-VI.

Human Resource Business Partner (HRBP) also known as Human Capital Business Partner (HCBP) is a new department in PT. Pos Indonesia and has begun its

periodic year in November 2021 is led by the Vice President that is responsible for the Senior Vice President Human Capital Services and Business Partner.

The Vice President Human Capital Business Partner's responsibility is to manage the relationship between the Directorate of Human Capital Management and all the other organizational units in the company to create an understanding of the policies applied for the human resources in each directorate, to suitably fulfill the needs of human resources in all divisions and prepare appropriate materials that are required by the Director of Human Capital Management.

#### **1.4.1 PT. Pos Indonesia Logo**

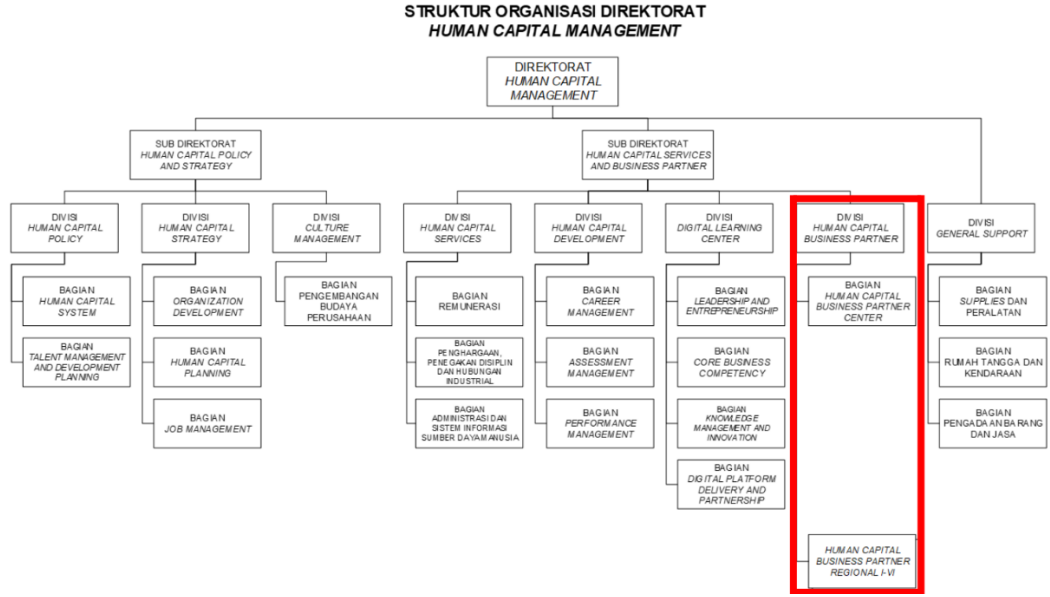
The figure below represents the logo for the object of research of this research paper, PT. Pos Indonesia.



*Figure 1 PT. Pos Indonesia Logo*



The figure below represents the organizational structure for the Human Capital Management Directorate Department. The unit with the highest hierarchy is filled by the Directorate of Human Capital Management. Followed by the Sub-Directorate of Human Capital Policy and Strategy and Sub-Directorate of Human Capital Services and Business Partner. The object of research of this research paper lies underneath the Human Capital Business Partner Division that is made up of the Human Capital Business Partner Center and the Human Capital Business Partner Regional I-VI.



*Figure 3 Organizational Structure of Human Capital Management Directorate*