The Effectiveness of Human Resource Business Partner Model Implementation: Evidence from Construction Company A

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Doctor of Management

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May, 2024

BUSINESS SCHOOL

Marketing, Operations and General Management Department

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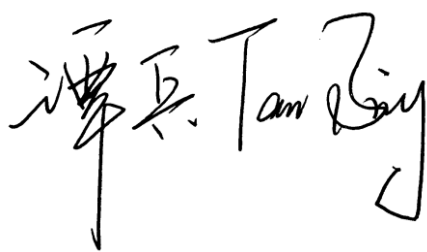ISCTE University Institute of Lisbon
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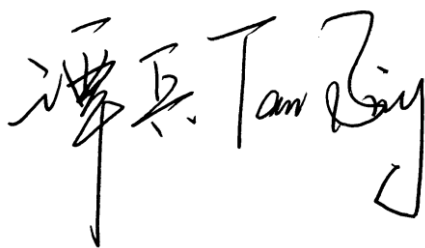Signed: Date: 2024.5.6

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Abstract

This multi-method case-study examines the effectiveness of Human Resource Business Partner (HRBP) model in a Chinese construction company. Based on Chinese and international literature, this thesis aims to understand what are the factors that influence the effectiveness of HRBP. As such, it proposes that organizational climate, culture, human resource information system and human resource business partner qualities are critical factors to the effectiveness of HRBP implementation (HRM satisfaction and performance). Moreover, it suggests that the management process mediates such relationships. Using qualitative methods (document analysis and semi-structured interviews to both 16 managers and 9 employees), this study found that there were significant changes after the implementation of the HRBP model in Company A. The findings provide a clear description of the effectiveness of the HRBP model implementation and allowed to draw preliminary conclusions on the effective implementation of the HRBP model in Company A.

To further test the critical factors for HRBP effectiveness, a quantitative method was employed. Data was collected through a survey to 279 employees from Company A. Findings provide support to all hypotheses, showing that organizational climate, organizational culture, HRIS, and HRBP qualities all have a significant impact on the effectiveness of HRBP model implementation. Moreover, the management process partially mediates the relationship between each factor and the effectiveness of the HRBP model. Based on these findings, organizations that want to enhance the effectiveness of the HRBP model should emphasize a positive organizational climate and culture, a high-quality HRIS, a professional quality and capabilities of human resource professionals, and the enterprise management processes. The significance of this thesis lies in expanding the knowledge about HRBP model implementation in China, and truly realizing the strategic value of human resource management.

Keywords: HRBP model, the effectiveness of implementation, organizational climate, organizational culture, HRIS, HRBPs qualities

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Resumo

Este estudo de caso multimétodo examina a eficácia do modelo *Human Resource Business Partner* (HRBP) numa empresa de construção baseada na China. Com base em literatura chinesa e internacional, esta tese tem como objetivo compreender quais são os fatores que influenciam a eficácia do HRBP. Como tal, propõe que o clima organizacional, a cultura, o sistema de informação de recursos humanos e as qualidades dos parceiros de negócios de recursos humanos são fatores críticos para a eficácia da implementação do HRBP (satisfação com a GRH e desempenho organizacional). Além disso, sugere que o processo de gestão tem um papel mediador destas relações. Utilizando métodos qualitativos (análise documental e entrevistas semiestruturadas a 16 gestores e 9 funcionários), este estudo concluiu que houve mudanças significativas após a implementação do modelo HRBP na Empresa A. Os resultados fornecem uma descrição clara da eficácia da implementação do modelo HRBP e permitem tirar conclusões preliminares sobre a efetiva implementação do modelo HRBP na Empresa A.

Para testar mais aprofundadamente os fatores críticos para a eficácia do modelo HRBP, foi também utilizado o método quantitativo. Os dados foram recolhidos através de um inquérito a 279 funcionários da Empresa A. Os resultados suportam todas as hipóteses, mostrando que o clima organizacional, a cultura organizacional, o HRIS e as qualidades do HRBP têm todos um impacto significativo na eficácia da implementação do modelo HRBP. Além disso, o processo de gestão medeia parcialmente a relação entre cada fator e a eficácia da implementação do modelo HRBP. Com base nestas conclusões, as organizações que pretendem aumentar a eficácia do modelo HRBP devem enfatizar um clima e cultura organizacional positivos, um HRIS de alta qualidade, uma qualidade profissional e capacidades dos profissionais de recursos humanos e os processos de gestão empresarial. O significado desta tese reside na expansão do conhecimento sobre a implementação do modelo HRBP na China e na verdadeira compreensão do valor estratégico da gestão de recursos humanos.

Palavras-chave: Modelo HRBP, eficácia da implementação, clima organizacional, cultura organizacional, HRIS, qualidades dos HRBPs

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摘要

本文通过多方法案例研究考察了人力资源业务伙伴（HRBP）模式在中国某建筑公司的实施有效性。本文基于国内外文献，旨在了解影响 HRBP 有效性的因素。因此，本文提出组织氛围、文化、人力资源信息系统和人力资源业务合作伙伴的素质是 HRBP 模式实施有效性（人力资源满意度和组织绩效）的关键因素。此外，这表明管理过程在这些关系中起着中介作用。本研究采用定性方法（文档分析和对 16 名管理人员和 9 名员工的半结构化访谈）得出结论，A 公司实施 HRBP 模式后发生了显著变化。研究结果清晰地描述了 HRBP 模式实施的有效性，并得出了 A 公司 HRBP 模式有效实施的初步结论，并强化了概念模型。

为了进一步检验 HRBP 模型有效性的关键因素，还使用了定量方法。数据是通过对 A 公司 279 名员工的调查收集的。结果支持所有假设，表明组织氛围、组织文化、HRIS 系统和 HRBPs 素质都对 HRBP 模式实施的有效性有显著影响。此外，管理过程在一定程度上调节了每个因素与实施 HRBP 模式的有效性之间的关系。基于这些结论，想要提高 HRBP 模式有效性的组织应强调积极的组织氛围和文化、高质量的 HRIS、人力资源专业人员的专业素质和能力以及业务管理流程。本文的意义在于拓展对 HRBP 模型在中国实施的相关知识，真正理解人力资源管理的战略价值。

关键词：HRBP 模型，实施的有效性，组织氛围，组织文化，HRIS 系统，HRBPs 素质
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List of Acronyms

AHP	Analytic hierarchy process
CEO	Chief executive officer
CFA	Confirmatory factor analysis
CFO	Chief financial officer
COO	Chief operating officer
EFA	Exploratory factor analysis
HPS	High performance system
HPWS	High-performance work systems
HR	Human resources
HRBP	Human Resource Business Partner
HRD	Human resource development
HRM	Human resources management
ICT	Information and communications technology
IT	Information technology
MOA	Motivation-opportunity-ability
One-way ANOVA	One-way analysis of variance
R&D	Research and development
ROI	Return on investment
SHRM	Strategic human resource management
SME	Small and medium-sized enterprise

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Chapter 1: Introduction

1.1 Research background

1.1.1 Contextual background

With the rapid development of information technology (IT) and the global economic integration, enterprises face unprecedented challenges as well as unprecedented opportunities (Bressan et al., 2021; Y. Chen, 2015). To improve their competitiveness and innovation capacity and better meet the needs of the market and customers, many companies have adopted the human resource business partner (HRBP) model for human resource management (HRM) (Caldwell, 2008; J. Wang, 2016). The HRBP model is an HRM approach based on business strategies and objectives, emphasizing the close integration of human resources (HR) and business. Its goal is to integrate corporate strategic goals and talent strategies to comprehensively improve enterprise performance (Sun, 2019). As the link between HR and business, HRBPs requires a wide range of business knowledge, management skills, and expertise (McCracken et al., 2017). Evaluating the effectiveness of HRBP model implementation is a topic of great interest in the field of HRM research (Caldwell, 2008; Rao & Duan, 2017).

The HRBP model is continuously adapted to meet the changing demands of the market (Chang & Huang, 2005; Hao & Yang, 2020). In the current economic environment where companies need to transform to meet shifting market demands, it is essential for enterprise to adjust their HRM models accordingly. As such, the HRBP model, which emphasizes close alignment between HR teams and business strategies to provide effective HR services, has become increasingly popular (Wright, 2008). As companies continue to optimize their HRM models, it is crucial to evaluate the effectiveness of the new approaches (McCracken et al., 2017). Studying and evaluating companies that have adopted the HRBP model can help us better understand its implementation outcomes and effectiveness, providing valuable references for other companies looking to implement the HRBP model and create successful HRM systems (Wach et al., 2022). Evaluating the effectiveness of HRBP model implementation is a vital topic of interest in HRM research today (M. Cheng & Hackett, 2021). This evaluation plays an essential role in improving a company's competitive

advantage and contributing to HRM success (DeCenzo et al., 2016). Therefore, HRM departments must examine the priorities of the company's HRM programme using reasonable assessment indicators to improve innovation capacity, adaptability, and resilience while building a dynamic and competitive HRM system that yields positive results.

The use of the HRBP model has been on the rise in companies (J. L. Li, 2021; Yorks et al., 2022). By providing stronger business synergy and support, the HRBP model helps enterprises achieve their HR-related strategic goals and business objectives (McCracken et al., 2017). Organizations that utilize the HRBP model typically outperform their competitors due to its ability to enhance employee satisfaction and performance (Long et al., 2013). Furthermore, the HRBP model can enable enterprises to reduce HRM costs by focusing on enhancing overall enterprise performance (H. Wang et al., 2015). By prioritizing the needs and experiences of employees, the HRBP model can help enterprises improve inclusiveness and employee well-being (Armstrong & Taylor, 2020). The HRBP model also assists enterprises in developing and implementing targeted recruitment, training, and performance management strategies to attract, retain, and develop top talents, thereby enhancing enterprise competitiveness (Maheshwari et al., 2017). Consequently, the HRBP model has become an integral part of modern business management and is increasingly used by enterprises.

The HRBP model is not yet widely used in Chinese enterprises (D. P. Li et al., 2017), as it was originally developed in Western countries (Bratton et al., 2021). Cultural backgrounds influence people's perception of HR practices. While Western countries value autonomy and encourage self-management and innovation among employees, Eastern countries, particularly China, places greater emphasis on uniform governance and control to maintain rules and avoid violations of the entrepreneurial spirit (Y. D. Liu, 2009). Traditional HR concepts are still dominant in Chinese companies, with HR departments focusing mainly on administration, training, and recruitment, and failing to leverage the role of HRBPs who work more closely with the business (X. M. Xu, 2007). Some corporate executives lack a deep understanding of the value of HRM, considering it only as a provider of employee welfare benefits and management services, and hence fail to appreciate the HRBP model (Ulrich & Brockbank, 2009; Y. L. Wang, 2006). Most of the HR books and courses available in China are imported and are not fully integrated with the industry's development, leading to a lack of a comprehensive and in-depth HR system (S. M. Zhao et al., 2019). Therefore, the HRBP model needs to be localized to suit Chinese organizational culture in order to be effective.

1.1.2 Theoretical background

HRBP is an effective management theory (McCracken et al., 2017) that integrates HRM and business strategy, supports enterprise development, and ensures consistency between enterprise development and HR development, contributing to a leading market position in complex and competitive markets (Wright, 2008). The model prioritizes employee roles in enterprise development, and facilitating their professional growth and creating mutually beneficial outcomes for both employees and the enterprise (Wilton, 2022). Additionally, the HRBP model emphasizes employee satisfaction and provides a better work experience (Monks et al., 2013). By utilizing statistical analysis and monitoring, the HRBP model enables effective system management and optimization of efficiency (Boudreau & Jesuthasan, 2011). This model achieves the integration and collaboration of all aspects of the HRM process, improving efficiency (Y. Liu, 2016). The HRBP model uses a flexible HRM approach to reduce management costs while adapting to changes in enterprise business, increasing applicability (B. J. Huang, 2017). It emphasizes talent management focused on enterprises' strategic objectives, aiding in the tailoring of recruitment, training, and performance management strategies to attract, retain, and develop talents, thus enhancing enterprise competitiveness (D. Wu & Li, 2019). In conclusion, the HRBP model's above characteristics make it an effective management theory that can improve enterprise performance and optimize HR planning, improving core competitiveness and sustainable development.

Extant literature on the HRBP model in China is limited (X. J. Zhang, 2017), and its understanding and application are insufficient despite the growing importance of HR in Chinese enterprises (B. J. Huang, 2017). As a relatively new and unfamiliar field originating from management and HRM sciences in western countries, HRBP research is still in its early stages in China, with limited experience and knowledge and few empirical studies (Ge, 2015; C. M. Xu, 2018). Implementation of the HRBP model in various types of enterprises is challenging due to the lack of both failure cases for learning and successful cases for reference (Y. Q. Chen, 2020). Therefore, Chinese enterprises and experts need to conduct more research on the HRBP model, improve HRM, and promote new HRM models to facilitate sustainable enterprise development.

Empirical research on the effectiveness of HRBP implementation in Chinese companies is also lacking (Bratton et al., 2021; Hu et al., 2018). Data sources are difficult to obtain due to the autonomy of HRBP implementation in each company, rendering relevant data over a

period of time hardly accessible (Bauer et al., 2023). Standard evaluation indicators and practical implementation plans are difficult to establish due to the differences among companies, making it challenging to conduct effective evaluation (Chu, 2019; K. Zhang, 2021). The direction of research on the effectiveness of HRBP model implementation is inconsistent, with most researchers focusing on individual company cases and little research dedicated to other relevant factors (W. Z. Xu, 2017). Consequently, HRBP research progress has fallen short of market changes and enterprise development needs, and the research results are not objective and timely enough (Van den Heuvel & Bondarouk, 2017). Future researchers need to focus on empirical research to evaluate the effectiveness of HRBP model implementation, refine measurable indicators, establish a corresponding evaluation system, and provide optimization recommendations to better facilitate the application and development of the HRBP model in Chinese enterprises.

1.2 Research problem

Insufficient research has been conducted on the HRBP model using Chinese enterprises as samples, resulting in limited practical experience and theories to draw upon. The HRBP model is still in its exploratory stage in China. Originating from management science and HRM science in Western developed countries, Ulrich first proposed the HRBP model in 1997. His model stresses the involvement of the HR function in management decision-making, which allows HR specialists to become a strategic partner in line management, and better aligns HR activities with business objectives to enhance organizational effectiveness (McCracken et al., 2017; Ulrich & Dulebohn, 2015). It represents a new direction for change in HRM. Scholars have extensively researched HRBP management models and roles based on enterprise experience in capitalist market economies (Fenech et al., 2019; Hamadamin & Atan, 2019; Kuipers & Giurge, 2017), resulting in many new findings and enriched HRBP-related theories. However, cultural, systemic, and market environmental differences among countries inevitably impact the effectiveness of HRBP implementation. For example, Wach et al. (2022) identified differences in HRBP model designs between the UK and Germany. Therefore, each country needs to find an HRBP model that meets its specific needs (Hall & Gingerich, 2009; Lengnick-Hall & Lengnick-Hall, 2002; Vaiman & Brewster, 2015).

Chinese enterprises operate within a different institutional environment and follow different business philosophies than those in capitalist markets. Therefore, it is inappropriate to solely rely on HRBP-related theories from Western countries to understand the model,

positioning, and operation of HRBP in Chinese enterprises. Instead, it is necessary to seek HRBP theories that suit the actual circumstances of Chinese enterprises. Therefore, studying HRBP-related issues based on the reality of Chinese enterprises can help enrich HRBP-related theories.

Second, the implementation of the HRBP model by Chinese companies has shown unsatisfactory effects on improving HRM satisfaction and organizational performance, such as the lack of clear positioning for the HRBP role, coupled with limited understanding of the operational aspects of business departments and inadequate collaboration with these departments. These lead to a situation where not only does it fail to enhance human resources management efficiency, but it also contributes to an escalation in overall organizational management costs. HRBPs are required to possess extensive business knowledge, management skills, and professional competence to act as a link between HR and business (McCracken et al., 2017). Although Chinese enterprises have shown an interest in implementing the HRBP model, many have not made a significant effort to understand business operations. As a result, their HR departments struggle to communicate effectively with business departments, rendering the HRBP model implementation irrelevant. Existing research shows that role ambiguity, unbalanced organizational development, an unsupportive corporate environment, inadequate job responsibilities, and insufficient employee competency are key factors undermining the effectiveness of HRBP model implementation in Chinese enterprises (Dai & Qiu, 2016; Sun, 2019). Therefore, conducting an evaluation of HRBP model implementation using Chinese enterprises as samples can help them understand the effectiveness of their current HRBP model implementation, identify problems, and make timely corrections. Additionally, such evaluations can facilitate HRM reform and innovation in Chinese enterprises.

1.3 Research significance

1.3.1 Theoretical significance

This thesis contributes to the enrichment and extension of theories related to HRBP, such as strategic human resource management, HR business partner model, change management theory, and high-performance work systems. Most existing studies have examined theories and issues related to HRBP in enterprises located in Western countries. However, enterprises in different institutional contexts differ from each other in terms of the patterns and processes

of HRBP implementation (Wach et al., 2022). This thesis suggests that organizational climate, organizational culture, HRIS, and HRBP qualities are the main factors influencing the effectiveness of HRBP implementation in Chinese enterprises. The thesis also posits that management process mediates the influences of these factors on the effectiveness of HRBP model implementation in Chinese enterprises. Based on these findings, a theoretical model for evaluating the effectiveness of HRBP model implementation in Chinese enterprises is developed.

In addition, this thesis employs multiple indicators to evaluate the effectiveness of HRBP model implementation. The HRBP model is a comprehensive concept that should be evaluated using multiple indicators in an integrated manner with appropriate weight assigned to each indicator for effective comparison and evaluation (Wash, 2023). Therefore, this study contributes to the body of knowledge in HR management by developing and testing a theoretical model that links organizational climate, organizational culture, HRIS, and HRBP qualities to the effectiveness of HRBP model implementation. It identifies the mediatory role of management processes in these relationships, thus offering a new perspective on how various organizational factors contribute to the success of HRBP implementation. The incorporation of these constructs broadens the theoretical understanding of HRBP's role within the firm and advances the literature on strategic HR management by highlighting the importance of aligning HR functions with broader organizational goals.

1.3.2 Practical significance

This thesis presents an HRBP implementation model tailored to China's unique circumstances, offering guidance for HRM transformation in Chinese enterprises. While many large enterprises outside of China have integrated the HRBP model as a crucial element of their corporate strategy to ensure the achievement of strategic goals, most Chinese enterprises remain in the HRM stage. Despite a growing number of Chinese enterprises reforming their organizational structure and HRM, many simply adopt foreign management models without customization to their specific needs. To address this issue, this thesis conducts a detailed analysis of two Chinese companies, Huawei and Tencent, which have successfully implemented the HRBP model, identifying the key factors that influence their implementation effectiveness. Based on these findings, a conceptual model is developed, which is then empirically tested on Construction Company A, a Chinese enterprise with significant influence. This study not only offers insights for optimizing the HRBP model but also serves

as a valuable reference for HRM transformation in Chinese enterprises.

1.4 Research design and thesis structure

1.4.1 Research design

This study is an empirical research based on existing theories. Firstly, a literature review is conducted to explicitly define and elaborate on the concepts and basic theories related to HRBP, including the core concepts, role positioning, and objective functions of HRBP. Then, two Chinese companies, namely Huawei and Tencent, which have maturely implemented the HRBP model are analyzed as best practices to understand critical success factors of HRBP implementation. The findings reveal that organizational climate, organizational culture, HRIS, and HRBP qualities are the critical factors influencing the effectiveness of HRBP implementation in Chinese enterprises. Based on this, a conceptual model for evaluating the effectiveness of HRBP implementation in Chinese enterprises is developed. Subsequently, Construction Company A is chosen for empirical testing of the conceptual model. This involves conducting interviews and a survey on the effectiveness of HRBP model implementation indicators of the effectiveness of HRBP model implementation. Finally, a plan for successfully implementing the HRBP model and improving its effectiveness in Construction Company A is proposed.

1.4.2 Thesis structure

This thesis comprises the following five chapters:

Chapter One: Introduction. This chapter provides the research background and explains the research problem, research questions, research significance, research design, expected contributions. Through the contextual background, it has been identified that there are inadequacies in the research on the HRBP model, namely that the HRBP model has not been fully localized within Chinese enterprises. There is a need to make corresponding adjustments and improvements in alignment with the specific conditions of China, so as to ensure compatibility with the local organizational culture, thereby enhancing the management performance.

Chapter Two: Theoretical models and literature review. This chapter reviews the development history of HRM and the HRBP three-pillar model. The core concepts, role positioning, and objective functions of HRBP model and its relationship with high

performance systems (HPS) are identified. The chapter also reviews previous studies on the antecedents of the effectiveness of HRBP model implementation, the evaluation of the effectiveness of HRBP model implementation, analysis of the practice of the HRBP model in Chinese companies, and the main problems in HRBP model implementation. This literature review provides support and a useful reference for the subsequent research. On this basis, the research hypotheses are proposed, and a conceptual model for evaluating the effectiveness of HRBP model implementation in Chinese enterprises constructed. According to the conceptual model, two Chinese enterprises, namely Huawei and Tencent, that have been running the HRBP model in a sophisticated manner are analyzed as best practices to test the reliability of the conceptual model.

Chapter Three: Qualitative Analysis. Utilizing two primary qualitative research methods—document analysis and semi-structured interviews—and with the assistance of MAXQDA software, the chapter aims to understand the significant changes within the company before and after the implementation of the HRBP model. A descriptive qualitative analysis of the HRBP model's implementation outcomes is conducted. Based on this, the conceptual model is validated and revised.

Chapter Four: Quantitative Analysis. Grounded in research hypotheses and the revised conceptual model, existing mature scales are used to design the scales required for this study. Additionally, drawing from existing validated scales, the necessary scales for this study's parameters will be designed. This allows for the convenient utilization of a survey-based methodology. Through a questionnaire survey, the organizational climate, organizational culture, HRIS, HRBP competencies, management processes, and the outcomes of HRBP model implementation within Construction Company A will be collected. Subsequently, both exploratory and confirmatory factor analyses will be employed to assess the reliability and validity of the designed scales. Descriptive statistics will be employed to comprehend the current status of HRBP model implementation within Construction Company A. Furthermore, independent sample t-tests and one-way ANOVA will be employed to compare inter-group differences in measurement variable scores. Based on the results of the questionnaire survey, logit regression, multiple regression, and mediation effect models are employed to empirically test the research hypotheses. An empirical quantitative analysis is conducted to assess the implementation outcomes of the HRBP model.

Chapter Five: Conclusions and Recommendations. This chapter draws the main conclusions of this thesis based on the findings. The chapter proposes a path for optimizing HRBP model implementation in Construction Company A. The limitations of this thesis are

identified, and suggestions for future research are provided.

1.5 Research questions

The increasing popularity of digital and smart technologies has brought new demands for enterprises. The millennial generation, having grown up in the digital age, exhibits greater proficiency and comfort in using technology. They prioritize work-life balance, seek personalized and customized career development paths, emphasize diversity and inclusivity, require more frequent and timely feedback and communication, and prefer open, transparent, and direct communication with superiors and colleagues (H. C. Yang, 2021). The millennial generation places a significant emphasis on rewards and recognition. They have become pivotal roles within organizations, posing new challenges for HRM.

The HRBP model has been introduced by many enterprises as it embodies the need for HRM to have a deeper understanding of business, change roles, and enhance its own value within the three-pillar model of HRM. HRBPs have multiple roles and require a wide range of business knowledge, management skills, and expertise (McCracken et al., 2017). In the context of the current state of HRBP implementation in Chinese enterprises, where a true understanding and utilization of the HRBP model in HRM practices is still relatively limited, the full potential of the HRBP model in enhancing management efficiency within organizations has not been fully realized.

Given this situation, this study aims to focusing on a theoretical analysis and a case study of A Construction Company. First, qualitative analysis was conducted through face-to-face interviews with senior leadership members of Construction Company A, providing insights into significant changes before and after the adoption of the HRBP model. At the same time, primary data were collected through a survey to evaluate the effectiveness of HRBP implementation within the company. In this way, the study combined qualitative and quantitative analyses to propose pathways and recommendations for optimizing the implementation of the HRBP model within Construction Company A.

The research questions for this study are as follows:

- RQ1: What are the effects of the implementation of the HRBP model in Construction Company A?

While some scholars have examined the impact of HRBP model implementation on enterprise work performance using enterprise micro data (Dashty, 2022; Wach et al., 2022), few studies have effectively evaluated the effectiveness of HRBP model implementation in

construction companies. Construction and engineering companies have many complex intermediate businesses, which require both engineering departments with strong expertise and business departments that communicate with construction workers. Under the traditional HRM paradigm, engaging in meaningful dialogues between HRM and business departments poses challenges, hindering the ability to gain profound insights into the operational aspects of the Therefore, there is an urgent need to apply the HRBP model and change the traditional HRM model. Moreover, existing studies have mainly focused on HRM satisfaction as an important indicator to evaluate the effectiveness of HRBP model implementation (Loshali & Krishnan, 2013). However, since the HRBP model is a comprehensive concept, multiple indicators need to be taken into consideration to develop an effective method to evaluate the effectiveness of implementation. These indicators need to be quantified for effective comparison and evaluation (Wash, 2023).

This thesis aims to evaluate the effectiveness of HRBP model implementation in Construction Company A. A questionnaire survey was conducted to investigate the organizational climate, organizational culture, human resource information system (HRIS), HRBP qualities, management process, HRM satisfaction, organizational vitality, and rate of contribution to enterprise performance of Construction Company A. To evaluate the effectiveness of HRBP model implementation, this thesis selects HRM satisfaction, organizational vitality, and rate of contribution to enterprise performance as indicators. This thesis not only evaluates the effectiveness of HRBP model implementation in Construction Company A based on independent indicators but also constructs a composite indicator based on HRM satisfaction, organizational vitality, and rate of contribution to enterprise performance using the analytic hierarchy process (AHP). The combination of both evaluation approaches contributes to higher reliability of the evaluation results.

● RQ2: How to optimize HRBP model to increase implementation effectiveness?

Based on a conceptual model, the thesis empirically investigates the impact of organizational climate, organizational culture, HRIS, and HRBP qualities on the effectiveness of HRBP model implementation in Construction Company A. It also tests the mediating effect of management process. Using the empirical testing results, this thesis summarizes the path to optimize the effectiveness of HRBP model implementation in Construction Company A.

This study conducts a case study analysis on Chinese companies that have relatively successful implementation of the HRBP model, specifically Huawei and Tencent. Through the analysis of these cases, the thesis summarizes the influencing factors that affect the effectiveness of the HRBP model implementation, including organizational climate,

organizational culture, HRIS, and the competence of HRBPs. Based on these findings, a conceptual model is constructed to evaluate the effectiveness of the HRBP model implementation in organizations. Furthermore, the study analyzes the impact and pathways of various factors on the effectiveness of the HRBP model implementation, providing valuable insights and experiential references for Chinese companies to improve the implementation effectiveness of the HRBP model.

1.6 Research objectives

The main objectives of this study can be summarized as follows:

(1) Constructing a theoretical framework for the effectiveness of HRBP model implementation

The implementation of the HRBP (Human Resource Business Partner) model involves multi-level and multi-dimensional influencing factors. Existing research primarily focuses on the organizational structure and functional division of HRBP but lacks a systematic theoretical review of the core factors affecting the effectiveness of HRBP implementation. Therefore, this study will integrate the HRBP Three-Pillar Model, Resource-Based Theory, and Change Management Theory to define the core concepts and implementation elements of the HRBP model. Key influencing factors such as organizational climate, organizational culture, human resource information systems (HRIS), and HRBP competencies will be identified. A conceptual model will be developed, hypothesizing that the management process mediates the effectiveness of HRBP implementation, and relevant research hypotheses will be proposed.

(2) Employing qualitative methods to analyze the current implementation status of the HRBP model

To gain an in-depth understanding of the application of the HRBP model in Chinese enterprises, this study selects Company A, a construction firm, as the research subject. A qualitative research approach, including document analysis and semi-structured interviews, will be employed to explore the implementation status and challenges of the HRBP model. Key documents such as policy files, organizational restructuring plans, HRBP role descriptions, and performance evaluation criteria will be collected and analyzed to extract critical information and identify the primary characteristics and transformation processes associated with HRBP implementation. In-depth interviews with managers and employees will be conducted to investigate changes before and after HRBP adoption, employees' perceptions of the HRBP role, and managerial evaluations of HRBP performance, thus

identifying key factors affecting HRBP implementation and further validating and strengthening the conceptual model proposed previously.

(3) Employing quantitative methods to validate the key influencing factors of HRBP implementation

Building upon the qualitative research findings, this study further employs survey-based data collection and statistical analysis to empirically examine the effectiveness of HRBP implementation. Specifically, data from Company A's employees will be gathered to measure key influencing factors, including organizational climate, organizational culture, HRIS quality, and HRBP competencies, along with management processes and HRBP implementation effectiveness (HRM satisfaction and corporate performance). Correlation analysis, regression analysis, and mediation effect analysis will be conducted to validate the research hypotheses.

(4) Proposing strategies to optimize the implementation of the HRBP model

Against the backdrop of intensifying global competition and rapid evolution of organizational management models, optimizing HRBP implementation strategies is crucial for enhancing the strategic value of human resource management. Based on the qualitative and quantitative analysis of Company A, this study proposes practical strategies for optimizing HRBP implementation, aiming to provide enterprises with actionable improvement pathways. Organizations should maintain an open and progressive mindset, continuously exploring and experimenting with new methods and strategies to enhance HRBP implementation effectiveness. Only by doing so can they maintain a competitive edge in the dynamic market environment and establish a solid foundation for sustainable organizational development. Continuous attention should be given to areas for improvement, ensuring that the HRBP model plays a more significant role within the organization.

1.7 Research methods

This study is based on HRM theories and employs multiple research methods, including case study (with best practices) as well as a combination of qualitative and quantitative methods.

1. Case studies. Chinese enterprises Huawei and Tencent, which have successfully implemented the HRBP model, are analyzed as best practices to identify the critical factors for the successful implementation of the HRBP model. The identified critical factors are supposed to be transferable and replicable to other firms. The analysis results suggest that the key factors that influence the effectiveness of HRBP model implementation in Chinese enterprises include organizational climate, organizational culture, HRIS, and HRBP qualities.

2. Archival/document analysis. This study collects and organizes policy documents related to the "HRBP model" issued by Company A between 2014 and 2022. The analysis focuses on the background, objectives, step-by-step plans, overall results, and the challenges and difficulties faced by Company A in the implementation of the HRBP model.

3. Semi-structured Interviews. Face-to-face interviews were conducted with 25 individuals, including members of the company's leadership team, the deputy general manager, HRBP, various general managers of subordinate engineering departments, and selected project managers. These interviews aim to provide a detailed understanding of the overall implementation of the HRBP model within Construction Company A. The interviews will cover the following aspects: a). The general state of HRBP model implementation within the company, b). significant changes in operational and managerial aspects before and after the implementation of the HRBP model, and c). current challenges and difficulties faced during the implementation of the HRBP model.

4. Questionnaire survey

A questionnaire survey was conducted among the members of A Construction Company. Drawing inspiration from established measurement scales, the study used a scientifically designed questionnaire to investigate the leaders and employees at all levels of the company. The dimensions covered in the questionnaire included various aspects of HRBP model implementation, including organizational climate, organizational culture, HRIS, HRBP qualities, management processes, HRM satisfaction, organizational vitality, and rate of contribution to enterprise performance.

1.8 Expected contributions

This thesis evaluates the effectiveness of HRBP model implementation in Construction Company A through theoretical analysis and relevant data collected via a questionnaire survey and proposes path optimization suggestions. The expected contributions are as follows:

First, this thesis serves as a valuable reference for HRBP implementation in China's construction industry. HRBP model implementation is still in the exploration stage in Chinese enterprises, especially in Chinese construction enterprises. Construction enterprises have many complex intermediate businesses, requiring both engineering departments with strong expertise and business departments that communicate with construction workers. So, there is an urgent need to apply the HRBP model to change the traditional HRM model. By evaluating and empirically testing the effectiveness of HRBP model implementation in Construction

Company A and summarizing the path to optimize the HRBP model, this thesis provides a useful reference for HRBP implementation in Chinese construction enterprises.

Second, this thesis enriches empirical research on the effectiveness of HRBP model implementation. Existing studies mainly discuss the effectiveness of HRBP model implementation in enterprises from a theoretical perspective. Due to the limitation of data availability, relatively less studies have empirically analyzed through micro-level data, and only a few studies have evaluated the influence of independent factors on the effectiveness of HRBP model implementation in enterprises. Based on theoretical analysis, the thesis collects relevant data through questionnaire survey and face-to-face interviews. Reliability and validity tests are performed on the collected data to ensure the quality of the data used for analysis. The thesis evaluates the effectiveness of HRBP model implementation in enterprises by selecting two indicators: HRM satisfaction and rate of contribution to enterprise performance. To provide a more comprehensive picture, the thesis integrates these indicators into a composite indicator through AHP, thus offering a more robust evaluation of the effectiveness of HRBP model implementation in enterprises.

Third, this thesis sheds light on the path through which HRBP model implementation takes effect in enterprises by introducing the management process as a mediator. Few studies have explored the mediating mechanism of the effectiveness of HRBP model implementation. This thesis suggests that scheduling, function positioning, and team collaboration mediate the influences of organizational climate, organizational culture, HRIS, and HRBP qualities on the effectiveness of HRBP model implementation in enterprises and empirically tests the mediating effects.

Chapter 2: Literature Review

Based on an introduction to the development history of HRM and the concept of HRBP three-pillar model, this chapter analyzes the core concepts, role positioning, and objective functions of HRBP and the relationship with HPS of the HRBP model. Then, extant literature on the antecedents and evaluation of the effectiveness of HRBP model implementation as well as the existing problems in HRBP model implementation is reviewed, laying a solid theoretical foundation for this thesis.

2.1 History of human resource management (HRM)

2.1.1 Personnel management by objectives

"Personnel management by objectives" is an HRM approach that gained popularity in the U.S. in the 1950s and 1960s (Senge, 1993). The core of this approach is to integrate employees' work tasks with organizational goals, and to achieve employees' self-management and organizational goals by setting specific work goals and evaluation criteria. The implementation of this approach requires close collaboration and communication between leaders and employees, and employees need to understand their job responsibilities and goals and evaluate their performance against these goals.

Over time, HRM has been studied and developed on the basis of "personnel management by objectives". In the 1980s, HRM began to focus on the overall well-being and development of employees, which led to the concept of "human resource development" (HRD). HRD emphasizes employee training and development, as well as interaction and collaboration between employees and the organization, in order to enhance employee skills and knowledge, and to promote innovation and change in the organization (Garavan et al., 1999).

At the beginning of the 21st century, HRM began to shift towards a more open, flexible, and diverse approach to respond to the changing market and social environment along with the rapid development of globalization and IT (Buller & McEvoy, 2012). This trend has led HRM to adopt a range of new management approaches, such as flexible working hours, remote working, and self-management to encourage innovation, boost productivity, and enhance employee satisfaction.

2.1.2 People-oriented HRM

The people-oriented approach has been gaining importance in different fields (Barbosa et al., 2015; Sa'Ad et al., 2014). This approach is one that focuses on the needs, rights, and esteem of individuals and involves various fields such as leadership, healthcare, social work, psychotherapy, and counseling.

People-oriented leadership emphasizes valuing and respecting individuals and recognizing their unique qualities (Murcio & Scalzo, 2021). In healthcare, people-centered care serves as a standard approach for healthcare organizations, promoting a collaborative and respectful relationship between patients and providers (Wong & Cloninger, 2010).

In psychotherapy and counseling, a person-centered therapy is a pluralistic approach that emphasizes the subjective experience of individuals and their potential for growth and change (Barker, 2001). In addition, people-oriented approaches can also be applied to the care of specific populations, such as nursing home residents, adolescents, and people with dementia, among others.

Some studies have highlighted the importance of a person-centered approach for practitioners. Practitioners need to consider individual needs, preferences, and experiences to foster a collaborative and respectful relationship with individual clients. A person-centered approach not only contributes to practitioner well-being and job satisfaction, but can also improve the effectiveness of care, treatment, and counseling (Cooper & McLeod, 2011; Ekman et al., 2011; D. P. Li et al., 2017; N. Li, 2021; Poey et al., 2017; Washburn & Grossman, 2017; Wong & Cloninger, 2010).

In conclusion, a people-oriented approach is one that is more humane, personalized, and focused on individual needs, rights, and esteem. This approach is gaining more and more attention in various fields and more people are applying it in practice.

2.1.3 Knowledge-centered approach to human capital management

The knowledge-centered approach to human capital management aims to help organizations manage knowledge and further knowledge management by diagnosing intellectual capital (Bontis, 2007). The approach conducts intellectual capital diagnosis based on the three components of intellectual capital, namely, human capital, structural capital, and relational capital (Liang & Zhuo, 2018), to identify an organization's knowledge assets and knowledge needs and to provide corresponding knowledge management solutions. The method can enable organizations to better manage knowledge and enhance their competitiveness and

innovation capabilities.

L. Y. Wang (2008) studied the motivations of research and development (R&D) personnel in Chinese high-tech companies and identified the main influencing factors to be the remuneration, benefits, and career development opportunities of R&D personnel. Therefore, companies should give R&D personnel reasonable compensation and benefits and provide them with good career development opportunities. Companies should also provide a positive working environment and team atmosphere for R&D personnel to stimulate their work enthusiasm and creativity. Furthermore, companies should improve the skills and innovation capacity of R&D personnel by establishing an effective knowledge management and learning mechanism.

High performance work system (HPWS) is an approach to improve organizational performance through the investment and management of human capital. This approach focuses on developing and motivating high-performing employees and providing them with appropriate management support and institutional guarantee. The adoption of HPWS can significantly improve organizational performance, especially in technology-intensive and knowledge-intensive industries (Becker, 1998).

The three HRM approaches mentioned above have different focuses and purposes. Performance-oriented management emphasizes enhancing performance and productivity. People-oriented management focuses on individual employee development and motivation. Knowledge-oriented management emphasizes nurturing and managing employees' knowledge and skills. In practical operations, organizations can adopt these different management approaches based on their specific needs. They can also integrate these approaches as appropriate to meet the requirements of organizational development.

2.1.4 Human resource management evolution in China

The development of human resource management in China has undergone a gradual transformation from simplicity to complexity, from a single approach to diversity, and from regulations and systems to a people-centric focus. In recent years, the influence of talent mobility, training, and the internet and social media on human resource management has deepened, while there has been increasing attention on the innovation and utilization of HRBP models, strategies, and tools (Lin et al., 2018).

Based on Y. D. Liu's (2009) study, the historical development of HRM in China can be categorized into several distinct phases: exploratory phase (1949-1978), enterprise reform

phase (1978-1985), comprehensive implementation of hrm systems phase (1986-1996), and transformation phase of hrm (1997-2005).

Exploratory Phase (1949-1978): In the early years of New China, a comprehensive human resource management system had not yet been established. With the rise of state-owned enterprises, the government gradually began to build a human resource management system. In 1951, the National Labor Protection Administration was established, and an archive and information management system were established. In 1965, regulations were enacted to specify the benefits, such as rest and insurance, for workers. During this period, the primary task of human resource management was government supervision of enterprises and labor, and independent employment systems had not yet emerged (Y. D. Liu, 2009).

Enterprise Reform Phase (1978-1985): In the early stages of reform and opening-up, as China's economy rapidly developed, human resource management issues became more prominent. In 1979, the Company Law and Enterprise Law were promulgated, granting enterprises decision-making authority in employment, which led to diversification in hiring practices. The government accelerated the construction of vocational training systems and invested in vocational education. In 1985, the China Talent Exchange Center was established to promote talent mobility and recruitment (Y. D. Liu, 2009).

Comprehensive Implementation of HRM Systems (1986-1996): In 1986, China enacted and promulgated its first Personnel and Talent Management Law, further establishing enterprises' autonomy in employment. With a deeper understanding of human resources, HR management gradually shifted from simple regulations and systems to a people-centric approach that emphasized individuality and personal development. Simultaneously, the country increased investments in higher education and scientific research and accelerated the establishment of talent think tanks. The 1990 Unit Personnel Management Regulations were implemented, specifying responsibilities and obligations regarding recruitment, employment, training, and benefits (Y. D. Liu, 2009).

HRM Transformation Phase (1997-2005): As China entered the 21st century and accelerated its integration into the international arena, the domestic economy opened up, and market competition intensified. Management innovation became crucial. In 1999, the Ministry of Human Resources and Social Security of People Republic of China was established. The Chinese government actively implemented HR management reforms and innovations, encouraging enterprises to strengthen talent development and management, and promoting the integration of theory and practice. In 2002, significant decisions were made centered around "ten major innovative projects for HR development and management." New

HR management models for talent exchange, recruitment, and training emerged, and the integration of information technology with human resource management injected new vitality into HR practices (S. J. Zhang & Liao, 2007).

In recent years, as China continues to deepen its reforms, a people-centric approach that emphasizes talent development, motivation, and corporate social responsibility has become a new HR philosophy. The government promotes talent mobility, strengthens talent evaluation, and encourages talented individuals to return to China for entrepreneurship (Farndale & Paauwe, 2007). With the popularization of internet technology, the recruitment and selection processes in China have undergone significant changes. The rise of various online recruitment platforms and talent intermediaries has provided companies with broader recruitment channels and more efficient screening methods (S. M. Zhao et al., 2019). Dessler (2004) provides a comprehensive overview of the fundamental status and characteristics of human resources development in China by covering various dimensions, including human resources, talent management, public sector personnel administration, employment and entrepreneurship, income distribution, labor relations, social insurance, and the human resources service industry. Through this comprehensive analysis, the report aims to capture the current state of human resources development in China and outline the key issues and challenges faced by the field.HR management has gradually shifted from labor management to talent strategic management, emphasizing the overall quality, awareness, and system of employees, forming a multi-level management model for talent training, management, and motivation.

In addition, training and development also occupy an important position in human resource management in China. With the rapid development of the economy and the constant iteration of technologies, training and development have become an important tool for companies to improve employee capabilities and maintain a competitive advantage (Farndale & Paauwe, 2007). In China, many companies actively invest in employee training programs, including internal training, external training, and multinational corporation partnerships. In addition, some companies are exploring the adoption of new training methods, such as online training and mobile learning, to improve training effectiveness and employee satisfaction (Hon & Lu, 2010). In addition, more and more companies have realized the importance of effective performance management to motivate employees, improve work quality, and achieve organizational goals (Jiang et al., 2012). As a result, many companies have introduced performance appraisal systems to motivate employee performance by setting clear goals, providing timely feedback, and rewarding mechanisms. As people's demand for work and quality of life increases, companies are beginning to focus on the provision of employee

benefits. In addition to basic pay and benefits, some companies offer welfare measures such as flexible working hours, health insurance, employee care programs, and training opportunities to increase employee job satisfaction and loyalty (S. J. Zhang & Liao, 2007).

2.2 HRBP three-pillar theory

In the 1990s, Ulrich put forward the three-pillar model of HR based on a large number of management practices and theoretical refinement. Subsequently, the HRBP model attracted widespread attention from scholars at home and abroad. On the whole, research on the application of the HRBP model in enterprises started earlier in western countries and formed a relatively sound theoretical system.

2.2.1 HRBP three-pillar model

HRBPs are HR professionals assigned by a company to each business or division to assist the managers of each business unit in talent discovery, employee development, and capacity building (Ulrich, 1996). In the 1990s, Ulrich proposed the important three-pillar model of HRBP consisting of Center of Expertise (COE), HRBP, and Shared Service Center (SSC), as shown in Figure 2.1. This model was built based on the company system, specifically for the company's personnel services. Its key is to rebuild the organizational strength to serve the company's HR and improve the HR structure. Its essence lies in proposing a groundbreaking new HRM model (Ulrich, 1996). Therefore, it is recommended that we should change the focus of HRM from "what you have done" to "what you have achieved". In other words, the focus is on what HRM can bring to the company, and how much benefit it can bring to the company.
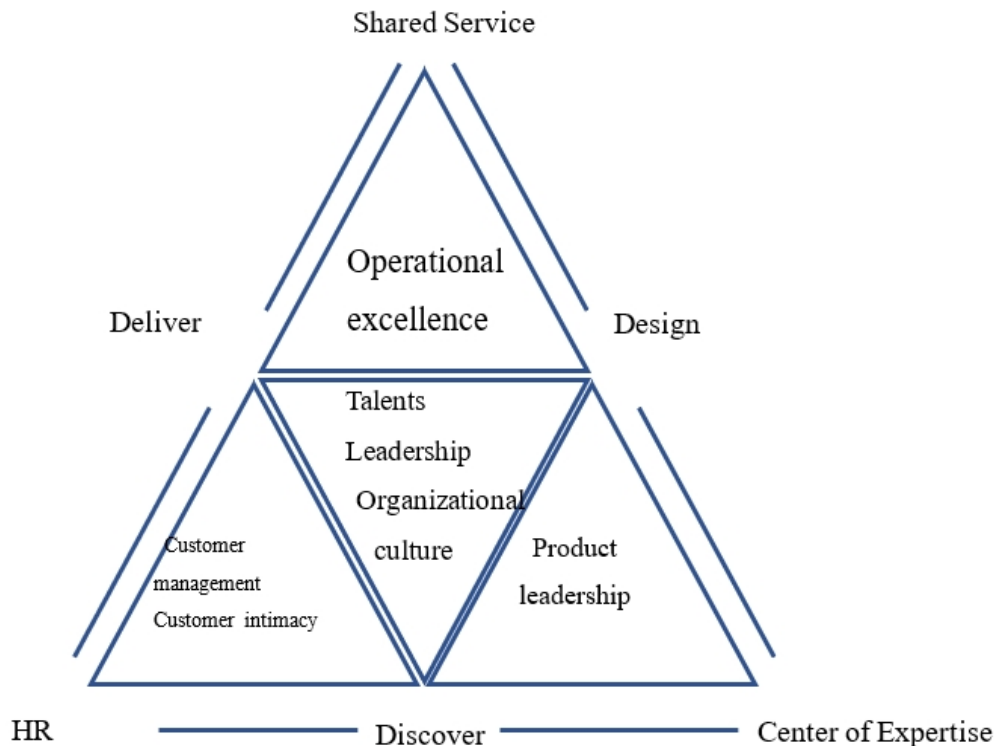
Figure 2.1 HRBP three-pillar model

Source: Ulrich (1996)

The main responsibility of the Human Resources Center of Expertise (HRCOE) is to provide HR help and professional methods for each department, including talent planning and training, performance assessment and appraisal methods, employee working condition survey methods, performance plan design and salary design. HRCOE can also effectively deal with key issues requiring strong HR expertise in the department. It can also leverage its HR expertise to design and implement effective programs and regulations for talent management and guide HRSSC in its service activities (Caldwell & O'Reilly III, 2003; Lawler & Mohrman, 2003; Ulrich & Brockbank, 2005). HRCOE plays the role of a designer, a controller, and a technical expert.

HRBPs are the link between the HR department and other departments. HRBPs should not only understand the specific work contents of HR in detail but also master the different requirements of each department for talents. On the one hand, they should help department managers maintain the internal unity of each department and be able to undertake some simple HR tasks; on the other hand, they should also collaborate with department managers to formulate internal talent training plans and management regulations (Caldwell & O'Reilly III, 2003). HRBPs, who hold an important position in the department, can solve most of the personnel problems and functions as the relationship reconciler, the reform controller, and the problem solver.

The Human Resources Shared Service Centre (HRSSC) is responsible for handling and planning all the work about HR within the company in a unified manner. For example, matters such as employees' onboarding assessment, salary management and increase system, social insurance, personnel information, employee files, employee contract management, employee opinion acquisition, and training of new employees can be processed in a unified manner and managed on a centralized processing platform. HRSSC is the management center responsible for the whole centralized management, responsible for the planning, distribution, and processing of HR issues.

In general, the essence of the three pillars of HRBP is to change the division of labor among the six traditional HR modules of a company based on Internet technology. HR experts are able to provide strategic-level command for a company's HRM, break the barriers that exist between the internal and external organizations, provide an open environment for the development of the company, and promote internal organizational change. In this sense, they have strategic value. In comparison, HRBPs are special forces within the enterprise that can help the enterprise achieve its business goals. So, they have commercial value. HRSCC can provide enterprises with a delivery platform for their products and services, and thus having platform value.

2.2.2 Role definition of the HRBP model

HRBPs are HR managers who are free from administrative chaos and who do not work as a HR service provider, but rather undertake tasks of strategic importance to the company (Boudreau & Ramstad, 2006). Research on HR strategy has shown that HR is a holistic and systematic project, not just individual HR practices, but the integration of HR into the overall corporate strategy development process (Babalola & Aigbavboa, 2022). Based on the HRM concept, HRM practice and socialization are combined to make HRM practice a social competitive advantage and to enhance employee motivation in HRM with the principle of leverage. What is different from traditional HR is that HRBPs are not only nominal partners. While they continue to serve as the point of contact for employees, they are also the voice of executive management. The expertise of HRBPs provides valuable and reliable management input, and they need to be involved in all major management decisions (Boon et al., 2019). Heizmann and Fox (2019) put forward in their study the attempt where HR managers position themselves as HRBPs. By analyzing the semi-structured interviews, they provided an understanding of the positioning of HR managers' experience as they attempt to become

accepted as co-equal partners by line management. The study also demonstrates the gap between the prescriptive descriptions of HRBPs and the tensions and legitimacy struggle HR managers face in adopting their new roles.

Ulrich (1997) further developed the HRBP model theory by suggesting that the role of the HR professional must be redefined to meet the competitive challenges facing organizations today and in the future. He provides a framework that identifies four distinct roles for HR professionals: strategic player, administrative expert, employee supporter, and change agent (see Figure 2.2). He gives many examples of how HR specialists must operate in all four areas simultaneously in order to make a full contribution (Ulrich, 1996). Rasmussen and Ulrich (2015) further optimized the four roles of HR in the HRBP model by suggesting that HR should not only play the role of a strategic partner, but also be an employee champion, an administrative expert, and a change agent.

Figure 2.2 The four-role model of HRBP

Source: Rasmussen and Ulrich (2015)

The specific descriptions of the four roles are as follows:

(1) Strategic partner. As a strategic partner, the HR department should actively guide and spur the company's top management team to formulate strategies, assist them in formulating strategic plans that are conducive to the company's sustainable development according to the internal and external environments, and work with them to explore what form of organization to adopt to support the company's strategic development (Martell & Carroll, 1995).

(2) Administrative expert. Traditional HR specialists usually handle administrative affairs, but the new administrative expert role requires HRs to move away from the traditional role of rule maker and maintainer to ensure the smooth running of the company's daily work (Steffensen Jr et al., 2019; Ulrich et al., 2012; Ulrich & Brockbank, 2005; Wach et al., 2022).

(3) Employee champion: HRs should guide employees to actively engage in work, boost

their morale, and make them contribute willingly; be the voice of employees in management meetings and report their problems to their superiors; and provide appropriate resources to help them meet the company's requirements (Guest, 2017; Jackson et al., 2014; Lawler & Mohrman, 2003; Lengnick-Hall & Lengnick-Hall, 2002; Wright et al., 2001).

(4) Change agent. HR should help companies develop the ability to respond to and leverage organizational change and enhance their ability to change through process renewal and cultural innovation. They should ensure that the organizational vision is translated into concrete actions, and help employees understand what can be done to achieve long-term corporate and personal goals (Antila, 2006; Kim & Gao, 2014; Schoemaker, 2003; Ulrich et al., 2009).

Among the four roles of HRBP, the strategic partner role has a more pronounced influence on enterprises. Therefore, it is also more important. The strength of influence of the strategic partner on the enterprise is mainly determined by the personal factors of the role and the job design of the enterprise (Ananthram & Nankervis, 2013). No matter which role HRBPs assume, they should possess the following three elements.

The first element is knowledge. On the one hand, HRBPs should have expertise. They should be qualified HRM specialists first, which requires them to proficiently master the six modules of HRM. Only by laying a solid foundation of professional knowledge can HRBPs better communicate professional knowledge in the business department and popularize relevant professional systems and corresponding processes. On the other hand, HRBPs should possess the relevant knowledge of the business department: if HRBPs want to promote the healthy communication between the business department and the HR department more effectively, they must uphold the concept that "it takes a good blacksmith to forge good tools". Only when they have an in-depth grasp of the relevant knowledge of the business department can they avoid having misunderstanding of the effective information conveyed in the communication (Dai & Qiu, 2016).

The second element refers to skills, including communication skills, organizational leadership skills, and problem analysis skills. Specifically, communication is not simply about conveying words to each other, but also about making the information to be conveyed in communication heard and fully understood by each other. Therefore, to bring the role of HRBPs as a bridge into full play, communication skills are essential. HRBPs should communicate skillfully and effectively according to the communication recipient, communication environment, and communication language, and other factors that may affect communication (Keegan & Francis, 2010; Lambert, 2009; Younger et al., 2011); excellent

HRBPs must be excellent organizers and leaders, who can reasonably allocate resources to each person and create a more open and integrated atmosphere so that all departments understand each other and cooperate well. They can also better organize the collaboration between the business department and the HRM department according to the strategic goals of the company set by the top management (Baran et al., 2019; Lischka, 2017); due to the special nature of the position HRBPs hold, they often have to deal with exceptional events (Caldwell, 2010). When HRBPs face such circumstances, they should be relatively sensitive to the problem and quickly and accurately analyze the problem at the first time and organize personnel to deal with it in an orderly manner.

The third has to do with personality traits of HR professionals, including interest, sound listening skills, patience and meticulousness, and an outgoing personality. Specifically, interest is like a booster at work, which can push employees to work actively and give them the courage to overcome any difficulties. As HRBPs who need to actively promote HRM related work in the business department, making business department employees feel an enthusiastic and positive atmosphere will make the facilitation work more efficient (Amabile et al., 2005; Cameron & Dutton, 2003; Deci & Ryan, 2000; Hakanen et al., 2006; Tladinyane & Van der Merwe, 2016); as communication messengers between business departments and the HRM department, HRBPs first need to be good and qualified listeners to communicate efficiently. Good listening can ensure the accuracy of information and make the communication recipient relaxed and more willing to express and be better at expression. It can also create a more open and inclusive atmosphere between the business department and the HR department (Drucker, 2018; Geimer et al., 2017; Kothari, 2004; Mathis et al., 2017; Perez, 2014); HRBPs are still in contact with people during most of their working time. They must treat the trivial details at work seriously because these small issues are likely to be intricately linked with the staff, resulting in the domino effect. Therefore, it is necessary for HRBPs to be patient and meticulous to make their work more effective. Moreover, patience and meticulousness are also very important to the supervision work of HRBPs. Only with patience and meticulousness can the supervision work be done really well (Mellor & Webster, 2013; Mwita, 2018; Truss & Gratton, 1994; Wilson et al., 1995); an outgoing personality is a very important personality trait for HRBPs. Outgoing HRBPs will positively influence the atmosphere around them and make other employees in the office cheerful, thus creating a relaxed office environment in which everyone is happy to communicate, leading to enhanced team cohesion and closer collaboration among various departments (Kuvaas & Dysvik, 2010; J. L. Li, 2021).

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2.2.3 Aims and functions of the HRBP model

HRBPs are positioned to serve the following five functions:

Facilitate the realization of strategic objectives. After the senior managers of an enterprise have formulated the overall strategic objectives of the enterprise, HRBPs are responsible for actively promoting the strategic objectives formulated by the senior managers and implementing the overall strategic objectives to each department so as to formulate the departmental strategic objectives that fit the overall strategic objectives of the enterprise and enable the enterprise to achieve the strategic objectives successfully (Malik et al., 2021; Matuska & Niedzielski, 2018; Younger et al., 2011).

Align with the business department. The work of HRBPs should be arranged according to the strategic goals set by the senior management. Besides, because HRBPs spend most of their time in the business sector, they also need to provide corresponding professional support for the business department, to help the business department better accomplish its share of the corporate strategic goals (Robinson & Robinson, 2005).

Leverage on expertise. HRBPs should be familiar with the operation of the business department in the process of long-term integration with the business department and provide professional support to the business department in HRM so that the business department does not have to be distracted from that work (J. Jiang et al., 2022). Undoubtedly, it is also necessary to use the advantage of professional knowledge to actively promote the understanding of HRM-related systems and corresponding processes by business department personnel in the business department.

Integrate specialized departments and business departments. HRBPs function as a bridge for effective communication between professional and business departments. They should take the initiative to facilitate communication between the two sides by adopting the most appropriate form of communication, so that the information from both sides can be conveyed to each other more effectively. This will also enable the two sides to connect seamlessly to better promote the strategic goals of the enterprise (Armstrong & Taylor, 2020; Cascio, 2005; Foss et al., 2009; Winch, 2021).

Increase enterprise efficiency. HRBPs make detailed plans for their own work and the relevant work of the business department according to the general strategy of the enterprise and departmental strategy and supervise the implementation of such plans. They also establish corresponding effective management mechanisms, take responsibility for the implementation, supervision, evaluation and dissemination of the projects related to the growth of employees,

and manage and optimize the employee relations management system of the company (Holbeche, 2022; Kopertyńska & Dernowska, 2021; Robinson & Robinson, 2005).

2.3 Resource-based view

Resource-based view (RBV) originated in the early 1980s and was proposed by Barney as a management theory that primarily focuses on how companies gain competitive advantages through their resources and capabilities (Conner, 1991). The theory initially posited that companies need to fully utilize their resources and capabilities to gain a competitive advantage, categorizing them into replicable and non-replicable resources (Grant, 1991). Over time, the theory has developed and expanded in both theoretical and practical aspects (Barney et al., 2011). It has been applied not only at the firm level but also in research at the organizational, industry, and national levels. Additionally, related theories and concepts have emerged, such as dynamic capability theory and organizational learning theory (Hornsby et al., 2002; L. Jia et al., 2014).

A company's competitive advantage stems from its unique resources and capabilities, which should be scarce, difficult to imitate, non-substitutable, and organized. Companies can create and maintain a competitive advantage through the allocation and utilization of resources. They should develop appropriate strategies based on their resources and capabilities and engage in innovation and creative organizational evolution to sustain their competitive advantage (Barney & Clark, 2007). The key to a company's ability to acquire and maintain a competitive advantage lies in its unique and valuable internal resources and capabilities, including physical assets, human resources, technology and patents, well-known brands, reputation, culture, and social networks. These resources are non-substitutable, scarce, and difficult to imitate or transfer (Acedo et al., 2006). By optimizing and integrating these resources, companies can gain a competitive advantage in the market and achieve sustained and stable organizational performance (Acedo et al., 2006).

From the perspective of RBV, a company's competitive advantage comes from its unique resources and capabilities, with a greater emphasis on long-term strategic considerations. In this context, the HRBP model plays an important role in human resource management, serving as one of the representative models for the highest level of business involvement by HR departments (Mueller-Wilckens, 2013).

For example, HRBPs should align themselves with the company's core mission and strategic direction and make fine adjustments to the organizational culture, thereby

establishing a strong link between employees and the company's strategic direction (Manroop et al., 2014; Moran & Meso, 2008; Tolsma, 2014). The skills and capabilities of a company's workforce determine its competitive advantage, and HRBPs should avoid artificial interference in assessing primary needs, job grading, and talent identification (K. Jiang et al., 2012). The HRBP model aims to address business issues and drive business development through efficient and professional process management. HRBP leaders serve as professional leaders within the HR domain while also possessing business knowledge, thereby exerting leadership within the organization (Ulrich & Brockbank, 2009).

In summary, from the perspective of RBV, the HRBP model can help companies better manage their human resources, establish an efficient HR system, enhance their core competitiveness, and address the needs of core positions in marketing, sales, and technology.

2.4 Change management theory

Change management theory is a comprehensive framework that involves implementing a series of strategies and actions targeted at achieving significant organizational change. It emphasizes understanding and managing both internal and external factors (Appelbaum et al., 2012). The origin of Change Management Theory can be traced back to the rationality theory under the planned economy system (Arrow, 1990). It later developed into the incremental change theory (Orlikowski, 1993) and subsequently transformed into the transformational change theory (Mezirow, 1994). Common transformational change theories include change psychology theory (Gopnik & Wellman, 2012), inclusive change theory (Clark et al., 1999), and strategic transformation theory (Greiner et al., 2007). These theories, compared to incremental change theory, focus more on fundamental, comprehensive, and radical changes within organizations. Kotter's Change Management Model is primarily based on transformational change theory. Through academic research and consulting work, Kotter extensively studied successful and failed cases of organizational change, leading to the development of a set of change management theories. The evolution of his theories went through three stages (Rajan & Ganesan, 2017).

In the first stage, Kotter (2007) proposed the "eight-step change process" theory. In 1995, he published Leading Change, emphasizing the importance of changing organizational culture to support change and introducing the "eight-step change process" in change management theory. The eight steps include establishing a sense of urgency, forming a guiding coalition, developing a vision and strategy, communicating the change vision, empowering employees

to take action and create short-term wins, consolidating wins, anchoring new approaches in the culture, and making the change stick.

In the second stage, Kotter and Cohen (2012) realized that organizational change is not only an extremely complex, cumulative process but also involves aspects such as emotions, behaviors, and thoughts of individuals. In response to these aspects of organizational change, he proposed a "four-stage" analysis model, including the stages of preparing, launching, sustaining, and accelerating change. These stages exhibit a change process similar to an S-curve.

In the third stage, Kotter (2008) developed a new change management model called "dual-loop change." This model divides change into two loops: the external loop and the internal loop. The external loop refers to adaptive changes that organizations make in response to the external environment, while the internal loop represents changes within the organization's structure. Organizations and managers need to execute both loops to achieve complete and efficient change.

Change management theory has gone through three historical stages, from its inception to development. Kotter's change management theories have been widely disseminated internationally and have influenced the thinking and actions of a generation of entrepreneurs and managers, becoming an important reference for modern organizational management and change.

From the perspective of change management theory, the HRBP model can be understood as the collaboration between HRBPs and departments, as well as the communication of change information and direction to employees, to support the implementation of change. Firstly, effective change management communication is crucial. HRBPs need to maintain good communication with managers and employees, convey changes in change management, reinforce feedback and transparency, and facilitate understanding and contributions to organizational change (Terziev et al., 2020). Secondly, identifying the needs for organizational change is important. HRBPs should adjust to evolving market demands and corporate strategies, regularly analyze customer and market needs, and assess the impact of ongoing changes to adjust organizational structures and operational processes, providing essential data support for organizational change (Cameron & Green, 2019).

Thirdly, supporting business development is essential. HRBPs need to embrace the concept of organizational change and promote its implementation, maintaining vigilance and understanding on the forefront of business development and organizational structural changes, and addressing HR-related issues during change (Doppelt, 2017).

Fourthly, enhancing employee adaptability is crucial. As a combination of managers and HR, HRBPs should help employees adapt to and understand the change, providing necessary resources such as training, development, and support during the change process to empower employees, enhance their confidence and motivation (Cullen et al., 2014).

Fifthly, closely managing project implementation is vital. As one of the beneficiaries responsible for maintaining organizational resources and executing organizational change, HRBPs work closely with project teams, comprehensively focusing on all aspects of change implementation, making timely adjustments and improvements to change plans, and ensuring the achievement of change objectives (Hornstein et al., 2015).

In summary, from the perspective of change management theory, HRBPs serve as the critical link between business and HR, perceiving and understanding key points of change and transformation. They play a role in quickly and effectively changing the business core and behavior of the organization, supporting the company in achieving strategic objectives.

2.5 Influencing factors of the effectiveness of HRBP model implementation

2.5.1 Requirements of the HRBP model

The rise of "HR business partnerships" has led to a tremendous growth in HR competency models over the past decade. Competencies are seen as providing a mechanism to reshape traditional HR roles and increase the effectiveness of HR professionals as business partners. The findings by Caldwell (2008) highlight the inherent limitations of the competency model, as well as the powerful influence of contextual factors, and raise important questions about the future direction of HRBPs.

The HR three-pillar model has certain conditions for application. Not all enterprises can apply the three-pillar model (Berman et al., 2021). The role of the human resources business partner (HRBP) is seen as a way for HR professionals and the HR profession to become more strategic rather than transactional, requiring the development of different competencies (McCracken et al., 2017). Currently, few researchers have examined how the HRBP model plays out in practice over time from the perspective of HR professionals and their line manager partners (LMPs). Undoubtedly, enterprises can develop the HRBP model applicable to their own development needs. Enterprises wishing to build the three-pillar model in a comprehensive manner should meet the following requirements:

1. The enterprise has a certain scale: The enterprise is large in scale, has a certain number

of subsidiaries and subordinate institutions as well as a sufficient number of employees. The subsidiaries and subordinate institutions of enterprises have set up HRM departments, and there are divisions with similar functions within each HRM department.

2. There is similarity in HR activities: When the subsidiaries and subordinate institutions of enterprises are engaged in HRM, there is a certain similarity of work contents. Besides, the unified processing of HR work can be realized at the collective level.

3. The enterprise leadership attaches importance: The company's top management attaches enough importance to HRM and expects to achieve the improvement of the comprehensive performance of the enterprise through HRM.

According to Cong and Wang (2013), HRBPs are divided into transactional business partners (BPs) in the primary stage, business or cultural BPs in the development stage, and strategic BPs in the maturity stage along their development journey. Transactional HRBP represents the early, elementary development stage of HRBP, primarily responsible for daily transactional tasks and struggles to play a strategic role. There are two forms in the development stages of HRBP: business-oriented and culture-oriented. Business-oriented HR-BP focuses on rapidly responding to and supporting the operational needs of business units. They use their professional human resources management skills and deep understanding of business to help business units achieve their goals and improve efficiency. Culture-oriented HRBP emphasizes building and maintaining team cohesion and culture. Their work focuses on strengthening corporate culture and values, enhancing team performance through the power of culture. The advanced stage is strategic HRBP, equipped with a comprehensive support system. They provide more comprehensive services to business units based on the foundation of business-oriented and culture-oriented HRBP. These four typical models are only categorized for ease of understanding, since in practice, several models often coexist within an enterprise. For example, an enterprise's HRBP function might need to simultaneously consider both business and cultural aspects, and itself be in the advanced BU-HR stage. See Table 2.1 below for details.

Table 2.1 Three HRBP models

Type	Transactional BPs	Business-oriented BPs and culture-oriented BPs	Strategic BPs
1.Development stage	Start-up stage	Development stage	Maturity stage
2. Scale of service recipients	Single business unit	Medium size, several business units	Large-scale business units; multiple business units covering a wide area
3.Diversity of personnel	Low level of diversification	Medium level of diversification	High degree of diversification

4.Level of HRBPs	Lower level, mostly HR specialists or supervisors	Medium level, mostly managers	High level, mostly senior managers or directors
5.Functions of service recipients	Single function	Several functions combined	Aggregate of complex functions

Source: Cong and Wang (2013)

2.5.2 The HRBP model and high-performance work system

High Performance Work Systems (HPWS) are characterized by a comprehensive array of forward-thinking HR strategies and work design methodologies that, when implemented together in specific groupings, are interdependent and yield combined advantages. These strategies focus primarily on five fundamental aspects: sophisticated recruitment and training methods, behavior-oriented evaluations, performance-based compensation, job stability, and active employee participation (Cooke, 2006). The conceptualization of HPWS is influenced by process-oriented perspective on HR practices (Ostroff & Bowen, 2016). According to this viewpoint, HR frameworks consist of various layers, including HR policies, practices, and procedures, all of which are connected to outcomes at both the individual employee and overall organizational levels (Boxall et al., 2011; Cafferkey & Dundon, 2015; Monks et al., 2013).

Wright and McMahan (2011) suggest that traditional HRM researchers have focused almost exclusively on practices that enable the acquisition and development of human capital resources, which has led them to largely ignore the resources themselves, and that if strategic HRM researchers continue to focus exclusively on HR practices, strategic researchers will fill in the gaps regarding the role of human capital in competitive advantage. K. Jiang and Messersmith (2018) highlight the theoretical framework and empirical findings of research in the field of strategic HRM over the past three decades, identify methodological issues and challenges in previous research, and discuss the latest trends in the field of strategic HRM. Human capital is an important construct in a variety of fields, and slightly different aspects and levels of human capital within business organizations are extremely important, which may lead to opportunities for strategic human capital and strategic human resource management (SHRM) integration (Boon et al., 2018). SHRM has become an integral part of management, and its basic purpose is to maintain better human relationships in the workplace through the application and evaluation of organizational policies and programs in order to utilize human resources in an optimal and effective manner (Huselid, 1995). Further research reveals that SHRM has a positive influence on human capital development and employee

commitment to the organization; the impact of human capital development and employee commitment is found to partially mediate the relationship between SHRM practices and sustainable competitive advantage (Hamid et al., 2022). Herlina et al. (2022) suggested that SHRM practices have a direct positive impact on employee commitment, which mediates the influence of SHRM practices on HR development and sustainable competitive advantage.

Shin and Konrad (2017) add arguments based on general systems theory, suggesting a more complex relationship in which performance provides feedback to HPWS in the form of information and resources. This feedback generates the data and idle resources needed to support the adaptive process of HPWS implementation. In addition, a large longitudinal dataset with three points in time was used to examine the causal relationship between HPWS and performance, and the study proposes that past HPWS had both positive and opposite effects on later productivity. This reciprocal causal relationship supports the need to extend SHRM theory to consider productivity as both an antecedent and consequence of HRM practices. However, SHRM practices, especially in large firms, are often inconsistent with practices that promote breakthrough innovation (BI), where uncertainty, ambiguity, and risk of failure are high (Choi et al., 2018). Using the Ability-Motivation-Opportunity (AMO) framework, Choi et al. (2018) identified and delineated strategic HRM practices that may influence the outcome of breakthrough innovations in firms. These practices include career risk reduction, extrinsic rewards (Motivation-M), promotion of idea generation (Opportunity-O), development of innovative talents, and development of managerial flexibility (Ability-A). Gill et al. (2018) introduced the authentic leadership theory, which represents a departure from the conventional top-down hierarchical relationships commonly found in traditional HRM. This theory acknowledges the influence of individual interactions within the organizational environment, emphasizing the co-creation of a more authentic sense of self and perception through interpersonal engagement. This approach aims to facilitate individuals' better integration into the collective fabric of the organization.

2.5.3 Organizational climate

The organizational climate refers to employees' overall subjective perception of various aspects within the organization, including systems, management philosophies, and more. This perception often influences employees' choices in work and other aspects, subsequently affecting their performance and effectiveness (Muñoz-Pascual et al., 2019; Selmer & Chiu, 2004). In the process of creating a positive organizational climate, leaders should actively

collaborate with the HRBP team to ensure smooth implementation of HR strategic planning and strengthen organizational care and management towards employees (Mitchell et al., 2013).

Different scholars may have varied dimensional classifications of organizational climate. In this thesis, we adopt the categorization proposed by Rogg et al. (2001), which includes Managerial Competence, Employee Commitment, Collaboration, and Customer Orientation. The following analysis will examine the relationship between these four factors and the implementation of the HRBP model.

Managerial competence refers to the skills, knowledge, and traits required by managers to effectively lead and manage teams to achieve organizational goals. Managerial competence encompasses abilities such as leadership, communication skills, interpersonal relationship management, and strategic thinking, all of which play a crucial role in the successful implementation of the HRBP model. Particularly, the leadership capabilities of managers are vital for the effective implementation of the HRBP model (Currie & Procter, 2001). Managers with strong leadership skills can provide necessary support and resources to HRBPs, motivate team members to actively participate in HRBP activities, and collaborate closely with HRBPs to achieve organizational strategic goals (Mitchell et al., 2013). Additionally, managers need to possess effective communication skills to clearly convey organizational strategies and objectives and engage in effective communication and coordination with HRBPs. Furthermore, managers must establish good relationships with different departments and stakeholders, understand their needs and concerns, and coordinate the interests and expectations of all parties during the implementation of the HRBP model (Paul & Berry, 2013).

Employee commitment refers to employees' loyalty and dedication to the organization, encompassing dimensions such as affective commitment, continuance commitment, and normative commitment. Employee commitment plays an important driving role in the successful implementation of the HRBP model. Loshali and Krishnan (2013) found that when employees perceive organizational care and support, they are more likely to actively participate in the implementation of the HRBP model and contribute to its success. Therefore, establishing a positive organizational culture, providing employee development opportunities, and focusing on employee well-being and career development help enhance employees' commitment awareness and improve the effectiveness of the HRBP model.

Collaboration involves close cooperation among different departments, teams, and stakeholders to achieve common goals and interests. The successful implementation of the

HRBP model requires establishing good collaborative relationships, demanding close collaboration between the HR department and other departments in formulating and implementing HR strategies. Research by Glaister et al. (2018) indicates that when there is good communication and collaboration among various departments, the implementation effectiveness of the HRBP model is enhanced. Collaboration facilitates information sharing, collaborative decision-making, and resource integration, thereby improving the overall effectiveness of HR management within the organization.

Customer orientation refers to placing customer needs and expectations at the core of organizational activities, aiming to meet customer requirements and provide high-quality services and solutions. HRBPs should adopt a customer-centered approach in carrying out their roles and responsibilities. They need to collaborate closely with business leaders and employees to understand their needs and expectations, providing HR solutions that meet customer requirements. Through a customer-oriented approach, HRBPs can better meet the needs of business departments, enhance their satisfaction, and contribute to the overall performance and success of the organization. Research by Ulrich and Brockbank (2005) found that when the HRBP model focuses on meeting employee needs and providing personalized support and solutions, employees are more likely to embrace and support the model. Thus, an employee-centric customer-oriented approach strengthens the implementation effectiveness of the HRBP model.

2.5.4 Organizational culture

Organizational culture refers to the collective values, beliefs, habits, and social behavior guidelines within an organization. It serves as an important foundation for the implementation of the HRBP model, providing a favorable climate and environment for the realization of the model's concepts and practices (Aycan et al., 1999; Davis, 1983; Denison & Mishra, 1995). According to Chatman and O'Reilly (2016), qualitative and quantitative research on organizational culture can be categorized into four types: the denison organizational culture survey, the competing values framework, the organizational culture inventory, and the organizational culture profile. This study views organizational culture as the values and beliefs of organizational or business leaders, serving as the basis for the business management systems and practices that embody these fundamental principles (Karim & Qamruzzaman, 2020).

In fact, there are certain differences between Chinese organizational culture and that of

Western countries. Chinese organizational culture exhibits the following characteristics (L. Q. Wei et al., 2008): First, Chinese culture is characterized by collectivism, with a long-term orientation that emphasizes rules and order. Second, many Chinese companies still have a collective and hierarchical culture. Additionally, the rational culture in the context of a competitive value framework often emphasizes short-term orientation and individual values, which is not entirely consistent with Chinese culture. Therefore, this thesis adopts the categorization of group culture, development culture, and hierarchical culture proposed by L. Q. Wei et al. (2008) to analyze the impact of organizational culture on the implementation of the HRBP model.

Group culture refers to the shared beliefs, values, and behavioral norms within an organization. It has a significant influence on the successful implementation of the HRBP model and the overall performance of the organization. When an organization possesses a positive, collaborative, and supportive group culture that aligns with the HRBP model, HRBPs can better integrate into the organization, establish good cooperative relationships with various departments, and gain the trust and support of organizational members. Such support from the group culture contributes to the smooth implementation of the HRBP model, enhancing the acceptance and effectiveness of HR solutions. Moreover, when the organization's group culture encourages open communication and information sharing, HRBPs can better understand the organization's needs and challenges, allowing them to develop corresponding HR strategies and plans. A transparent group culture facilitates interaction and collaboration between HRBPs and employees, improving the credibility and effectiveness of HR decision-making (Wash, 2023).

Development culture refers to the collective recognition of the values, beliefs, and behavioral approaches towards employee learning and growth within an organization. Cultivating a positive development culture contributes to the effectiveness of the HRBP model and organizational performance. In such a cultural environment, learning and development are viewed as shared responsibilities of the organization and employees, receiving support and resource allocation from the organization (Wright & McMahan, 2011). Additionally, this cultural environment encourages employees to actively participate in training and development activities, closely collaborate with HRBPs, and seek opportunities and challenges for personal and organizational performance improvement. When an organization prioritizes employee learning and growth within its development culture, HRBPs can better fulfill their role as strategic partners, collaborating closely with business departments and providing customized HR solutions (Wright, 2008). The organization's

support and recognition of HRBPs also motivate them to actively engage in the implementation of the model, promoting its effectiveness and success.

Positive organizational culture implies that the organization has clear values and behavioral norms, and employees have a consensus on the importance of human resources. They are willing to collaborate closely with HRBPs to achieve the organization's strategic goals. This positive institutional culture promotes the effective implementation of the HRBP model, enhancing collaboration between HR and business departments (Snell & Youndt, 1995). When the organization's institutional culture aligns with the goals and principles of the HRBP model, the implementation effectiveness of the model becomes more pronounced. Consistency in institutional culture means that all levels and departments within the organization acknowledge and support the HRBP model, which helps eliminate resistance and obstacles during implementation, increasing the acceptance and effectiveness of the HRBP model (Youndt et al., 1996). This positive communication and information flow help HRBPs understand the needs and challenges of business departments, provide customized HR solutions, and promote collaboration and knowledge sharing among various departments within the organization.

2.5.5 Human resource information system (HRIS)

HRIS is an information technology tool used to manage employee information, automating various human resource management processes (Boon et al., 2019; Lepak et al., 2006). In recent years, more and more companies have combined HRIS with the HRBP model to enhance the effectiveness and efficiency of human resource management (Van De Voorde et al., 2010). The implementation of HRIS can reduce HRM costs, improve data processing efficiency and accuracy, and when integrated with the HRBP model, it can further enhance the efficiency and effectiveness of human resource management (Al-Shibly, 2011; Ulrich & Dulebohn, 2015). In the era of digitization, HRIS is an information technology tool used to manage employee information and automate human resource management processes (Hendrickson, 2003). Drawing on the research findings of Al-Shibly (2011), this study analyzes the impact of HRIS on the implementation of the HRBP model from four aspects: system quality, information quality, ease of use, and system usefulness.

The quality of an HRIS is a key factor that affects the effectiveness of HRBP implementation. A high-quality system can provide accurate, reliable, and stable data support, as well as an excellent user experience. Conversely, a low-quality system can lead to data

errors and inaccuracies that undermine the effectiveness of the HRBP model (Beadles II et al., 2005). A usable HRIS can improve the efficiency of HRBP model implementation, reduce the time and cost of manual operations, enhance work quality, and increase managers' acceptance and willingness to use the HRBP model.

The information quality of an HRIS directly affects the implementation effectiveness of the HRBP model. Research shows that high-quality information can help managers make wise decisions and strategic planning (Guliyeva et al., 2020), whereas low-quality information may mislead managers and lead to poor decisions or outcomes (Haleem & Raisal, 2016).

Similarly, the ease of use of the HRIS is essential for the effectiveness of HRBP model implementation. Easy-to-use systems can increase user satisfaction and improve data quality and accuracy. On the other hand, difficult-to-use systems lead to user dissatisfaction, lower user usage, and reduced data reliability (Tsai et al., 2014). An easy-to-use HRIS can also reduce personnel training and onboarding costs, increase the willingness and motivation of employees and managers to use it, and enhance the HRBP model's acceptance and implementation.

Ultimately, the usefulness of the HRIS is one of the critical factors that affect the effectiveness of HRBP model implementation. Useful systems can provide decision support and implementation recommendations to managers and help companies achieve their strategic goals (Arefin et al., 2015). Even if the system has high quality, information quality, and ease of use, if it does not provide useful information and data analysis, the HRBP model's implementation effectiveness will be compromised. A highly useful HRIS can guarantee the completeness and accuracy of data, improve the efficiency of information delivery, enhance trust and willingness to use the HRBP model, and ultimately improve its implementation.

2.5.6 HRBP qualities

HRBPs' main function is to serve business departments, explore their needs, and provide solutions, offering a new way of thinking for companies that are striving to address human resource management issues. The capabilities of HRBPs are the essential guarantee for implementing the HRBP model and ensuring its functionality (McCracken & Heaton, 2012). According to Kesler (1995), HRBPs need to possess not only conventional HR skills or practices but also business acumen and strategic planning abilities. Additionally, a successful HRBP should have a wide range of qualities, with HR's fundamental skills and personal values being the two core factors (Caldwell, 2008). Drawing on the understanding of HRBP

capabilities (Jing & Sun, 2017; Lambert, 2009; Shi, 2021), this thesis analyzes their impact on the implementation of the HRBP model from four aspects: business knowledge, being strategic, basic HR skills, and personal values.

HRBPs need to have business knowledge to better understand business needs and challenges and to provide HR solutions to the business accordingly. Business knowledge is the in-depth knowledge and understanding of a specific industry, organization or business area. It includes an understanding of the industry's core business, processes, products and services, as well as an understanding of market trends, competitors, customer needs, and industry norms. In practice, HRBPs need to understand the company's core business and strategic goals, and be familiar with the work content and business processes of each department. Research by Uen et al. (2012) shows that there is a significant positive relationship between HRBPs' business knowledge and their job performance. Moreover, the business knowledge acquired by HRBPs plays a crucial role in the successful implementation of the HRBP model. When HRBPs have sufficient business knowledge, they can better understand business needs and challenges, provide better HR solutions, and receive recognition and support from business units (Fan, 2016).

HRBPs need to have strategic thinking skills in order to better align HR strategy with business strategy and drive the implementation of the business strategy. Business knowledge refers to an in-depth knowledge and understanding of a specific industry, organization, or business area. It includes an understanding of the industry's core business, processes, products and services, as well as knowledge of market trends, competitors, customer needs, and industry norms. HRBPs need to consider business needs and company strategic goals when developing HR strategies in order to provide HR solutions that meet business needs (Weis & Schaefer, 2012). Besides., HRBPs need to work closely with business units in order to better understand business needs and challenges and to assist business units in achieving their strategic goals. The strategic thinking skills acquired by HRBPs are critical to the successful implementation of the HRBP model. The role of HRBPs is crucial for the successful implementation of the HRBP model. When HRBPs have sufficient strategic thinking skills, they can better align HR strategy with business strategy and drive the implementation of the company's strategy (Lin et al., 2018).

Moreover, HRBPs must possess basic skills, such as communication, coordination, analysis, and decision-making (Çalişkan, 2010). These skills help HRBPs interact and coordinate efficiently with top management, employees, and other stakeholders in the organization, analyze and solve problems, and make informed decisions. The higher the basic

skill level of HR practitioners, the higher their work efficiency and quality within the HRBP model. HRBPs with strong basic skills can better understand organizational strategies and business processes, thus providing comprehensive HR support to the organization. Basic skills not only enhance the professional capabilities of HRBPs but also improve their communication and collaboration abilities with business departments, further promoting the effectiveness of HRBP model implementation. Employees' foundational attitudes are also an important factor influencing the effectiveness of HRBP model implementation (Harrop, 2017). In addition, HRBPs must also have data analysis and business analysis skills to understand business and market conditions better and provide effective HR management recommendations to the organization (Caldwell, 2008).

Lastly, HRBPs' values play a crucial role in determining their quality. HRBPs must adhere to ethical and professional codes, including integrity, confidentiality, fairness, and objectivity, to ensure the credibility and reliability of their work (Ibrahim, 2015). They should also have a sense of responsibility and mission towards their employees and the company, taking responsibility for enhancing employee welfare and corporate effectiveness to achieve sustainable growth (Collings & Mellahi, 2009). Additionally, HRBPs must follow ethical codes and laws and regulations to safeguard the rights and interests of employees and create value for employees and the organization. HRBPs should possess values of fairness, integrity, and responsibility to implement the HRBP model effectively in the interest of the organization and employees (Nguyen, 2020).

2.5.7 Management of implementation process

The management of the implementation process refers to the activities in which managers effectively lead, organize, coordinate, control, and supervise organizational members using various management methods and tools within the organization. Its purpose is to achieve organizational goals, improve productivity, and enhance economic performance (Cooke & Szumal, 1993; MacKenzie et al., 1991). Drawing on the research findings of Jing and Sun (2017), this thesis analyzes the impact of the management of implementation process on the implementation of the HRBP model from three aspects: schedule, function positioning, and team collaboration. Schedule, function positioning, and team collaboration are the most fundamental and crucial factors in the organizational management of implementation process, and they interact and interrelate to form the framework and foundation of the management of implementation process (Jing & Sun, 2017; Monks et al., 2013).

Schedule refers to how an organization plans, organizes, and controls its activities, methods, procedures, and resource allocation (H. C. Yang, 2021). For an organization, proper schedule planning helps in comprehensive planning, goal clarity, resource determination, risk assessment, enabling more accurate predictions and decisions for the future (Singh et al., 2020). In the management of implementation process, schedule planning is an important step that allows organizations to set quantifiable goals and monitor their progress. When schedule planning is appropriate, organizations can better accomplish tasks and improve efficiency (Schuler et al., 2011).

Function positioning refers to the conventions, culture, and behavior patterns that organizations need to adapt to and change. It involves designing job responsibilities tailored to the implementation needs of the HRBP model (Mueller-Wilckens, 2013). If organizations fail to update and change these conventions and patterns in a timely manner, the implementation of the HRBP model will be hindered and less likely to succeed. Therefore, organizations need to actively promote the updating of organizational conventions and communicate new behavioral norms and cultural concepts to employees to facilitate the implementation of the HRBP model.

Team collaboration is also one of the crucial factors to consider in the implementation of the HRBP model. A cross-functional and incremental workflow can shorten the collaboration time between teams, and its greatest contribution lies in ensuring communication and alignment of direction among teams. The HRBP model implementation involves changes at all levels of the organization, and communication is critical for gaining employee support and understanding (McCracken et al., 2017). Therefore, organizations need to communicate with employees effectively, using timely, accurate, and clear messages and establish efficient communication channels to ensure employees have a clear understanding and appreciation of the change. These measures improve communication satisfaction and drive successful implementation of the HRBP model.

2.6 Evaluation of the effectiveness of HRBP model implementation

2.6.1 Evaluation indicators

The HRBP model, as a new approach to human resource management, positions the HR department as a strategic partner within the organization, actively participating in business and operational activities to better support organizational goals (Jing & Sun, 2017). The

effectiveness of HRBP model implementation refers to the extent to which organizations achieve expected management outcomes during the implementation process, including improved HRM satisfaction, enhanced organizational performance, increased organizational vitality, higher employee satisfaction, and reduced employee turnover, among others (Doolen et al., 2006; Karim & Qamruzzaman, 2020; Manuti & De Palma, 2018; Waddill, 2018). Based on existing research, HRM satisfaction and organizational performance are considered the two most important indicators for evaluating the effectiveness of HRBP model implementation (Doolen et al., 2006), and they serve as the evaluation criteria in this study HRM satisfaction is a state and process-oriented indicator, while organizational performance is a result and efficacy-oriented indicator.

On one hand, HRM satisfaction is a critical indicator for evaluating the effectiveness of HRBP model implementation. HRM satisfaction refers to employees' satisfaction with HRM activities, including aspects such as compensation and benefits, training and development, performance management, employee relations, recruitment, and talent management (Loshali & Krishnan, 2013; Mamman & Al Kulaiby, 2014; Teo, 2002). The main goal of HRBP is to better support organizational strategic objectives and increase employee engagement and satisfaction. Numerous studies have shown that after implementing the HRBP model, employees' satisfaction with HRM practices such as recruitment, performance management, and compensation and benefits significantly improves (Loshali & Krishnan, 2013). This leads to increased satisfaction with HRM and a greater sense of trust in organizational management decisions (Mamman & Al Kulaiby, 2014; Teo, 2002). The implementation of the HRBP model improves the efficiency and optimization of HR department's work processes, thereby enhancing employees' satisfaction with the services provided by the HR department (Mamman & Al Kulaiby, 2014).

On the other hand, the effectiveness of HRBP model implementation is also reflected in its ability to enhance organizational performance. The purpose of implementing the HRBP model is to improve organizational performance. Based on organizational objectives, specific performance indicators such as revenue, profit, market share, and employee turnover can be identified to evaluate the effectiveness of HRBP model implementation (Karim & Qamruzzaman, 2020). Organizational performance is the ultimate goal of human resource management, and the implementation of the HRBP model helps organizations address challenges associated with organizational growth and diversification, assists business department employees in improving performance, enhances the organization's self-awareness, and fulfills the roles of strategic partner and change agent. For example, J. Wang et al. (2016)

found that implementing the HRBP model can increase a company's revenue and profit, as well as enhance employee productivity and satisfaction. Research by Vaiman et al. (2012) demonstrated that after implementing the HRBP model, organizations experienced significant improvements in performance, particularly in employee satisfaction, performance management, and compensation and benefits.

2.6.2 Evaluation methods

With enterprises' increasing requirements for HRM, the HRBP model has been adopted by more and more enterprises as a new HRM model. Therefore, it is of great significance to study the quantitative evaluation method of the effectiveness of HRBP model implementation. Yusliza et al. (2017) proposed a quantitative evaluation method for evaluating the effectiveness HRBP model implementation with enterprise performance, HRM efficiency, employee engagement, and employee satisfaction as the main indicators, and validated the method through case studies. Similarly, X. Tang and Zainal (2022) proposed a quantitative evaluation method for the effectiveness of HRBP model implementation based on an empirical study of a Chinese company. They added indicators such as employee performance and organizational performance and used Analytic Hierarchy Process for weighted evaluation. Based on a survey, Sun (2019) identified such indicators as enterprise performance, employee performance, employee satisfaction, and employee engagement, and performed statistical analysis using multiple regression analysis.

The methods for evaluating the effectiveness of the HRBP model implementation needs to comprehensively consider multiple indicators and assign appropriate weight to each indicator inn order to achieve effective comparison and evaluation (Wash, 2023). Enterprise performance is an important aspect for evaluating the effectiveness of HRBP model implementation, and it is measured by productivity, product quality, market share, and profit (Pfeffer, 2007). HRM efficiency and employee engagement are another two important aspects for evaluating the effectiveness of HRBP model implementation. They specifically concern training effectiveness, turnover rate, employee engagement, and employee satisfaction (Jani et al., 2021). Most of the evaluation methods used in extant literature include AHP and multiple regression analysis. These methods can help researchers determine the relationships between different indicators and their respective weights to more accurately assess the effectiveness of HRBP model implementation.

2.6.3 Evaluation results

With the rapid changes in business, HR leaders also need to review their existing HR organizational model to identify the most effective role of HR in the business units and explore new HRM models for HRBPs to support business initiatives and people strategies (Antony & Merila, 2019). X. B. Song (2012) proposed that enterprises using the HRBP management model need to build three major parts, namely the expert field center, the HRBP center, and the HR sharing center, to dynamically focus on the HR issues facing the company. Fu and Zeng (2018) proposed that with the development needs of SMEs, it has become an inevitable trend to further deepen the reform of HR functions, and the HRBP management model will play an increasingly important role in the development of SMEs.

On the one hand, many scholars believe that the HRBP management model has significant positive effects on enterprise management. The HRBP model can improve HRM efficiency, and the gradual partial replacement of manual processing by network technology will reduce the time and effort required for daily affairs, leading to reduced needs for managers (L. Yang & Chen, 2011). HRBPs can enhance the comprehensive HRM performance of enterprises, which is conducive to the development of their long-term goals. By using the HRBP model, enterprises can organize their business processes, avoid duplicate workflows, use a more standardized system, and make the related work more organized and easier to supervise. Besides, streamlining the organizational structure will also lead to an appropriate reduction of a company's labor cost (Chu, 2019). McCracken and Heaton (2012) interviewed key stakeholders in an organization to understand the role played by HRM professionals and the key stakeholders with whom they had relationships; the evidence suggests that due to restructuring, the HRM function had a more strategic and integrated status and many viewed HRM professionals and consultants as valuable business partners. Dashty (2022) conducted a survey among employees of District 11 municipality of Tehran and found that internal environment significantly positively influences business performance.

On the other hand, the effectiveness of HRBP model implementation is affected by certain factors such as HRM satisfaction, organizational performance, and organizational vitality in the process of changing from the traditional HRM model to the HRBP management model in many companies (Jing & Sun, 2017). McCracken et al. (2017) proposed the HRBP life cycle model, which shows that that the relationship between two parties is dynamic and complex, and that whether the HRBP management model can achieve the desired results depends on the organizational culture as well as the skills and competencies of the key

stakeholders in the partnership. In addition, the HRBP role is also seen as a way for HR professionals and the HR profession to become more strategic rather than transactional, requiring the development of different competencies (S. E. Jia, 2015). In the face of fierce competition, the key to enhancing HRM lies in how to improve the business operations by enhancing the motivation of HR, how to enhance the motivation of employees based on the organizational culture and supplemented by motivational tools, and how to translate awareness into enterprise management practices (F. A. Song, 2016). Overall, few researchers have examined how the HRBP model plays out in practice in the long term from the perspective of HR professionals and their line manager partners (LMPs).

2.7 Best practices of successful application of the HRBP model by Chinese firms

In this section, we analyze the best practices of Chinese enterprises, such as Huawei and Tencent, in implementing the HRBP model. The study reveals that organizational climate, organizational culture, HRIS, and HRBP qualities are important factors influencing the implementation of the HRBP model in Chinese companies.

2.7.1 Huawei's HRBP model

Founded in 1987, Huawei Technologies Co., Ltd. is the world's leading provider of information and communications technology (ICT) infrastructure as well as smart terminals. It is also a Fortune 500 company (Lin et al., 2018). Huawei has more than 200,000 employees and a global business presence, serving more than three billion people worldwide. Huawei's main business focus is ICT, and it has established absolute advantages in the areas of mobile phones, telecom operations, terminal services, and cloud computing. Its business direction is to provide solutions, products, and services for corporate clients and consumers in the market. Its business philosophy is "robust management, continuous innovation, and open cooperation" (Lin et al., 2018).

Huawei's strategic model has always been clear and evolving with the times. It always firmly grasps opportunities and meets the challenges that come with every change in the environment (Huawei, 2020). The whole process is constantly adjusting and changing to develop and grow itself and constantly adapting to the needs of the company and the times. Huawei's people-oriented philosophy also lays the foundation for it to have an excellent

workforce and a scientific management system, which provide the basis for further global development in the future and enable the HRBP model to be further implemented. With the progress of globalization and the continuous implementation of Huawei's globalization strategy, it is inevitable that the market environment will become more complex and changeable, accompanied by a more diversified workforce and more diversified customer groups. In the face of these dynamics, Huawei needs inter-disciplinary talents who know business, strategy, and HR well to ensure its further development. In terms of business strategy, faced with new challenges abroad and the need for sustainable further development of the country, Huawei's transformation from functions to projects needs more inter-disciplinary talents who know both business and HR (Huawei, 2020). Therefore, this also provides the environment and foundation for Huawei to implement the HRBP model.

Huawei's business and strategy, together with its excellent and highly qualified employees and managers, and its managers' consistent learning of advanced HRM in the context of a broader market, have provided advanced ideas and motivation for the successful implementation of the HRBP model (Zheng, 2019).

Huawei's HRM reform began in 1996, and its HRM development can be divided into three stages, shown in Table A.1 in Annex A.

At the beginning of Huawei's development, all aspects of HR had formed a certain system, but there were still certain problems. As the company continued to grow and develop, these problems became more and more obvious. For example, managers could not effectively communicate with employees, and employees could not give feedback on their work in a timely and effective manner (Farley, 2005; X. Wu et al., 2020). Besides, the needs of employees and managers were not met, and the role of HR was not brought into play. Employees could not understand the business needs of managers, which hindered the completion of work. Managers were also unable to find out the needs of employees and provide effective motivation (De Cremer & Tao, 2015).

Field research at home and abroad and learning of theoretical foundations were the basis of Huawei's early-stage preparation for establishing the HRBP model. With the guidance of external experts, Huawei innovated and designed a series of HR reform programs and gradually formed an HR three-pillar model (Tittozzi, 2019). After discussions between senior leaders and the R&D management team, it was proposed to build the HRBP model in the grassroots team (De Cremer & Tao, 2015). The company arranged HRBPs who understood business needs in each business department according to a certain proportion. Meanwhile, through the training of business supervisors, they learned HR theories and workflow, thus

strengthening the connection and collaboration between the HR department and each business department and giving better play to the value and role of the HR department (Maharaj et al., 2012).

Since 2008, Huawei has reformed its HR structure and transformed from a functional HR platform to an HRBP model (M. Li & Zheng, 2021). HRBPs in each grassroots business department will propose more specific solutions according to the needs of different businesses to promote the synergistic development of the business and strategy of the enterprise. Finally, in 2013, the HRBP model, a new HR structure, was basically completed and has been developing to this day (Z. X. Cheng, 2023).

2.7.1.1 Huawei's HR three-pillar model

In terms of organizational building, Huawei has made fine adjustments and enhancements based on the original "three-pillar model" proposed by Ulrich (1996) in light of the reality of the company. The three parts of the three-pillar model are not hierarchical and are complementary and mutually supportive in operation. This effect is particularly pronounced in the process of Huawei's implementation of the globalization strategy. The development of the HR expert team and the sharing platform play a crucial role (Smith, 2013). HRBPs do not exist in isolation. They propose targeted HR solutions according to the specific needs of the business, and continuously manage the company-client relationship and focus on the development of the company (Njemanze, 2016). While the SSC is the foundation of the organization's operational efficiency and is responsible for daily affairs and administrative work, the HRCOE focuses more on formulating systems, policies and programs as well as optimizing and improving the HR workflow in daily management (Farndale et al., 2009; Zaporowska & Szczepański, 2022).

Huawei, as a leading enterprise in the domestic ICT industry, boasts a good socio-economic foundation, and has a good advantage in building the HRCOE. The people-oriented work environment and generous compensation packages as well as the excellent national reputation attract more and more outstanding talents to gather in Huawei and work together to innovate and develop new products (Liang & Zhuo, 2018). Meanwhile, it enjoyed more mature and stable ideas and technical support than other companies in building up the SSC. Such an organizational design of three pillars (see Figure 2.3 for details) provided a guarantee for sound operation effect of Huawei's HRBP model.
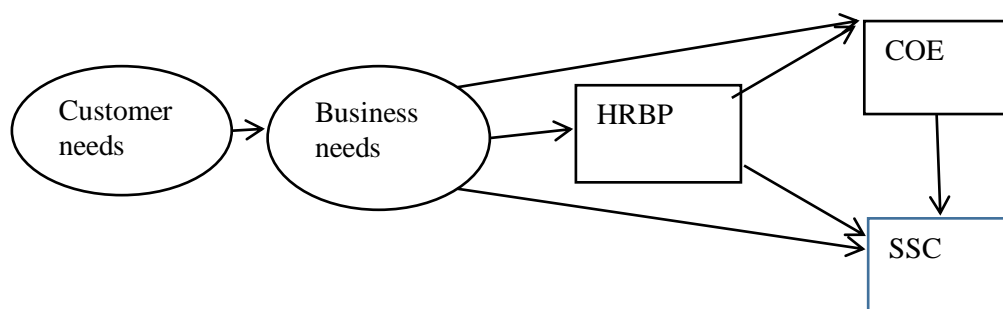
Figure 2.3 Three pillars of Huawei's HRM

Source: X. Wu et al. (2020)

2.7.1.2 Huawei HR manager role model based on HRBP

Huawei designed the six-role model of HRBP (shown in Figure 2.4 below), the "V-CROSS" model. This was because HR needs to change from "buddy" to "partner" (H. Wang, 2020). Huawei's six-role model is based on Dave Ulrich's four-role model of HR and has expanded and innovated on its basis. Specifically, the six roles are: strategic partner, HR solutions integrator, HR process operator, relationship manager, change agent, core values driver.
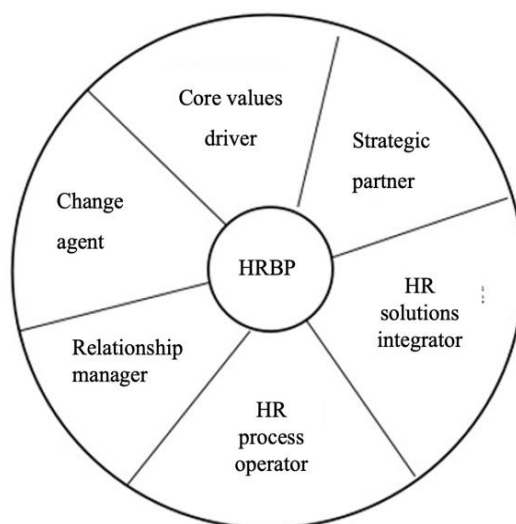
Figure 2.4 Huawei's six-role model of HRBP

Source: Wang (2020)

The first role is process operator. The implementation of the HRBP model does not mean to completely get rid of the traditional daily HR work. In the process of work, the operator must first ensure the normal operation of HR work, such as making work rules and regulations and running them normally. Through the record and analysis of the actual operation of the project, HRBPs will give feedback to the HR expert team on the situation encountered during the implementation of the project and will also continuously adjust and improve the relevant rules and regulations of the company. HRBPs will monitor the operation during the implementation process and make timely adjustments when problems arise.

Besides, HRBPs also need to teach business department directors the relevant processes and knowledge of HRM (Njemanze, 2016; Rochford, 2018).

The second role is relationship manager. Huawei's HRBPs need to deal with their relationships with people at all levels of the enterprise, identify and meet their needs, speak for employees and managers, and function as a bridge between superiors and subordinates. First, regarding the relationship with employees, HRBPs need to fully understand employees, communicate with them in their daily work, pay attention to their needs at different levels, motivate them effectively, and care about their physical and mental health. In terms of the relationship with managers or department heads, HRBPs have specifically established an effective communication mechanism to ensure the effective operation of the work and the dedication of employees (Ulrich et al., 2009).

The third role is change agent. Change starts with people and is driven by people. Huawei's HRBPs need to be involved in the whole process of change and to anticipate, analyze, plan, execute, monitor, and evaluate the change plan throughout the process (Cummings & Worley, 2016; Schramm, 2017). In addition, Huawei has higher requirements for HRBPs: to identify change and utilize change.

The fourth role is core values driver. HRBPs need to convey the organizational culture to the grassroots employees and permeate the culture and transmit the core values in daily work to enable employees to better understand the organizational culture and integrate into Huawei as a family. In addition, HRBPs also need to constantly unleash the innovative power of employees and develop suitable motivation schemes both spiritually and materially to do a good job in the management of the organization, talent and managers (Chung, 1982; Deci & Ryan, 2000; Locke & Latham, 2002).

The fifth role is strategic partner. This role fully realizes the core value of HRBPs in their work, and successfully allows the enterprise to establish business and strategy as independent variables to drive the adjustment of HRM related aspects. Huawei's HRBPs need to not only formulate the corresponding HR strategy and implement it under the demand of corporate strategy but also pay attention to the changes of the internal and external environment of the enterprise from an inside-out perspective and participate in the formulation of the medium and long-term strategy of the enterprise. Finally, HRBPs need to ensure the implementation of HR strategy and build a link between HR strategy and business (Schein, 2010). Huawei hopes that HRBPs exist among employees as strategic partners rather than strategy implementers.

The sixth role is HR solutions integrator. The most critical role of HRBPs is to establish an effective link between HRM and actual business, and the role of Huawei HRBP solutions

integrator focuses on this role of HRBPs. HRBPs are customer and business-oriented and need to fully understand the HR needs of business departments in the process of real-time operation. In the meantime, they are also the HR workers closest to the business. Thus, establishing a sound link between business and HR is the main job of HRBP and an important means to foster common understanding between the two sides, understand the business needs, customize the right HR plan, and arrange the right talents. Moreover, HRBPs are closely connected with the SSC and the COE. Therefore, HRBP runs through the whole HR process, from the identification of needs to analysis and the final implementation and feedback (De Vos & Dries, 2013).

In general, Huawei V-CROSS model has been established to integrate the functions of traditional HRM departments with optimizations. HRBPs can precisely identify their corresponding roles in different situations to effectively apply, manage, motivate, and evaluate the functions of HRBPs. In addition, HRBPs have been given new functions and requirements, based on the traditional HRM functions, strategic management, diagnosis and coaching, talent management, and other skills from the perspective of corporate strategy, business needs, and future development of the company.

2.7.1.3 Analysis of the functions of Huawei's HRBP model

As shown in Table A.2 in Annex A, first, meet the needs of employees. Recognition, well-being, stress relief, information symmetry, and salary are the key demands of employees (Abdulkadir et al., 2012; Gilbert et al., 2011). HRBPs will meet employees' demands through a series of measures to achieve motivation effect (Y. Huang et al., 2018), such as flexible shift, physical examination, birthday party, afternoon tea, and family care. In addition to that, HRBPs will also meet the various demands of employees through non-material means and stress relief.

Second, meet the needs of company projects and departments. The core of HRBPs' work is to equip business departments with the staff they need in a timely manner (McPhail et al., 2008; Winch, 2021). In terms of talents selection, suitable talents are chosen through internal and external recruitment channels, and customized training is carried out to further improve employees' skills. Yet there are not so many such training sessions (Caldwell, 2010; Mitsakis, 2014). After the employees are onboarded, HRBPs need to pay attention to the growth or abnormal emotions of the employees. They also need to stimulate the team atmosphere and carry out routine project meetings and presentations to motivate the employees in time. Table A.3 in Annex A below presents a comparison of Huawei's old and new HRM models.

Third, meet the needs of strategic partners, HRBPs need to look ahead into the strategic blueprint of the company in the next three to five years and make plans accordingly. However, Huawei's globalization strategy has put forward higher requirements for HRBPs (Banfield et al., 2018). Specifically, HRBPs also need to have a global vision, actively grasp global trends, develop global business blueprint programs, and carry out cross-cultural management in response to cultural diversity. In terms of corporate communication, it is necessary to actively shape organizational culture, enhance corporate core values, and develop internal and external communication channels (Ulrich, 1998).

2.7.2 Tencent's HRBP model

Tencent, founded in 1998, is an Internet company and one of the largest integrated Internet service providers in China and one of the largest Internet companies serving the largest number of users in China. The company employs nearly 100,000 people, with about 70% of them working in research and development (R&D). It mainly provides diversified services such as QQ and WeChat, which are social networking and communications apps, Qzone, which is a social networking platform, Tencent's QQ game platform, qq.com, which is a portal site, Tencent News App and Tencent Video, which is an online video service app (Melnik, 2019).

Tencent's HRM development has mainly been through three stages (shown in Table A.4 in Annex A). Since 2009, Tencent has applied the HR structure of the HRBP model and established a three-pillar system structure that integrates HRBP, COE, and HRSSC (Z. Jiang & Gong, 2019). This management style can play a role in clearly dividing power and responsibility relationships within the company, rationalizing the division of labor, uniting departments with each other, and promoting corporate development for the establishment of an effective HRM mechanism.

2.7.2.1 Tencent's HR three-pillar model

In Tecent's HR three-pillar model as depicted in Figure 2.5, the first pillar is Tencent's HRCOE, which refers to Tencent's internal group of HR experts. Its main task is to explore a more scientific and efficient HRM model, discuss in detail the company's development outline, master the company's development goals, formulate HR strategies, form HR systems and policies, focus on solving key HR problems and propose practical solutions (Shi, 2021). Its main tasks are recruitment talent management, performance program management, compensation and benefit management, enterprise development management, employee

emotion management, and organizational culture publicity. Each different direction of HRCOE is responsible for the planning and design, system improvement, program development, process arrangement and optimization in that direction (Y. J. Guo et al., 2021). In the company system, it can effectively enhance the talent management ability and improve the motivation of the enterprise employees. The SSC needs to improve on the system, program and policy according to the HRCOE before it can realize the development and implementation of other work and realize flexible and refined HRM (Reilly, 2000). HRBPs must also follow the company's rules and regulations and develop their own HRM programs after the overall direction and strategy of the company have been set by the HRCOE, taking into account the different situations of each department (Boudreau & Ramstad, 2002).
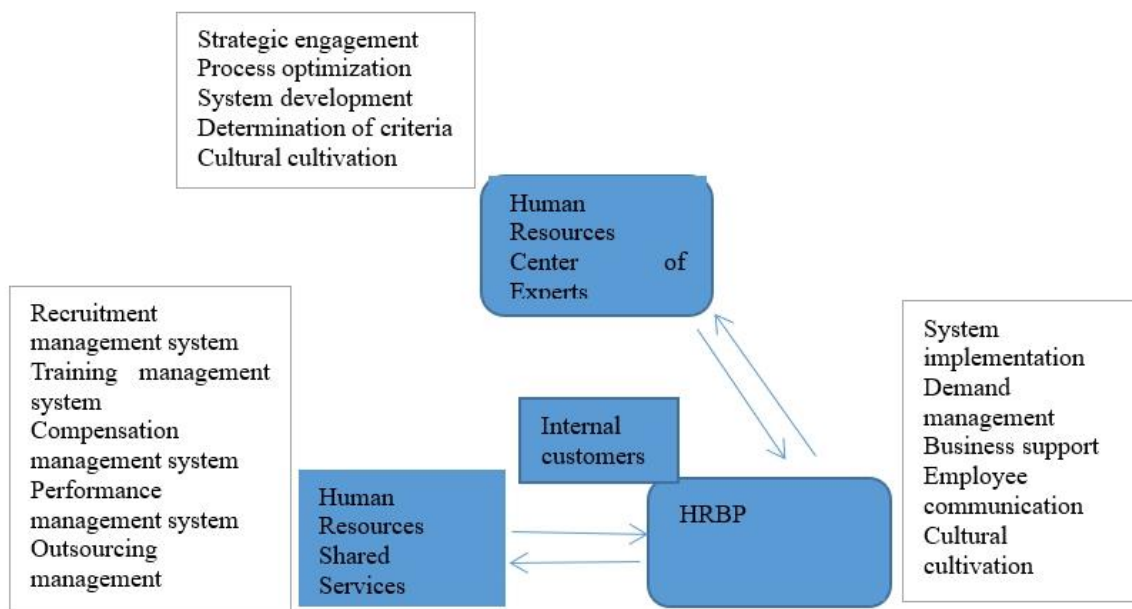
Figure 2.5 Tencent's HR three-pillar model

Source: Jiang and Gong (2019), Ma et al. (2022)

The second pillar is HRBPs, which refer to the HR workers assigned to each department from Tencent's HR Department. The main task of HRBPs is to actively adjust inappropriate HR programs in each department according to their respective characteristics and talent needs, help department managers solve HR problems, and relieve department managers' work pressure (Ananthram & Nankervis, 2013; Bahuguna & Kumari, 2010). HRBPs are responsible for analyzing the supply-demand status of internal talents, demand plan, training target, salary policy, assessment policy, and the relationships among employees in the department according to the outline of the HRCOE. They are also obliged to actively promote various rules and regulations made by the company, as well as the development direction and organizational culture of the company (Douthitt & Mondore, 2014). In addition, HRBPs also

need to master professional HRM knowledge and be able to develop efficient and effective solutions as well as rules and regulations according to the specific problems of each department to bring the real value of HRs into full play (Dai & Qiu, 2016). If HRBPs identify serious personnel problems within the department that are beyond their ability to solve, they should report such problems to the HRCOE in time to provide the HRCOE with analytical cases for improving the company's policy and direction (Berger & Berger, 2017). HRBPs are the front-line staff inside the department and should proactively communicate with the department to understand its specific situation at the current stage. Meanwhile, they should promptly investigate with the staff, grasp the psychological state of the staff in detail, put forward constructive plans for the specific problems inside the department, and report to the HR service center in time to gradually realize the optimization of the department's internal HR policy and management (Lussier & Hendon, 2017; L. Q. Wei & Lau, 2008).

The third pillar is Tencent's HRSSC, which is a bridge between the HRCOE and HRBPs that mainly provides reliable and professional management solutions for HRM of various departments, effectively improves the overall management efficiency of the company, reduces the HRM cost, and can reduce the waste of resources (Gospel & Sako, 2010; Janssen & Joha, 2008; Reilly & Williams, 2017). The main task of the HRSSC is to carry out the regular HRM work and carefully study the HR strategies and programs developed by the HRCOE. After receiving the introduction from HRBPs of each department for the internal situation of the department, the HRSSC will give reasonable opinions on program development according to the characteristics of different departments. It is the central nerve of Tencent's HR system, which transmits the company's important strategic plans and policies for HRs to HRBPs in each department and puts HR policies into practice. Since the establishment of the HRSSC in Tencent, the utilization of talents and positions within the company has become more reasonable; each employee can better complete his or her job tasks; staff within each department can better understand the development direction and strategic goals of the company's HR; and centralize management has been realized to save management costs and increase management efficiency (Liang & Zhuo, 2018; Ma et al., 2022).

In summary, Tencent employs reasonable HRM to form a talent development environment within the company characterized by a reasonable division of labor, clear power and responsibilities for each employee, collaboration and mutual facilitation among colleagues and departments, and common progress, and has built a reasonable and efficient HR organizational structure. Its three-pillar model is presented in Figure 2.6. The three pillars are reasonably divided into work contents and interconnections that completely encompass

the entire company, effectively ensuring smooth and efficient operation of HR work, showing help for the department's internal HRM needs on the one hand, and improving the value of HR within the company on the other hand.
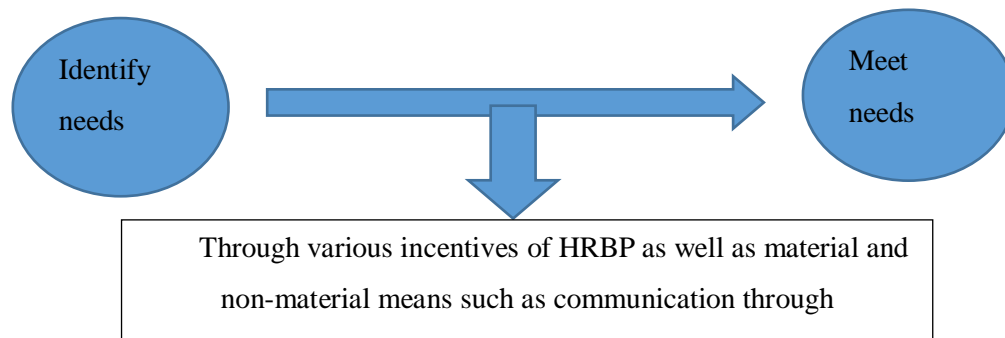
Figure 2.6 HRBPs' process of handling employees' needs

Source: Gilbert et al. (2011), Y. Huang et al. (2018)

2.7.2.2 Tencent's HRBP role definition

Tencent has given different interpretations of the role of HRBP from different perspectives and in different situations and has determined the positioning of its HRBP role based on the four-role model. The four roles are (1) strategic partner, which is responsible for business planning and organizational design; (2) change agent, which is responsible for accelerating policy implementation, improving the speed of organizational upgrading and facilitating internal business restructuring; (3) management expert, which is responsible for team management as well as resource collaboration of HR daily affairs; and (4) employee confidant, which is responsible for employee communication, care and culture building.

In addition to defining the role of HRBP and promoting the integration of HRBP into the company's internal business departments, it is also necessary to improve talent management and business capabilities according to Tencent's business needs and enhance HRBP's own capabilities in its own management (Dai & Qiu, 2016). Therefore, when Tencent uses the HRBP model to engage in HRM, the following three aspects are talent management, business group management, and self-management (Tang, 2019). (1) In terms of talent management, the HRBP model proceeds from four aspects, namely, talent selection, cultivation, utilization, and retention. Specifically, it focuses on reasonably predicting the type of staff required for the job, building up a team of talented employees, and developing relevant training programmes for them, while paying attention to their material and emotional needs to boost their motivation and increase their loyalty in the work process. (2) As to the business group management, the HRBP model requires companies to have an in-depth understanding of the leaders in the enterprise group, provide practical management suggestions to the leaders, and effectively

address the insufficient management ability among the managers to improve the comprehensive management ability of managers. Meanwhile, it can realize the screening within the business and improve the efficiency of executing business within the enterprise and the ability to handle change work (Ji, 2013). (3) Regarding self-management: HRBPs should master not only the basic knowledge and skills about HR but also be able to sensitively perceive the market changes, pay attention to the changes generated by the external environment of the enterprise in real time, and provide refined services to business departments.

2.7.2.3 The ways of thinking in Tencent's HRBP work

Tencent's application of the HRBP model is guided by customer-oriented thinking, user-centric thinking, and product thinking.

First, customer-oriented thinking: The HRBP work is carried out according to business problems. To address the business problems existing in the enterprise, the first step is to detail, decompose, and plan the problems; after that, efforts should be made to collect information as well as analyze and argue according to the reasons why the problems occur (Aithal, 2017); finally, improvement suggestions should be put forward in a targeted manner and presented in the form of solutions. This is the common way of thinking in Tencent's HRBP work, where a benchmark can be found for everything. HRBPs always consider things from the business perspective.

Second, user-centric thinking: HRBPs pay attention to help and influence employees. HRBPs should consider the improvement of the organization's ability, what to do if the employees cannot reach the ability, and how to improve their ability. HRBPs should consider the employees' thinking and willingness (Tornow & De Meuse, 1994). Once HRBPs identify problems in the team within the enterprise, they should analyze the problems and dig out the causes of the problems. After determining the causes of the problems, HRBPs should make solutions according to the characteristics of the project and take the initiative to help the team and the project to solve the problems. This is the influence that HRBPs should have.

Third, product thinking: Tencent requires HRBPs to go all out in their work, consciously integrate the role of HR product manager in their work and draw on the product manager management style. The specific work of Tencent's HR includes: investigating and understanding customers' needs, formulating policies that meet customers' needs, trying out policies, as well as adjusting and optimizing them with specific situations, releasing perfect policies, and realizing further improvement of policies in practice (Dessler, 2004; Liang &

Zhuo, 2018).

2.7.2 Takeaways from the case studies of Chinese enterprises

Organizational climate, organizational culture, HRIS, and HRBP qualities are important factors that influence the effectiveness of HRBP model implementation in Chinese enterprises. The takeaways from the best practices of HRBP implementation in Chinese enterprises are summarized focusing on these four factors.

The first is the importance of organizational climate. Organizational climate plays a crucial role in HRBP practice. By creating a positive organizational climate, Chinese enterprises can motivate their employees to work closely with HRBPs to achieve organizational goals. A case study of a positive organizational climate is a company that involves in the Internet industry in China. This company focuses on employee participation and innovation, and encourages employees to come up with new ideas and suggestions. In HRBP practice, it encourages employees to cooperate with the HRBP team and participate in HR decisions and projects, thus promoting employees' acceptance and support of the HRBP model. Meanwhile, it shows that creating a positive organizational climate can enhance the effectiveness of HRBP model implementation.

The second is the leading role of organizational culture. Organizational culture is crucial to the success of HRBP implementation. A people-oriented and innovation-oriented organizational culture can better promote the implementation of the HRBP model and its future long-term development. Take Huawei as an example. It advocates an open, collaborative, and learning-oriented organizational culture and encourages employees to share feedback and suggestions with the HRBP team, which promotes employee participation and the HRBP model improvement. This also proves that the support and advocacy of organizational culture has an important influence on the effectiveness of HRBP model implementation.

The third is the support of the HRIS. HRIS plays a key role in HRBP implementation. The best practices of Huawei and Tencent reveal the effect of the HRIS on the enhancement of HRBP implementation. These two companies implemented an advanced HRIS to achieve centralized management and analysis of HR data. This enables the HRBP team to more accurately understand the organization's HR needs and provide corresponding solutions. The use of an HRIS improves the efficiency and responsiveness of HRBPs, strengthens the communication and collaboration with the business department, thereby enhancing the

effectiveness of HRBP model implementation.

The fourth is the crucial importance of HRBP qualities to the success of HRBP model implementation. The case of Tencent demonstrates the importance of HRBP qualities to the effectiveness of HRBP model implementation. This company pays attention to the professional qualities and capability development of HRBP team members. They provide training and development opportunities to improve the HRBP team's business knowledge, communication skills, and strategic thinking skills. This enables the HRBP team to better understand the business needs and challenges and provide solutions that meet the business needs. This case shows that nurturing and developing the qualities of the HRBP team is key to improving the effectiveness of HRBP model implementation.

In summary, by creating a positive organizational climate and advocating an innovative organizational culture, Chinese companies can promote the effectiveness of HRBP model implementation. Meanwhile, implementing an advanced HRIS and cultivating and developing the qualities of the HRBP team are also key factors for enhancing the effectiveness of HRBP model implementation. These takeaways serve as valuable references for Chinese companies in HRBP model implementation and provide guidance for other organizations in the field of HRBP.

2.8 Main problems in HRBP model implementation

In today's highly competitive business environment, the role of human resources has become increasingly critical. The HRBP model, a new method of human resource management, aims to transform HR from traditional service providers to business partners who work closely with business departments to support the organization's strategic objectives. However, as the HRBP model is implemented, some key issues have gradually emerged.

For example, there are issues with the construction of HRIS. The HRIS is the technological foundation for implementing the HRBP model, helping HRBPs efficiently collect and analyze data to better support business decisions. However, many organizations face problems with incomplete system functionality, which cannot effectively support the work of HRBPs. This requires substantial funds and time to upgrade or rebuild systems (Jing & Sun, 2017).

Additionally, the quality of human resource staff is also a challenge. HRBPs need to possess strong business knowledge and strategic thinking abilities. However, traditional human resource management often focuses more on administrative management, leading to a

situation where existing HR personnel may lack the necessary business knowledge and strategic thinking (J. L. Li, 2021).

2.8.1 Role ambiguity

HRBPs will encounter various management problems due to the lack of sufficient knowledge of their own role definition (Dai & Qiu, 2016). If HRBPs implement and enforce the company's relevant management system in the business department in a step-by-step manner completely from the perspective of HRM, without further thinking about the management pain points of the business department, it is difficult for the corresponding work initiatives to be truly effective. Many companies have set up an HRBP team, but in fact, they only transfer all the functional modules to HRBPs, narrowing the scope of service from the whole company to a certain business unit. But HRBPs still preform their work functions of related modules according to the past experience. They only provide service support to the business department, without playing the role of understanding the business deeply and determining solutions together (N. Li, 2021). Nevertheless, if HRBPs go to the other extreme and completely follow the command of the business department leaders, only helping the business department to make reasonable use of the company management rules and get more resource support in a reasonable way, they will end up violating the principle of fairness and impartiality in business management. Such HRBPs are not participating in the business department management from a professional perspective and cannot play the role of helping business managers in strategic decision-making, either (Madiyev, 2017).

2.8.2 Unbalanced organizational development

Organizational imbalance and management deficit occur if the HRSSC and the HRCOE are not considered together in the design of the organizational structure (Newman et al., 2016). For example, in the practice of organizational change, the company sets up relevant positions based on the analysis of its own problems and understanding of HRBPs. However, the overall HR structure reform of the company is not taken into consideration in a holistically manner. So, essentially, it still follows the traditional linear functional HR structure (Stone & Deadrick, 2015). Giving priority to the functional setting and development of assigned HRBPs objectively puts very high demands on the work of HRBPs. On the one hand, they have to complete the daily management affairs of the department; on the other hand, they do not have perfect system support and lack scientific tools and methods to understand the business and

cut into the business (Lapierre & Hackett, 2007). This directly renders the setup of HRBPs in enterprises a mere formality, which cannot complete the traditional functions well nor support the assigned business departments, thus failing to achieve the expected effect.

2.8.3 An unsupportive corporate environment

The implementation of the HRBP management model in many enterprises is hindered by certain defects in the implementation form, and there is inadequate communication and a lack of a solid foundation before implementation. For example, managers do not have the proper knowledge; they lack trust and support for HRBPs; and there is a lack of communication and consensus with business managers in the establishment of the HRBP management model. As a result, other participants of production activities fail to accurately understand the purpose and meaning of the company's change. Many conservative department leaders even regard it as the company's monitoring strategy and distrust of employees, and misunderstand HRBPs as informers planted in the business department. This misunderstanding leads to opposing positions to a certain extent. Such a way of working makes it difficult for HRBPs to integrate into the business department, let alone understand the business and the actual needs of the business department (Chiu & Selmer, 2011).

2.8.4 Inadequate performance of job responsibilities

HRBPs exist in the three-pillar model of HR, which means that it cannot exist in isolation from the other two pillars. In fact, HRBPs are the most important one in the three-pillar model, and the main purpose of the existence of the other two pillars is to provide support to HRBP so that HRBPs can have more time and energy to solve the problems faced in the business units. Therefore, HRBPs need adequate support from the other two pillars, especially from the SSC (Swientozielskyj, 2016). Duties and responsibilities cannot be fulfilled without the granting and guaranteeing of rights. Thus, if the HRBPs of a company are required to perform well the duties of the position set by the company and live up to their role definition, it is inevitable that the company grants them the corresponding rights (Cooke, 2006). These rights are given by the top management of the company, and all business departments need to understand and support them, otherwise HRBPs cannot integrate into the business nor understand and master the business departments and even the company's overall HR issues from a professional perspective

2.8.5 Insufficient competency

It is difficult for traditional HR managers to utilize their HRM expertise to serve the business needs of enterprise development. In other words, it is difficult for HR managers to better meet and serve the business development needs of the company by leveraging their own HR expertise (Charan, 2014). Therefore, HRBPs need to have leadership skills, including leading themselves and leading others. The need for HRBPs to have strong leadership is even greater when the leadership target is not HRBPs' own subordinates, but employees and managers within the business unit (Muchira & Kiambati, 2015). HRBPs also need to help the business unit resolve existing and latent employee issues. When a problem arises, HRBPs need to have the ability to take the lead, coordinate with business units and related functional departments to analyze the problem and provide the most logical solution as quickly as possible (Muchira & Kiambati, 2015). In addition, HRBPs' level of HR expertise is not enough, and not all business specialists have the potential to become HRBPs. Lack of consideration of the expertise will lead to the other extreme. An HRBP who cannot provide professional advice comes from the business department and has inextricable connection and natural affinity with the business department. Although they can easily gain the trust of the business department, they are not able to think and guide from the management point of view because they do not know the HR profession. This will make it objectively difficult to implement the HR strategy and may have the opposite effect, which is not the desired result for the organization (Y. W. Gao, 2020).

2.9 Research hypotheses

2.9.1 Impact of organizational climate on the effectiveness of HRBP model implementation

The organizational climate has a significant impact on the effectiveness of HRBP model implementation. In the context of implementing the HRBP model within enterprises, an unfavorable organizational climate can give rise to various challenges that hinder successful adoption. These challenges may include top-level managers misunderstanding the importance of human resources management and the role of HRBPs, employees struggling to actively cooperate with HRBP functions, and a sense of disconnect between employees and management (Mitchell et al., 2013; Selmer & Chiu, 2004). For instance, in the case of Construction Company A, during the implementation of the HRBP model, the individual

project team perceived HRBPs merely as overseers of their operational tasks from the company headquarters, true collaboration between business operations and human resources management might not be achieved. This lack of synergy can lead to decreased efficiency in driving transformative changes through the HRBP model. Moreover, when HRBPs are not effectively integrated into the organizational fabric, obtaining active feedback and participation from both employees and management becomes challenging.

Conversely, a positive organizational climate promotes the effective implementation of the HRBP model and improves the efficiency and success rate of change management (Muñoz-Pascual et al., 2019). A favorable organizational climate helps enhance trust and mutual confidence between employees and management, improves the transparency and effectiveness of communication within the organization, boosts employee morale, and facilitates a better understanding and support of HRBP by senior management.

Therefore, this study proposes Hypothesis 1 (H1) and its related sub-hypotheses:

● H1: The organizational climate is positively related to the effectiveness of HRBP model implementation.

● H1-1: Managerial competence is positively related to the effectiveness of HRBP model implementation.

● H1-2: Employee commitment is positively related to the effectiveness of HRBP model implementation.

● H1-3: Collaboration is positively related to the effectiveness of HRBP model implementation.

● H1-4: Customer orientation is positively related to the effectiveness of HRBP model implementation.

2.9.2 Impact of organizational culture on the effectiveness of HRBP model implementation

Organizational culture plays a crucial role in supporting the implementation of the HRBP model, providing a favorable climate and environment that enables the concepts and practices of the HRBP model to be effectively implemented within the organization (Aycan et al., 1999; Davis, 1983; Denison & Mishra, 1995). For instance, when a company possesses a positive, collaborative, and supportive collective culture that aligns with the HRBP model, HRBPs are better able to integrate themselves into the organization, establish strong collaborative relationships with various departments, and gain the trust and support of organizational

members (Wash, 2023). A culture that fosters development encourages active employee engagement in training and development activities. In such a culture, learning and development are viewed as shared responsibilities between the organization and its employees, with ample support and resources provided by the organization (Wright, 2008). An affirmative institutional culture implies that various levels and departments within the organization recognize and support the HRBP model, contributing to the elimination of resistance and barriers during implementation and enhancing the acceptance and effectiveness of the HRBP model (Youndt et al., 1996). The HRBP team should pay attention to gaining in-depth understanding of the organizational culture, leveraging its strengths and potential, and continuously optimizing the strategies and actions of the HRBP model to ensure its smooth implementation and sustainable development (Karim & Qamruzzaman, 2020).

Therefore, this thesis proposes Hypothesis 2 (H2) and its related sub-hypotheses as follows:

- H2: Organizational culture is positively related to the effectiveness of HRBP model implementation.
- H2-1: Group culture is positively related to the effectiveness of HRBP model implementation
- H2-2: Developmental culture is positively related to the effectiveness of HRBP model implementation.
- H2-3: Hierarchical culture is positively related to the effectiveness of HRBP model implementation.

2.9.3 Impact of HRIS on the effectiveness of HRBP model implementation

The HRIS plays a crucial role in the implementation of the HRBP model. Firstly, it provides a unified platform for information management, allowing the HRBP team to easily access and manage information from various departments within the organization, including employee records, training history, salary records. This greatly simplifies the information management of implementation process for the HRBP team and provides a solid platform for HRBP decision-making (Beadles II et al., 2005; Rao & Duan, 2017). Secondly, the HRIS provides a range of data reports and visualizations, presenting performance, labor costs, turnover rates, and other data related to the organization and employees in a visual format. This enables the HRBP team to have a clearer understanding of the organization and employees, and provides information support for developing specific HRBP strategies (Guliyeva et al., 2020). Thirdly,

the HRIS automates routine processes such as employee onboarding, offboarding, job transfers, salary adjustments. This allows the HRBP team to focus more on strategic HR management, rather than spending excessive time and effort on administrative tasks. Fourthly, the HRIS provides an employee self-service platform, allowing employees to independently access and manage various HR services. This not only increases employee engagement and satisfaction but also reduces the workload for the HRBP team and HR service centers(Arefin et al., 2015; Tsai et al., 2014).

In summary, the HRIS provides strong support in the implementation of the HRBP model, enabling the HRBP team to efficiently manage organizational and employee information, and to develop and implement HR strategies with greater accuracy.

Therefore, this thesis proposes the third hypothesis (H3) and its related sub-hypotheses as follows:

- H3: The HRIS is positively related to the effectiveness of HRBP model implementation.
- H3-1: System quality is positively related to the effectiveness of HRBP model implementation.
- H3-2: Information quality is positively related to the effectiveness of HRBP model implementation.
- H3-3: Ease of use is positively related to the effectiveness of HRBP model implementation.
- H3-4: Usefulness is positively related to the effectiveness of HRBP model implementation.

2.9.4 Impact of HRBP qualities on the effectiveness of HRBP model implementation

HRBP qualities have a significant impact on the effectiveness of HRBP model implementation. As strategic partners within the organization, HRBPs participate in decision-making processes and provide consultation and support in areas such as human resource planning, organizational design, performance management, and compensation and benefits. Their role is to facilitate the smooth implementation of the HRBP model and the achievement of organizational strategic objectives. Specifically, HRBPs with strategic awareness, business acumen, and strategic thinking are better equipped to provide HR services and support that align with the organization's strategic goals, allowing the organization to focus on strategic objectives. HRBPs who understand the business context can better comprehend and meet the needs of business units, fostering collaboration within the

organization. HRBPs with strong management capabilities in planning and execution, communication, influence, and collaboration ensure better integration of organizational resources and effective HR management practices.

Moreover, HRBPs with values of fairness, integrity, and accountability can better ensure that the implementation of the HRBP model aligns with the interests of the organization and its employees (Caldwell, 2008; Nguyen, 2020; Weis & Schaefer, 2012). In conclusion, the quality of HRBPs is a fundamental requirement for the implementation of the HRBP model and serves as a basic guarantee for achieving its objectives (McCracken & Heaton, 2012).

● H4: HRBP qualities are positively related to the effectiveness of HRBP model implementation.

● H4-1: Business knowledge is positively related to the effectiveness of HRBP model implementation.

● H4-2: Being strategic is positively related to the effectiveness of HRBP model implementation.

● H4-3: Basic HR skills are positively related to the effectiveness of HRBP model implementation.

● H4-4: Personal values are positively related to the effectiveness of HRBP model implementation.

2.9.5 The mediating role of management of implementation process

In the relationship between organizational climate, organizational culture, HRIS, HRBP qualities, and the effectiveness of HRBP model implementation, management process serves as a mediating mechanism because it bridges the gap between the HRBP model and these dimensions. Specifically, management processes can coordinate and guide the connections between the HRBP model and dimensions such as organizational climate, organizational culture, HRIS, and HRBP competence, thereby facilitating the effective implementation of the HRBP model. More specifically, the process of management, as an intermediary factor, can facilitate the effective implementation of the HRBP model by coordinating and guiding the connections between dimensions such as the HRBP model itself, organizational climate, organizational culture, HRIS, and HRBP competencies. A positive organizational climate and organizational culture can establish an environment of trust and cooperation among employees, which is beneficial for the smooth implementation of the HRBP model. However, creating a positive organizational climate and organizational culture also relies on the

guidance and support of management activities, making management processes serve as a mediating factor in this context (Mueller-Wilckens, 2013; Schuler et al., 2011). Similarly, the development and operation of an HRIS also require adaptation to the organization's management strategies and operations, which necessitate the guidance and support of management activities (Haleem & Raisal, 2016). The cultivation of HRBP expertise and skills also occurs through daily management activities, strengthening the role of the HRBP team, and this process of enhancing competence relies on the mediating role of management processes (Weis & Schaefer, 2012).

On the other hand, the organizational climate, organizational culture, HRIS, and HRBP competencies collectively create the environment, agents, subjects, and resources for the implementation of the HRBP model. However, these components must translate into specific "actions" in order to effectively facilitate the realization of the HRBP model. These required "actions" fall under the purview of management processes (Jing & Sun, 2017).

To elaborate further, the organizational climate establishes the necessary environment for management processes. A supportive and humane organizational climate can play a pivotal role in propelling the implementation of the HRBP model. Leaders and HRBPs represent the management agents who infuse their intentions and philosophies into management processes, thereby influencing the manner and style of management. Employees, as the subjects of management, are influenced by their distinct cultural values. These values impact how employees interpret management decisions, subsequently affecting their attitudes and behaviors in contributing to organizational performance. Undoubtedly, the support of HRIS is integral to the HRBP model implementation process. These systems serve as essential platforms and resources for the implementation of the HRBP model, significantly enhancing management efficiency.

In summary, organizational climate, organizational culture, HRIS, and HRBP competence all have an impact on the effectiveness of HRBP model implementation, and management processes serve as a mediating factor. When implementing the HRBP model, organizations need to focus on cultivating a positive organizational climate and organizational culture, enhancing the HRIS, continuously developing and improving HRBP qualities, and optimizing management processes to ensure the effective implementation of the HRBP model.

Therefore, this study proposes Hypothesis 5-1(H5-1) to hypothesis 5-4 (H5-4):

● H5: Management processes mediate the relationships between organizational climate, organizational culture, HRIS, HRBP competence and the effectiveness of HRBP model implementation.

- H5-1: Management processes mediate the relationships between organizational climate and the effectiveness of HRBP model implementation.

- H5-2: Management processes mediate the relationships between organizational culture and the effectiveness of HRBP model implementation.

- H5-3: Management processes mediate the relationships between HRIS and the effectiveness of HRBP model implementation.

- H5-4: Management processes mediate the relationships between HRBP competence and the effectiveness of HRBP model implementation.

Based on the analysis above, the effectiveness of HRBP implementation is reflected in two aspects: HRM satisfaction and organizational performance. It can be suggested that four dimensions (i.e., organizational climate, organizational culture, HRIS, and HRBP qualities) positively influence the effectiveness of HRBP implementation. Generally, companies with a better organizational climate have stronger planning and scheduling in their management processes, clearer functional positioning, and stronger team collaboration, which in turn affect the effectiveness of HRBP implementation. Organizational culture represents the norms or behavioral guidelines of an organization. Organizational culture influences the planning and scheduling, functional positioning, and team collaboration in the management process, thereby affecting the effectiveness of HRBP implementation. A high-quality HRIS encourages stronger planning and scheduling, more accurate functional positioning, and stronger team collaboration in the organizational management process, thereby improving the effectiveness of HRBP implementation. Higher HRBP capabilities help departments in the management process to develop reasonable plans, accurate functional positioning, and improved team collaboration, so as to enhance the effectiveness of HRBP implementation. Thus, the management of implementation process plays a crucial mediating role between organizational climate, organizational culture, HRIS, HRBP capabilities, and the effectiveness of HRBP implementation. Based on these considerations, this study establishes a conceptual model as shown in Figure 2.7.
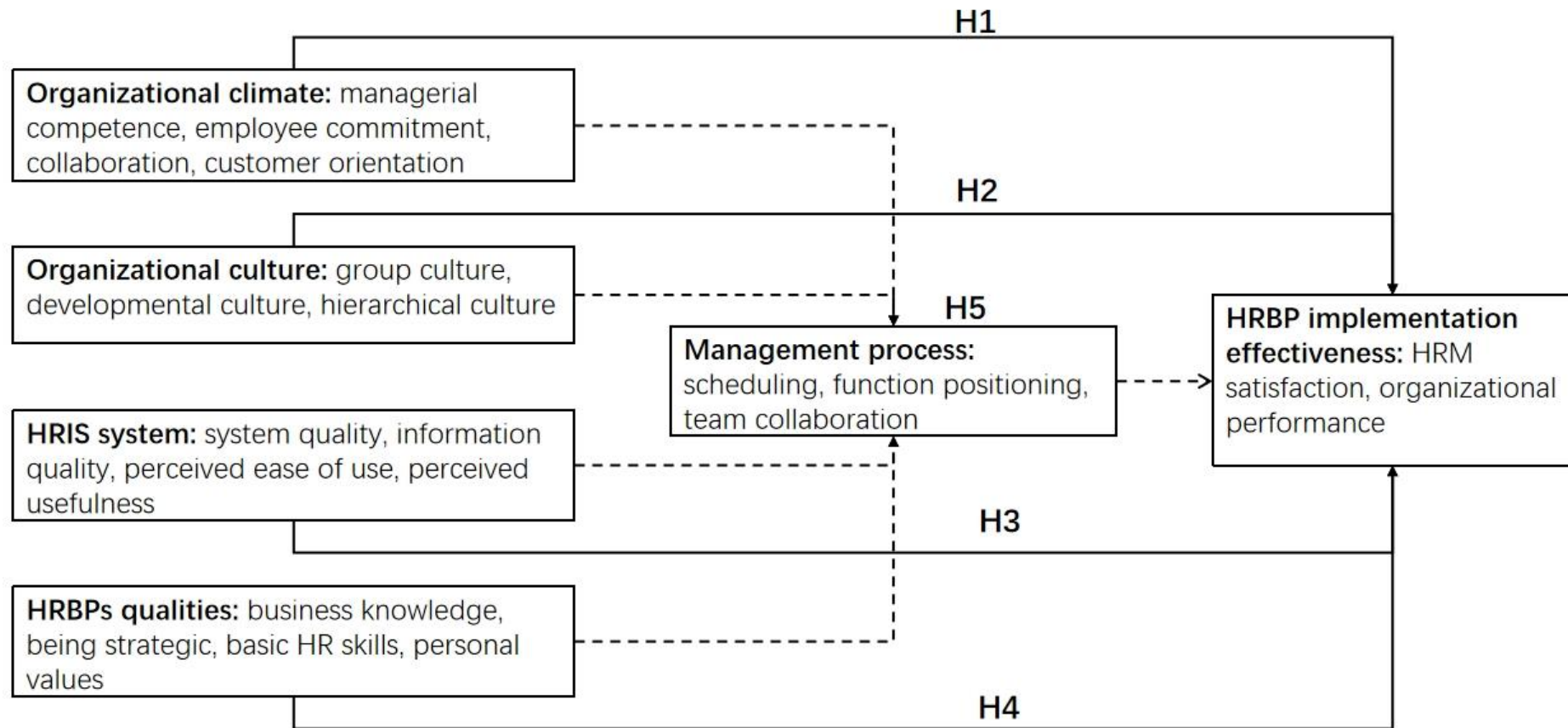
Figure 2.7 The conceptual model of this study

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Chapter 3: Qualitative Analysis

Based on the theoretical foundation and research model outlined in Chapter Two, this study employs two qualitative research methods: document analysis and semi-structured interviews. Utilizing MAXQDA software, we explore the background, objectives, overall impact, and existing issues of implementing the HRBP model in Construction Company A. This analysis serves as a basis for validating and refining the conceptual model.

3.1 Case overview of Company A

Construction Company A, established in 1970, is a wholly-owned subsidiary of Group X. The registered capital of the company is RMB 300 million, with more than 3,000 registered employees, including nearly 1,000 employees with intermediate and above titles, and more than 1,000 constructors, cost engineers, and safety engineers. With solid technical strength, the company can independently contract all kinds of large-scale construction projects, municipal public works, and various professional subcontracting projects. In 2002, the company obtained the first-class general contracting qualification for construction of house building projects issued by China's Ministry of Construction. It has also obtained the certification of international quality, international environment, as well as occupational health and safety management systems. Besides, it has been successively awarded as one of the Top 500 Chinese Construction Enterprises, one of the Top 50 Construction Contractors, "Contract-Abiding and Trustworthy" Enterprise, Trustworthy Enterprise for Project Quality, China AAA Grade Credit Enterprise, and has been awarded the "May 1st Labor Medal". Its projects have won such honorary titles as China Construction Engineering Luban Prize, High-Quality Structural Engineering Award at all levels, and Standard Chemical Plant for Safety Production and Civilized Construction. Figure 3.1 presents the organizational structure of Construction Company A.
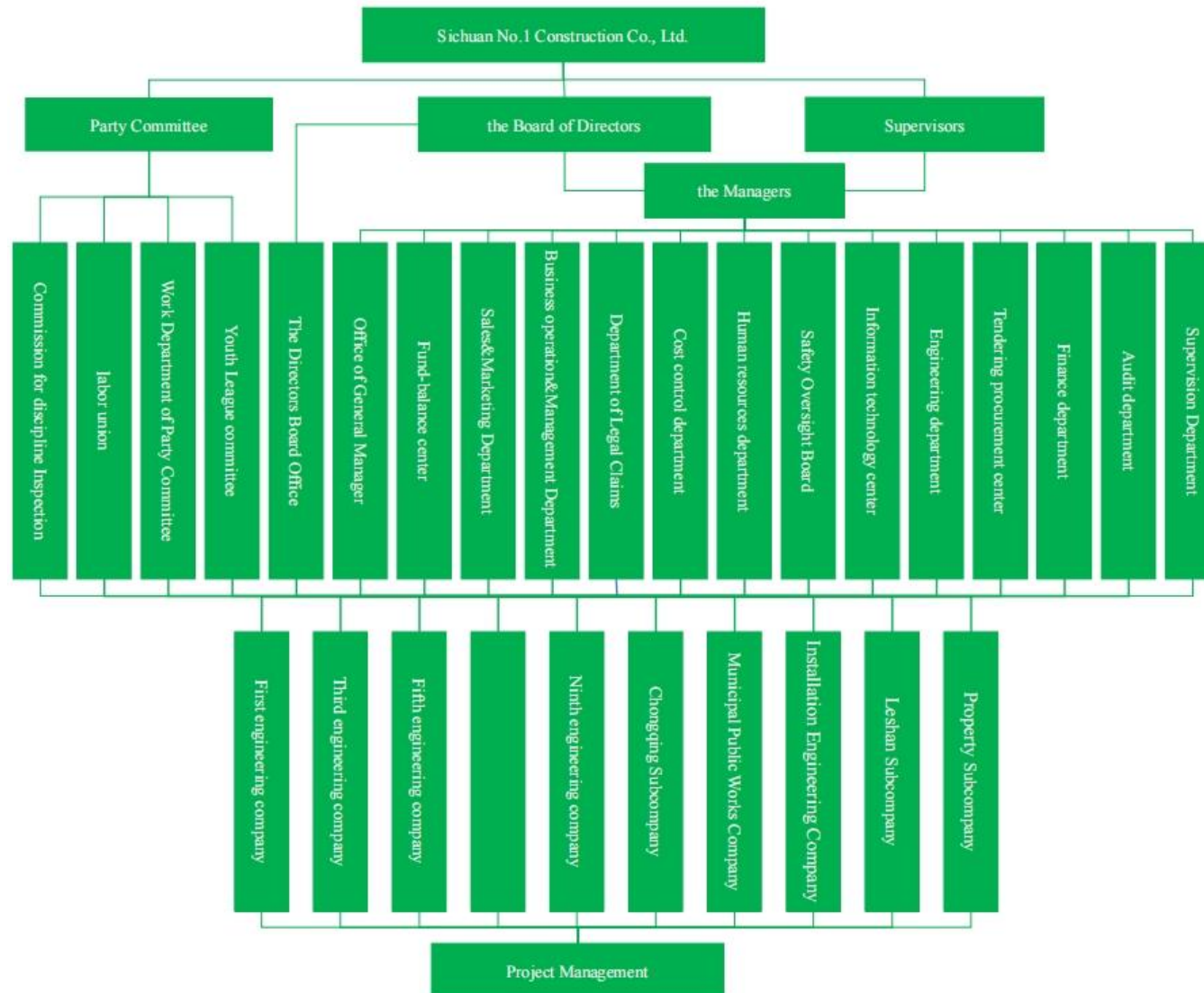
Figure 3.1 Organizational structure of Construction Company A

Since its establishment, the company has constructed satellite launch bases, large high-rise buildings, industrial plants, highways, municipal facilities, and other types of projects, covering various fields such as industry, transportation, education, medical care, commerce, national defense, scientific research, post and telecommunications, and finance. In the 1970s, after the company was established, it was in the period of "Third Front Construction" aimed at making individual provinces capable of self-defense in the event of war. According to the strategy of building key industries, scientific research projects, and national defense projects in "mountains and caves" in a "scattered" manner and under the assignment of the superiors and the call of "Prepare for wars and famine for the people" and "Good people and good horses go to the Third Front", the company organized construction teams to put on their backpacks, trek through the mountains and water, carry supplies on their shoulders, and work in the remote mountainous areas with difficult conditions all year round. They constructed a large number of industrial and mining enterprises, scientific research bases, as well as cultural and educational projects.

In the late 1970s and early 1980s, when China was in the early stage of reform and opening-up, the "Third Front Construction" projects undertaken by the company were completed one after another. The construction force gradually shifted from remote mountainous areas to cities and began to build modern buildings amidst busy urban construction. The focus of enterprise management was gradually put on increasing production and improving economic efficiency. At the end of the 20th century, China began to change from the planned economic system to the market economic system, and the company also entered the era of market competition with the reform of the socialist market economic system. During this period, the company implemented a series of major reforms, such as conversion of enterprise operation mechanism, removal of offices and teams, project construction, market-oriented operation, and strengthening project management. The market scale kept expanding, and the economic efficiency kept improving.

Entering the 21st century, the construction industry became a fully competitive industry, and the market competition was getting increasingly fierce; the company actively faced the market competition and vigorously expanded its operation, so that the production and operation scale quickly rebounded to the level before the spin-off of Huaxi I and the commercial concrete station, and continued to expand; measures were taken to push forward reform and restructuring. The number of staff was reduced, efficiency increased, and the auxiliary units restructured according to policy, so that the company formed a leaner organizational structure and personnel team structure, set up a board of directors, gradually

improved the corporate governance structure, and entered a new stage of development.

Since 2007, with the speeding up of national economic growth and the increase of investment in infrastructure construction, the company has seized the market opportunities and actively explored the markets inside and outside the province. Due to these efforts, it has further expanded the scale of production and operation, forming a regional market structure featured by "one center (Chengdu) and three points of support (Mianyang City, Chongqing Municipality, Leshan City)" and strategic positioning of three professional businesses, namely civil construction, municipal works, and installation.

In recent years, the company has made great efforts to improve the task structure and increase the proportion of group construction projects, public building projects, industrial plant projects, storage and logistics projects, municipal public works projects. It has built a "big operation" pattern, established strategic cooperative relationships with many high-quality large owners, gradually entered the high-end construction market, and significantly improved the quality of operation. The company has entered a new stage of transformation and upgrading development and high-quality development. The company's comprehensive strength and market competitiveness have been continuously improved, and its projects are distributed in a number of provinces such as Sichuan, Yunnan, Gansu, Hunan, Guangdong, Hainan, and Zhejiang, forming an operation network pattern centered on Chengdu and radiating inside and outside Sichuan Province.

Throughout the development history of building construction enterprises, HRM is a huge and complex project, and most people in the early days did not fully realize that human resources can take initiative and be motivated. Construction Company A is no exception. For example, in the early days, the company's HRM was centered on "work", and the HR department mainly carried out simple "personnel management", which inhibited the initiative of employees and was not conducive to the improvement of work quality and efficiency. In the 1990s, Construction Company A gradually realized the importance of HR development. Entering the 21st century, it paid more attention to "human capital" management, considering the transformation of human resources into human capital as the key to sustainable growth in economic efficiency. With the changes brought by the expansion of the company's business scale, industrial field expansion, and personnel structure adjustment, the problem of relatively backward HRM of Construction Company A began to be highlighted, mainly manifested as frequent personnel changes in the engineering project department, lack of core talents resulting in a lack of a talent echelon, reduced sense of belonging of employees, insufficient cohesion of managers, slow progress of workflow, and low management efficiency. These

problems formed a greater challenge to the internal management of the company. The original HR work mode could no longer meet the company's development needs. Instead, it seriously hindered the development of the company, and these problems are typical of building construction enterprises.

In this context, it was especially important to implement changes in the organizational structure and core business processes of the HR department. In 2014, Construction Company A started to explore the HRBP model implementation and put forward the plan of transitioning from traditional HRM to the HRBP model. It aimed to fully implement the HRBP model in the company by 2017, as shown in Figure 3.2. The HBRP model of Construction Company A clearly puts forward the HBRP role definition as: a bridge between business units and the group; consulting and solution provider; and supporter of the implementation of HRM in business department. Meanwhile, the responsibilities of HRBPs are clearly defined, which include: 1. participating in the management of business units from HR perspective; 2. formulating and implementing the annual HR work plan of business units and participating in the formulation of HR strategic planning; 3. cooperating with HRCOE to give effective HR solutions to business units; 4. assisting business units to submit reasonable personnel requirements through understanding of business; 5. coordinating employee relations in business units, carrying out communication with employees, and providing feedback on employees' thoughts; 6. assisting in researching training needs, responsible for assisting in building the talent training system of business units, and participating in the leadership development and talent development channel development of the business units; 7. promoting the effective implementation of performance management in business units; and 8. participating in the implementation of organizational culture in business units.
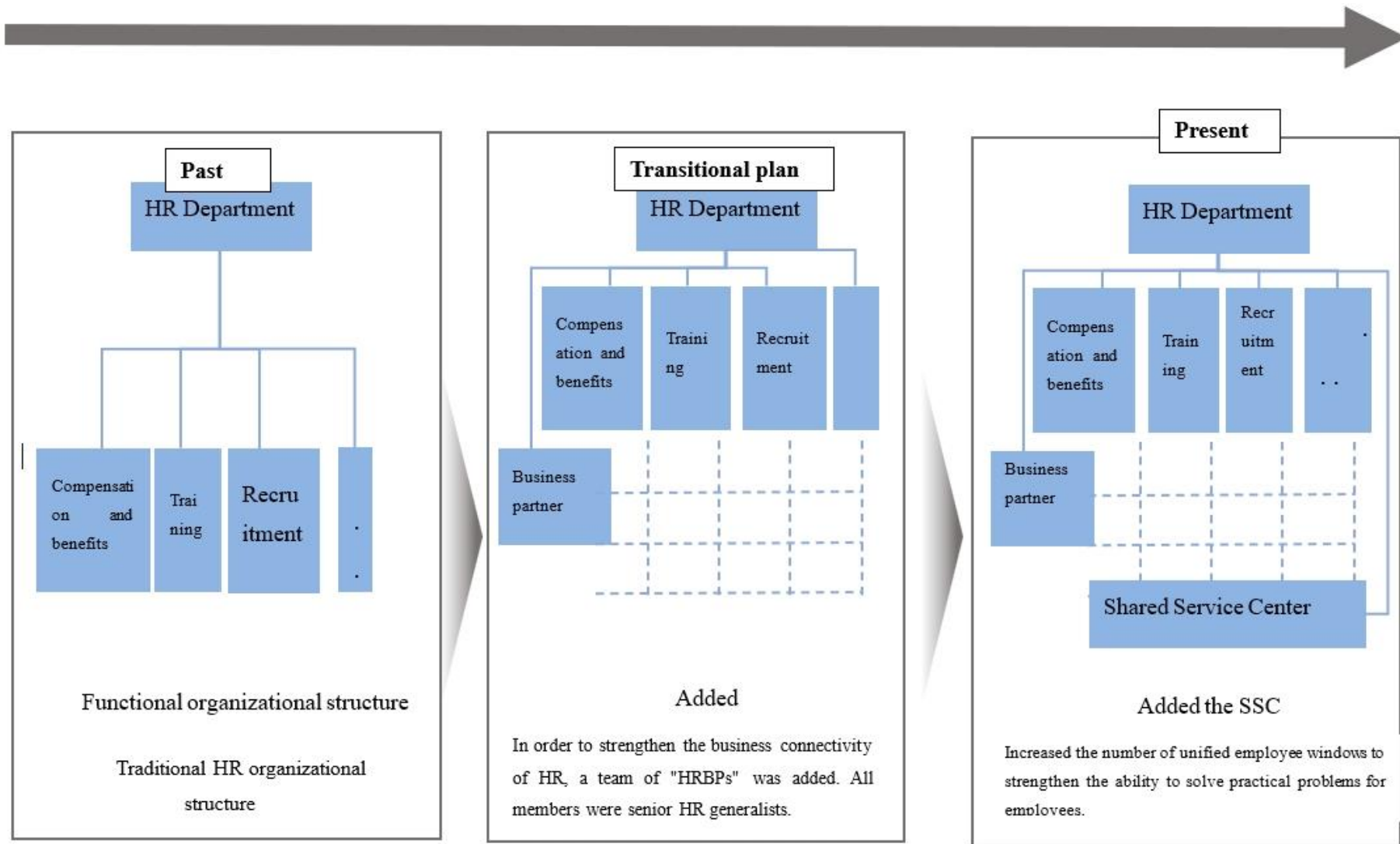
Figure 3.2 The change management process of HRBP model implementation in Construction Company A

Source: Created by this study

In 2014, Construction Company A embarked on the exploration and implementation of the HRBP (Human Resources Business Partner) model. It introduced a transitional strategy to shift from traditional human resource management to the HRBP model. By 2017, the company had fully embraced the HRBP model. As of 2023, Construction Company A has been employing the HRBP model for a span of nine years. Drawing from data within Construction Company A and other sources, this section outlines the context, objectives, steps, and plans of the HRBP model implementation, examines significant changes observed before and after the adoption of the HRBP model, evaluates the overall impact of the HRBP model implementation, and highlights the challenges faced during the process.

3.2 Research methods

3.2.1 Semi-structured interviews

3.2.1.1 Purpose of the interviews

The interviews aim to understand the overall implementation process of the HRBP model in Company A. To do so, it is relevant to obtain information about how the organization operated before the implementation, how was the implementation process and what was the impact on the HRBP implementation. As such, a complete understanding of HRBP implementation in Company A can be attained. This will help reveal the challenges faced and successes achieved by Company A in implementing the HRBP model, as well as its uniqueness and adaptability within the company. The interviews also seek to delve into the key factors and strategies behind Company A's implementation of the HRBP model. Through an analysis of the company's implementation process and experience, key elements and strategies, including organizational climate and culture shaping, leadership development, HRBP skill enhancement, employee engagement and support, establishment of HRISs, and communication and collaboration mechanisms, can be understood. This will provide actionable guidance and suggestions for other enterprises looking to implement the HRBP model by leveraging Company A's successful experience. Lastly, the interviews are designed to offer insights and references for better implementing the HRBP model. By studying Company A's case, future trends and application domains for the HRBP model can be predicted and analyzed, providing valuable references and inspiration to other enterprises and the academic community. Moreover, insights can be drawn from Company A's experiences to propose models and methods that are better suited to meet changing conditions and challenges, thereby promoting

the innovation and development of human resource management.

3.2.1.2 Interview plan

1. Sampling Strategy

In order to enhance the specificity and effectiveness of the interviews, this study employed purposive sampling for conducting semi-structured interviews. Purposive sampling involves setting predefined criteria or basic conditions and then selecting cases that meet these criteria (Alshenqeeti, 2014). Following this approach, three conditions were set for selecting interviewees in this study: having more than 3 years of work experience, holding a high-level position in the company or engaging in HR-related work, and employees who have participated the entire implementation process of Company A's HRBP model. Examples of eligible management personnel include Vice General Managers, HR Directors, Branch General Managers, Company HRBPs, Branch HRBPs, Project Managers. Additionally, efforts were made to cover management personnel of different genders, ages, and positions during the interviewee selection process.

For the purposive interviews, all interview processes required obtaining the consent of the interviewees and having them sign an informed consent form. The research subjects remained anonymous, and the researcher ensured the confidentiality of interview information. The qualitative research method employed was semi-structured interviews. Before the interviews, a rough interview outline was developed based on the research needs, determining the scope of the interviews. The interviews were recorded. Simultaneously, the interviewer had the flexibility to adjust the sequence and details of the questions based on the specific circumstances of the interview.

2. Sample Size Estimation

Following the principle of information saturation, the process involves organizing and analyzing data while selecting the next interviewee. After interviewing the last interviewee, their information is reviewed; if it falls within the range of previously obtained information, the interviews are concluded; if the information provided contains content not mentioned by previous interviewees, the sample size is expanded until information saturation is achieved (Desu, 2012). In this study, following the conduction of interviews with 20 participants, it was observed that subsequent interviews yielded no significant new information. To ascertain the attainment of data saturation, an additional five interviews were conducted beyond the initial 20. This procedure was implemented to ensure the emergence of no novel information. It was upon the completion of these supplementary interviews that the information saturation was

reached with the 25th interviewee, at which point the interviews were concluded.

3. Interview Design

(1) Pre-Interview Preparation

Team members, under the guidance of a mentor, form a research group, participate in qualitative interview seminars and training sessions, learning and mastering qualitative interview-related knowledge and skills, refining the standard interview process. Additionally, through multiple seminars, a preliminary interview outline is formulated based on the research objectives, followed by preparatory interviews. After analyzing the practical application of the interview outline, consultations with relevant experts are conducted, leading to appropriate adjustments and refinement, culminating in a formal interview outline. The interview outline mainly includes the following three aspects: (1) Part One: Views on Company A's implementation of the HRBP model before its adoption; (2) Part Two: Describing the process of Company A's implementation of the HRBP model; (3) Part Three: Views on Company A after implementing the HRBP model.

(2) Conducting the Interview

The formal interviews are conducted in Company A's first-floor meeting room or project department meeting room, as one-on-one face-to-face interviews, with some snacks and beverages provided to create a comfortable and relaxed interview environment. Before the interview begins, the interviewee is informed about the background, purpose, and significance of the study, and anonymity is assured. The interview commences only after obtaining the interviewee's consent for recording and signing the informed consent form. The interview begins by inquiring about the recent situation of the interviewee, bridging the gap between interviewer and interviewee, then using the interview outline as the conversation framework, guiding the interviewee to engage in as in-depth a conversation as possible within the outline. During this process, a note-taker is responsible for observing and recording changes in the interviewee's emotions and body language. After the interviewee leaves, they are assigned a code (A, B, C) using Arabic numerals, which also serves as the identifier for the recordings and transcripts. This unique code for each interviewee, not recording their name, serves to enhance the quality of the interview.

4. Data Analysis

After completing the interviews, all the narratives provided by the interviewees and the information recorded on-site by the researcher were separately inputted into computer storage documents. Transcriptions of the interview data were returned to the interviewees for their feedback and correction of any errors. Once the interview data were verified without errors,

MAXQDA analysis software was utilized in this study. Through the framework analysis method, the data underwent in-depth analysis, gradually forming the core content of the interviews.

(1) Audio transcription texts, familiarize by reading the entire transcribed text, to achieve familiarity with the original material.

(2) Return the transcribed interview materials to the interviewees to seek their opinions and correct errors.

(3) During the process of familiarizing with the data, identify key information points mentioned by interviewees or some recurring themes.

(4) Begin thematizing all the data, all within the MAXQDA software. In this process, new themes can be added, and existing codes can be reduced, merged, or renamed.

(5) Repeatedly check and verify to confirm each thematic element.

5. Technical route of the interview (see Figure 3.3)
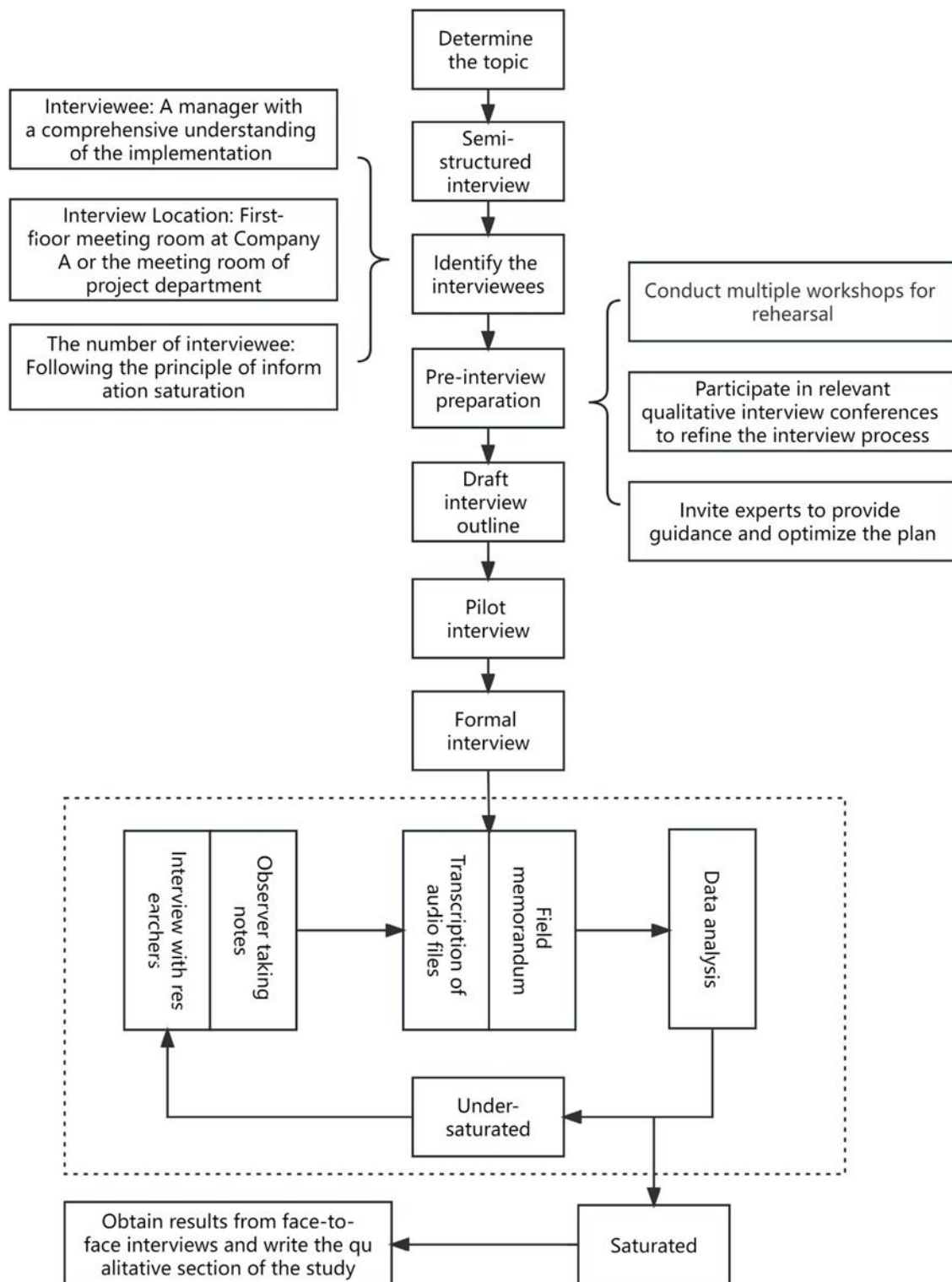
Figure 3.3 Technical route of the interview

Source: Created by this study

3.2.1.3 Interviewees

On-site interviews were conducted with 25 individuals, including members of Company A's

leadership team, some HRBPs, general managers from subsidiary engineering companies, and some project managers. The interviewees included slightly more males than females, with 14 males and 11 females, ages ranging from 29 to 47 years old. Most had an educational level of a bachelor's degree or higher, and their work experience ranged from 3 to 23 years. Specific details of the interviewees are as presented in Table A.5 in Annex A.

3.2.1.4 Interview outline

To gain in-depth insights into the overall application of the HRBP model in Company A, the key factors and strategies for implementing the HRBP model, and to provide ideas and references for better implementation of the HRBP model, this study has designed the following Table 3.1 interview outline. Before interviews are conducted, an interview outline and script was designed to determine the interview purpose, questions, and process to ensure the smooth progress of interviews. Some external factors must be taken into account to conduct interviews: interviews should be conducted in a quiet, comfortable, and private place to ensure interview quality; before each interview, the interviewer should contact the interviewee in advance to make an appointment regarding time and place to ensure the interview can be carried out as scheduled; during the interview, the interviewer shall maintain a professional, polite, and patient attitude, avoid subjective or leading questions, and allow the interviewee to speak freely as much as possible; during the interview process, the interviewee's responses need to be recorded, either with a tape recorder or with paper-and-pencil, for subsequent analysis; at the end of the interview, the interviewer should thank the interviewee for their participation. Besides, face-to-face interviews need to ensure the safety and privacy of the researcher and the interviewees to avoid any unnecessary trouble (Alshenqeeti, 2014).

Table 3.1 Interview script

No.	Question
1	Compared to five years ago, has HR function grown, maintained or reduced? Please share examples and explain why you think these changes occurred.
2	Could you briefly introduce the status of HR management in your company before implementing the HRBP model?
2.1	How would you describe the HRM efficiency and efficacy before the implementation?
3	What were the main reasons for the company to choose to implement the HRBP model? (Prompt: cost reduction, innovation, improvement in service, repositioning HR, business focus.)
4	How would you describe the implementation process? (Phases, stages?)
4.1	Who were the critical players? What were their roles in the organization?
4.2	Who were involved in this process?
4.3	What was expected to be achieved with the implementation?
4.4	What were the main barriers/challenges?
5	How can you describe HRM efficiency and effectiveness now (after the implementation)?

5.1	Specify the impact on recruitment and selection, training and development, benefits and compensation, performance management, communication, overall employee relations.
6	Does the company have stronger core competencies in human resource management now? What are those competencies?
7	How have the organizational culture and values changed since the implementation of the HRBP model?
8	How would you describe the company's performance and business development since the implementation of the HRBP model?
9	How would you describe employees' loyalty and satisfaction now? and their individual performance?
10	What challenges do you see in the current HRBP process?
11	What are your thoughts on how to optimize the HRBP model in the next step?
12	Do you have any additional questions I should ask, or is there any other information you'd like to share?

3.2.2 Archive/document analysis

After comprehensive collection and organization, a total of 85 documents related to the HRBP model were issued by Company A between 2014 and 2022, as detailed in Table A.6. Among these, one document (confidential) pertains to the background and implementation plan of the HRBP model; four documents (confidential) discuss the background, objectives, steps, and plans of the HRBP model; 21 documents (confidential) analyze the changes and effects before and after the implementation of the HRBP model; 12 documents (confidential) focus on organizational climate and corporate culture building in relation to the HRBP model; five documents (confidential) are about the HRIS in the context of the HRBP model; one document (confidential) addresses the challenges faced by the HRBP model and measures that should be adopted; 32 documents (confidential) are related to talent development and competency improvement in association with the HRBP model; and 22 documents (confidential) involve management process, methodologies, and assessment methods relevant to the HRBP model. These documents reflect the company's emphasis on and promotion of the HRBP model, as well as ongoing monitoring and evaluation of its implementation outcomes.

3.3 Key findings from the interview

From June to August 2023, face-to-face interviews were conducted with 25 respondents from Company A. Annex B is a summary of the data analysis strategies and some of the key content discussed during the interviews. Based on formal interviews conducted with 25 interviewees from Company A, the application of the HRBP model yielded several key findings.

3.3.1 Pre-HRBP model implementation HR state

Interview results reveal that prior to the implementation of the HRBP model, primary HR responsibilities included handling processes and transactions such as employee recruitment, compensation management, and performance evaluation. The shortcomings of this approach were reflected in the lack of deep communication and understanding between the HR department and business departments. As a result, HRM could not align effectively with corporate strategy and business development. The quote below illustrates this idea:

So, like, in the past, you know, the HR department was mainly all about doing HR admin stuff, like hiring people, handling pay stuff, checking on performance, and dealing with other HR things. But, um, the problem with this setup was that HR couldn't really talk to the other departments and figure out what they really needed for their work. (Interviewee K)

Company A emphasized stringent enforcement of procedures before adopting the HRBP model, leading to a complex web of execution and approval processes. Without meaningful interaction between HR and business departments, alignment between HRM and business strategy was lacking, thus impeding workforce allocation and talent development based on business needs. This situation adversely affected company performance and efficacy. Pre-HRBP model implementation, the management of HR data and information was labor-intensive, requiring manual entry and consolidation, carrying inherent risks and error rates. To address cost reduction, service enhancement, HR realignment, business needs, and innovation, the company chose to implement the HRBP model. The quotes below illustrate this idea:

So, in the old days, the company was all about following rules and procedures, like, super strictly. They were so into it that the whole process of getting things done became, you know, kinda too complicated and slow. (Interviewee G)

… That meant they couldn't really put the right people in the right places or help them grow in the way the company needed. And, you know, that had a real impact on how well the company was doing and how productive everyone was. (Interviewee L)

3.3.2 Application state of the HRBP Model

Interview results indicate that Company A successfully implemented the HRBP model and widely applied it within the organization. The model played a significant role in the organizational structure, integrating HR functions closely with business departments to achieve strategic-level HRM. HRBPs assumed roles as advisors and collaborators within

business departments, co-developing HR strategies and providing relevant support and solutions. This collaborative partnership facilitated a better understanding of business needs and challenges by HRBPs, allowing for tailored HR solutions to be provided to business departments.

3.3.3 HR State during the Implementation of HRBP Model

Interview findings reveal that senior management, the HR management team, business unit leaders, training and development teams, performance management teams, and employees were engaged throughout the HRBP model implementation at Company A. Key roles during this process included HRBP managers, HRBP experts, business unit leaders, and employees. Expected outcomes achieved during the HRBP model implementation process encompassed improved collaboration between business departments and HR, streamlined HR management processes, increased employee engagement and satisfaction, enhanced employee capabilities and career development, elevated corporate performance and efficacy, and facilitation of organizational change and innovation. Conversely, significant obstacles and challenges encountered during HRBP model implementation included adapting to organizational culture and atmosphere, elevating HRBP expert training and capabilities, fostering collaboration with business departments, managing and sharing data and information, and redesigning and implementing processes. The quotes below illustrate this idea:

So, when they go ahead and put in place that HRBP model, it's all about, you know, cutting down on those extra HR management steps and processes that were just, like, not needed. And, well, that's not all – it also helps them make decisions faster, save some money on management, and, you know, boost the company's ability to grow in the long run. (Interviewee Y)

⋯When they start using the HRBP model, it's like bringing HR, which used to be on its own, you know, closer to the business folks. They're, like, there to really help the business departments reach their goals and make sure HR and business are, like, talking and working together more effectively. (Interviewee J)

3.3.4 Post- HRBP model implementation (current) HR state

Interview findings indicate that all participants reported enhanced functions within the human resources department following the implementation of the HRBP model. The present state exhibits better alignment with business needs, increased employee satisfaction, a more

data-driven approach, and a more scientific approach to talent acquisition and development. The efficiency and effectiveness of HRM have notably improved, positively impacting recruitment and selection, training and development, benefits and compensation, performance management, communication, and overall employee relations. The quotes below illustrate this idea:

...when they go for the HRBP model, it's, uh, really all about, like, putting employees front and center, you know? They wanna make sure folks are happy and loyal, which, in turn, makes them work better and, you know, do a better job. It's like building a strong human resource foundation to keep the company moving forward all steady and stuff. (Interviewee R)

So, with this HRBP model in place, they're, you know, getting all in sync with the specific business stuff that really matters. It's about, like, building up a pool of talent, picking out the right folks, helping them grow. (Interviewee A)

Company A's competitiveness in HRM has significantly elevated since implementing the HRBP model. This is evident in areas such as corporate culture, management decisions, organizational climate, training systems, problem-solving, and performance management. Since the adoption of the HRBP model, substantial changes have been observed in the organizational climate, culture, and values. There is a greater emphasis on individualized employee development, organizational climate, the preservation of corporate culture and values, harmonious coexistence between employees and the company, and enhanced feedback and communication. Moreover, the implementation of the HRBP model has facilitated performance improvement and business development. Company A is now experiencing faster business growth, steady talent development, improved management efficiency, and a significant increase in corporate brand value. The quotes below illustrate this idea:

So, with the HRBP model, the HRBP team is all about making HR management super slick. They're, like, fine-tuning things to fit exactly what the business departments need, which, you know, makes HR management work better and faster, and it's all about quality too. (Interviewee S)

the HRBP team, they're like quick thinkers, you know? They can figure out what the business departments need in a jiffy and spot where the HR stuff might be slowing things down. Then they come up with HR solutions that match the situation, which helps the organization change and come up with new ideas and stuff. (Interviewee H)

The HRBP model is like the glue that holds the company culture together. It helps everyone really get what the company is all about, which makes employees feel like they're part of something special and keeps them loyal and dedicated. It's all about building that

strong sense of belonging! (Interviewee E)

However, numerous challenges have been encountered in the current HRBP implementation. The HRBP model requires extensive cultural inheritance and transformation, necessitating comprehensive collaboration and joint efforts from both employees and management. The HR team should possess adequate professional knowledge and business understanding to effectively collaborate with and support business departments. This requires professional training and enhancements in HRBP expertise. A conducive atmosphere and environment are required to ensure the successful implementation of the HRBP model's philosophy and practices within the organization. Implementing the HRBP model necessitates collaboration and communication between HRBP activities and business executives, with both sides needing to comprehend each other's work styles and requirements and collaborate on resources. Adequate information system support is essential to effectively manage and optimize the use and sharing of HR data. The implementation of the HRBP model is built upon a correct understanding of individual employees and the establishment of an employee centered HRM system. The quotes below illustrate this idea:

They need to change how folks in HRBP talk and work with the business departments, get everyone on board with a culture that goes along with the HRBP way, share HR info, and, you know, take a fresh look at what the HRBP experts are up to and how well they're doing their thing. (Interviewee C)

So, the HR team? They gotta have some solid professional know-how and really get the business side of things to work well with the business departments. That's gonna mean some serious training and upping their game in terms of skills and stuff. (Interviewee F)

3.3.5 Impact of HRBP model on HRM satisfaction and corporate performance at Company A

Interview results indicate a positive impact of the HRBP model on HRM satisfaction and corporate performance at Company A. The introduction of the HRBP model has brought HR teams closer to the business, providing more accurate HR support and consulting services to business departments and enhancing employee engagement and satisfaction. A greater focus on employee development and motivation is evident through individualized measures such as career planning, training opportunities, and flexible incentive approaches. More effective communication and feedback mechanisms enable employees to feel cared for and supported, enhancing their loyalty. The implementation of a fair and transparent evaluation mechanism

motivates employees to showcase their performance, and outstanding employees receive appropriate recognition and rewards. Additionally, an intensified focus on business-oriented HR strategies has led to better alignment with business goals and corporate strategies. These outcomes collectively suggest that the implementation of the HRBP model has elevated HRM satisfaction at Company A, increased employee engagement and satisfaction, and resulted in favorable corporate performance. The quote below illustrates this idea:

With this HRBP model in play, employees get some top-notch support for their career journey. It's all personalized and, you know, they get feedback faster and more accurately, which really gets them more into their work and makes them happy campers. It's all about getting them engaged and satisfied with what they do! (Interviewee L)

3.3.6 Key factors and strategies for successful implementation of the HRBP model

Interview results unveil key factors and strategies for the successful implementation of the HRBP model. Firstly, a collaborative effort between leaders and the HRBP team is vital in fostering a positive organizational climate, enabling smooth execution of human resource strategic planning and enhancing organizational care and management of employees. Secondly, the shaping of organizational culture plays a crucial role. Company A's emphasis on an open, collaborative, and innovative organizational culture has created an ideal environment for the implementation of the HRBP model. Implementing an HRIS can lower HRM costs and improve data processing efficiency and accuracy. When integrated with the HRBP model, HRIS can further boost the efficiency and effectiveness of HRM. HRBPs also need to possess diverse qualities and skills to effectively support the organization's human resource needs and contribute to achieving strategic goals. Lastly, key strategies involve employee participation and support, as well as the establishment of communication and collaboration mechanisms. These factors and strategies intertwine to facilitate the smooth implementation of the HRBP model at Company A. The quote below illustrates this idea:

We need to create this, like, super supportive atmosphere and environment, right? So that this whole HRBP model philosophy and practice thing can really take root in our organization. Talking about being open, transparent, and really building up that team spirit and trust. (Interviewee J)

3.3.7 Future development prospects and insights of the HRBP model

Interview findings underscore the significance of organizational culture and atmosphere in the

success and development of a company or organization. These factors can influence employee work attitudes, behaviors, teamwork, and the overall work environment. Therefore, ongoing efforts should be made to strengthen organizational culture and atmosphere. Under the HRBP model, business departments have become the primary partners of HRBPs. Hence, companies should continue enhancing communication and collaboration between these two parties, ensuring that HRBPs can provide the most suitable HR support and services based on actual business needs.

Data analysis and evaluation are integral components of the HRBP model. They assist HRBPs in effectively managing employee and organizational behaviors. In future implementations, companies can expand data and analysis tools, deepen analytical capabilities, and better aid business departments in decision-making. HRBPs need to be a group of highly skilled HR professionals who not only comprehend and support the business but also offer top-tier HR support. The quote below illustrates this idea:

You know, data analysis and evaluation? Big parts of the HRBP model. They help HRBP handle employee and org behavior stuff. So, moving forward, the company could totally expand on the data tools and get deeper into analytics to give business units a solid hand in decision-making. (Interviewee I)

The insights provided by the interview results offer a glimpse into the future development prospects of the HRBP model. Thus, drawing from Company A's experience, it can be predicted that the HRBP model will continue to evolve and gain broader application in the future. Additionally, Company A's experience provides valuable guidance and reference for other enterprises seeking to implement the HRBP model.

In summary, through the implementation of the HRBP model, Company A achieved strategic-level HRM by closely integrating HR functions with business departments. The model had a positive impact on HRM satisfaction and corporate performance at Company A, enhancing employee engagement and satisfaction while aligning with business goals and corporate strategy. Key factors and strategies for implementing the HRBP model encompass the cultivation of organizational climate and culture, enhancement of HRBP qualities, employee participation and support, establishment and improvement of HRIS, and the creation of communication and collaboration mechanisms.

3.4 Key finding from the archive/document analysis

The documents play a vital and positive role in Company A's implementation of the HRBP

model. Firstly, documents related to the HRBP model usually explicitly emphasize the need for HR to deeply understand the company's strategic goals and business needs, aligning HR initiatives closely with organizational strategy. Both the management team and the HR department are encouraged not only to focus on the day-to-day HR operations but also to actively participate in the company's decision-making and strategic planning.

Secondly, the HRBP model encourages a close collaborative relationship between the HR team and business units. The company mandates regular communication between the HR team and various business departments to understand their specific needs and requirements for HR support. This mandate serves as an important guideline for enhancing the business acumen, collaboration efficiency, and synergy of the HR team.

Thirdly, the implementation of the HRBP model typically emphasizes data-driven human resource activities. This requires the human resources team to master and apply human resource data, offering support for business decisions through data analysis. The human resources team needs to strengthen their data analysis capabilities, cultivate data-driven thinking and methodologies, thereby better supporting the decision-making processes of the business units and the company at large.

Fourthly, the HRBP model typically requires the HR team to rapidly respond to business changes, emphasizing agility and flexibility. The HR team needs to promptly adjust and optimize its support and services to accommodate changes in business conditions. Effective change management capabilities are essential for the HR team to adapt and respond to evolving needs.

Fifthly, the HRBP model implementation documents place an emphasis on the collaborative efforts between leaders and the HRBP team in fostering a positive organizational climate. This collaboration ensures the smooth execution of strategic human resource planning and amplifies the organization's care and management of its employees. The HRBP model particularly focuses on the development of specific corporate culture and values, which reflect the core values of the company and serve to motivate employees to make greater efforts for the company's continual progress.

Sixthly, the HRBP model implementation documents stipulate the necessity for the human resources team to continually enhance their professional competencies and qualities. This includes elevating capabilities in strategic human resource planning, designing human resource policies and systems, as well as organizational development and talent management. The documents require the human resources team to engage in ongoing learning and growth, elevating their professional expertise in order to better support the company and its business

units.

3.4.1 Background of HRBP model implementation

In documents such as the Notice on Issuing Company A Human Resources Development Plan (2016-2020), Company A outlines that the primary impetus for implementing the HRBP model is as follows: a). As market competition intensifies, traditional methods of human resource management are increasingly falling short of meeting the organizational needs; b). Amidst business development and expansion, the human resources management is encountering heightened challenges and complexities; and c). The company recognizes the pivotal role that the HR department plays in bolstering corporate competitiveness and facilitating sustainable development.

1. In response to intensifying market competition, traditional approaches to HRM have gradually become inadequate in meeting the demands of enterprises. Traditional HR departments primarily focused on maintaining employee relations and enforcing HR policies and procedures, lacking the capacity to closely collaborate with business departments and provide customized solutions tailored to the diverse needs of different departments. Recognizing the necessity to redefine the role and functions of the HR department, Construction Company A aimed to align it closely with business departments to collectively drive the realization of strategic organizational goals.

2. As Construction Company A underwent business development and expansion, its human resource management encountered increasing challenges and complexities. The diversity and volatility of business departments elevated the difficulty of addressing various needs and issues within the HR department. Traditional human resource management models may exhibit limitations in areas such as talent acquisition, performance management, employee development, and compensation benefits, thereby struggling to meet the individualized requirements of diverse departments. Consequently, Construction Company A decided to introduce the HRBP model to implement tailored HR solutions, better catering to the distinct needs of each department.3. The significance of the HR department in enhancing enterprise competitiveness and achieving sustainable development was evident to Construction Company A. Beyond routine tasks like performance management and compensation, the HR department needed to participate in higher-level decisions such as strategic formulation, talent development, and organizational transformation. The limitations of traditional human resource management in fulfilling these multifaceted requirements led

Construction Company A to perceive the imperative of transforming the HR department into a strategic partner of the business. The implementation of the HRBP model was envisaged as a means to elevate the strategic value and role of the HR department, thereby furnishing robust support for the attainment of the company's strategic objectives.

3.4.2 Objectives of HRBP model implementation

In documents such as the Notice on Issuing Company A Human Resources Management Implementation Guidelines, Company A specifies that the objectives for implementing the HRBP model are as follows: a). elevating the strategic value of human resources, b). customizing human resource solutions, c). optimizing HR management processes and efficiency, d). strengthening collaboration between the human resources department and business units, and e). enhancing the strategic capabilities and innovative spirit of the human resources department.

First, enhancement of HR strategic value. Through the implementation of the HRBP model, Construction Company A aspires to transition its traditional HR department from a passive administrative role to an active strategic partner. Deeper alignment with business departments empowers HRBPs to offer strategic and forward-looking HR solutions. Collaborating and communicating closely with business departments allows HRBPs to formulate and implement HR strategies that align with business objectives, amplifying the strategic influence and value of the HR department.

Second, customized HR solutions. Recognizing the distinct HR management needs and challenges across different business departments, Construction Company A acknowledges the limitations of traditional HR models in providing tailored solutions. As such, a primary objective of introducing the HRBP model is to cater to the individualized HR needs of various business departments. By fostering close partnerships with business departments, HRBPs can better understand and address their specific requirements, devising targeted HR strategies and initiatives to augment HR's value and contribution.

Third, optimization of HR processes and efficiency. The adoption of the HRBP model aligns with Construction Company A's aspiration to streamline HR processes and enhance operational efficiency. Traditional HR processes are often laborious and inefficient, diverting HR practitioners' time and effort toward administrative tasks. By integrating the HRBP model, HR departments can collaborate more effectively with business departments, promptly acquire essential information, grasp business needs, and formulate corresponding plans and

policies. This enhances the HR department's ability to perform its functions efficiently, deliver rapid, high-quality services, and elevate operational efficiency.

Fourth, enhancement of the collaboration between HR department and business department. To reinforce collaboration between HR and business departments, Construction Company A has opted for the HRBP model. HRBPs become primary points of contact for business departments, responsible for fostering close connections, negotiations, and collaborations. Through direct communication with business departments, HRBPs gain deeper insight into business goals, offering relevant HR support and solutions to ensure HR strategies align with business objectives. This fosters closer ties and interactions between HR and business departments, catalyzing cohesive organizational efforts and development.

Fifth, enhancement the Strategic Acumen and Innovation of HR department. Acknowledging the necessity for HR to bolster strategic acumen and innovative thinking to better support organizational growth and transformation, Construction Company A seeks to cultivate these qualities through the HRBP model. By engaging in strategic decision-making and planning, HRBPs collaborate closely with senior management, driving organizational transformation and the achievement of business goals through innovative HR solutions.

3.4.3 Steps and plan for HRBP model implementation

In documents such as the Notice on Issuing Company A Human Resources Development Plan (2016-2020), Company A outlines the steps and plans for implementing the HRBP model, which include: a). establishing the vision and objectives for rolling out the HRBP model, b). forming the HRBP team, c). assessing existing human resource processes and operational methods, d). training and developing the HRBP team, e). fostering close collaboration with business departments, f). crafting customized human resource solutions, and g). continuous improvement and monitoring. Step One: Establish the vision and objectives of HRBP model implementation

Prior to implementing the HRBP model, Construction Company A initiates the process by defining a clear vision and objectives for its adoption. This vision and objectives should align with the company's overarching strategic goals and address existing limitations and challenges within the current human resource management framework. For instance, Construction Company A's vision and objectives may encompass enhancing the strategic impact of the HR department, providing tailored solutions, optimizing management processes, and fostering closer collaboration with business departments.

Step Two: Form the HRBP team

Successful implementation of the HRBP model necessitates a dedicated team possessing strategic thinking and business acumen to execute and operationalize the model. Construction Company A assembles its HRBP team by selecting experienced and capable individuals from within the existing HR department. These employees should possess substantial industry and business domain knowledge, enabling them to comprehend business needs and devise corresponding HR solutions.

Step Three: Evaluate current HR processes and operations

To ensure the seamless transition to the HRBP model, Construction Company A conducts an evaluation of its current human resource management processes and operational methods. This evaluation identifies existing issues and areas for improvement within processes such as recruitment, training, performance management, and employee relations. The assessment results guide the HRBP team in understanding the prevailing circumstances, pinpointing aspects in need of adjustment and enhancement, and providing guidance for subsequent changes and implementation.

Step Four: Train and develop the HRBP team

To equip the HRBP team with the requisite knowledge and skills for executing the model, Construction Company A facilitates relevant training and development opportunities. This encompasses areas like strategic planning, business insights, HR analysis, and decision support. Training may involve internal resources and external experts, supplemented by workshops and seminars.

Step Five: Foster Close collaboration with business departments

The essence of Construction Company A's HRBP model implementation lies in fostering close collaboration and communication with business departments. The HRBP team establishes strong relationships with business departments, comprehending their goals and requirements, and providing appropriate HR support. This necessitates the establishment of regular communication channels and meeting mechanisms to ensure the HRBP team remains informed about business unit dynamics and requirements, facilitating timely response and assistance.

Step Six: Develop customized HR solutions

The HRBP team tailors personalized HR solutions for diverse business departments. To achieve this, a thorough understanding of each business unit's characteristics, needs, and challenges is essential. By integrating overarching HR strategies and objectives, the HRBP team crafts relevant solutions spanning talent acquisition, training and development,

performance management, compensation and benefits, and employee relations. These solutions are designed to optimally meet the specific needs of each business unit.

Step Seven: Sustain improvement and monitor progress

Implementation of the HRBP model constitutes an ongoing process, for which Construction Company A designs monitoring and evaluation mechanisms to track progress. Based on monitoring outcomes, Construction Company A adapts and improves the existing HRBP model to better address business needs and enhance overall performance.

The aforementioned steps and plan delineate Construction Company A's general strategy for implementing the HRBP model. While specific implementation might involve adjustments based on individual circumstances, successful execution hinges on factors like senior management support, well-defined vision and objectives, an effective team, and efficient communication mechanisms. Only when these prerequisites are met can the HRBP model realize its maximum potential and strategic impact.

3.4.4 Significant pre- and post-implementation changes of HRBP model

In documents such as Company A Annual Operating Report and Company A Board of Directors Annual Work Summary, Company A discusses the significant changes observed before and after the implementation of the HRBP model, as follows:

First, strategic reevaluation and reinvention of HR strategy. Pre-HRBP model implementation, Construction Company A regarded HR primarily as a supportive function. However, post-implementation, the company elevated HR to the status of a strategic partner, actively engaging in the formulation and execution of organizational strategies and business objectives. A dedicated HRBP team was constituted, accompanied by the establishment of HRBP positions. Traditional personnel management responsibilities were transitioned to HRBP roles, enabling business departments to concentrate more intensely on core business activities.

Second, stimulating rethink of talent management strategy. Prior to embracing the HRBP model, Construction Company A lacked a clearly defined talent management strategy. Post-implementation, the company devised a more systematic and comprehensive talent management blueprint, encompassing facets such as recruitment, cultivation, motivation, and retention.

Third, driving organizational cultural transformation. Post-implementation of the HRBP model, heightened emphasis was placed on employee engagement and communication at

Construction Company A. An aspiration to cultivate an environment characterized by openness and collaboration was pursued, fostering a culture conducive to encouraging employees to unleash their creativity and innovative thinking, thus contributing to the achievement of the company's strategic goals.

Fourth, facilitating refinement of performance management and incentive systems. Prior to HRBP model implementation, Construction Company A faced challenges related to effective performance evaluation and incentive mechanisms. The post-implementation phase witnessed the establishment of a more scientifically grounded and equitable performance management framework. Incentive systems were closely aligned with employees' contributions and achievements.

Fifth, diminishing employee turnover and elevating retention rates. Pre-HRBP model, Construction Company A contended with an annual employee turnover rate of 11%. Post-HRBP model implementation, the employee turnover rate saw a decline to 6.7%. This reduction signifies the HRBP model's capacity to augment long-term employee retention.

Sixth, substantial enhancement of employee satisfaction under HRBP mode. Pre-HRBP model, average scores from employee satisfaction surveys stood at 3.5 out of 5. Post-implementation, these scores surged to 4.2, indicative of the HRBP model's potential in enhancing overall employee contentment with the company.

Seventh, heightened efficiency in recruitment processes. The HRBP model propelled improvements in the efficiency of recruitment processes, resulting in reduced recruitment cycles and costs. Prior to HRBP model implementation, the average duration to fill a position was 20 days. Post-implementation, this interval was shortened to 12 days, underscoring the HRBP model's efficacy in streamlining recruitment processes.

Eighth, amplification of investment in employee training and development, yielding heightened effectiveness. Post-HRBP model implementation, Construction Company A augmented its investment in training by 15%. Concurrently, assessments of training efficacy revealed notable advancements in employees' skills and competencies. This outcome highlights the HRBP model's role in fostering employees' continuous learning and development.

Ninth, augmented proximity of HR Team to employees, facilitating enhanced understanding and fulfillment of needs. The HRBP model engendered greater proximity of the HR team to employees at Construction Company A, enabling improved planning and execution of HR activities, thus mitigating redundancy and resource wastage. Through regular communication and feedback mechanisms, employees found it easier to articulate concerns

and opinions, simultaneously benefiting from timely and personalized support.

Tenth, shift towards concentrated focus on strategic and value-adding activities by HR team. Under the HRBP model, the HR team directed a more pronounced effort towards strategic activities yielding added value, as opposed to mere transactional tasks. This transition expedited the resolution of routine issues, such as welfare applications and vacation arrangements, fostering an increased perception of operational efficiency among employees, allowing them to concentrate on their primary responsibilities.

Eleventh, fostering successful interdepartmental collaboration through HRBP model implementation. Successful implementation of the HRBP model at Construction Company A enhanced collaboration across various departments. As strategic partners, the HRBP team concentrated on employee growth and development. Engaging in relevant dialogues with employees, the team provided an enhanced spectrum of training and development opportunities, aiding employees in bolstering skills and professional growth. Functioning as intermediaries and connectors, the HR team facilitated interlinking disparate teams and individuals, expediting issue resolution and project advancement. Employees typically sensed the affirmative effects of cross-departmental collaboration, fostering enhanced collaboration and communication among teams.

3.4.5 Overall effect of HRBP model implementation

In documents such as the Company A Annual Operating Report and Company A Board of Directors Annual Work Summary, Company A discusses the overall effects of implementing the HRBP model. These primarily include: a). increase in support and satisfaction levels within the business departments, b). an emphasis on the alignment between human resources strategy and business strategy, c). enhanced capabilities in strategic planning and forecasting for human resources; improvements in personnel management effectiveness, d). elevation of data-driven decision-making skills, and e). increases in employee satisfaction and engagement.

First, enhanced support and satisfaction from business departments. Central to the HRBP model is the transformation of the HR department into a strategic collaborator with business departments. Post-HRBP model implementation, business departments experience a heightened understanding of their needs and challenges from the HR department. The provision of more strategic and tailored HR solutions strengthens trust and satisfaction from business departments.

Second, emphasis on alignment between HR and business strategies. Through close collaboration with business departments, the HRBP team gains comprehensive insights into business objectives and challenges. This enables them to formulate HR strategies aligned precisely with business requirements. Following successful HRBP model implementation, the HR department can accurately align HR strategies with business strategies, offering HR support congruent with the direction and objectives of business development.

Third, enhanced strategic planning and forecasting capacity of HR. During HRBP model implementation, the HRBP team is equipped with strategic planning and forecasting capabilities. This involves analyzing business trends, market shifts, and talent market dynamics to anticipate future HR demands and pre-plan strategic adjustments. Successful HRBP model implementation empowers the HR department to provide more accurate, timely, and targeted HR forecasting and planning, enabling proactive responses to HR challenges.

Fourth, improved personnel management effects. The adoption of the HRBP model places emphasis on personalized talent management. Collaborating closely with business departments, the HRBP team comprehends and addresses talent needs, offering tailored HR services in areas such as recruitment, training, performance management, and offboarding. Post-HRBP model implementation, personnel management becomes more efficient and precise, effectively meeting the HR requirements of business departments.

Fifth, enhanced data-driven decision-making capability. The HRBP model underscores data-driven decision-making and analysis. By collecting, analyzing, and leveraging HR data, the HRBP team provides business departments with insightful and actionable information, facilitating informed business decisions. Successful HRBP model implementation enables the HR department to leverage data more effectively, offering valuable insights and decision support to business departments, thereby enhancing performance optimization and efficiency.

Sixth, heightened employee satisfaction and engagement. The implementation of the HRBP model prioritizes personalized employee management and development. Collaborating with business departments, the HRBP team tailors employee development and welfare plans. Post-HRBP model implementation, employees experience enhanced personal development opportunities, career guidance, performance incentives, and welfare support. This leads to increased employee satisfaction and engagement.

The successful implementation of the HRBP model by Construction Company A manifests distinct improvements in various aspects, including support and satisfaction from business departments, alignment between HR and business strategies, strategic planning and forecasting capacity, personnel management effects, data-driven decision-making capability,

and employee satisfaction and engagement. These effects contribute to the enhancement of the company's performance and competitiveness.

3.4.6 Challenges faced during the implementation of HRBP model

In documents such as the Notice on Issuing Company A's Human Resource Development Plan (2021-2025), Company A discusses the risks and challenges primarily associated with the implementation of the HRBP model. These involve job and role transitions, staff training and development, understanding and support from business departments, data and information management, performance evaluation and incentive mechanisms, as well as balancing relationships with employees. Prior to implementing the HRBP model, the company needs to carefully assess these factors and formulate corresponding mitigation strategies to ensure smooth execution and achievement of the desired outcomes.

First, the deployment of the HRBP model entails a shift in job roles across the entire HR department. HR professionals accustomed to traditional administrative and personnel management roles need to transform into strategic partners equipped with business insights and planning abilities. This transition demands adapting to new role requirements and skill sets, which may face resistance and difficulties.

Second, to successfully implement the HRBP model, substantial resources are required for personnel training and development. HR personnel need relevant training to enhance business understanding, communication skills, and problem-solving capabilities. Simultaneously, they must acquire skills such as strategic planning, business analysis, and data analysis to better understand and support business departments. This necessitates employees to readapt and learn, thereby increasing both human and financial costs.

Third, the successful implementation of the HRBP model requires business departments to comprehend and support its objectives. Some business departments may be accustomed to traditional HR management practices and may not understand the purpose and benefits of the HRBP model. They may require time and communication to adapt to and accept this new collaborative approach. If business departments do not comprehend or support the HRBP model, it could impact its implementation and effectiveness.

Fourth, the HRBP model emphasizes data-driven decision-making and analysis, necessitating relevant data and information management systems. Implementing the HRBP model implies that the company needs to invest in and upgrade related data and information management systems to ensure data accuracy, real-time availability, and employee privacy

and data security protection. This also amplifies the company's investment and management complexity.

Fifth, implementing the HRBP model requires the establishment of corresponding performance assessment and incentive mechanisms to motivate and reward members of the HRBP team. This entails the company formulating explicit performance standards and assessment methods while providing an appropriate system of recognition and rewards. If performance assessment and incentive mechanisms are unreasonable or unfair, they could negatively impact the team's enthusiasm and motivation.

Sixth, the implementation of the HRBP model might alter the relationship between the HR department and employees. Given that the role of HRBP emphasizes business collaboration and support, there is potential for misunderstandings among employees regarding changes in the HR department's role and responsibilities. Moreover, if the HRBP team focuses solely on the demands of business departments while neglecting employee concerns and interests, it could lead to reduced employee satisfaction.

In summary, through document analysis, we have understood the background of HRBP model implementation; the purpose and importance of HRBP model implementation; the steps and plan of HRBP model implementation; significant changes before and after HRBP model implementation; the overall effect of HRBP model implementation and the difficulties and challenges faced during its implementation. This model aims to transform the human resources team into strategic partners, working closely with business departments to provide comprehensive human resources solutions. By introducing the HRBP model, Company A aims to strengthen the connection and communication between human resources and business, achieving collaborative advancement of strategic goals. From the summary of these documents, it is evident that the HRBP model has a positive impact on the human resources management and business development of Company A, enabling the collaborative advancement of strategic goals. Simultaneously, these documents also provide valuable references and examples for other organizations implementing similar models.

3.5 The proposed conceptual model

The HRBP model has been implemented in Company A for several years, it is appropriate to conduct a comprehensive and in-depth interview and document analysis of the overall effectiveness of the HRBP model implementation in the company. This is crucial to overcome the risks and challenges faced during the implementation process and to promote the

optimization of the HRBP model and innovation in human resource management.

Through document/archive analysis and interview excerpts conducted within Company A, numerous key terms related to the successful implementation of the HRBP model were gathered, such as "Communication and Collaboration," "Strategic Human Resource Management," "Human Resource Management Team," "Organizational Culture," "Organizational Climate," "Organizational Change and Innovation," "Data Management and Sharing," "Business Orientation," "Policy Enforcement," "Information System Support," and so on. Generally speaking, organizational climate, organizational culture, the HRIS, and HRBP quality are also significant factors affecting the implementation of the HRBP model in Company A. The previously proposed conceptual model is applicable for evaluating the effectiveness of Company A's implementation of the HRBP model. Specifically, whether the organization has a reasonable organizational plan, clear role definition, and efficient departmental collaboration are key variables for the successful implementation of the HRBP model. Based on this, the thesis reinforced the proposed conceptual model, as depicted in Figure 3.4.
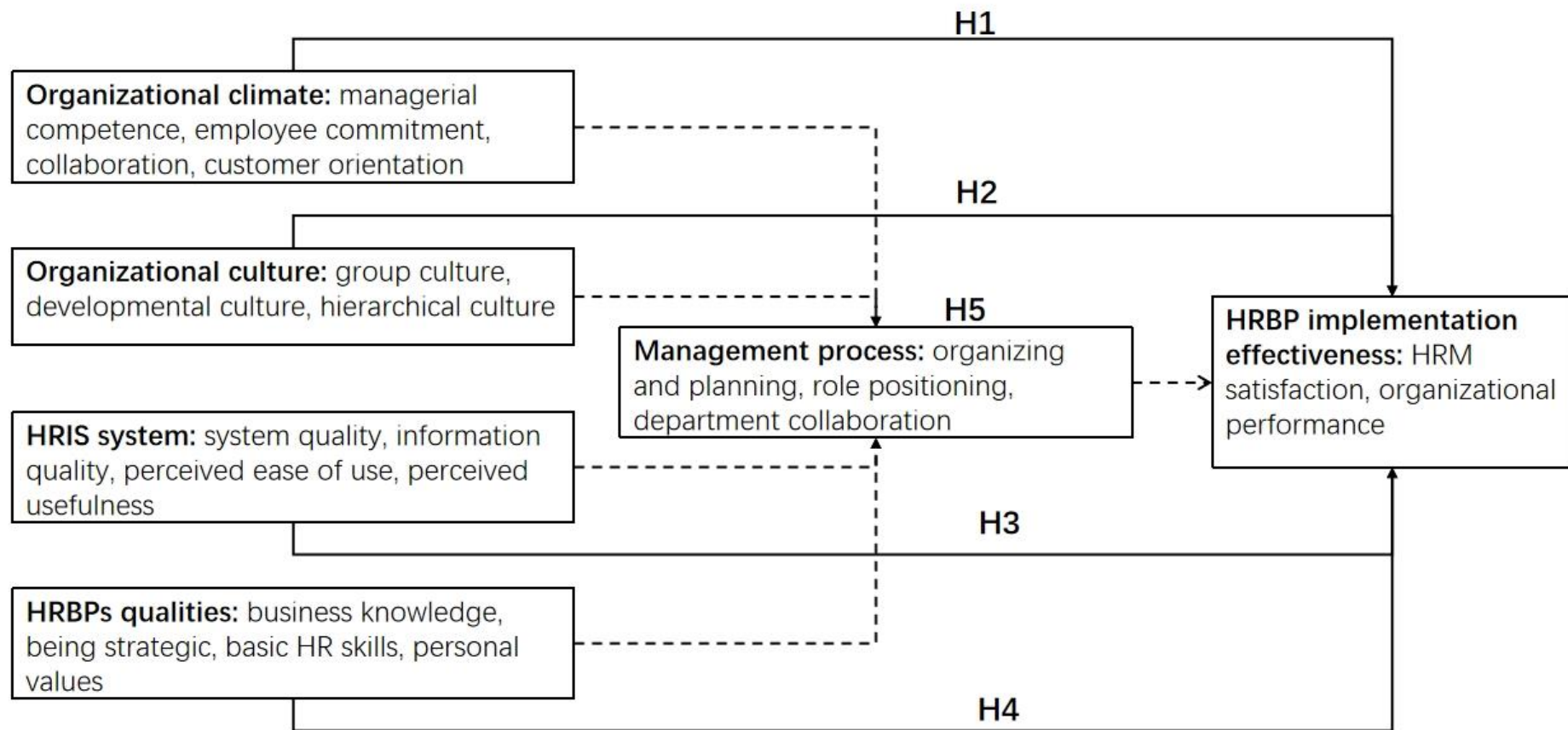
Figure 3.4 The reinforced conceptual model

Chapter 4: Quantitative Analysis

The purpose of the quantitative study was to test the proposed conceptual model which was further validated and reinforced by the qualitative data – both interviews and official documents. Chapter three based on qualitative data, and simultaneously examine the hypotheses proposed in Chapter Two through the empirical testing of the implementation effectiveness of the HRBP model at Company A. This investigation was facilitated by the development of a survey, which used established scales to explore dimensions such as organizational climate, organizational culture, HRIS, qualities of HRBPs, management processes, and the effectiveness of the HRBP model's implementation at Company A. The validity of each scale was assessed through the application of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA), while descriptive statistical analysis provided insights into the current state of the HRBP model's implementation at Company A. Based on these analytical processes, regression models and a mediation effects model were employed to quantitatively analyze the data, aiming to validate the study's hypotheses regarding the HRBP model's implementation effectiveness at Company A.

4.1 Research methods

An online questionnaire survey was conducted among employees of Construction Company A. Questionnaires with completion times less than 150 seconds or errors in attention check questions were considered invalid. Considering the purpose, target population, time, and budget of this study, the sample size was set at 300 to 400, representing about 10% of the total number of employees in Construction Company A.

The common sampling methods include simple random sampling, stratified sampling, and cluster sampling. Considering the representativeness and reliability of the sample, stratified sampling was initially selected; the number of distributed questionnaires needs to be determined according to the sample size and sampling method. In general, the number of questionnaires distributed should be slightly larger than the sample size. In this study, the number of distributed questionnaires was initially considered to be 400 in order to ensure a sufficient number of survey participants; a recovery rate of 80% or more is ideal. Furthermore, when conducting the questionnaire survey, attention should be paid to protect the privacy of

respondents to ensure the legitimacy and credibility of the survey (Desu, 2012).

4.1.1 Measurement scales

The questionnaire of this study consists of six scales, including the Organizational Climate Scale, the Organizational Culture Scale, the HRIS Scale, the HRBP Qualities Scale, the Management Process Scale, and the Effectiveness of HRBP Model Implementation Scale. All the scales are mature or widely used scales.

4.1.1.1 Organizational Climate Scale

The Organizational Climate Scale is based on the scale designed by Rogg et al. (2001), which includes managerial competence (eight items), employee commitment (six items), collaboration (five items), and customer orientation (four items). The Cronbach's α coefficients for these four measures range from 0.80 to 0.90. The Organizational Climate Scale (Rogg et al., 2001) was based on a study of franchised dealers engaged in selling and servicing the products of a single large automobile manufacturer, while the subject of this study is Construction Company A. To ensure understanding, the original scale was translated into Chinese. Then ten employees or managers engaged in the construction industry were invited to peer review the translated scale and contribute their suggestions for revision. The feedback rate of the peer review was 88%, and the translation of the scale was revised again based on the peer review feedback. Seven items of Managerial Competence, six items of Employee Commitment, three items of Collaboration, and four items of Customer Orientation were selected for this study, adding up to a total of 20 items under four dimensions. The detailed calculation indicators and items are shown in Table 4.1. Each item in Table 4.1 is assessed using a 1-5 rating scale, where 1 represents "strongly disagree," 2 represents "disagree," 3 represents "neither agree or disagree," 4 represents "agree," and 5 represents "strongly agree" (likewise for the following scales). Higher scores indicate a better organizational climate, while lower scores indicate a poorer organizational climate.

4.1.1.2 Organizational Culture Scale

According to the research by Chatman and O'Reilly (2016), qualitative and quantitative studies on organizational culture can be classified into four categories: the Denison Organizational Culture Survey, the Competing Values Framework, the Organizational Culture Inventory, and the Organizational Culture Profile. Each of these cultural definitions has its limitations and advantages. It is believed that organizational culture reflects the values and

beliefs of the organization or business leaders, which form the foundation of the business management systems and practices that embody these fundamental principles (Davis, 1983; Denison & Mishra, 1995; Karim & Qamruzzaman, 2020).

Based on the understanding of organizational culture from the perspective of competing values, scholars typically categorize organizational culture into four types: group culture, development culture, hierarchical culture, and rational culture (Chatman & O'Reilly, 2016; Quinn & Spreitzer, 1997). When researching each type of organizational culture, six aspects are typically included: dominant organizational characteristics, leadership style, management of employees, organizational glue, strategic emphasis, and criteria for success.

The aforementioned research focuses on Western companies when exploring organizational culture, while this study focuses on Chinese companies. In fact, Chinese organizational culture exhibits certain differences compared to Western organizational culture. Chinese organizational culture is characterized by collectivism, which emphasizes long-term orientation, rules, and order (Wei et al., 2008). Additionally, many Chinese companies also demonstrate collective and hierarchical cultures. Furthermore, rational culture within the framework of competing values typically emphasizes short-term orientation and individual values, which does not align well with Chinese culture.

Therefore, following the approach of Wei et al. (2008), this study selects three categories: group culture, developmental culture, and hierarchical culture, to measure organizational culture using a total of 12 items across these three aspects: Group Culture (4 items), Development Culture (4 items), and Hierarchical Culture (4 items). The detailed calculation indicators and items are shown in Table A.8 in Annex A. Each item in is assessed using a 1-5 rating scale, where 1 represents "strongly disagree," 2 represents "disagree," 3 represents " neither agree or disagree," 4 represents "agree," and 5 represents "strongly agree." Higher scores indicate a better organizational culture environment that facilitates the implementation of the HRBP model, while lower scores indicate a poorer organizational culture environment that hinders the effectiveness of the HRBP model.

4.1.1.3 HRIS Scale

As human resources evolve, there is an increasing focus on whether and how "systems" or "bundles" of HR practices work together to help organizations achieve their strategic goals, rather than focusing on a single HR practice alone (Boon et al., 2019; Lepak et al., 2006). In the information age, HRIS is an information technology tool used to manage employee information and automate HRM processes (Hendrickson, 2003). The implementation of HRIS

can reduce HRM costs as well as improve data processing efficiency and accuracy (Al-Shibly, 2011). This thesis constructs the HRIS Scale based on the HRIS Success Scale proposed by Al-Shibly (2011), which consists of four dimensions, namely, system quality (four items), information quality (six items), ease of use (two items), usefulness (three items), adding up to a total of 15 items. Each item is assessed using a 1-5 rating scale, where 1 represents "strongly disagree," 2 represents "disagree," 3 represents "neither agree or disagree," 4 represents "agree," and 5 represents "strongly agree." Higher scores indicate a more successful HRIS, while lower scores indicate a less successful HRIS. The detailed measurement indicators and items are shown in Table A.9 in Annex A.

4.1.1.4 HRBP Qualities Scale

The main function of HRBP is to provide services to business units, explore their needs and provide solutions, and provide a new way of thinking for companies that are struggling with HRM issues. HRBP competencies are the corresponding competencies needed to implement the HRBP model and are essential to ensure that the HRBP model achieves its function (McCracken & Heaton, 2012). Kesler (1995) suggests that HRBP roles require not only conventional HR capabilities or practices but also business know-how and strategic planning abilities. Lambert (2009) comprehensively explains the content of HRBP competencies and mindset, including HRBP knowledge and practical experience, personal characteristics, and being strategic. Personal characteristics refer to the qualities that a successful HRBP should possess, including foundational HR skills, resilience, business expertise, and personal values. This study recognizes that a successful HRBP should have a wide range of competencies, and HR skills and personal values are the two core factors (Caldwell, 2008). However, HRBP's foundational skills overlap significantly with the HR practices discussed in the first section.

Therefore, drawing on the understanding of HRBP qualities (Jing & Sun, 2017; Lambert, 2009; F. Shi, 2021; Wei & Lau, 2008), this study proposes quantifying HRBP capabilities from four aspects: business knowledge (3 items), strategic aspects (4 items), basic skills of HR (3 items), and values (2 items), totaling 12 items. The business knowledge dimension is adapted from Jing and Sun (2017) and Lambert (2009), while the other dimensions for being strategic, basic skills of HR, and values are adapted from Lambert (2009) and F. Shi (2021). Each item is assessed using a 1-5 rating scale, where 1 represents "strongly disagree," 2 represents "disagree," 3 represents "neither agree or disagree," 4 represents "agree," and 5 represents "strongly agree." Higher scores indicate higher HRBP qualities, while lower scores indicate lower HRBP qualities. The detailed measurement indicators and items are shown in

Table A.10 in Annex A.

4.1.1.5 Management Process Scale

The HRBP management process is usually understood as the aspects concerning HRBP model planning, implementation, and control, including three core aspects of scheduling, function positioning, and team collaboration. This study draws on the scale design ideas of Jing and Sun (2017) to measure management process from three dimensions, namely, schedule (three items), function positioning (three items), and team collaboration (three items), adding up to a total of nine items. Each item uses a 1-5 rating scale, where 1 represents "strongly disagree," 2 represents "disagree," 3 represents "neither agree or disagree," 4 represents "agree," and 5 represents "strongly agree." Higher scores indicate a more standardized the management process, while lower scores indicate a less standardized the management process. The detailed measurement indicators and items are shown in Table A.11 in Annex A.

4.1.1.6 HRBP Model Implementation Effectiveness Scale

The HRBP model implementation effectiveness represents the effect that the organization achieves in improving the organizational performance after implementing the HRBP model. This thesis measures HRBP model implementation effectiveness in terms of HRM satisfaction and organizational performance (Denison et al., 1996). Specifically, the HRM Satisfaction Scale designed by Purcell and Hutchinson (2007) was adopted to measure HRM satisfaction. The Organizational Performance Scale designed by Karim and Qamruzzaman (2020) was used to measure organizational performance. The two dimensions, HRM Satisfaction (seven items) and Organizational Performance (five items), add up to a total of 12 items which were used to measure the HRBP model implementation effectiveness. Each item uses a 1-5 rating scale, where 1 represents "strongly disagree," 2 represents " disagree," 3 represents "neither agree or disagree," 4 represents "agree," and 5 represents "strongly agree." Higher scores indicate better HRBP implementation effectiveness, while lower scores indicate poorer HRBP implementation effectiveness. The detailed measurement indicators and items are shown in Table A. 12 in Annex A.

4.1.2 Data collection and descriptive analysis

The survey was conducted using the Wenjuanxing platform (The questionnaire is available on https://www.wjx.cn/vm/rWc6uwY.aspx#), requiring each IP address to submit only once. Respondents completed the survey online and submitted it immediately upon completion. The

survey was conducted from November 17th to December 15th, 2023, with a total of 361 questionnaires collected, averaging 657 seconds per questionnaire. Eighty-two invalid questionnaires were excluded, including 8 completed in less than 150 seconds and 74 with one or more errors in 8 attention check questions. There were 279 valid questionnaires, resulting in a valid response rate of 77.28%.

Among the 279 respondents, there were 157 males (56.2%) and 122 females (43.8%). Most respondents were born in the 1980s and 1990s, with 4.3% (n=12) born between 1960 and 1969, 24% (n=67) between 1970 and 1979, 34% (n=95) between 1980 and 1989, 34% (n=95) between 1990 and 1999, and 3.7% (n=10) between 2000 and 2009. In terms of education, the majority of respondents had undergraduate or college degrees. There were no employees with middle school education or lower among the respondents. Only 2 had a high school diploma, 220 had a college or undergraduate degree, accounting for 78.8%, and 20 had a master's degree or higher, representing 20.4%. Regarding their positions in the company, the majority of respondents were regular employees, accounting for over 60%. The next largest groups were middle managers and supervisors, totaling 94 individuals, representing 33.7%. In terms of work experience, more than half of the respondents had been working for over 5 years. Detailed demographic characteristics of the respondents can be found in Table 4.1.

Table 4.1 Sociodemographic characteristics of respondents (N=279)

Characteristics	Quantity	Proportion (%)
Gender		
Male	157	56.2
Female	122	43.8
Year of birth		
1960～1969	12	4.3
1970～1979	67	24.0
1980～1989	95	34.0
1990～1999	95	34.0
2000～2009	10	3.7
Education Background		
Junior High School and Below	0	0
High School/Technical Secondary School	2	0.8
Junior College	110	39.4
Undergraduate Degree	110	39.4
Master's Degree and Above	57	20.4
Company Position		
General Manager	3	1.1
Senior Executive	12	4.3
Middle Management	36	12.9
Supervisory Staff	58	20.8
Employee—Non-Administrative Position	168	60.2
Other	2	0.7
Department		
Project Management	111	39.8

Human Resources	29	10.4
Marketing	25	8.9
Finance	30	10.7
Production and Technology	79	28.4
Other	5	1.8
Years of Work Experience		
≤0.5 year	3	1.1
>0.5 year，≤1 year	5	1.8
>1 year，≤2 years	7	2.5
>2 years，≤3 years	39	14.0
>3 years，≤4 years	54	19.4
>4 years，≤5 years	17	6.1
>5 years，≤6 years	15	5.4
>6 years	139	49.8

4.1.3 Reliability and validity analysis of the scales

Reliability in a scale refers to the stability and consistency of survey results when the same object is repeatedly tested under unchanged conditions. Reliability analysis methods include internal consistency coefficient, test-retest reliability, alternate forms reliability, and split-half reliability. This thesis utilized SPSS26 software and employed the internal consistency coefficient (also known as Cronbach's α) to assess the reliability level of the scale. A higher Cronbach's α coefficient indicates higher consistency and reliability among the measured variables. Existing research suggests that a scale with a Cronbach's α coefficient between 0.7 and 0.95 is considered to have good reliability; a Cronbach's α less than 0.7 indicates lower reliability (Terwee et al., 2007). This thesis calculated the Cronbach's α coefficient of the scale using SPSS26 software, along with the Corrected Item-Total Correlation (CITC) and Cronbach's α coefficient after item deletion. The CITC is required to be greater than 0.4, and the Cronbach's α coefficient after item deletion should be less than the original Cronbach's α coefficient; if the coefficient increases after deleting an item, that item can be considered for removal.

The validity of a scale indicates the effectiveness and correctness of a questionnaire, i.e., the extent to which a questionnaire accurately measures the intended content. Validity is divided into face validity, content validity, and construct validity. Factor analysis is commonly used to test the validity of a scale. The higher the validity coefficient, the more accurately the questionnaire measures the required content. However, before conducting factor analysis, a prerequisite condition must be met: there must be a strong correlation between the variables measured. The Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity are generally used to determine whether a scale is suitable for factor analysis. There are two principles to

follow: (1) the KMO statistic should be greater than 0.6; (2) the significance of Bartlett's test should be less than .01. Generally, a KMO less than 0.6 is not acceptable; a KMO between 0.6 and 0.7 indicates average results; a KMO between 0.7 and 0.8 is considered acceptable; a KMO between 0.8 and 0.9 suggests good factor analysis; a KMO greater than 0.9 indicates excellent prospects for factor analysis. For the significance of Bartlett's test, it is used to measure the consistency of a group of variables. When $p < .05$, factor analysis is the preferred method (Schreiber, 2021). In the second step of factor analysis, the greater the variance explained by the sum of squared loadings, the more of the original data information is contained in the principal components. Generally, if the variance explained is less than 50%, it indicates an unreliable state of the current data; a variance explained between 50% and 80% indicates a moderately reliable state; and a variance explained of 80% or more indicates a reliable state (Schreiber, 2021). This thesis conducted factor analysis using SPSS26 software to test the validity of the questionnaire scale, with the criterion being: when KMO > 0.7 and the variance percentage explained by extracted factors with eigenvalues greater than 1 is $\geqslant$ 50%, it implies that the scale has good construct validity.

4.1.4 Common method variance

Common Method Variance (CMV) refers to the false shared variance among traits caused by using the same measurement tool, such as the same data collection method, characteristics of the items themselves, or response biases of the subjects. Biases caused by CMV are known as Common Method Biases (CMB), which are systematic errors unrelated to the traits being measured and can affect the validity of measurements (Podsakoff et al., 2012; Podsakoff et al., 2024). Therefore, it is necessary to conduct tests for common method biases. Commonly used methods include the Harman single-factor method, single-factor CFA method, and controlling for unmeasured latent method factors (i.e., ULMC method). Among these, the single-factor CFA model generally fits the worst compared to models with multiple trait factors. Thus, even if CMV is substantial, the single-factor CFA model will fit the data poorly, making it difficult to accurately detect the presence of significant common method biases. In this thesis, the ULMC method was used to test for common method biases. Typically, if the increases in CFI and TLI are less than 0.1, and the decreases in RMSEA and SRMR are less than 0.05 after adding a global factor, it indicates the absence of severe CMB (Podsakoff et al., 2024).

4.1.5 Mediating tests

The mediating variable acts as an intermediary in the influence of the independent variable on the dependent variable, representing the substantial and intrinsic reasons for the impact of the independent variable on the dependent variable. The study of mediation requires satisfying the following conditions: (1) both the independent variable and the mediating variable individually have a significant impact on the dependent variable; (2) the independent variable have a significant impact on the mediating variable; (3) when mediation is established, with the mediating variable and the independent variable both acting as influencing factors, the correlation coefficient of the independent variable on the dependent variable should decrease or become zero (Wen & Ye, 2014).

4.2 Key findisngs from the survey

4.2.1 The Organizational Climate Scale

The reliability analysis results of the Organizational Climate Scale are shown in Table A.13. The standardized Cronbach's α values for the variables of Managerial Competence, Employee Commitment, Collaboration, and Customer Orientation are all greater than 0.7, indicating that the scale has a high reliability standard and good internal consistency. The Corrected Item-Total Correlation (CITC) for all items exceeds 0.4, and deleting any item would result in a lower Cronbach's α than the overall level. Therefore, it is advisable to retain all items.

The validity analysis results of the Organizational Climate Scale are shown in Table A.14. The scale underwent the KMO and Bartlett tests, with results showing that the KMO values for the variables Managerial Competence, Employee Commitment, Collaboration, and Customer Orientation are 0.897, 0.872, 0.665, and 0.772, respectively, all greater than 0.6. Additionally, the Bartlett test chi-square values are significant ($p < .001$), indicating suitability for factor analysis. According to the EFA results, each of the four variables extracted one principal factor with an eigenvalue greater than 1. The variance percentages explained after rotation are 57.78%, 59.18%, 61.81%, and 58.84%, respectively, with the total variance explained being greater than 50%. This indicates that the results of the EFA are satisfactory.

4.2.2 The Organizational Culture Scale

The reliability analysis results of the Organizational Culture Scale, as shown in Table A.15,

indicate that the standardized Cronbach's α values for Group Culture, Developmental Culture, and Hierarchical Culture are all greater than 0.7. This suggests that the scale has a high reliability standard and good internal consistency. The CITC for all items exceeds 0.4, and the deletion of any item would result in a Cronbach's α value lower than the standardized Cronbach's α value. Therefore, it is appropriate to retain all items.

The validity analysis results of the Organizational Culture Scale are shown in Table A.16. The scale underwent the KMO and Bartlett tests, revealing that the KMO values for the variables Group Culture, Developmental Culture, and Hierarchical Culture are 0.753, 0.762, and 0.769, respectively, all exceeding 0.6. The Bartlett test chi-square values are significant (p < .001), making it suitable for factor analysis. Further, according to the exploratory factor analysis results, each of the three variables extracted one principal factor with an eigenvalue greater than 1. The variance percentages explained after rotation are 59.25%, 57.14%, and 58.94%, respectively, with the total variance explained being greater than 50%. This indicates that the exploratory factor analysis results are reliable.

4.2.3 The HRIS Scale

The reliability analysis results of the HRIS Scale, as shown in Table A.17, indicate that the standardized Cronbach's α values for System Quality, Information Quality, and Perceived Usefulness are all greater than 0.7. However, the standardized Cronbach's α value for the Usability variable is 0.515. Except for items HRIS31 and HRIS32 in Table A.17, whose CITC is less than 0.4, the CITC for all other items exceeds 0.4. Additionally, the deletion of any item would result in a Cronbach's α value lower than the standardized Cronbach's α value. To maintain a high reliability standard and good internal consistency, this thesis will exclude items HRIS31 and HRIS32 in subsequent factor analysis and hypotheses testing, effectively removing the dimension of Perceived Ease of Use.

The validity analysis results of the HRIS Scale are presented in Table A.18. The scale underwent the KMO and Bartlett tests, showing that the KMO values for the variables System Quality, Information Quality, and Perceived Usefulness are 0.758, 0.875, and 0.648, respectively, all exceeding 0.6. The Bartlett test chi-square values are significant (p < .001), indicating suitability for factor analysis. According to theEFA results, each of the three variables extracted one principal factor with an eigenvalue greater than 1. The variance percentages explained after rotation are 58.18%, 59.72%, and 59.74%, respectively, with the total variance explained being greater than 50%. This indicates that the EFA results are

reliable.

4.2.4 The HRBPs Quality Scale

The reliability analysis of the HRBPs Qualities Scale, as indicated in Table A.19, shows that the standardized Cronbach's α values for Business Knowledge, Being Strategic, Basic HR Skills, and Personal Values are all greater than 0.7. This suggests that the scale has a high reliability standard and good internal consistency. The CITC for all items exceeds 0.4, and the deletion of any item would result in a Cronbach's α value lower than the standardized Cronbach's α value. Therefore, it is advisable to retain all items.

The validity analysis results of the HRBPs Qualities Scale are presented in Table A.20. The scale underwent the KMO and Bartlett tests, revealing that the KMO values for Business Knowledge, Being Strategic, Basic HR Skills, and Personal Values are 0.658, 0.741, 0.652, and 0.614, respectively, all exceeding 0.6. Additionally, the Bartlett test chi-square values are significant ($p < .001$), indicating suitability for factor analysis. According to the exploratory factor analysis results, each of the four variables extracted one principal factor with an eigenvalue greater than 1. The variance percentages explained after rotation are 60.02%, 55.90%, 64.13%, and 75.35%, respectively, with the total variance explained being greater than 50%. This indicates that the exploratory factor analysis results are reliable.

4.2.5 The Management Process Scale

The validity analysis results of the HRBPs Qualities Scale are presented in Table A.21. The scale underwent the KMO and Bartlett tests, revealing that the KMO values for Business Knowledge, Being Strategic, Basic HR Skills, and Personal Values are 0.658, 0.741, 0.652, and 0.614, respectively, all exceeding 0.6. Additionally, the Bartlett test chi-square values are significant ($p < .001$), indicating suitability for factor analysis. According to the exploratory factor analysis results, each of the four variables extracted one principal factor with an eigenvalue greater than 1. The variance percentages explained after rotation are 60.02%, 55.90%, 64.13%, and 75.35%, respectively, with the total variance explained being greater than 50%. This indicates that the exploratory factor analysis results are reliable.

The validity analysis results of the Management Process Scale, presented in Table A.22, indicate that the scale underwent the KMO and Bartlett tests. The KMO values for Scheduling, Function Positioning, and Team Collaboration are 0.628, 0.649, and 0.669, respectively, all exceeding 0.6. Additionally, the Bartlett test chi-square values are significant ($p < .001$),

suggesting suitability for factor analysis. According to the EFA results, each of the three variables extracted one principal factor with an eigenvalue greater than 1. The variance percentages explained after rotation are 59.59%, 60.42%, and 61.88%, respectively, with the total variance explained being greater than 50%. This indicates that the EFA results are reliable.

4.2.6 The HRBP Model Implementation Effectiveness Scale

The reliability analysis of the HRBP Model Implementation Effectiveness Scale, as indicated in Table A.23, shows that the standardized Cronbach's α values for HRM Satisfaction and Organizational Performance are both greater than 0.7. This suggests that the scale has a high reliability standard and good internal consistency. The CITC for all items exceeds 0.4, and the deletion of any item would result in a Cronbach's α value lower than the standardized Cronbach's α value. Therefore, it is advisable to retain all items.

The validity analysis results of the HRBP Model Implementation Effectiveness Scale are presented in Table A.24. The scale underwent the KMO and Bartlett tests, revealing that the KMO values for HRM Satisfaction and Organizational Performance are 0.874 and 0.810, respectively, both exceeding 0.6. Additionally, the Bartlett test chi-square values are significant ($p < .001$), indicating a high suitability for factor analysis. According to the exploratory factor analysis results, both HRM Satisfaction and Organizational Performance extracted one principal factor with an eigenvalue greater than 1. The variance percentages explained after rotation are 57.69% and 55.05%, respectively, with the total variance explained being greater than 50%. This indicates that the exploratory factor analysis results are reliable.

4.3 Effectiveness of HRBP model implementation and distribution characteristics of each dimension

This thesis calculates the specific values of the effectiveness of HRBP model implementation and its dimensional variables through a composite factor score. A composite factor score integrates information from various independent factor variables, assigns different weights, and reconstructs a total score variable for a comprehensive evaluation of the sample. The factor score variables are readily available, and determining the weight of each factor is key to constructing the composite factor score variable. The thesis uses SPSS26 software to calculate

the "Component Score Coefficient Matrix" for each scale and further normalizes the score coefficients to obtain the weight values for each indicator. The descriptive statistical distribution characteristics of the effectiveness of HRBP model implementation and its dimensional variables are shown in Table 4.2.

Table 4.2 HRBP model implementation effect and descriptive statistical distribution characteristics of variables in each dimension

Variable	Minimum	Maximum	Mean	SD	Skewness	Kurtosis
HRBP Model Implementation Effectiveness	**1**	**5**	**3.895**	**0.035**	**-0.824**	**2.011**
HRM Satisfaction	1	5	3.874	0.039	-0.987	1.011
Organizational Performance	1	5	3.917	0.037	-0.761	2.492
Organizational Climate	**1**	**5**	**3.944**	**0.034**	**-0.909**	**2.615**
Managerial Competence	1	5	3.876	0.042	-0.977	-1.200
Employee Commitment	1	5	3.862	0.041	-0.908	2.477
Collaboration	1	5	3.985	0.039	-0.917	2.233
Customer Orientation	1	5	4.044	0.037	-0.714	2.250
Organizational Culture	**1**	**5**	**3.945**	**0.035**	**-0.989**	**2.553**
Group Culture	1	5	3.845	0.043	-0.861	1.550
Hierarchical Culture	1	5	3.996	0.037	-1.077	1.671
Developmental Culture	1	5	3.984	0.037	-0.783	2.717
HRIS	**1**	**5**	**3.896**	**0.034**	**-0.759**	**2.006**
System Quality	1	5	3.820	0.040	-0.793	1.792
Information Quality	1	5	3.850	0.040	-0.815	1.669
Perceived Usefulness	1	5	3.972	0.038	-0.784	1.059
HRBPs Qualities	**1**	**5**	**3.915**	**0.034**	**-0.961**	**2.836**
Business Knowledge	1	5	3.999	0.038	-1.060	1.903
Being Strategic	1	5	3.922	0.037	-0.901	2.568
Basic HR Skills	1	5	3.875	0.040	-0.722	1.832
Personal Values	1	5	3.864	0.044	-0.905	1.990
Management Process	**1**	**5**	**3.901**	**0.035**	**-0.777**	**2.245**
Scheduling	1	5	3.991	0.038	-0.977	2.199
Function Positioning	1	5	3.864	0.039	-0.695	2.820
Team Collaboration	1	5	3.852	0.041	-0.647	1.594

Overall, the effectiveness of HRBP model implementation and its dimensions generally exhibit a normal distribution with slight deviations. A kurtosis less than 0, which is flatter than a standard normal distribution, indicates a more dispersed evaluation; a kurtosis greater than 0, more peaked than a standard normal distribution, suggests a more concentrated evaluation. Based on the maximum and minimum values, one can infer the extent of extreme behaviors at both ends. A skewness greater than 0, right-skewed, indicates a tendency towards non-conformity; a skewness less than 0, left-skewed, suggests a tendency towards conformity. As shown in Table 4.2, the overall survey evaluation of each dimension is relatively high and left-skewed.

Before conducting hypothesis testing, the thesis employed Pearson correlation analysis to

explore the relationships between Organizational Climate, Organizational Culture, HRIS, HRBPs Qualities, Management Process, and the Effectiveness of HRBP Model Implementation along with its dimensional variables. The larger the absolute value of the Pearson correlation coefficient, the stronger the correlation between two variables.

As shown in the results of the Pearson correlation analysis in Table 4.3, there are significant positive correlations between these variables and the effectiveness of HRBP model implementation.

Table 4.3 Correlations

Variables	Organizati-onal Climate	Organizati-onal Culture	HRIS	HRBPs qualities	Management process	Effective ness of HRBP impleme ntation
Organizational Climate						
Organizational Culture	0.890***					
HRIS	0.886***	0.914***				
HRBP qualities	0.862***	0.916***	0.895***			
Management Process	0.871***	0.860***	0.879***	0.876***		
Effectiveness of HRBP implementati-on	0.890***	0.892***	0.917***	0.875***	0.880***	

Organizational Climate and HRBP model implementation effectiveness (r = .890, p < .001).

Organizational Culture and HRBP model implementation effectiveness (r = .892, p < .001).

HRIS and HRBP model implementation effectiveness (r = .917, p < .001).

HRBPs Quality and HRBP model implementation effectiveness (r = .875, p < .001).

Management Process and HRBP model implementation effectiveness (r = .880, p < .001).

Overall, the independent variables and mediating variables show a very strong correlation with the dependent variable. Furthermore, the strength of the correlation remains significant across the various dimensions.

Due to the relatively high correlations among the respective variables and for a more in-depth analysis, this study further employed a structural equation model and utilized confirmatory factor analysis to examine and validate the factor structure and factor loadings of multidimensional scales, assessing the structural validity of the measurement instruments. The thesis utilized the SPSSAU online data analysis platform (https://spssau.com/indexs.html)

to conduct a sequential multidimensional confirmatory factor analysis (CFA) of various factors. The results revealed that the 7-factor model had the best fit, with the following indices: $\chi2/df=1.758$, GFI=9.134, RMSEA=0.059, RMR=0.028, CFI=0.937, NFI=0.931, NNFI=0.908, TFI=0.896, IFI=0.929. These findings indicate a good fit between the theoretical model and the actual data (see Table 4.4 for details). With regard to factor loadings, all factor loadings were significant at the 0.001 level. However, it should be noted that the factor loading for the usability indicator in the HRIS was less than 0.5. In the organizational climate the factor loadings for customer orientation and in HRBPs' qualities, the factor loading for values fell between 0.5 and 0.7. For the remaining indicators, factor loadings ranged between 0.7 and 0.9, demonstrating a high level of significance. The results are shown in Table 4.4.

Table 4.4 Fit indices of CFA model

Model	x^2/df	GFI	RMSEA	RMR	CFI	NFI	NNFI	TLI	IFI
Reference	<3	>0.9	<0.10	<0.05	>0.9	>0.9	>0.9	>0.9	>0.9
7-factor model: Organizational climate, Organizational culture, HRIS, HRBPs quality, Management process, HRM satisfaction, Organizational performance	1.758	0.925	0.059	0.028	0.937	0.931	0.908	0.896	0.929
6-factor model: Organizational climate, Organizational culture, HRIS, HRBPs quality, Management process, HRM satisfaction + Organizational performance	2.015	0.891	0.062	0.037	0.915	0.927	0.886	0.835	0.913
5-factor model 1: Organizational climate + Management process, Organizational culture, HRIS, HRBPs quality, HRM satisfaction + Organizational performance	2.198	0.876	0.066	0.041	0.847	0.858	0.839	0.739	0.748
5-factor model 2: Organizational climate, Organizational culture + Management process, HRIS, HRBPs quality, HRM satisfaction + Organizational performance	2.758	0.853	0.080	0.034	0.895	0.845	0.877	0.877	0.896
5-factor model 3: Organizational climate, Organizational culture, HRIS + Management process, HRBPs quality, HRM satisfaction + Organizational performance	2.471	0.832	0.059	0.048	0.793	0.805	0.821	0.833	0.799
5-factor model 4: Organizational climate, Organizational culture, HRIS, HRBPs quality + Management process, HRM satisfaction + Organizational performance	2.392	0.857	0.073	0.036	0.811	0.864	0.772	0.826	0.808
4-factor model: Organizational climate + Organizational culture + HRIS + HRBPs quality, Management process, HRM satisfaction, Organizational performance	2.831	0.735	0.079	0.048	0.732	0.697	0.685	0.726	0.739
3-factor model: Organizational climate + Organizational culture + HRIS + HRBPs quality, Management process, HRM satisfaction + Organizational performance	2.784	0.704	0.071	0.039	0.688	0.717	0.725	0.684	0.695
2-factor model: Organizational climate + Organizational culture + HRIS + HRBPs quality + Management process, HRM satisfaction + Organizational performance	2.890	0.611	0.088	0.042	0.629	0.607	0.625	0.606	0.632
1-factor model: Organizational climate + Organizational culture + HRIS + HRBPs quality + Management process + HRM satisfaction + Organizational performance	2.942	0.566	0.093	0.056	0.537	0.589	0.602	0.554	0.547

According to the test results, after adding the global factor, the decrease in RMSEA was 0.025, the increase in CFI was 0.032, the increase in TLI was 0.041, and the decrease in SRMR was 0.013. The decreases in RMSEA and SRMR were less than 0.05, and the increases in CFI and TLI were less than 0.1, indicating the absence of severe common method biases. The results of the common method bias analysis are detailed in Section 4.3

4.3.1 Direct effect test of the effectiveness of HRBP model implementation

The data in this study were organized using Stata 17 software, and data analysis was conducted using SPSS 26 software. The analysis process employed a backward selection strategy and ordinary least squares estimation method. Univariate linear regression models were established with organizational climate, organizational culture, HRIS, HRBPs' qualities, and their sub-dimensions as independent variables and the effectiveness of HRBP model implementation and its sub-dimensions as dependent variables. For each hypothesis proposed in Section 2.9, the effectiveness of HRBP model implementation and its sub-dimensions were considered as dependent variables, and other explanatory variables were sequentially introduced into the basic regression equation to establish a series of regression models for hypothesis testing.

4.3.1.1 Organizational climate and the effectiveness of HRBP model implementation

As shown in Table 4.5, with the effectiveness of HRBP model implementation as the dependent variable, and at a significance level of p<0.05, Organizational Climate and its dimensions were used as independent variables. Organizational Climate was tested in one model and all its dimensions were tested in the other model. The results indicate that Organizational Climate (p=0.000), Managerial Competence (p=0.000), Employee Commitment (p=0.000), Collaboration (p=0.000), and Customer Orientation (p=0.000) all had significance levels less than 0.05. This suggests that these factors have a positive and significant effect on the effectiveness of HRBP model implementation.

Table 4.5 Regression analysis/hypothesis test results between organizational climate and HRBP model implementation effectiveness

Hypotheses	Regression Coefficients	t	p	Adjusted R^2	Conclusion
H1: Organizational climate is positively related to the effectiveness of HRBP model implementation.	0.923	32.423	0.000	0.790	Supported
H1-1: Managerial competence is positively	0.150	5.322	0.000	0.768	Supported

related to the effectiveness of HRBP model implementation.					
H1-2: Employee commitment is positively related to the effectiveness of HRBP model implementation.	0.355	9.712	0.000	0.735	Supported
H1-3: Collaboration is positively related to the effectiveness of HRBP model implementation.	0.169	4.318	0.000	0.769	Supported
H1-4: Customer orientation is positively related to the effectiveness of HRBP model implementation.	0.238	5.999	0.000	0.742	Supported

According to Table 4.6, with the dimensions of the effectiveness of HRBP model implementation, HRM Satisfaction, and Organizational Performance as dependent variables, and at a significance level of $p<0.05$, Organizational Climate and its dimensions of Managerial Competence, Employee Commitment, Collaboration, and Customer Orientation have significance levels less than 0.05. This indicates a positive and significant effect on HRM Satisfaction. Furthermore, Organizational Climate and its dimensions of Employee Commitment, Collaboration, and Customer Orientation have significance levels less than 0.05, positively and significantly influencing Organizational Performance. However, the impact of Managerial Competence on Organizational Performance is not significant.

Table 4.6 Regression results between organizational climate and dimensions of HRBP model implementation effectiveness

Dependent variable	Independent variable	Regression Coefficients	t	p	Adjusted R^2
HRM Satisfaction	**Organizational Climate**	**0.935**	**23.533**	**0.000**	**0.665**
	Managerial Competence	0.264	6.632	0.000	0.667
	Employee Commitment	0.324	6.269	0.000	0.663
	Collaboration	0.189	3.419	0.001	0.658
	Customer Orientation	0.151	2.701	0.007	0.669
Organizational Performance	**Organizational Climate**	**0.912**	**25.416**	**0.000**	**0.699**
	Managerial Competence	0.036	1.058	0.291	0.481
	Employee Commitment	0.387	8.751	0.000	0.741
	Collaboration	0.149	3.151	0.002	0.732
	Customer Orientation	0.324	6.776	0.000	0.745

4.3.1.2 Organizational culture and the effectiveness of HRBP model implementation

As shown in Table 4.7, with the effectiveness of HRBP model implementation as the dependent variable, and at a significance level of $p<0.05$, Organizational Culture and its dimensions of Group Culture, Developmental Culture, and Hierarchical Culture as independent variables show that Organizational Culture (p=0.000), Group Culture (p=0.000), Developmental Culture (p=0.000), and Hierarchical Culture (p=0.000) have significance levels less than 0.05. Organizational Culture was tested in one model and all its dimensions

were tested in the other model. This suggests a positive and significant effect in enhancing the effectiveness of HRBP model implementation.

Table 4.7 Regression analysis/hypothesis test results between organizational culture and dimensions of HRBP model implementation effectiveness

Hypotheses	Regression Coefficients	t	p	Adjusted R^2	Conclusion
H2: Organizational culture is positively related to the effectiveness of HRBP model implementation.	0.900	32.781	0.000	0.794	Supported
H2-1: Group culture is positively related to the effectiveness of HRBP model implementation	0.245	8.273	0.000	0.788	Supported
H2-2: Developmental culture is positively related to the effectiveness of HRBP model implementation.	0.363	7.455	0.000	0.792	Supported
H2-3: Hierarchical culture is positively related to the effectiveness of HRBP model implementation.	0.293	6.423	0.000	0.781	Supported

According to Table 4.8, with the dimensions of the effectiveness of HRBP model implementation, HRM Satisfaction, and Organizational Performance as dependent variables, at a significance level of $p<0.05$, Organizational Culture and its dimensions Group Culture, Developmental Culture, and Hierarchical Culture all have a positive and significant effect on HRM Satisfaction. Additionally, Organizational Culture and its dimensions positively and significantly influence Organizational Performance.

Table 4.8 Regression results between organizational culture and dimensions of HRBP model implementation effectiveness

Dependent variable	Independent variable	Regression Coefficients	t	p	Adjusted R^2
HRM Satisfaction	**Organizational Culture**	**0.927**	**25.071**	**0.000**	**0.693**
	Group Culture	0.370	9.329	0.000	0.694
	Developmental Culture	0.297	4.549	0.000	0.687
	Hierarchical Culture	0.256	4.194	0.000	0.691
Organizational Performance	**Organizational Culture**	**0.872**	**24.126**	**0.000**	**0.676**
	Group Culture	0.120	3.160	0.002	0.686
	Developmental Culture	0.429	6.878	0.000	0.692
	Hierarchical Culture	0.329	5.639	0.000	0.695

4.3.1.3 HRIS and the effectiveness of HRBP model implementation

As shown in Table 4.9, with the effectiveness of HRBP model implementation as the dependent variable, and at a significance level of $p<0.05$, HRIS and its dimensions of System Quality, Information Quality, and Usefulness were used as independent variables. HRIS (p=0.000), System Quality (p=0.000), Information Quality (p=0.000), and Perceived Usefulness (p=0.000) all had significance levels less than 0.05, indicating a positive and significant effect on enhancing the effectiveness of HRBP model implementation. HRIS was tested in one model and all its dimensions were tested in the other model. It should be noted

that the variable, perceived ease of use, was already removed during the reliability and validity testing in Section 4.4 as per hypothesis H3-3.

Table 4.9 Regression analysis/hypothesis test results between HRIS and HRBP model implementation effectiveness

Hypothesis	Regression Coefficients	t	p	Adjusted R^2	Conclusion
H3: The HRIS is positively related to the effectiveness of HRBP model implementation.	0.950	38.190	0.000	0.840	Supported
H3-1: System quality is positively related to the effectiveness of HRBP model implementation.	0.440	12.018	0.000	0.821	Supported
H3-2: Information quality is positively related to the effectiveness of HRBP model implementation.	0.144	4.314	0.000	0.835	Supported
H3-3: Ease of use is positively related to the effectiveness of HRBP model implementation.	Item deleted.				—
H3-4: Usefulness is positively related to the effectiveness of HRBP model implementation.	0.322	9.949	0.000	0.840	Supported

In Table 4.10, with HRM Satisfaction and Organizational Performance as the dependent variables, HRIS and its dimensions of System Quality, Information Quality, and Usefulness all had a positive and significant effect on HRM Satisfaction at the significance level of p<0.05. HRIS and its dimensions of System Quality and Usefulness significantly and positively influenced Organizational Performance, while the dimension of Information Quality did not show a significant effect on Organizational Performance.

Table 4.10 Regression results between HRIS and dimensions of HRBP model implementation effectiveness

Dependent variable	Independent variable	Regression Coefficients	t	p	Adjusted R^2
HRM Satisfaction	**HRIS**	**0.997**	**29.685**	**0.000**	**0.760**
	System Quality	0.479	10.150	0.000	0.752
	Information Quality	0.245	5.693	0.000	0.758
	Usefulness	0.225	5.402	0.000	0.761
Organizational Performance	**HRIS**	**0.903**	**24.745**	**0.000**	**0.687**
	System Quality	0.401	7.763	0.000	0.673
	Information Quality	0.043	0.912	0.363	0.372
	Usefulness	0.418	9.171	0.000	0.679

4.3.1.4 HRBPs qualities and the effectiveness of HRBP model implementation

As per Table 4.11, with the effectiveness of HRBP model implementation as the dependent variable. HRBP qualities were tested in one model and all its dimensions were tested in the other model. At a significance level of p<0.05, HRBPs Quality and its dimensions of Business

Knowledge, Being Strategic, Basic HR Skills, and Personal Values were used as independent variables. HRBPs Qualities (p=0.000), Business Knowledge (p=0.000), Being Strategic (p=0.000), Basic HR Skills (p=0.000), and Personal Values (p=0.006) all had significance levels less than 0.05, suggesting they positively and significantly enhance the effectiveness of HRBP model implementation.

Table 4.11 Regression analysis/hypothesis test results between HRBPs qualities and HRBP model implementation effectiveness

Hypothesis	Regression Coefficients	t	p	Adjusted R^2	Results
H4: HRBP qualities are positively related to the effectiveness of HRBP model implementation.	0.893	30.023	0.000	0.764	Supported
H4-1: Business knowledge is positively related to the effectiveness of HRBP model implementation.	0.286	6.427	0.000	0.777	Supported
H4-2: Being strategic is positively related to the effectiveness of HRBP model implementation.	0.298	6.636	0.000	0.764	Supported
H4-3: Basic HR skills are positively related to the effectiveness of HRBP model implementation.	0.232	5.889	0.000	0.770	Supported
H4-4: Personal values are positively related to the effectiveness of HRBP model implementation.	0.094	2.777	0.006	0.783	Supported

In Table 4.12, HRM Satisfaction were tested in one model and all its dimensions were tested in the other model. HRM Satisfaction and Organizational Performance as the dependent variables, HRBPs Qualities and its dimensions of Business Knowledge, Being Strategic, Basic HR Skills, and Personal Values all had a positive and significant effect on HRM Satisfaction at the significance level of p<0.05. HRBPs Qualities and its dimensions of Business Knowledge, Being Strategic, and Basic HR Skills significantly and positively influenced Organizational Performance, while the dimension of Personal Values did not show a significant effect on Organizational Performance.

Table 4.12 Regression results between the of HRBP qualities and dimensions of HRBP model implementation effectiveness

Dependent variable	Independent variable	Regression Coefficients	t	p	Adjusted R^2
HRM Satisfaction	**HRBPs** Qualities	**0.931**	**24.486**	**0.000**	**0.683**
	Business Knowledge	0.285	4.893	0.000	0.682
	Being Strategic	0.191	3.248	0.001	0.659
	Basic HR Skills	0.324	6.301	0.000	0.692
	Personal Values	0.137	3.085	0.002	0.650
Organizational Performance	**HRBPs** Qualities	**0.854**	**21.966**	**0.000**	**0.634**
	Business Knowledge	0.287	5.057	0.000	0.684
	Being Strategic	0.405	7.071	0.000	0.689

Basic HR Skills	0.139	2.971	0.004	0.684
Personal Values	0.052	1.189	0.235	0.497

4.3.2 Test of the mediating effect of management process

In this section, Organizational Climate, Organizational Culture, HRIS, and HRBPs Qualities are treated as independent variables, the effectiveness of HRBP model implementation as the dependent variable, and the Management Process as the mediating variable. This approach is used to further study the dynamic relationships between these factors. Table 4.13 confirms that the first two conditions for mediation are met.

Table 4.13 Test results of the mediating effect of management process

Path Coefficients	Coef.	SE	t	p
Organizational climate -> Management process	0.894	0.030	29.494	0.000
Management process -> HRBP implementation effectiveness	0.890	0.029	30.763	0.000
Organizational culture -> Management process	0.858	0.031	28.013	0.000
Management process -> HRBP implementation effectiveness	0.890	0.029	30.763	0.000
HRIS -> Management process	0.901	0.029	30.696	0.000
Management process -> HRBP implementation effectiveness	0.890	0.029	30.763	0.000
HRBPsqualities -> Management process	0.884	0.029	30.207	0.000
Management process -> HRBPimplementation effectiveness	0.890	0.029	30.763	0.000
Total and Indirect Effects	Coef.	SD	t	p
Organizational climate -> Management process	0.894	0.030	29.494	0.000
Management process -> HRBP implementation effectiveness	0.890	0.029	30.763	0.000
Organizational climate -> HRBPimplementation effectiveness	0.531	0.028	31.203	0.000
Organizational culture -> Management process	0.858	0.031	28.013	0.000
Management process -> HRBPimplementation effectiveness	0.890	0.029	30.763	0.000
Organizational culture -> HRBPimplementation effectiveness	0.524	0.030	29.874	0.000
HRIS -> Management process	0.901	0.029	30.696	0.000
Management process -> HRBPimplementation effectiveness	0.890	0.029	30.763	0.000
HRIS -> HRBPimplementation effectiveness	0.328	0.028	31.082	0.000
HRBPsqualities -> Management process	0.884	0.029	30.207	0.000
Management process -> HRBPimplementation effectiveness	0.890	0.029	30.763	0.000
HRBPsqualities -> HRBPimplementation effectiveness	0.493	0.030	29.741	0.000

The Management Process shows a partial mediating effect. After introducing the Management Process as a mediating variable, the correlation coefficient between Organizational Climate and the effectiveness of HRBP model implementation decreased from 0.923 to 0.531, that between Organizational Culture and the effectiveness of HRBP model

implementation decreased from 0.900 to 0.524, that between HRIS and the effectiveness of HRBP model implementation decreased from 0.950 to 0.328, and that between HRBPs Quality and the effectiveness of HRBP model implementation decreased from 0.893 to 0.493. These reductions in regression coefficients demonstrate that the Management Process plays a strong mediating role in the impact of each independent variable on the dependent variable.

Overall, these findings indicate that while Organizational Climate, Organizational Culture, HRIS, and HRBP Qualities directly influence the effectiveness of HRBP model implementation, their impact is also partially mediated through the Management Process. This highlights the importance of management processes in enhancing the effectiveness of HRBP model implementation in organizational settings.

4.3.3 Main results analysis

From the descriptive statistical analysis, it is evident that respondents gave high ratings to the effectiveness of Company A's HRBP model implementation and its dimensions, HRM Satisfaction and Organizational Performance, with all mean scores above 3.8. This range indicates a level of agreement between "strongly agree" and "highly agree," suggesting that, overall, employees believe the HRBP model has been effectively implemented in their organization.

Based on the analysis of correlation and significance, Organizational Climate, Organizational Culture, HRIS, and HRBPs Quality all have impacts on the effectiveness of HRBP model implementation. In terms of Organizational Climate, stronger managerial capabilities, smoother communication between departments, and a more customer-oriented approach contribute to enhancing the effectiveness of the HRBP model in the company. Regarding Organizational Culture, a greater focus on employee needs, emphasis on human capital, and efforts to help employees realize their personal value are beneficial for improving the effectiveness of the HRBP model. For the HRIS, a higher quality of the human resource management system, more comprehensive information, and greater convenience of system use facilitate the effectiveness of the HRBP model. In terms of HRBP Qualities, the business acumen of HRBPs acts as a catalyst for strengthening connections with business departments. The more familiar HRBPs are with business processes and situations, and the more proactive they are in learning and consulting about business knowledge, the more it helps in enhancing the effectiveness of the HRBP model.

Upon integrating the Management Process as a mediator, its presence does not alter the

significance levels of individual factors impacting the efficacy of the HRBP model. However, it does diminish the correlation coefficient. The Management Process serves as a partial mediator in the influence of these factors on the HRBP model's effective implementation. In Company A, the HRBP model is supported by well-established functional centers, namely HRBP, HRCOE, and HRSSC. Nevertheless, the effective execution of the HRBP model hinges on the precise definition and employee comprehension of the HRBPs' roles and responsibilities. Consequently, the more proficiently the company manages the planning and execution of the HRBP model, and the more distinctly it defines the roles of human resource business partners, the greater its contribution towards augmenting the HRBP model's effectiveness.

Figure 4.1 further illustrates the direct effects of Organizational Climate, Organizational Culture, HRIS, and HRBP Qualities on the effectiveness of HRBP model implementation and the mediating role of the Management Process.
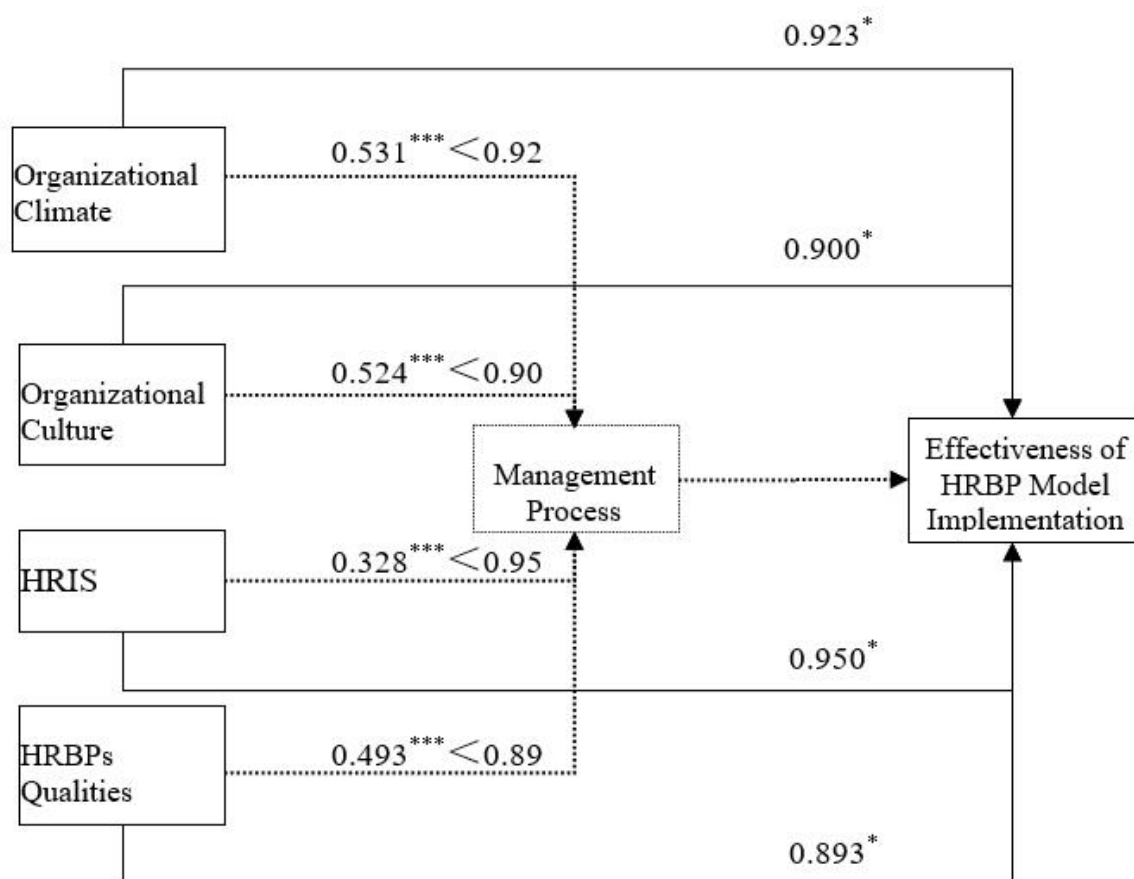
Figure 4.1 Company A's HRBP model implementation effect evaluation results

Note: Solid lines indicate direct effects. Dotted lines represent mediating effects.

Chapter 5: Conclusion and Prospects

5.1 Research summary

Based on a review of existing research literature, this thesis clearly defines and elaborates on the relevant concepts and basic theories of HRBP. This includes the core concepts, implementation elements, core tasks, influencing factors, implementation effects and three pillar theory of HRBP (Ulrich, 1996). This study analyzes the best practices of companies with mature HRBP models in operation in China, using Huawei and Tencent as examples. It preliminarily constructs a conceptual model to evaluate the effectiveness of HRBP implementation and proposes research hypotheses. Based on the three pillars of HRBP theory (Ulrich, 1996), Resource-Based View (Barney et al., 2011), and Change Management Theory (Kotter & Cohen, 2012), Construction Company A is selected as a case study. Document analysis and semi-structured interviews, two qualitative research methods, are employed to analyze the changes before and after the implementation of HRBP at Company A, describe the implementation effects of HRBP through descriptive analysis, assess the difficulties and challenges faced during HRBP model implementation, and based on this, validate and refine the conceptual model. Qualitative research results demonstrate that the HRBP model has been effectively implemented in Company A, yielding good results.

In the quantitative research section, existing mature scales are used to design the scales needed for this study. Through questionnaire surveys, data on organizational climate, organizational culture, HRIS, HRBP qualities, management processes, and the implementation effects of HRBP are collected from Company A. Based on the results of the questionnaire survey, empirical tests are conducted on the research hypotheses proposed in this study, and the effectiveness of HRBP model implementation at Company A is quantitatively analyzed.

5.1.1 Building a theoretical model to evaluate the effectiveness of Company A's HRBP implementation

Based on the review of existing literature and theoretical research, it is suggested that the effectiveness of HRBP implementation mainly manifests in two aspects: HRM satisfaction

and organizational performance. In addition, four dimensions—organizational climate, organizational culture, HRIS, and HRBPs' qualities—influence the effectiveness of HRBP implementation. Meanwhile, management processes play an important mediating role between organizational climate, organizational culture, HRIS, HRBPs' qualities, and the effectiveness of HRBP implementation. Based on such relationships, this thesis preliminarily proposes a conceptual model to evaluate the effectiveness of HRBP implementation.

Furthermore, using Company A as a specific case and employing both qualitative and quantitative research methods, the following main conclusions are drawn:

Organizational climate can enhance the effectiveness of HRBP implementation. In a positive organizational climate, it promotes the effective implementation of HRBP and enhances the efficiency and success rate of change management. The study finds that organizational climate and its sub-dimensions—managerial competence, employee commitment, collaboration, customer orientation—promote the effectiveness of HRBP implementation. This implies that the stronger the managerial capabilities of the company's managers, the smoother the communication between departments, and the more customer-oriented the company is, the more it contributes to improving the effectiveness of HRBP implementation.

In the HRBP Three-Pillar Model, the positivity of organizational climate directly influences the strategic partner role of HRBPs. The enhancement of managerial capabilities and increased employee commitment contribute to the effective integration of HR strategy with business strategy. Additionally, fostering a culture of collaboration and cooperation strengthens the close partnership between HRBPs and business units, ensuring that HR practices align with organizational goals.

From the perspective of resource-based theory, a positive organizational climate is considered an intangible resource that enhances the organization's core competitiveness. Managerial capabilities and employee commitment, as key human capital resources, directly impact organizational performance. Furthermore, a collaborative and customer-oriented culture strengthens the organization's dynamic capabilities, enabling it to better adapt to market changes.

In change management theory, organizational climate is regarded as a key factor influencing the success of change initiatives. A positive climate reduces employee resistance to change, increasing their acceptance and execution capabilities. The enhancement of managerial capabilities and employee commitment ensures stronger leadership and higher employee engagement throughout the change process. Moreover, a collaborative and

customer-focused culture facilitates internal and external communication and coordination, improving the efficiency and success rate of organizational change.

Therefore, a positive organizational climate significantly enhances the effectiveness of the HRBP model by strengthening managerial capabilities, increasing employee commitment, promoting collaboration, and reinforcing customer orientation. This aligns closely with the core principles of the HRBP Three-Pillar Model, resource-based theory, and change management theory, emphasizing the critical role of organizational climate in integrating HR and business strategy, enhancing organizational competitiveness, and ensuring the success of change initiatives.

In the realm of organizational culture, this study finds that treating organizational culture and its different sub-dimensions—group culture, developmental culture, and hierarchical culture—enhance the effectiveness of the HRBP implementation. The data analysis results from the survey show that cultural types (group culture, developmental culture, hierarchical culture) and the effectiveness of HRBP model implementation have small differences. This is because the design and implementation of the survey may not have fully captured the subtle differences between different cultural types. Alternatively, the questions and outcome indicators investigated may not be directly influenced by a single cultural type but rather by the combined influence of multiple cultural types (Karim & Qamruzzaman, 2020; Schein, 2010). Furthermore, the diversity and representativeness of the sample may also affect the results (Xiang, 2020). If employees in the sample come from different backgrounds, positions, and departments, their understanding and perception of company culture may vary, but such differences may not be clearly reflected in the survey data. Employees' identification and perception of company culture directly influence their work enthusiasm and loyalty. Therefore, although the data show a similar relationship between different cultural types and outcomes, it does not mean that we can ignore the importance of different types of culture within the company. On the contrary, we should further explore employees' specific understanding and perception of different types of company culture and how these understandings affect their work behaviors and outcomes. This will help us gain a more comprehensive understanding of the current status of company culture and formulate corresponding strategies to optimize and enhance company culture, thereby promoting the long-term development and success of the organization (Schramm, 2017; Wei et al., 2008).

An organization may possess various cultural characteristics, such as a group culture, a developmental culture, and potentially a hierarchical culture as well (Cong & Wang, 2013; H. X. Zhao et al., 2022). The balance and coordination among these cultural dimensions are

crucial for the healthy development and effective operation of an organization. In some instances, the dimensions of a hierarchical culture may indeed be apparent, such as when there are noticeable differences within a group in terms of resource distribution, decision-making authority, or social status. However, this does not mean that all group or developmental cultures necessarily have hierarchical qualities (Shangguan, 2015). Whether an organization can possess all these cultural characteristics ultimately depends on the nature, structure, objectives, and internal operations of the organization. An organization may evolve its unique group culture over time, which might emphasize shared values, beliefs, and norms of behavior. Simultaneously, the organization might actively pursue a developmental culture, continually adapting to change, striving for innovation, and progress. The presence or absence of a hierarchical culture within the organization depends on various factors. In some cases, due to functional divisions, management levels, or power structures, an organization may form a certain degree of hierarchy. This hierarchical system might, to some extent, affect the internal decision-making processes, resource allocation, and communication methods within the organization. However, this does not imply that hierarchical culture is necessarily negative or undesirable. In certain circumstances, a moderate degree of hierarchy might help ensure organizational stability and efficiency (Wei & Lau, 2008).

A high-quality HRIS encourages stronger planning in organizational management processes, more precise functional positioning, and stronger team cooperation, thus enhancing the effectiveness of HRBP implementation. The study finds that when HRIS and its sub-dimensions—system quality, information quality, usefulness—promote the effectiveness of HRBP implementation. Due to the item about "usability" in H3-3 not passing the reliability and validity test, this issue is not discussed in depth in this study. This implies that HRIS provide strong support in the implementation of HRBP models, enabling HRBP teams to manage organizational and employee information more efficiently and to formulate and implement various human resource strategies more accurately.

A high-quality HRIS plays a critical role in improving the effectiveness of HRBP model implementation. This finding aligns with the principles of the HRBP Three-Pillar Model, which emphasizes HRIS as a key technological support for the Shared Services Center. By optimizing HR processes, HRIS enhances the efficiency of HRBP teams. From the perspective of resource-based theory, a high-quality HRIS is regarded as a key organizational resource that not only improves information management capabilities but also strengthens the strategic decision-making value of HRBPs. Change management theory further suggests that HRIS, as a technology enabler, facilitates process optimization and reduces resistance to

change, thereby enhancing the adaptability and sustainability of the HRBP model.

However, the study found that the usability variable did not pass the reliability and validity tests, possibly due to factors such as users' adaptability to the system and the level of training received, which influenced their perception of usability. This highlights the need to focus on user training and system user-friendliness during the design and implementation of HRIS to improve its usability and user satisfaction. According to change management theory, the successful implementation of HRIS requires support from organizational culture and employee behavior. The success of change depends not only on the introduction of technological systems but also on the active participation and support of organizational members (Kotter & Cohen, 2012).

Therefore, while implementing a high-quality HRIS, fostering a positive organizational climate and enhancing employees' awareness of change is crucial for improving the effectiveness of the HRBP model. In summary, a high-quality HRIS optimizes organizational management processes and enhances HRBP model implementation. During system design and implementation, factors such as system quality, information quality, and usefulness should be carefully considered, alongside user training and organizational culture development, to achieve strategic human resource management objectives.

The more familiar HRBPs are with business processes and situations, and the more actively they engage in learning and seeking advice on business knowledge, the more they contribute to improving the effectiveness of HRBP model implementation in the company. The study finds that when the HRBP qualities and its sub-dimensions (business knowledge, being strategic, basic HR skills, personal values) promote the effectiveness of HRBP implementation. The quality of HRBPs is the corresponding capability required for implementing HRBP models, which is the basic guarantee for ensuring the functionality of HRBP models. The higher the quality of HRBPs, the more they can assist departments in rational planning, accurate functional positioning, and improved team cooperation in the management process, thereby enhancing the effectiveness of HRBP model implementation.

Research indicates that the competency of HR Business Partners has a significant impact on the effectiveness of HRBP model implementation. This conclusion aligns with the core principles of the HRBP Three-Pillar Model, which emphasizes that HRBPs must possess a deep understanding of business operations to achieve a strong integration between HRM and business strategy. From the perspective of resource-based theory, the comprehensive competency of HRBPs is regarded as a form of core human capital, serving as a key source of sustained competitive advantage for organizations. HRBPs with strategic thinking and

business acumen not only enhance human resource management practices but also improve organizational performance through cross-departmental collaboration.

From a change management perspective, HRBPs play a critical role in organizational transformation, where their business acumen and communication skills determine the smooth implementation of HR-related changes. Research findings suggest that the higher the competency of HRBPs, the better they can formulate effective management plans, define their functional roles clearly, and enhance team collaboration efficiency.

Additionally, the study highlights that HRBPs need to develop business understanding, problem-solving ability, and interpersonal connection skills. Business understanding serves as the foundation, enabling HRBPs to gain deep insights into business needs and formulate effective HR strategies. Problem-solving ability allows HRBPs to quickly respond to business challenges and offer proactive solutions. Interpersonal connection skills help HRBPs establish strong relationships with frontline employees, facilitating real-time access to business information and ensuring the successful implementation of HR strategies (McCracken et al., 2017; Ulrich & Dulebohn, 2015).

Therefore, HRBP competency plays a crucial role in the implementation of the HRBP model. HRBPs with business knowledge, strategic thinking, essential skills, and the right values can effectively bridge human resource management with business needs, ultimately enhancing organizational performance. Future research should further explore how to develop and enhance key HRBP competencies in different contexts to advance both HR management theory and practice.

The study finds that after considering management processes as a mediator, all factors have weaker impacts on the effectiveness of HRBP model implementation. It is evident that the management process partially mediates the impact of various factors on the effectiveness of HRBP model implementation. In the impact of organizational climate, organizational culture, HRIS, and HRBPs' qualities on the effectiveness of HRBP model implementation, management processes act as mediating factors because they serve as the bridge linking the HRBP model and these dimensions. Specifically, management processes, as a mediating factor, can coordinate and guide the connection between the HRBP model and dimensions such as organizational climate, organizational culture, HRIS, and HRBPs' qualities, thereby promoting the effective implementation of the HRBP model.

This conclusion aligns with the theoretical foundation of the HRBP Three-Pillar Model. Proposed by Dave Ulrich in 1997, this model consists of three key components: centers of expertise, HR business partners, and shared services centers. It aims to enhance organizational

capabilities, enabling human resources to create greater value for the organization. Within this model, the effectiveness of management processes is crucial for ensuring the coordinated operation of all three pillars. When an organization maintains a positive climate, a healthy culture, an efficient human resource information system, and highly competent HR business partners, management processes function more effectively as a mediating mechanism, ensuring synergy between the pillars and enhancing the overall effectiveness of the HRBP model.

From the perspective of resource-based theory, management processes, as an organizational capability, represent an essential intangible resource within a company. The effective utilization of this capability allows an organization to integrate elements such as organizational climate, culture, technological systems, and human capital into a unique competitive advantage. Thus, the mediating role of management processes not only reflects the efficient allocation of resources but also demonstrates an organization's ability to integrate and leverage resources in a dynamic environment.

In change management theory, management processes are regarded as a critical bridge to successful transformation. A well-structured implementation process helps organizations manage uncertainties and resistance during change initiatives, ensuring the effective execution of transformation strategies. When organizations aim to implement the HRBP model or other transformation initiatives, the mediating role of management processes helps align key factors, reduce resistance, and improve the success rate of change implementation.

This study highlights the complementarity between the HRBP Three-Pillar Model, resource-based theory, and change management theory in the implementation of the HRBP model. The HRBP Three-Pillar Model provides the structural foundation, resource-based theory emphasizes the value of core resource allocation, and change management theory offers methodological support for implementation. Together, these three perspectives form an integrated structure-resource-process framework. Management processes not only connect strategic and practical elements within the HRBP model but also act as a key mechanism for resource optimization and a strategic execution driver in change management.

5.1.2 Strategies for enhanced implementation and effectiveness of HRBP model

Based on the main conclusions of this study, efforts should be made to enhance the effectiveness of the HRBP model implementation from aspects such as organizational climate, organizational culture, HRIS, HRBPs' qualities, and management process. At the same time,

valuable practical experience has been provided. However, behind the research results lies the spirit of continuous pursuit of excellence. We should not be satisfied with current achievements but strive to explore further improvement opportunities. Specifically, from creating a positive organizational climate, leading organizational culture, establishing high-quality HRIS, enhancing the professionalism and qualities of HRBPs, to optimizing management processes, every aspect has the potential to be improved. Therefore, we should maintain an open and proactive attitude, continuously explore and try new methods and strategies to strengthen the effectiveness of HRBP model implementation. Only in this way can we maintain a leading position in the fierce market competition and provide solid guarantees for the sustainable development of the organization. We should continue to focus on improving these areas and strive to further enhance the role of the HRBP model in the organization.

Firstly, it is crucial to emphasize the maintenance of a positive organizational climate. The three-pillar model of HRBP, Resource-Based View, and Change Management Theory all emphasize the importance of creating a positive organizational climate during the transformation of HRM (Berman et al., 2021; Z. X. Cheng, 2023). The organizational climate plays a pivotal role in HRBP practices. In the process of implementing the HRBP model, if the organizational climate is poor, it may lead to various challenges such as senior management's lack of understanding of the importance of human resource management and the role of HRBP, difficulty for employees to actively cooperate with HRBP work, and mutual estrangement between employees and management (Mitchell et al., 2013; Selmer & Chiu, 2004). By fostering a positive organizational climate, companies can motivate employees to work closely with HRBP, encourage collaboration between employees and HRBP teams, involve them in decision-making and projects related to human resources, promote their acceptance and support of the HRBP model, and collectively achieve organizational goals (Muñoz-Pascual et al., 2019).

Secondly, emphasize the guiding role of organizational culture. The Resource-Based View posits that the key for a company to acquire and maintain a competitive advantage lies in its ability to utilize unique and valuable internal resources and capabilities, which include physical assets, technology, patents, as well as corporate culture. These resources are irreplaceable, scarce, and difficult to imitate and transfer (Acedo et al., 2006). From the perspective of Resource-Based View, HRBPs should be concerned with the company's core mission and strategic direction and fine-tune the organization's culture, thereby solidifying the connection between employee interactions and the company's strategic direction (Manroop et

al., 2014; Moran & Meso, 2008; Tolsma, 2014). Therefore, organizational culture is a vital support for the implementation of HRBP models. It can provide a conducive atmosphere and environment, enabling the concepts and practices of HRBP models to be better implemented within the organization (Davis, 1983; Denison et al., 1996). A positive organizational culture implies the acknowledgment and support of HRBP models by various levels and departments within the organization, which helps eliminate resistance and obstacles during implementation and enhances the acceptance and effectiveness of HRBP models (Wash, 2023). In enterprise human resource management, it is essential to actively advocate for an open, collaborative, and learning-oriented organizational culture, encouraging employees to share feedback and suggestions with HRBP teams, and promoting employee participation in and improvement of HRBP models.

Thirdly, build a high-quality HRIS. The HRBP three-pillar model requires companies to establish a Human Resources Shared Services Center (HRSSC) to centralize and strategically plan all internal HR-related activities (Q. Zhang & Li, 2019). This involves setting up a centralized platform to address issues such as employee onboarding assessments, wage management and increase systems, social insurance, personnel information, employee records, employee contract management, employee feedback collection, and training for new employees. This cannot be accomplished without a high-quality HRIS. By implementing advanced HRIS, centralized management and analysis of human resource data are achieved, enabling HRBP teams to better understand the organization's human resource needs accurately. This greatly simplifies the information management work of HRBP teams, provides ample platform support for HRBP decision-making, and offers corresponding solutions (Beadles II et al., 2005; Rao & Duan, 2017). Through the establishment of advanced HRIS, HRBP teams can focus more on strategic human resource management, provide employee self-service platforms for enterprises, enabling employees to independently access and operate various human resource services, thus reducing the workload of HRBP teams and HR service centers (Arefin et al., 2015; Tsai et al., 2014).

Fourthly, enhance the professional quality and capabilities of HRBPs. The HRBP three-pillar model places higher demands on the qualifications of corporate human resource managers. Specifically, HR Centers of Excellence (HRCOE) must act as designers, controllers, and technical experts. They are expected to leverage their HR expertise to design and implement effective talent management strategies and policies (Lawler & Mohrman, 2003; Ulrich & Brockbank, 2009). Therefore, the quality of HRBPs is the essential capability required for implementing HRBP models, which is fundamental to ensuring the functionality

of HRBP models. HRBPs with strategic awareness, business insight, and strategic thinking can better provide human resource services and support to enterprises, enabling them to focus more on achieving strategic objectives (McCracken & Heaton, 2012). Enterprises should provide more training and development opportunities for HRBPs, improving their business knowledge, communication skills, and strategic thinking abilities (Nguyen, 2020).

Fifthly, optimize enterprise management processes. Under the perspective of change management theory, the HRBP model serves as a crucial link between business operations and human resources. It is imperative for HRBPs to recognize and understand the critical points of change and transformation. They must facilitate high-quality and rapid changes in the core business and behavior of the organization and its employees to support the company in achieving its strategic objectives (Hornstein et al., 2015). To enhance the effectiveness of HRBP model implementation, it is necessary to further strengthen planning, functional positioning, and team collaboration, enabling effective leadership, organization, coordination, control, and supervision of organizational members. Developing appropriate plans can help in comprehensive planning, clarifying goals, determining resource needs, assessing risks, enabling more accurate predictions and decisions for the future (Haleem & Raisal, 2016). Organizations need to actively promote the updating of organizational conventions and convey new behavioral norms and cultural concepts to employees to facilitate the implementation of HRBP models (Weis & Schaefer, 2012). During the implementation of HRBP models, organizations need to communicate timely, accurately, and clearly with employees, establish effective communication channels to ensure that employees have a clear understanding of and support for the changes, and can participate in the implementation process (Mueller-Wilckens, 2013).

By implementing the above strategies, Company A can further optimize its HRBP implementation model, improve its effectiveness, better support the realization of business strategies, and promote the sustainable development of the organization.

5.2 Research contributions

5.2.1 Theoretical contributions

This study makes several major theoretical contributions to the effectiveness of HRBP implementation. These contributions can be summarized as follows:

5.2.1.1 Expansion of HRBP theory in the Chinese context

The HRBP model started relatively late in China, and research on the effectiveness of HRBP model implementation in Chinese enterprises has mostly remained at the level of theoretical conceptual exploration. There is a scarcity of studies on evaluation models, assessment scales, and specific cases regarding the effectiveness of HRBP model implementation (H. Wang et al., 2015). Based on a comprehensive review of existing literature and theoretical research, this study proposes a conceptual model for evaluating the effectiveness of HRBP model implementation that is in line with the practical situation in China, enriching the theoretical framework of HRBP models. Building upon this foundation, using A construction enterprise as a specific case study subject, in-depth investigation and research were conducted, followed by a quantitative evaluation of the effectiveness of HRBP model implementation in Company A. The research results indicate that organizational climate, organizational culture, HRIS, and HRBPs' capabilities influence the effectiveness of the HRBP model in China. This contributes new insights to existing HRBP research, providing a comprehensive model that assesses the implementation effectiveness of the HRBP model in the specific context of Chinese enterprises, thus expanding the boundaries of HRBP research.

5.2.1.2 Evolution of HRBP models and implementation in modern enterprises

The literature identifies four typical patterns within the HRBP model's evolving management roles. Initially, the transactional HR-BP, which is in the nascent stage of HRBP development, handles routine transactional duties. As HRBP matures, it branches into two distinct directions: business-oriented and culture-oriented. Business-oriented HRBPs prioritize quick responses and support for the operational demands of business units. Culture-oriented HR-BPs focus on fostering and cultural integrity, aiming to bolster organizational culture and values to improve the performance via cultural influences. At its most developed phase, the HRBP becomes a strategic BP, complete with a robust support system, offering a more extensive range of services to business units grounded in both business-oriented and culture-oriented practices (Cong & Wang, 2013).

Within a single enterprise, it is common to see a blend of these patterns. For instance, an organization's HRBP role may need to integrate both business and cultural considerations and may be at an advanced BUHR level. Consequently, companies should not rush into transitioning to an HRBP model without careful consideration. They should assess whether HRBP is suitable for their specific context and if it would increase the strategic flexibility of the organization, and meticulously plan the implementation process and steps for adopting the HRBP model.

5.2.1.3 Methodological contributions to evaluating HRBP model effectiveness

The study introduces a multi-dimensional approach to evaluating the effectiveness of the HRBP model. By employing a combination of qualitative and quantitative research methods, including document analysis, semi-structured interviews, and surveys, the research offers a robust methodological framework for assessing HRBP model effectiveness. This approach not only ensures a comprehensive evaluation of the HRBP model's impact but also addresses the need for quantifiable metrics that facilitate effective comparison and assessment. This methodological contribution provides a valuable blueprint for future research aiming to evaluate HRBP model effectiveness in other contexts.

By identifying the main factors that influence the effectiveness of the HRBP model's implementation in Chinese companies, this study adds depth to the theoretical understanding of HRBP model dynamics. The research highlights the importance of organizational climate, culture, the quality of HRIS, and HRBPs' qualities as pivotal to the success of HRBP initiatives. Furthermore, it proposes that management processes mediate the relationship between these factors and the HRBP model's effectiveness. This insight extends HRBP theory by detailing the mechanisms through which organizational factors influence the HRBP model, providing a more nuanced understanding of the conditions under which the HRBP model thrives.

In sum, this study makes important theoretical contributions to HRBP literature by expanding the model's application to the Chinese context, identifying key factors influencing its effectiveness, and offering a comprehensive methodological framework for its evaluation. These contributions not only deepen the theoretical understanding of the HRBP model but also provide practical insights for organizations seeking to implement or optimize their HRBP practices.

5.2.2 Practical contributions

5.2.2.1 HRBP model optimization suggestions from an organizational perspective

For more effective implementation of the HRBP model throughout the company, it is crucial first to refine the organizational structure and reduce role ambiguity. This entails expediting the development of the HRBP, HRCOE, and HRSSC functional centers, precisely defining their functions and roles, and ensuring sufficient HRBP staffing in line with organizational requirements and types of business departments. Secondly, it is vital to foster and strengthen a 'people-centric' organizational culture, adopting management philosophies centered on

individuals, acknowledging employees' unique, diverse needs, and aiding them in realizing their personal and professional goals. Lastly, the management process should be further enhanced. To underscore the intermediary function of the management process, the organization must formulate detailed and specific plans for HRBP model execution, regularize implementation methodologies, and focus on promotion and awareness throughout the process to secure employee endorsement and recognition (Jiang & Gong, 2019).

5.2.2.2 HRBP model optimization suggestions from a departmental perspective

The HRBP model establishes a vital linkage between the HR department and various business units, requiring effective collaboration among these departments. From the perspective of the HR department, the emphasis should be on refining the training system, ensuring comprehensive training, particularly specialized capability enhancement programs designed specifically for HRBPs. Given that HRBPs may originate from either HR or business units, targeted training should be implemented according to their prior experience—business training for HR-originating personnel and HR management skill training for those from business departments. From the stance of the business units, the HRBP model enables HR business partners to be fully integrated within these units, swiftly pinpoint actual and potential challenges, engage in the business management process, and formulate HR management strategies that are congruent with the genuine requirements of the business units. For the HRBP model's optimal efficacy, it is imperative that managers of business departments embrace the involvement of HRBPs in dialogues and strategizing, thereby bolstering communication and connection with the HRBPs (Guo et al., 2021).

5.2.2.3 HRBP model optimization suggestions from an individual perspective

From the standpoint of management, leadership plays an instrumental role as a mediator between the organization and its employees in the deployment of the HRBP model. Managers are advised to adopt a forward-thinking approach, grasp and back organizational policies, bridge connections between staff and HR, as well as between business units and HR, foster a welcoming organizational environment and communication landscape, and support the operations of the HR department. HRBPs must prioritize enhancing their competencies and skills, acquire robust HR management expertise, actively assimilate business insights, grasp the nuances of business contexts, integrate closely with business units, and create flexible management approaches. Additionally, HRBPs are tasked with executing the company's HR management strategies, tailoring them to meet business requirements, and skillfully

conducting thorough assessments of the organization's strengths, weaknesses, opportunities, and threats. Concerning regular employees, they are encouraged to maintain a positive work ethic, strong sense of responsibility and ownership, understand their roles, interpret organizational strategies, reinforce ties with colleagues and leaders, and consider the organization's growth from a strategic perspective. This strategy aids in synchronizing personal objectives with corporate goals, culminating in a unified and effective work environment.

5.3 Limitations and future research

While the study on the implementation and optimization of the HRBP model in Company A provides valuable insights into the strategic role of human resources in organizational performance, it is important to recognize the inherent limitations of this study. These limitations not only highlight areas that need careful interpretation but also pave the way for future exploration, enriching the discussion of HRBP models. The following sections delve into three main limitations of this study: data collection at a single time point, challenges related to scale translation and back-translation, and the generalizability of research findings beyond the specific context of Company A (Bloomfield & Fisher, 2019; Lazaraton, 2005). Addressing these limitations candidly allows us to better understand the scope of the study's contributions and to construct its research findings in appropriate contexts, providing clear pathways for further exploration and validation in the field of human resource management.

5.3.1 Collection of data at a single time point

The reliance on data collected at a single time point in this study poses limitations in capturing the dynamic nature of the HRBP model over time and its evolving impact. This cross-sectional approach restricts the ability to observe longitudinal changes and may overlook how the effectiveness of the HRBP model and the challenges encountered in its implementation evolve with organizational adaptation and maturity. Therefore, the research results may not fully represent the ongoing integration and optimization process of the HRBP model within the company's operations and strategic framework.

5.3.2 Translation challenges in cross-language scales

During the quantitative section of the study, the scales used were initially developed in

English and subsequently translated into Chinese based on the situation of Company A. While this translation process is crucial to ensuring accessibility and understanding of the survey by all participants, it also introduces potential limitations in terms of accuracy and cultural relevance. Despite our best efforts to ensure the accuracy of the translation, inherent subtle differences in the source language may not be fully captured or may be interpreted differently in the target language. This could affect the precision and reliability of the measurement scales, influencing how respondents interpret certain items and thus affecting their responses.

5.3.3 Generalizability of findings

Given that the focus of this study is on Company A (a specific entity within the construction industry), the generalizability of the research results and recommendations to other organizations, especially those operating in different industries or cultural backgrounds, may be limited. The unique characteristics of Company A, including its size, organizational structure, and industry-specific challenges, imply that the effectiveness of the HRBP model and the identified optimization strategies may not directly apply to other environments or yield similar results. This limitation emphasizes the need for caution in extrapolating research conclusions beyond the context of Company A without considering the specific operations and cultural dynamics of other organizations.

Acknowledging these limitations is crucial for accurately interpreting research results and guiding future studies. Future research could address these limitations by adopting longitudinal designs to track changes over time, using culturally adapted scales developed specifically for the target population, and expanding the scope of the study to include multiple organizations from different industries to enhance the generalizability of the research findings.

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Annex A: Other Tables

Table A.1 Three stages of HRM development in Huawei

Time	Representative work content	Characteristics
Before the reform		Traditional HR organizational structure
1996	Establishment of the Human Resources Department	Huawei began to change in HRM, moving from the traditionally perceived services to more standardized functional services.
2009	Performance of BLM model optimization with three-pillar changes	HR reform is in the business partner phase as we move from a functional approach to one that is more conducive to serving our global subsidiaries and divisions.
2013 - Today	Basic completion of the three-pillar model reform	The HRBP model that "puts customers first, is result-oriented, allows each member to perform his or her own duties, gives full scope to the expertise of each member, and collaborates to meet business needs" has been formed.

Source: Wu et al. (2020)

Table A.2 Work contents of Huawei's HR three-pillar model

Name	Work contents
HRBP	First, identify the needs of the business sector, and transform the needs of the business sector into HR needs; after that, feed the HR needs to the COE, and design the HR program in collaboration with the COE; then, implement and provide feedback on the program in the business sector, and implement HR-related management processes and systems; finally, incorporate the corporate strategy and culture into the program design.
HRCOE	Provide support on HR technology strategy and work with HRBPs to develop programs and plans.
HRSSC	Be responsible for the completion of daily administrative HR affairs to provide coverage for HRBPs and the HRCOE and optimize operational processes.

Source: McPhail et al.(2008), Abdulkadir et al.(2012)

Table A.3 A comparison of old and new HRM models at Huawei

	Under the previous HRM model	Under the current HRBP model
Talent allocation at the business unit	The HR department recruited people to the business department. There was no specific connection between the HR department and the business department to understand the actual type of talents needed by the business department.	HRBPs are in the business department and participate in the completion of the project. So, they are more aware of the talent needs of the business department and can effectively achieve timely supply of talents and accurate preparation.

Source: Tittozzi (2019)

Table A.4 Three stages of Tencent's HRM development

	Challenges for HR	Focus of HR work	Change of HR role	Logo events
Phase I: Establishment period (1998-2003)	Establishment of an initial HRM system	Recruitment, training, compensation, performance and other functional tasks	Functional expert; Administrative specialist	Separation of the HR department from the finance department

Phase II: Development transition period (2003-2008)	Organizational culture is in danger of being diluted; Bottleneck in talent pool and training	Establishment of career pathways Employee development and growth; Management cadre and reserve talent development; Change in organizational culture	Strategy executor Employee motivators Talent developers Functional expert	Establishment of the Culture Management Committee and Tencent Academy
Phase III: New organizational structure establishment period (2009-present)	Management level increase Business expansion Diversified and differentiated demand for human resources	Aligning with company strategy Driving organizational change Providing professional and fast HR services Leveraging universities to support HR efforts in front-line business unit	Strategic player; Change agent; Business partner; Functional expert	Establishment of the HRBP team; Establishment of the Human Resources Platform

Source: Jiang and Gong (2019)

Table A.5 Demographic information of interviewees

Interviewee	Gender	Age	Marital Status	Education Level	Years of Service	Position
A	Female	36	Married	Bachelor's Degree	12	HR Director
B	Male	45	Married	Bachelor's Degree	21	General Manager
C	Male	39	Married	Bachelor's Degree	15	Deputy General Manager
D	Male	36	Married	Bachelor's Degree	12	Deputy General Manager
E	Male	42	Married	Bachelor's Degree	17	Deputy General Manager
F	Female	37	Married	Master's Degree	10	Company HRBP
G	Female	31	Married	Bachelor's Degree	5	Company HRBP
H	Female	34	Married	Bachelor's Degree	9	Company HRBP
I	Male	41	Married	Bachelor's Degree	17	Branch Manager
J	Male	47	Married	Bachelor's Degree	23	Branch Manager
K	Male	45	Married	Bachelor's Degree	20	Branch Manager
L	Male	39	Married	Bachelor's Degree	14	Branch Manager
M	Male	35	Married	Associate Degree	12	Branch Manager
N	Female	42	Married	Bachelor's Degree	18	Branch Manager
O	Female	36	Married	Bachelor's Degree	12	Branch HRBP
P	Female	35	Married	Master's Degree	9	Branch HRBP

Q	Male	37	Married	Bachelor's Degree	12	Branch HRBP
R	Female	29	Single	Master's Degree	3	Branch HRBP
S	Female	30	Single	Master's Degree	4	Branch HRBP
T	Female	31	Single	Bachelor's Degree	7	Branch HRBP
U	Male	31	Married	Master's Degree	5	Project Manager
V	Male	41	Married	Associate Degree	18	Project Manager
W	Male	35	Single	Bachelor's Degree	11	Project Manager
X	Female	42	Married	Bachelor's Degree	18	Project Manager
Y	Male	36	Married	Bachelor's Degree	12	Project Manager

Table A.6 Compilation of Documents Related to the HRBP Model Issued by Company A from 2014 to 2022

No.	Document No.	Document Name	Number of Copies	Summary
1	A-Issue[2014] No.45	A Company HRBP Implementation Plan	1	Background, responsibilities, and workflow of HRBP
2	A-Issue[2015] No.81	Notice Regarding Issuance of "A Company HR Development Plan (2016-2020)"	1	Background, objectives, and step-by-step plans for implementing HRBP
3	[2014]-[2022] Internal	A Company Annual Operational Report	9	Overall effects of implementing HRBP, organizational climate, corporate culture, staff quality improvement
4	[2014]-[2022] Internal	A Company Board of Directors Annual Summary	9	Overall effects of implementing HRBP, organizational climate, corporate culture, staff quality improvement
5	A-Issue[2015], [2017],[2021] No.29	Notice Regarding Issuance of "A Company HR Management Guidelines"	3	Background, objectives, and step-by-step plans for implementing HRBP
6	[2015],[2017], [2021] Internal	A Company Corporate Culture Advancement Meeting	3	Organizational climate and corporate culture
7	A-Issue[2017] No.33	Notice Regarding Establishment of HR Shared Services Center (HRSSC)	1	HR Shared Services Center
8	A-Issue[2016], [2019],[2022] No.93	Notice Regarding Issuance of "A Company Information and Digital Work Management Methods"	3	Human Resource Information System (HRIS)
9	A-Issue[2015], [2017],[2020], [2022] No.43	Notice Regarding Issuance of "A Company Subsidiary Organizational Structure and Personnel Management	4	HRBP Qualities and Organizational Structure

10	A-Issue[2021] No.64	Methods" Notice Regarding Issuance of "A Company HR Development Plan (2021-2025)"	1	Challenges faced during HRBP implementation and recommended next steps
11	[2015]-[2022] Internal	A Company Talent Inventory Meeting	8	Talent inventory, including HRBP quality improvement
12	A-Issue[2015] -[2022] No.79	Notice Regarding Issuance of "Annual Employee Training Implementation Plan"	8	HRBP Quality Improvement
13	[2016]-[2022] Internal	A Company HRBP Experience Sharing Forum	7	HRBP Experience Sharing
14	A-Issue[2022] No.71	Notice Regarding Application for 2023 Employee Training Plan	1	Employee Quality Improvement
15	A-Issue[2022] No.49	Notice Regarding Revision of "Cost Management Guidelines"	1	Management Implementation Guidelines
16	A-Issue[2022] No.38	Notice Regarding Standardization of Shan-Jian Cloud System Staffing	1	Information System
17	A-Issue[2022] No.31	Notice Regarding Issuance of "Expert Costing Management Methods"	1	Expert Quality Improvement
18	A-Issue[2022] No.60	Notice Regarding Issuance of "A Company Project Management Penalty and Reward Methods"	1	Management Methods
19	A-Issue[2022] No.47	Notice Regarding Issuance of "A Company Employee Job Position Requirements"	1	Employee Job Position Requirements
20	A-Issue[2022] No.13	Notice Regarding Issuance of "A Company Employee Labor Management Regulations"	1	Employee Labor Management Regulations
21	A-Issue[2022] No.16	Notice Regarding Issuance of "Business Management Implementation Guidelines"	1	Management Implementation Guidelines
22	A-Issue[2022] No.27	Notice Regarding Issuance of "A Company Execution Assessment Methods"	1	Management Methods
23	A-Issue[2022] No.3	Notice Regarding Issuance of "A Company Project Quality Management Improvement Action Plan"	1	Management Methods
24	A-Issue[2022] No.49	Notice Regarding Issuance of "A Company Science and Technology Innovation Award and Working Fund Management Methods"	1	Management Methods
25	A-Issue[2022] No.81	Notice Regarding Conducting Information and Digital Work Training	1	Information System
26	A-Issue[2021] No.15	Notice Regarding 2021 R&D Project Initiatives	1	R&D Innovation

27	A-Issue[2021] No.12	Notice Regarding Issuance of "A Company Project Department Employee Salary Management Methods"	1	Management Methods
28	A-Issue[2021] No.9	Notice Regarding Issuance of "A Company Employee Rank Management Methods"	1	Management Methods
29	A-Issue[2021] No.30	Notice Regarding Issuance of "A Company New Employee Onboarding Training Management Methods"	1	Employee Training
30	A-Issue[2021] No.24	Notice Regarding Issuance of "A Company Quality Management System"	1	Management Methods
31	A-Issue[2021] No.105	Notice Regarding Issuance of "A Company Project Manager Competitive Appointment Management Methods"	1	Management Methods
32	A-Issue[2021] No.6	Notice Regarding Issuance of "A Company Employee Job Exit Management Methods"	1	Management Methods
33	A-Issue[2021] No. 100	Notification Regarding the Release of "Management Procedures for Exiting Employees at A Company"	1	Management Procedures
34	A-Issue[2021] No.51	Notification Regarding the Release of "Annual Comprehensive Performance Assessment Procedures for Responsible Persons of Subsidiaries of A Company"	1	Assessment Procedures
35	A-Issue[2021] No.10	Notification Regarding the Release of "A Company's Tenure-Based Salary Disbursement Standards Implementation Procedures"	1	Management Procedures
36	A-Issue[2021] No.4	Notification Regarding the Release of "Management Procedures for Expert Review Library for Project Manager Competitions at A Company"	1	Management Procedures
37	A-Issue[2021] No.59	Notification Regarding the Release of "Trial Procedures for Managing the Total Wage Bill at A Company"	1	Management Procedures
38	A-Issue[2021] No.25	Notification Regarding Initiating Special Work to Improve Real Estate Management	1	Management Procedures
39	A-Issue[2021] No.46	Notification Regarding Participation in the Group Training Center's Second Phase of Training for Three	1	Employee Training

| 40 | A-Issue[2021] No.31 | Types of Personnel in 2021 Notification Regarding the Release of "2021 Annual Performance Assessment Procedures for Other Responsible Persons at A Company" | 1 | Assessment Procedures |

Table A.7 Organizational Climate Scale

Dimension	Item
Managerial Competence	Managers follow through on commitments.
	Managers clearly communicate work objectives and responsibilities.
	Managers take action on new ideas provided by employees.
	Managers consistently treat everyone with respect.
	Managers consider both the dealership's goals and employees when making decisions.
	Managers inspire commitment to the dealership's missions and goals.
	Work is fairly distributed to employees.
Employee Commitment	Employees trust each other.
	Employees say they are proud to work here.
	Employees would stay with this dealership even if offered a job elsewhere.
	Employees know they are valued.
	Employees make personal sacrifices, when required, to help the dealership succeed.
	Employees would recommend this place as a good place to work.
Collaboration	Departments cooperate to get the job done effectively and efficiently.
	Departments communicate key information to each other in a timely manner.
	Employees have a good working relationship with their manager.
	Customers are truly valued.
Customer Orientation	Employees are committed to developing and maintaining long-term relationships with customers.
	Employees are committed to providing superior service to customers.
	Employees consistently anticipate customers' needs and take appropriate actions to satisfy their needs.

Table A. 8 Organizational Culture Scale

Dimension	Item
Group culture	Our firm is a very personal and people-oriented place.
	The glue that holds our firm together is loyalty and tradition.
	Our firm emphasizes human resources.
	The head of our firm is generally considered to be a mentor, sage, or a father or mother figure.
Developmental culture	Our firm is a very dynamic and entrepreneurial place.
	The glue that holds our firm together is commitment to innovation and development.
	Our firm emphasizes growth and acquiring new resources.
	The head of our firm is generally considered to be an entrepreneur, an innovator, or a risk taker.
Hierarchical culture	Our firm is a very formalized and structured place.
	The glue that holds our firm together is formal rules and policies.
	Our firm emphasizes permanence and stability.
	The head of our firm is generally considered to be a coordinator, an organizer, or an administrator.

Table A.9 HRIS Scale

Dimension	Item
System quality	HRIS makes information very accessible.
	HRIS can flexibly adjust to new work demands.
	HRIS returns answers to my requests quickly.
	HRIS is versatile in addressing needs as they arise.
	HRIS provides sufficient information.
Information quality	Information content provided by HRIS meets my needs.
	HRIS output is presented in a useful format.
	HRIS provide up-to-date information.
	HRIS provides clear and accurate information.
Perceived ease of use	Learning to operate HRIS is easy for me.
	I find HRIS easy to use.
	Using HRIS enables to perform work's requirements more quickly.
Perceived usefulness	Using HRIS in job increases my productivity.
	Using HRIS makes it easier to do my job.

Table A.10 HRBP Qualities Scale

Dimension	Item
Business knowledge	HRBPs have expertise of the business department.
	HRBPs are familiar with the workflow of the business department.
	HRBP masters the work plan of the business department.
Being strategic	HRBPs can challenge received wisdom and proposing new ideas that may contribute to better strategic decisions.
	HRSPs can prompt deep thought among colleagues, especially when they are under pressure.
	HR BPs have the credibility and authority that comes from understanding, insight and curiosity about business.
	HRBPs act as a "critical friend" to the business team.
Basic HR skills	HRBPs have command and communication skills.
	HRBPs have the ability to train employees.
	HRBPs have the analytical skills, insight and ability to use the results to build a compelling business case.
Personal values	HRBPs can role-model good people management behaviors and discipline.
	HRBPs can win the trust of leaders, line managers, and employees.

Table A.11 Items of the Management Process Scale

Dimension	Item
Scheduling	During the implementation of HRBP model, the management discuss and optimize plans and arrangements regularly.
	During the implementation of the HRBP model, HR managers regularly discuss and optimize plans and arrangements.
	During the implementation of the HRBP model, the strategic decision-makers of the company will regularly discuss and optimize plans and arrangements.
Function positioning	The company has a clear positioning of the role and responsibilities of HRBPs.
	The company has a clear positioning of the roles and responsibilities of HR experts.
	The company has a clear positioning of the roles and responsibilities of the HR shared service center.
Team collaboration	The business department is willing to involve HRBPs in business discussions.
	The business department is willing to involve HRBPs in making plans and arrangements.
	The business department communicates with HRBPs smoothly.

Table A.12 HRBP Model Implementation Effectiveness Scale

Dimension	Item
HRM satisfaction	I feel satisfied with the level of training you receive in your current job.
	Overall, I am satisfied do you feel with your current career opportunities.
	I am satisfied with the method of appraising your performance.
	I am satisfied with my pay.
	I am satisfied with the benefits I receive.
	I am satisfied with the rewards and recognition I receive for my performance.
	I am satisfied with the amount of information I receive about how my company is performing.
Organizational performance	The company's product/service quality has improved since the implementation of HRBP.
	The company's productivity has increased since the implementation of HRBP.
	The company's costs of defects and rework has reduced since the implementation of HRBP.
	The company's delivery lead time of finished products/services to customers has reduced since the implementation of HRBP.
	The company's customer complaints have reduced since the implementation.

Table A.13 Reliability analysis results of Organizational Climate Scale

Dimension	No.	Item	Mean After Item Deletion	Variance After Item Deletion	CITC	Cronbach's αAfter Item Deletion	Standardized Cronbach's α
Managerial Competence	OC11	Managers follow through on commitments.	23.18	18.294	0.694	0.856	
	OC12	Managers clearly communicate work objectives and responsibilities.	23.18	17.704	0.660	0.860	
	OC13	Managers take action on new ideas provided by employees.	23.42	18.165	0.620	0.865	
	OC14	Managers consistently treat everyone with respect.	23.09	17.960	0.640	0.862	0.878
	OC15	Managers consider both the dealership's goals and employees when making decisions.	23.33	18.056	0.678	0.857	
	OC16	Managers inspire commitment to the dealership's missions and goals.	23.41	17.516	0.673	0.858	
	OC17	Work is fairly distributed to employees.	23.16	18.023	0.658	0.860	
Employee Commi	OC21	Employees trust each other.	19.25	12.181	0.652	0.839	0.862
	OC2	Employees say they are	19.28	11.898	0.661	0.837	

tment	2	proud to work here.					
	OC23	Employees would stay with this dealership even if offered a job elsewhere.	19.43	11.901	0.680	0.834	
	OC24	Employees know they are valued.	19.16	12.656	0.636	0.842	
	OC25	Employees make personal sacrifices, when required, to help the dealership succeed.	19.41	11.783	0.661	0.837	
	OC26	Employees would recommend this place as a good place to work.	19.34	12.319	0.636	0.841	
Collaboration	OC31	Departments cooperate to get the job done effectively and efficiently.	7.91	2.034	0.505	0.599	
	OC32	Departments communicate key information to each other in a timely manner.	7.97	1.938	0.477	0.632	0.701
	OC33	Employees have a good working relationship with their manager.	8.04	1.786	0.535	0.557	
Customer Orientation	OC41	Customers are truly valued.	12.07	3.614	0.636	0.672	
	OC42	Employees are committed to developing and maintaining long-term relationships with customers.	12.11	3.890	0.529	0.729	
	OC43	Employees are committed to providing superior service to customers.	12.19	3.780	0.538	0.725	0.766
	OC44	Employees consistently anticipate customers' needs and take appropriate actions to satisfy their needs.	12.14	3.756	0.560	0.713	

Table A.14 Validity analysis results of Organizational Climate Scale

Dimension	KMO test based on sufficient samples	Bartlett's test of sphericity sig.	Cumulative variance explanation rate (%)
Managerial Competence	0.897	0.000	57.782
Employee Commitment	0.872	0.000	59.178
Collaboration	0.665	0.000	61.805
Customer Orientation	0.772	0.000	58.838

Table A.15 Reliability analysis results of Organizational Culture Scale

Dimension	No.	Item	Mean After Item Deletion	Variance After Item Deletion	CITC	Cronbach's αAfter Item Deletion	Standardized Cronbach's α
Group Culture	EC11	Our firm is a very personal and people-oriented place.	11.40	5.018	0.598	0.699	0.770
	EC12	The glue that holds our firm together is loyalty and tradition.	11.38	4.797	0.601	0.695	
	EC13	Our firm emphasizes human resources.	11.52	5.049	0.555	0.720	
	EC14	The head of our firm is generally considered to be a mentor, sage, or a father or mother figure.	11.77	4.809	0.526	0.738	
Developmental Culture	EC21	Our firm is a very dynamic and entrepreneurial place.	11.81	3.852	0.572	0.676	0.749
	EC22	The glue that holds our firm together is commitment to innovation and development.	12.09	3.521	0.582	0.667	
	EC23	Our firm emphasizes growth and acquiring new resources.	11.99	4.007	0.461	0.734	
	EC24	The head of our firm is generally considered to be an entrepreneur, an innovator, or a risk taker.	12.05	3.612	0.562	0.679	
Hierarchical Culture	EC41	Our firm is a very formalized and structured place.	11.92	3.663	0.587	0.703	0.768
	EC42	The glue that holds our firm together is formal rules and policies.	11.97	3.726	0.579	0.707	
	EC43	Our firm emphasizes permanence and stability.	11.96	3.912	0.543	0.726	
	EC44	The head of our firm is generally considered to be a coordinator, an organizer, or an administrator.	11.95	3.774	0.564	0.715	

Table A.16 Validity analysis results of Organizational Culture Scale

Dimension	KMO test based on sufficient samples	Bartlett's test of sphericity sig.	Cumulative variance explanation rate (%)
Group Culture	0.753	0.000	59.253
Developmental Culture	0.762	0.000	57.145
Hierarchical Culture	0.769	0.000	58.942

Table A.17 Reliability analysis results of HRIS Scale

Dimension	No.	Item	Mean After Item Deletion	Variance After Item Deletion	CITC	Cronbach's αAfter Item Deletion	Standardized Cronbach's α
System Quality	HRIS 11	HRIS makes information very accessible.	11.53	4.473	0.546	0.710	0.760
	HRIS 12	HRIS can flexibly adjust to new work demands.	11.47	4.099	0.607	0.676	
	HRIS 13	HRIS returns answers to my requests quickly.	11.53	4.279	0.555	0.705	
	HRIS 14	HRIS is versatile in addressing needs as they arise.	11.32	4.392	0.525	0.722	
Information Quality	HRIS 21	HRIS provides sufficient information.	19.27	11.289	0.736	0.828	0.864
	HRIS 22	Information content provided by HRIS meets my needs.	19.33	11.409	0.658	0.841	
	HRIS 23	HRIS output is presented in a useful format.	19.24	11.279	0.678	0.838	
	HRIS 24	HRIS provide up-to-date information.	19.27	11.735	0.626	0.847	
	HRIS 25	HRIS provides clear and accurate information.	19.20	11.890	0.589	0.853	
	HRIS 26	Learning to operate HRIS is easy for me.	19.21	11.369	0.666	0.840	
Perceived Ease of Use	HRIS 31	I find HRIS easy to use.	3.87	0.782	0.347	—	0.515
	HRIS 32	Using HRIS enables to perform work's requirements more quickly.	4.03	0.528	0.347	—	
Perceived Usefulness	HRIS 41	Using HRIS in job increases my productivity.	7.91	1.912	0.507	0.617	0.702
	HRIS 42	Using HRIS makes it easier to do my job.	7.99	1.831	0.418	0.637	
	HRIS 43	HRIS makes information very accessible.	7.92	1.832	0.489	0.635	

Table A.18 Validity analysis results of HRIS Scale

Dimension	KMO test based on sufficient samples	Bartlett's test of sphericity sig.	Cumulative variance explanation rate (%)
System Quality	0.758	0.000	58.181
Information Quality	0.875	0.000	59.720
Perceived Usefulness	0.648	0.000	59.744

Table A. 19 Reliability analysis results of HRBPs Qualities Scale

Dimension	No.	Item	Mean After Item Deletion	Variance After Item Deletion	CITC	Cronbach's αAfter Item Deletion	Standardized Cronbach's α
Business knowledge	HRBP11	HRBPs have expertise of the business department.	9.84	2.963	0.500	0.641	
	HRBP12	HRBPs are familiar with the workflow of the business department.	9.02	2.791	0.482	0.658	0.707
	HRBP13	HRBP masters the work plan of the business department.	9.12	2.788	0.448	0.606	
Being strategic	HRBP21	HRBPs can challenge received wisdom and proposing new ideas that may contribute to better strategic decisions.	11.69	3.746	0.562	0.655	
	HRBP22	HRSPs can prompt deep thought among colleagues, especially when they are under pressure.	11.71	3.925	0.525	0.677	
							0.736
	HRBP23	HR BPs have the credibility and authority that comes from understanding, insight and curiosity about business.	11.80	3.816	0.478	0.705	
	HRBP24	HRBPs act as a "critical friend" to the business team.	11.85	3.682	0.545	0.665	
Basic HR skills	HRBP31	HRBPs have command and communication skills.	7.70	2.010	0.606	0.545	
	HRBP32	HRBPs have the ability to train employees.	7.73	2.124	0.461	0.718	
							0.719
	HRBP33	HRBPs have the analytical skills, insight and ability to use the results to build a compelling business case.	7.81	1.965	0.547	0.613	
Personal values	HRBP41	HRBPs can role-model good people	6.82	2.682	0.507	0.657	0.703

	HRBP42	management behaviors and discipline. HRBPs can win the trust of leaders, line managers, and employees.	6.91	2.729	0.507	0.685

Table A.20 Validity analysis results of HRBPs Qualities Scale

Dimension	KMO test based on sufficient samples	Bartlett's test of sphericity sig.	Cumulative variance explanation rate (%)
Business Knowledge	0.658	0.000	60.018
Being Strategic	0.741	0.000	55.901
Basic HR Skills	0.652	0.000	64.131
Personal Values	0.614	0.000	75.351

Table A.21 Reliability analysis results of Management Process Scale

Dimension	No.	Item	Mean After Item Deletion	Variance After Item Deletion	CITC	Cronbach's αAfter Item Deletion	Standardized Cronbach's α
Scheduling	MP11	During the implementation of HRBP model, the management discuss and optimize plans and arrangements regularly.	7.80	1.924	0.522	0.485	
	MP12	During the implementation of the HRBP model, HR managers regularly discuss and optimize plans and arrangements.	8.10	1.965	0.429	0.675	0.718
	MP13	During the implementation of the HRBP model, the strategic decision-makers of the company will regularly discuss and optimize plans and arrangements.	8.00	1.802	0.501	0.504	
Function Positioning	MP21	The company has a clear positioning of the role and responsibilities of HRBPs.	7.73	1.771	0.537	0.604	
	MP22	The company has a clear positioning of the roles and responsibilities of HR experts.	7.72	1.914	0.481	0.683	0.721
	MP23	The company has a clear positioning of the roles and responsibilities of the	7.73	2.105	0.439	0.634	

Dimension	No.	Item					
Team Collaboration	MP31	HR shared service center. The business department is willing to involve HRBPs in business discussions.	7.75	2.196	0.499	0.707	
	MP32	The business department is willing to involve HRBPs in making plans and arrangements.	7.69	2.128	0.526	0.774	0.792
	MP33	The business department communicates with HRBPs smoothly.	7.67	2.071	0.494	0.716	

Table A.22 Validity analysis results of Management Process Scale

Dimension	KMO test based on sufficient samples	Bartlett's test of sphericity sig.	Cumulative variance explanation rate (%)
Scheduling	0.628	0.000	59.594
Function Positioning	0.649	0.000	60.417
Team Collaboration	0.669	0.000	61.883

Table A.23 Reliability analysis results of HRBP model implementation effectiveness scale

Dimension	No.	Item	Mean After Item Deletion	Variance After Item Deletion	CITC	Cronbach's αAfter Item Deletion	Standardized Cronbach's α
HRM Satisfaction	IE11	I feel satisfied with the level of training you receive in your current job.	23.09	15.675	0.675	0.856	
	IE12	Overall, I am satisfied do you feel with your current career opportunities.	23.18	15.433	0.637	0.860	
	IE13	I am satisfied with the method of appraising your performance.	23.18	15.387	0.650	0.859	
	IE14	I am satisfied with my pay.	23.40	14.845	0.611	0.866	0.877
	IE15	I am satisfied with the benefits I receive.	23.30	15.001	0.723	0.849	
	IE16	I am satisfied with the rewards and recognition I receive for my performance.	23.28	14.999	0.669	0.856	
	IE17	I am satisfied with the amount of information I receive about how my company is performing.	23.24	15.492	0.648	0.859	
Organizational Performance	IE21	The company's product/service quality has improved since the implementation of HRBP.	15.65	6.588	0.567	0.759	0.796
	IE22	The company's productivity has increased	15.67	6.323	0.596	0.749	

	since the implementation of HRBP.				
IE23	The company's costs of defects and rework has reduced since the implementation of HRBP.	15.68	6.234	0.540	0.768
IE24	The company's delivery lead time of finished products/services to customers has reduced since the implementation of HRBP.	15.73	6.314	0.578	0.754
IE25	The company's customer complaints have reduced since the implementation.	15.61	6.173	0.596	0.749

Table A.24 Validity analysis results of HRBP Model Implementation Effectiveness Scale

Dimension	KMO test based on sufficient samples	Bartlett's test of sphericity sig.	Cumulative variance explanation rate (%)
HRM satisfaction	0.874	0.000	57.691
Organizational performance	0.810	0.000	55.056

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Annex B: Interview Summary

Part 1: Your views on Construction Company A before the implementation of the HRBP model.

Can you briefly describe the state of HR management in your company before implementing the HRBP model? (Describe the efficiency and effectiveness of HR management prior to implementation). Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
Traditional HRM Model	According to the previous management approach, the HR department primarily played a role in HR administrative tasks, such as employee recruitment, compensation management, performance evaluation, and other processes and transactions. However, the drawback of this model is that the HR department was unable to engage in deep communication with the business departments and understand their specific business needs. As a result, HR management was not effectively aligned with the company's strategic and business development. Before implementing the HRBP management model, the efficiency and effectiveness of HR management in the company	*So, like, in the past, you know, the HR department was mainly all about doing HR admin stuff, like hiring people, handling pay stuff, checking on performance, and dealing with other HR things. But, um, the problem with this setup was that HR couldn't really talk to the other departments and figure out what they really needed for their work, you know? So, HR wasn't really on the same page with the company's big plans and business growth. And, well, let me tell you, before they switched to this HRBP thing, HR wasn't doing such a great job, you know what I mean? They had issues with how they did things, and there were a bunch of areas that needed some serious fixing and making things better, hmm, yeah. (from K)*

	were unsatisfactory, and there were many areas that needed improvement and optimization	
Emphasis on Policy Execution	According to the past management approach, the company placed significant emphasis on the strict execution of policies and procedures, to the extent that the execution procedures and approval processes became overly cumbersome. This resulted in employees having to spend a considerable amount of time on these processes, which affected their work efficiency	*So, in the old days, the company was all about following rules and procedures, like, super strictly. They were so into it that the whole process of getting things done became, you know, kinda too complicated and slow. And, well, that meant employees had to, like, waste a bunch of time dealing with all these procedures, which, you know, made it pretty hard for them to get their work done efficiently, you get what I'm saying?* (from G)
Lack of Business Orientation	Due to the lack of deep communication between the HR department and the business departments, HR management was not aligned with the company's strategic and business development . Consequently, it was difficult to allocate personnel and develop talent based on business needs, which impacted the company's performance and productivity"	*So, because HR and the business folks weren't really talking much, the whole HR management thing wasn't really on the same page as the company's big plans and how it wanted to grow. That meant they couldn't really put the right people in the right places or help them grow in the way the company needed. And, you know, that had a real impact on how well the company was doing and how productive everyone was.* (from L)
Low Levels of Digitization	Before implementing the HRBP model, managing human resource data and information was quite cumbersome. It required manual input and	*So, before they, you know, started using the HRBP model, dealing with all the HR data and info was, like, a real pain. They had to, um, manually put in and, like, organize everything, which, you*

	organization, leading to certain risks and error rates	*know, had its fair share of risks and, um, mistakes happening along the way, you know?* (from X)

What are the main reasons for the company choosing to implement the HRBP model?

(Prompt: cost reduction, innovation, service enhancement, HR repositioning, business focus).

Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
Cost Reduction	Implementing the HRBP model can reduce unnecessary HR management processes and steps, improve decision-making efficiency, lower management costs, and enhance the long-term development capabilities of the company while effectively controlling costs	*So, when they go ahead and put in place that HRBP model, it's all about, you know, cutting down on those extra HR management steps and processes that were just, like, not needed. And, well, that's not all – it also helps them make decisions faster, save some money on management, and, you know, boost the company's ability to grow in the long run, all while keeping those costs in check, you get what I mean?* (from Y)
Innovation	Implementing the HRBP model can strengthen the understanding of business and job requirements, enhance the measurement of job responsibilities and performance, better tap into and unleash employee potential, and provide support for the company's innovative development	*So, when they put in this HRBP thing, it's all about, you know, getting a better grasp of what the business and jobs really need, kind of, like, improving how they figure out what people should be doing and how well they're doing it, and, um, unlocking the full potential of the employees. Plus, it's like giving a boost to the company's innovative side, you know, like helping it come up with new ideas and stuff.*

		(from H)
Service Enhancement	Implementing the HRBP model can focus on employee needs and services, improve employee satisfaction and loyalty, enhance employee work efficiency and quality, and provide a stable human resource foundation for the company's development.	*So, when they go for the HRBP model, it's, uh, really all about, like, putting employees front and center, you know? They wanna make sure folks are happy and loyal, which, in turn, makes them work better and, you know, do a better job. It's like building a strong human resource foundation to keep the company moving forward all steady and stuff.* (from R)
HR Repositioning	Implementing the HRBP model can bring the HR department, which was originally independent, closer to the business departments or business lines, better assist the business departments in achieving their objectives, and strengthen the connection and communication between HR and business	*So, when they start using the HRBP model, it's like bringing HR, which used to be on its own, you know, closer to the business folks. They're, like, there to really help the business departments reach their goals and make sure HR and business are, like, talking and working together more effectively.* (from J)
Business Focus	Implementing the HRBP model can better align with specific business priorities, help the company build talent reserves, select, develop, and evaluate employees based on business needs, and enhance the company's core competitiveness	*So, with this HRBP model in place, they're, you know, getting all in sync with the specific business stuff that really matters. It's about, like, building up a pool of talent, picking out the right folks, helping them grow, and, you know, measuring how they're doing based on what the business needs. And, well, that's all about boosting the company's core strength and competitiveness, if you*

| | | *catch my drift.* (from A) |

Part 2: Your description of the process of implementing the HRBP model (Stages) in Company A.

Who are the key roles? What roles do they play in the organization? Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
HRBP Manager	The HRBP Manager is the leader of the HRBP team. They are responsible for the formation, training, management, and evaluation of the entire HRBP team. They are accountable for team performance and employee performance. They also need to engage in deep communication with senior management in the business departments	*So, the HRBP Manager, you know, they're like the big boss of the HRBP team. They're in charge of putting the team together, making sure everyone's trained up, keeping an eye on how the team's doing, and, you know, seeing how each team member is doing at their job. They also gotta have some serious talks with the top dogs in the business departments, you know, to keep everyone on the same page.* (from O)
HRBP Specialists	The HRBP Specialists are core members of the HRBP team. They are primarily responsible for implementing specific HR management practices and providing support to specific business departments, such as employee recruitment, compensation management, and career development	*So, these HRBP Specialists, they're like the heart and soul of the HRBP team. Their main gig is all about putting into action those HR things that the business departments need, you know? Like, they handle stuff like hiring folks, sorting out pay stuff, and helping with career growth and all that jazz.* (from A)
Heads of Business Departments	The heads of the business departments are crucial executors of the HRBP model. They need to work closely with	*Ah, the big shots in the business departments, they're like the MVPs of this HRBP deal. They gotta be best buddies with the HRBP team, you*

	the HRBP team, gain a deep understanding of business needs, propose HR solutions that align with business development, and ensure the implementation and expected outcomes of the solutions	*know? They need to really get what the business needs, come up with HR ideas that fit the business plan, and make sure those ideas actually happen and give the results everyone's hoping for.* (from F)
Employees	Employees are one of the most important roles in the HRBP model. They are the direct beneficiaries of HRBP's public services. They need to provide feedback and suggestions. They also need to respond quickly and accurately to the needs of the business departments and cooperate with the HRBP team to implement relevant HR management measures promptly	*Hey, don't forget about the employees – they're like the stars of the show in this HRBP thing. They're the ones who get all the HR services, you know? They should speak up and give their two cents, and they gotta be on the ball when the business folks need something. Teamwork, you know, with the HRBP crew to make sure HR stuff happens like it should.* (from I)

Who participated in this process? Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
Senior Management Personnel	Senior management personnel are important supporters and promoters of the HRBP model implementation. They can ensure the establishment and development of the HRBP team by providing resources and support	*The big shots in senior management, they're like the cheerleaders for the HRBP model. They're the ones who can make sure the HRBP team has what they need to get things done. They're like the backbone, you know, providing the resources and having their backs as they build up the HRBP team.* (from C)
HR Management	The HR management team is the core force behind the	*The HR management team, they're like the engine driving the HRBP model.*

Team	implementation of the HRBP model. They are responsible for formulating specific tasks for the HRBP team, assisting in the development of HR management policies and processes, and providing HR support and consulting to the business departments	*They're the ones who lay out the game plan for the HRBP team, help create HR rules and ways of doing things, and give a hand to the business departments with all their HR needs and questions. They're like the backbone of this whole HRBP deal.* (from A)
Heads of Business Departments and Employees	Heads of business departments and employees are the ultimate beneficiaries of the HRBP model implementation. They need to work closely with the HR team, gain a deep understanding of business needs, propose HR solutions that align with business development, and ensure the implementation and expected outcomes of the solutions	*The heads of the business departments and the employees, they're the ones who really score big with the HRBP model. They gotta be tight with the HRBP team, fully get what the business needs, come up with HR ideas that match the business plan, and make sure those ideas happen and give the results everyone's counting on. They're the ones who get the real benefits from this HRBP thing.* (from F)
Training and Development Team	The training and development team can provide professional training and development for members of the HRBP team, improving their professional skills and business acumen, which helps the HRBP team better support the business departments	*So, the training and development crew, they're like the teachers for the HRBP team. They can help the HRBP folks get even better at what they do, you know, by giving them some pro training and boosting their skills and business know-how. That way, the HRBP team can really step up and be top-notch support for the business departments.* (from G)

| Performance Management Team | The performance management team is responsible for evaluating the work performance of the HRBP team, identifying problems in a timely manner, and promoting improvements | *The performance management folks, they're the ones who keep an eye on how well the HRBP team is doing. They check out their work, spot any issues that pop up, and make sure things keep getting better.* (from M) |

What are the expected outcomes of implementing the HRBP model in the company? Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
Improve Collaboration between Business Departments and HR	Under the HRBP model, HRBP experts can work closely with the business departments, gaining a deeper understanding of their needs and providing HR solutions that are more aligned with business requirements, thus promoting collaboration between the business departments and HR	*With this HRBP model in play, those HRBP experts can get right in there with the business departments. They really dig deep into what they need and come up with HR solutions that match up perfectly with what the business is after. It's like a partnership between the business departments and HR, all working together smoothly.* (from L)
Optimize HRM Processes	Under the HRBP model, the HRBP team optimizes and improves the processes of HR management, making them more adaptable to the needs of the business departments and enhancing the efficiency and quality of HR management	*So, with the HRBP model, the HRBP team is all about making HR management super slick. They're, like, fine-tuning things to fit exactly what the business departments need, which, you know, makes HR management work better and faster, and it's all about quality too.* (from S)
Enhance Employee Capabilities	In the HRBP model, employees can have more comprehensive and	*In this HRBP model, employees get this, like, super-duper career and training plans that are all about them.*

and Career Development	personalized career development and training plans, as well as better support and guidance, thereby enhancing their professional capabilities and growth opportunities	*It's all personalized and, you know, really covers all the bases. They also get top-notch support and guidance, which helps them get even better at their jobs and opens up new doors for them to grow in their careers.* (from G)
Improve Performance and Effectiveness	Under the HRBP model, by implementing HR management measures and supporting policies that are more closely aligned with business development, the company's performance and effectiveness can be improved, promoting sustainable company growth	*So, with the HRBP model, they're all about putting in HR stuff that's, like, totally in sync with how the business is growing. And guess what? That can really kick up the company's performance and make things run like a well-oiled machine, which is, you know, all about making sure the company keeps on growing strong and steady.* (from W)
Improve Performance and Effectiveness	Under the HRBP model, by implementing HR management measures and supporting policies that are more closely aligned with business development, the company's performance and effectiveness can be improved, promoting sustainable company growth	*In the HRBP model, they're all about making HR rules and policies that really match up with how the business is growing. And guess what? That can really boost the company's performance and make things run super smoothly, which is all about keeping the company on a path to steady and long-lasting growth.* (from D)
Promote Organizational Change and Innovation	The HRBP team can promptly grasp the needs of the business departments and the bottlenecks in human resources, and propose	*So, the HRBP team, they're like quick thinkers, you know? They can figure out what the business departments need in a jiffy and spot where the HR stuff might be slowing things down.*

| | corresponding human resource solutions, thereby facilitating organizational change and innovation | *Then they come up with HR solutions that match the situation, which helps the organization change and come up with new ideas and stuff.*
(from H) |

What are the main obstacles/challenges? Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
Cultural Adaptation and Climate Shift	The HRBP model requires cultural adaptation and a shift in atmosphere, including communication and coordination mechanisms between HRBP experts and business departments, a supportive organizational culture that aligns with the HRBP model, sharing of HR data and information, and a reevaluation of the tasks and quality of HRBP experts' work	*So, this HRBP model isn't just about doing HR stuff differently; it's, like, a whole new vibe. They need to change how folks in HRBP talk and work with the business departments, get everyone on board with a culture that goes along with the HRBP way, share HR info, and, you know, take a fresh look at what the HRBP experts are up to and how well they're doing their thing. It's a real makeover!* (from C)
Training and Skill Enhancement of HRBP Experts	HRBP experts are the core strength of the HRBP model and need to have sufficient business background and skills to better understand business requirements and develop measures and solutions that are closely aligned with the business reality	*So, these HRBP experts, they're like the powerhouse of the HRBP model. They gotta be, you know, super sharp with their business smarts and skills, so they can really get what the business needs and come up with HR plans and fixes that are right on the money and fit the real-world business scene. They're the real deal!* (from G)
Collaboration with Business	The HRBP model requires close collaboration with	*This HRBP model, it's all about teaming up and working hand in hand*

Departments	business departments, with a sufficient understanding and awareness of the importance and needs of the business departments	*with the business departments. You've got to really get what they're all about and know how important they are, and, you know, understand what they need. It's like a tag team effort!* (from L)
Management and Sharing of Data and Information	The HRBP model requires management and sharing of HR data and information, as well as the establishment of corresponding tools and processes to ensure the accuracy and timeliness of data.	*So, in this HRBP model, they've got to manage and share all that HR info, you know? They've got to set up the right tools and ways of doing things to make sure that data is spot on and always up to date. It's all about getting the facts straight and on time!* (from N)
Redesign and Implementation of Processes	The HRBP model requires a redesign and implementation of HR management processes to better align with the needs of the business departments and the actual work situation of HRBP experts, and it requires recognition and support from the business departments	*In this HRBP model, they're talking about giving HR management processes a whole makeover. It's like changing things up so they really match what the business departments need and what the HRBP experts are actually doing. And, you know, it's super important that the business folks are on board with this and give it their thumbs up. Teamwork, you know!* (from F)

Part 3: Your views on the implementation of HRBP model at A Construction Company.

In comparison to five years ago, has the HR function at A Construction Company been strengthened, maintained, or weakened? Please share examples and explain the reasons for these changes. Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
Alignment with Business Needs	HRBP experts are able to better understand business	So, these HRBP experts, they're all about getting what the business

	requirements and provide more accurate HR solutions and services, effectively meeting the needs of the business departments and increasing their satisfaction with HRM.	departments are after and coming up with HR fixes that are right on the money. It's like hitting the bullseye and making sure the business folks are happy with how HR is working. It's all about keeping everyone satisfied with HR stuff! (from J)
Higher Employee Satisfaction	Under the HRBP model, employees can receive better and more personalized support for career development, as well as faster and more accurate feedback, leading to increased employee engagement and satisfaction	*With this HRBP model in play, employees get some top-notch support for their career journey. It's all personalized and, you know, they get feedback faster and more accurately, which really gets them more into their work and makes them happy campers. It's all about getting them engaged and satisfied with what they do!* (from L)
Data-Driven Approach	Through the HRBP model, the HR function can better utilize data to support HR management decisions for business personnel, gaining a more precise and targeted understanding of performance and effectiveness in various areas, and providing stronger support for HR management decisions	*So, with this HRBP model, the HR folks are getting smarter with data. They can use it to make decisions about the business folks and really get a clear picture of how things are going in different areas. It's all about making HR decisions that hit the bullseye and give the HR team the info they need to support the business.* (from W)
A More Scientific Approach to Talent	HRBP team members need to possess extensive industry experience and professional skills, along with excellent	*So, these HRBP team members, they've got to be, like, industry pros with mad skills and be great at talking and doing business stuff. But you see,*

Recruitment and Development	communication and business abilities. This necessitates a significant investment of time and resources by enterprises in the recruitment and cultivation of talents	*that means the companies have to really put in some serious time and money to find and train these top talents. It's like an investment in the A-team!* (from Q)

How would you describe the current efficiency and effectiveness of human resources management after implementation? (Specifically, describe the impact on recruitment and selection, training and development, benefits and compensation, performance management, communication, and overall employee relations). Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
Impact on Recruitment and Selection	After implementing the HRBP model, the recruitment and selection process has become more flexible and efficient. HRBP experts can develop recruitment plans and strategies that are more aligned with the company's specific needs and support business departments in talent selection. Additionally, through effective data analysis and collection, HRBP experts can accurately predict market and departmental talent demands, enabling more scientific and precise recruitment decisions.	*So, since they put in the HRBP model, the whole hiring thing has gotten way smoother and quicker. Those HRBP experts can make plans for finding talent that match up perfectly with what the company really needs. Plus, they're all into using data to figure out what the job market and the different departments need for talent, which means they can make super smart and spot-on hiring choices. It's all about being scientific and precise with hiring!* (from K)
Impact on Training and Development	Under the HRBP model, companies can better understand employees' career development needs, predict	*With the HRBP model, companies get a real handle on what employees need for their career growth. They can even predict what kind of talent they'll need*

	future talent requirements, and provide personalized training and development plans. By investing in employee training and development, individuals can progress from regular employees to technical experts, team assistants, managers, and top-level leaders, effectively achieving performance goals and realizing the company's strategic plans.	*down the road and make personalized training plans. By investing in training, employees can climb the ladder from regular folks to experts, team leaders, and even top-level bosses. It's all about hitting performance goals and making those big company plans come true!* (from S)
Impact on Benefits and Compensation	HRBP experts can make more scientific predictions about the company's future business development and talent mobility, enabling better design and positioning of benefits and compensation systems to support business growth and employee career development.	*These HRBP experts, they're like fortune-tellers, but for business. They can make really smart guesses about where the company is headed and where the talent might be moving. With that info, they can set up benefit and pay systems that fit what the company needs for growth and what employees need for their careers. It's like a win-win for everyone!* (from R)
Impact on Performance Management	HRBP model places greater emphasis on quantifying and visualizing performance and goal management. Through more detailed performance evaluation methods and criteria, employee performance can be better	*So, with the HRBP model, they're all about putting numbers and visuals to how well everyone's doing and the goals they're reaching. They get really detailed about how they evaluate performance and set up criteria for it. This helps figure out who's doing great and gives them a boost, which in turn,*

	assessed and incentivized, further enhancing company performance.	*makes the company perform even better. It's all about numbers and visuals making everyone shine!* (from L)
	HRBP model fosters closer collaboration between HRBP experts and business departments, eliminating hierarchical relationships and streamlining communication processes. This enables faster, real-time communication, facilitating the objective and prompt handling of various employee needs and issues, thereby increasing employee satisfaction	*So, the HRBP model is all about bringing HRBP experts and the business folks closer together. It's like ditching all those layers of hierarchy and making communication super smooth. This means they can talk and sort out employee stuff really quickly and get things done, which makes employees pretty darn happy! It's all about working together and getting the job done right on time!* (from M)
Impact on Overall Employee Relations	Under the HRBP model, companies can better manage employee relations, promoting communication and collaboration among employees in a relaxed and natural environment. This aspect is considered indispensable for both company and employee growth	*With the HRBP model, companies get really good at keeping employees happy and working well together. They create a friendly and natural vibe where everyone talks and works together smoothly. This is super important for both the company and the employees because it helps them grow and succeed together. It's all about creating a great environment for everyone!* (from S)

Does the company now have stronger core competitiveness in human resources management? What are these competitiveness factors? Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
Strengthened	The HRBP model can better	*The HRBP model is like the glue that*

Corporate Culture	reinforce corporate culture, allowing all employees to more deeply understand the corporate culture, thereby enhancing employees' sense of belonging and loyalty	*holds the company culture together. It helps everyone really get what the company is all about, which makes employees feel like they're part of something special and keeps them loyal and dedicated. It's all about building that strong sense of belonging!* (from E)
More Scientific Human Resources Management Decisions	Human resources management decisions have become more scientific and accurate, helping the company better predict and address talent bottlenecks and meet the requirements of employee career and personal development, aligning employee interests and development paths with the company's goals	*So, with the HRBP model, HR decisions have gotten way more scientific and spot-on. It's all about knowing where the talent might get stuck and figuring out what each employee needs for their career and personal growth. That way, they can make sure everyone's interests and career paths line up perfectly with what the company wants to achieve. It's like a win-win for everyone involved!* (from C)
More Suitable Organizational Climate	An open and transparent, collaborative and trusting, learnable and innovative, customer-oriented, and diverse and inclusive organizational climate can effectively achieve the organization's strategic goals, improve employee satisfaction, and enhance company performance	*When the company has an atmosphere that's all about being open, transparent, working together, and building trust, it's like a recipe for success. It helps them reach their big goals, keeps employees happy, and makes the company perform even better. Plus, being open to learning, trying new things, focusing on customers, and embracing diversity and inclusion is like the secret sauce*

		that makes it all work!
		(from J)
Improved Employee Benefits, Compensation, and Training Systems	Improved employee benefits, compensation, and training systems have created a better work-life balance for employees, leading to increased work efficiency and quality, supporting effective company growth, and enhancing productivity.	*So, by making employee benefits, pay, and training better, they've really improved the balance between work and life for employees. And you know what happens when folks have a better balance? They work smarter and do better quality work. That, in turn, helps the company grow smoothly and gets everyone more productive. It's like a win-win for everyone involved!* *(from G)*
Faster Issue Resolution Speed	The implementation of the HRBP model has accelerated the speed at which HR resolves issues, making it more personalized and popular. The close collaboration between HRBP experts and various business departments allows for better understanding and fulfillment of employee needs, playing a significant role in the company's development.	*So, with the HRBP model, HR has gotten really quick at fixing problems, and they do it in a way that's all about the individual. The HRBP experts work closely with all the business departments, so they really get what the employees need. It's like a big part of what makes the company grow and succeed. It's all about teamwork and making everyone happy!* *(from K)*
More Scientific Performance Management	Quantifying and conducting performance management has greatly helped in achieving company goals and strategic planning by evaluating employee performance capabilities in a more	*By quantifying and doing performance management, the company is getting really good at reaching its goals and making smart plans for the future. They're looking at employee performance in a super scientific way, which helps them figure out who's*

| | scientific manner. | *doing great and what they can do to reach their strategic plans. It's all about being smart and hitting those goals!*
(from H) |

What changes have occurred in organizational culture and values since the implementation of the HRBP model? ere are some responses.

Theme	Interpretation	Quotations from the Interviewees
Increased Focus on Personalized Employee Development	The implementation of the HRBP model has led the company to pay more attention to the personalized development of employees, striving to meet their work and life needs. It encourages employees to actively participate in career planning to better realize their own value.	*Uh, so like, the implementation of, um, the HRBP model, you know, it has, like, led the company to, uh, pay more, like, attention to, um, the personalized development of employees, right? Like, they're really, um, striving to, you know, meet their, uh, work and life needs and stuff. And, like, it encourages, you know, employees to, um, actively participate in, uh, career planning, you know, to, like, better realize their, uh, own value and all that.* (from H)
Importance of Organizational Climate	In the process of creating a good organizational climate, leaders actively collaborate with the HRBP team to ensure that the team can smoothly carry out human resource strategic planning, strengthening the organization's care and management of employees	*So, like, in the process of, you know, creating a good organizational climate, leaders, um, they actively, uh, collaborate with the HRBP team, you know, to ensure that the team can, like, smoothly, you know, carry out, um, human resource strategic planning, and, like, strengthening the organization's, you know, care and management of employees and stuff.* (from M)

Emphasis on the Inheritance of Organizational Culture and Values	The HRBP model emphasizes the development of specific organizational culture and values. This culture and set of values reflect the company's core beliefs and can motivate employees to contribute more efforts towards the continuous improvement of the company	*Um, yeah, so, like, the HRBP model, you know, it really, um, emphasizes, like, the development of, um, specific organizational culture and values, you know. And, um, this culture and, uh, set of values, like, they totally, uh, reflect the company's, um, core beliefs, you know, and can, like, uh, motivate employees to, uh, contribute more efforts, you know, towards the, um, continuous improvement of the company.* (from D)
Emphasis on Harmony between Employees and The Organization	The HRBP model has established closer connections between the organization and employees, considering strategic directions and management decisions that involve both the company and employees. This has contributed to the establishment of a "people-oriented" and harmonious organizational culture and values, enhancing employees' sense of belonging and responsibility towards the company.	*So, you know, the HRBP model, it's like, it has, uh, established, like, closer connections between, you know, the organization and, um, employees. And, um, it, like, considers, you know, strategic directions and management decisions that, you know, involve both the company and, like, employees, you know. And, um, this has, like, totally contributed to the, uh, establishment of a, um, "people-oriented" and, like, harmonious, you know, organizational culture and values, you know. And, uh, it, like, enhances, you know, employees' sense of, um, belonging and, like, responsibility towards the company and all that.* (from K)
Emphasis on Feedback and	Since the implementation of the HRBP model, there has	*So, um, ever since we started with this HRBP model, right, there's been, like,*

Communication	been a focus on building a more harmonious work and life atmosphere. The company emphasizes feedback and communication, valuing employee feedback to better understand their opinions on company management and services, and continuously improving and optimizing the employee work and life experience	*a lot of focus on, you know, making the work and life... sort of, um, more harmonious? Yeah, the company, like, really emphasizes feedback and, uh, communication. It's like, they really value what we think, you know, about the way things are managed and the services and all. And, uh, there's this constant, you know, effort to, uh, improve? And, like, optimize our work and life experience, I guess.* (from R)

How would you describe the company's performance and business development since the implementation of the HRBP model? ere are some responses.

Theme	Interpretation	Quotations from the Interviewees
Rapid Business Development	The implementation of the HRBP model has enabled the company to better seize market opportunities and achieve rapid business development.	*So, you know, ever since we rolled out this HRBP model, it's like, we're way better at grabbing market opportunities, right? And, oh man, our business? It's growing super fast now!* (from E)
Steady Improvement in Talent Development	The implementation of the HRBP model emphasizes not only the development of the company but also the individualized development of employees. This enables the company to provide more career development opportunities for employees, continuously enhance their professional skills and capabilities, and thus	*Okay, so the thing with the HRBP model is, it's not just about the company growing, right? It's also super focused on each employee's own growth. This way, we all get more chances to develop our careers, keep boosting our skills, and, like, really power up the company's creativity and get stuff done. It's a huge boost for our business, you know?* (from A)

	strengthen the creativity and execution power of the company's workforce. This, in turn, provides strong support for the company's business development	
Increased Corporate Brand Value	The HRBP model has increased the company's corporate brand value and strengthened various aspects of the corporate brand image. As a result, it has enhanced the company's influence and core competitiveness in the industry	*Oh, and another thing? The HRBP model has really upped our company's brand value. Like, seriously, all aspects of our brand image? They're way stronger now. And, yeah, it's made a huge difference in how influential we are in the industry and, like, our core competitiveness.* (from D)
Improved Management Efficiency	The HRBP model has allowed the company to optimize and improve its management models and processes, leading to an increase in management efficiency. In turn, this has contributed to better achieving business goals and accomplishments	*You know what's cool about the HRBP model? It's totally optimized our management stuff, you know, all those processes and things. And, guess what? Our management efficiency is through the roof now, which means, yep, we're nailing our business goals and achievements like never before!* (from L)

How would you describe the loyalty and satisfaction of employees at present? How are their individual performances? ere are some responses.

Theme	Interpretation	Quotations from the Interviewees
Closer Alignment of HR Team with the Business	The implementation of the HRBP model has brought the HR team closer to the business. It has enabled the HR team to provide more	*So, with this HRBP model thing, right, our HR team's got way closer to the business side of things. They're like really on point now with providing super accurate HR support and advice*

	accurate human resources support and consulting services to the business departments, ultimately increasing employee engagement and satisfaction.	*to the business units. And, oh, it's been great for boosting how much our employees are into their jobs and how happy they are.* (from D)
Focus on Employee Development and Motivation	After the implementation of the HRBP model, there is a focus on employee development and motivation. Personalized measures have been taken, such as providing career planning and training opportunities, and adopting flexible incentive approaches. These measures have helped employees realize their self-worth, increased their job satisfaction and loyalty, and stimulated their creativity and individual performance.	*After we started with the HRBP model, there's been this big push on helping employees grow and stay motivated. We're talking personalized stuff here, like career planning, training opportunities, and even flexible ways to motivate people. This stuff's really helping everyone feel valued, more satisfied with their jobs, loyal, and heck, even more creative and on their game.* (from G)
More Effective Communication and Feedback Mechanisms	More effective communication and feedback mechanisms make employees feel cared for and supported by the company, thereby increasing their loyalty.	*And you know what? Better communication and feedback now make everyone feel like the company really cares, you know? It's bumped up everyone's loyalty a notch.* (from F)
Fair and Transparent Evaluation Mechanism	A fair and transparent evaluation mechanism motivates employees to demonstrate their individual performance, and appropriately recognizes and	*We've got this fair and transparent way of evaluating everyone now. It's pretty cool because it gets people to show off what they can do. And those who do really well? They get the recognition and rewards they deserve.*

| | rewards those who excel. | (from N) |

What challenges have you observed in the current HRBP process? Here are some responses.

Theme	Interpretation	Quotations from the Interviewees
Cultural Transformation	The HRBP model requires a large amount of cultural inheritance and transformation, requiring comprehensive collaboration and joint efforts from employees and management. This will take a considerable amount of time and resources to adapt to the new corporate culture	*You see, rolling out this HRBP model means a lot of, like, cultural stuff needs to change, right? It's about getting everyone on board – the employees, the management – and, man, it's gonna take a good chunk of time and resources to really get into this new company culture vibe.* (from E)
HR Team's Professional and Business Knowledge	The HRBP model requires the HR team to have sufficient professional knowledge and understanding of the business to collaborate and support the business departments effectively. This necessitates professional training and improvement of HRBPs' professional competence	*So, the HR team? They gotta have some solid professional know-how and really get the business side of things to work well with the business departments. That's gonna mean some serious training and upping their game in terms of skills and stuff.* (from F)
Suitable Organizational Climate	Provide a favorable climate and environment so that the philosophy and practice of the HRBP model can be better implemented within the organization, such as being open and transparent, and fostering collaboration and	*We need to create this, like, super supportive atmosphere and environment, right? So that this whole HRBP model philosophy and practice thing can really take root in our organization. Talking about being open, transparent, and really building up that team spirit and trust.*

	mutual trust	(from J)
Collaboration and Communication with Business Executives	Implementing the HRBP model requires collaboration and communication between HRBPs and business executives. It is essential for both parties to understand each other's work methods and requirements and engage in effective communication and resource coordination. This involves defining the boundaries between HR and the business while gradually integrating them	*Implementing this HRBP model? Yeah, it's all about teamwork between the HRBPs and the business execs. Super important for them to get each other's work style, needs, and, you know, to talk things out, coordinate resources. It's about finding the right balance and slowly meshing HR with business.* (from P)
Support of Information Systems	The implementation of the HRBP model requires support from information systems to better manage and optimize the use and sharing of HR data, avoid duplication of work, improve efficiency, and assist the team in conducting quality assessments	*Also, we really need the right tech and info systems to back this up. It's about managing and sharing HR data better, avoiding doing the same stuff twice, improving efficiency, and helping the team make quality assessments.* (from E)
Establishing a People-Centric System	The HRBP model needs to be built on a correct understanding of employee individuality, establishing a people-centric HR management system. This requires strengthening the implementation of HR service philosophy and enhancing the	*And, like, the heart of this HRBP model is really understanding each employee as an individual. We're talking about a people-focused HR management system. It means we need to beef up how we deliver HR services and the soft skills of our HR folks to really serve our employees well and make them feel valued and satisfied*

| | professional soft skills of HR practitioners to better serve employees and improve their loyalty and satisfaction towards the company | *with the company.*
(from V) |

What are your thoughts on the next steps for optimizing the HRBP model? ere are some responses.

Theme	Interpretation	Quotations from the Interviewees
Strengthen the Building of Organizational Culture and Climate	Organizational culture and atmosphere are very important for the success and development of a company or organization. They can affect employees' work attitudes, behavior, team collaboration, and overall work environment. Therefore, it is essential to continue to strengthen the building of organizational culture and atmosphere	*Okay, so, like, the culture and vibe of an organization? Super important for its success, right? It impacts how employees feel about their work, how they behave, team stuff, the whole work environment. So yeah, we've gotta keep working on building that organizational culture and atmosphere. It's key.* (from C)
Strengthen Communication and Collaboration with Business Departments	In the HRBP model, business departments have become the main partners of HRBP. Therefore, the company should continue to strengthen communication and collaboration between the two parties to ensure that HRBP can provide the most suitable HR support and services based on the actual needs of the business	*In the whole HRBP model thing, the business departments are like the main buddies of HRBP, right? So the company really needs to keep pushing for better chat and teamwork between the two. It's all about making sure HRBP can offer the best HR support and services, tailored to what the business actually needs.* (from F)

Highlight Data and Analysis	Data analysis and evaluation are important components of the HRBP model, which help HRBP better manage employees and organizational behavior. Therefore, in future implementations, the company can expand data and analysis tools, as well as deepen analytical capabilities to better assist business departments in decision-making	*You know, data analysis and evaluation? Big parts of the HRBP model. They help HRBP handle employee and org behavior stuff. So, moving forward, the company could totally expand on the data tools and get deeper into analytics to give business units a solid hand in decision-making.* (from I)
Enhance the Expertise of HRBP	HRBP needs to be a group of HR professionals with a high level of expertise. They should better understand and support the business while providing the highest level of HR support. Therefore, the company can help improve the expertise of HRBP by providing more training, development, learning opportunities, and sharing best practices	*The HRBPs need to be these high-skill HR pros, right? They've gotta understand and back up the business while dishing out top-notch HR support. So, the company could help them get even better by offering more training, development, learning chances, and, yeah, sharing the best ways to do stuff.* (from D)
Explore New Technologies	With the continuous development of technology, HRBP also needs to constantly explore and adopt innovative technologies to improve work efficiency and employee experience.	*And with tech stuff always changing, HRBP needs to keep up, right? Like, using new tech to make work easier and improve the employee experience. So the company should really dive into researching and using new tech under the HRBP model to better meet what*

	Therefore, the company can strengthen research and application of new technologies under the HRBP model to better meet the needs of the organization and employees	*the organization and employees need.* (from X)

Do you need to ask any additional questions? Or is there any other information you would like to share?

100% of the interviewees answered: None