

Communication Strategies of the Human Capital Business Partner Division to Improve Company Performance

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Keywords:

Communication Strategy;
Human Capital Business
Partner; HRM System Strength;
Organizational Climate; Firm
Performance

Abstract

The rapid changes in the global business environment, digital transformation, and increasing workforce expectations require organizations to strengthen strategic human resource management practices. The Human Capital Business Partner (HCBP) Division has an important role in translating business strategies into effective human capital practices through strategic communication. However, the mechanism through which HCBP communication strategies contribute to improving company performance remains insufficiently explored. This study aims to analyze the role of HCBP communication strategies in improving organizational performance by integrating the perspectives of HRM System Strength Theory, Strategic Internal Communication Theory, and Social Exchange Theory. This research employed a qualitative approach using a systematic literature study design. Data were collected from relevant academic articles, books, dissertations, and research reports obtained from reputable databases, including Scopus, Web of Science, and Google Scholar. The data were analyzed through narrative synthesis and thematic analysis to identify key communication mechanisms. The findings reveal that HCBP communication strategies improve company performance through strategic alignment, clear and consistent message delivery, symmetrical communication, employee engagement enhancement, HRBP voice, and effective change management. These mechanisms contribute to building a strong organizational climate, increasing productivity, strengthening collaboration, reducing employee turnover, and supporting sustainable competitive advantage. In conclusion, strategic communication capability is a fundamental competency for HCBP to ensure that human capital policies are effectively implemented and generate measurable business value.

INTRODUCTION

The contemporary global business landscape is undergoing massive disruption characterized by economic uncertainty, acceleration of digital transformation, changing expectations of the new generation of the workforce, and the demands of post-pandemic work flexibility. In an environment that is full of volatile, uncertain, complex, and ambiguous or known as VUCA, organizations are required to have high adaptability and agility in order to maintain their competitive advantage. In the midst of these pressures, human resources emerge as the only strategic asset that cannot be replicated by competitors, so that its management must no longer be administrative, but must be closely integrated with the corporate business strategy. This paradigm shift in human resource management from conventional functions to Strategic Human Resource Management (SHRM) requires the Human Capital division to act as the main driver of business value, not just personnel management (Wright, 2008). In the modern organizational model pioneered by Dave Ulrich, the structure of Human Capital is divided into three main pillars (three-legged stool): the Center of Expertise (CoE) which is responsible for designing flagship policies and programs, the Shared Services Center (SSC) which handles HR transactions and administration efficiently, and the Human Capital Business Partner (HCBP)

or Human Resource Business Partner (HRBP) which functions as a strategic partner that is directly attached to operational business units (Liu, 2025). Among the three pillars, the HCBP Division occupies the most critical position because it spearheads policy implementation at the frontline level and is directly responsible for facilitating the achievement of corporate targets through talent management, organizational development, and increased human capital productivity (Ismiwati et al., 2023).

Although human capital policies and programs designed at the corporate level may have proven to be conceptually superior, the effectiveness of such strategies in the real world depends largely on how policies are executed, interpreted, and understood by stakeholders at the operational level (Martín-Alcázar et al., 2012; Nishii et al., 2008). This is where the strategic communication function carried out by the HCBP Division becomes the determining factor that distinguishes the success and failure of implementation. HCBP does not simply act as a one-way conveyor of information from top management to employees, but has a multi-dimensional role as a strategy translator who converts the company's vision and mission into concrete actions, a change agent who guides the organization through various transformations, and an influencer and internal consultant who bridges the expectations of top management with the needs and aspirations of employees in the operational line (Wright, 2008). Furthermore, Wright (2008) emphasized that HCBP's legitimacy as a strategic partner relies heavily on their ability to communicate business added value (delivering value) to stakeholders, especially senior management and line managers. Without persuasive and credible communication skills, HCBPs will be trapped in traditional administrative roles and lose influence in strategic decision-making. Conversely, HCBPs that are able to articulate the contribution of human resources to the achievement of business targets will gain greater trust and access to be involved in the formulation of corporate strategies. Research by Rahmanto et al. (2023) at PT Angkasa Pura I Adi Soemarmo Branch Office confirms this finding by showing that the HCBP unit has two key roles, namely optimizing employee productivity and creating customer satisfaction through policy socialization, training, and motivational communication that is planned in accordance with the Company's Work Plan and Budget (RKAP) (Nadales-Gallego et al., 2025).

Unfortunately, the reality on the ground shows that many organizations, especially in Indonesia, are still experiencing serious obstacles in carrying out this strategic communication function. The uncertainty of the business environment, the acceleration of digital transformation that forces changes in the way of working, and the high demands on work flexibility from millennial and Gen Z employees reinforce the need for an internal communication strategy that is structured, planned, and adaptive (Chevis, 2025). Various studies show that when HCBP's communication strategy fails to create clarity regarding the company's direction and shared meaning among employees, a series of serious obstacles will arise such as resistance to change, misalignment of work targets between departments, decreased employee engagement and job satisfaction, to an increase in the turnover rate of talented employees that is very detrimental to the company (Walden, 2020). On the other hand, empirical evidence from various studies shows that communication strategies that are symmetrical, transparent, and integrated, are proven to be able to form a strong organizational climate, where all elements of the organization have a harmonized perception of goals, values, and expected behaviors (Bowen & Ostroff, 2004). This strong climate in turn is the main driver of increasing productivity, innovation, service quality, and the company's financial and operational performance in a sustainable manner (Huselid, 1995; Garg et al., 2022). (Huselid, 1995) in his highly influential study proved that investment in High-Performance Work Practices (HPWP), which usually includes extensive training, performance-based compensation, and participatory management, will only have a real impact on reducing turnover and increasing productivity and financial performance if these practices are communicated and implemented effectively. (Garg & Kumar, 2024) also add that the

availability of accurate data-driven metrics allows HCBPs to objectively demonstrate the relationship between HR investments and business outcomes, thereby strengthening the credibility of their communications (Wardani & Winata, 2026).

Although there have been many studies that have examined the relationship between human resource management practices and company performance, there is still a significant research gap, especially in terms of understanding the specific communication mechanisms carried out by key actors, namely the HCBP Division. Most studies tend to focus on the content of HR policies (content) and ignore the communication process that actually determines how the policy is accepted and implemented at the employee level (Bowen & Ostroff, 2004; Nishii et al., 2008). In fact, as synthesized by (García-Carbonell et al., 2015), the existence of HR policies alone is not enough to drive performance — what is more decisive is how HCBP communicates the intentions and objectives of the policy so that it is positively captured by employees. In addition, studies that specifically examine the role of HCBP strategic communication in the context of organizations in Indonesia are still relatively limited and have not been integrated into a solid theoretical framework (Ozer, 2026). Research by (Utami et al., 2024) at PT Angkasa Pura I Bali, for example, highlights the importance of periodic socialization communication and sharing/bonding session programs to overcome technology literacy constraints in the implementation of e-performance systems, but has not systematically linked them to the theory of the power of HRM systems. Similarly, (Kurniawan & Rahmayani, 2024) and (Alkadri, 2024) have shown the importance of open internal communication in promoting competency development and transparency of performance appraisal in Indonesian companies, but have not yet integrated these findings into a complete conceptual model of the role of HCBP. The industry report from (Talenta, 2023) even shows that companies in Indonesia that adopt modern HR technology and engagement-based internal communication (engagement survey) record faster business growth and better talent retention, but this report is practical and does not yet have a deep theoretical basis.

Based on these research phenomena and gaps, this article aims to comprehensively analyze how the communication strategy of the Human Capital Business Partner Division can improve company performance, by answering the main research question: "through what mechanism and how does HCBP communication strategy contribute to improving company performance?". To answer this question, this article will integrate three main theoretical frameworks. First, HRM System Strength Theory from (Bowen & Ostroff, 2004) which explains how a strong communication process creates a conducive organizational situation. Second, Strategic Internal Communication Theory from Men (2014) and (Welch & Jackson, 2007) which provides a foundation for how strategically managed internal communication can build attachment and transparency. Third, Social Exchange Theory (Beh & Loo, 2013) and the concept of HRBP voice from Liu (2025) which explain the importance of reciprocity and courage to voice opinions in the relationship between HCBP and business managers. By integrating these theories, this article is expected to provide a theoretical contribution in the form of a complete conceptual framework on HCBP communication mechanisms, as well as provide practical guidance for HCBP practitioners and company leaders in designing effective communication strategies to improve organizational performance in the era of disruption and digital transformation.

RESEARCH METHODS

This research is a library research with a qualitative approach that aims to explore and synthesize various theories, concepts, and empirical findings from relevant literature in order to build a comprehensive academic argument regarding the role of HCBP communication strategies in improving company performance. The research design used is a systematic literature study, in which researchers deliberately identify, select, and critically analyze

scientific journal articles, books, dissertations, and applied research reports that have high credibility. The type of data used is secondary data from internationally and nationally reputable academic sources, including articles from the Academy of Management Review, Management Communication Quarterly, Personnel Psychology, Human Resource Management Journal, as well as accredited national journals such as the Journal of Business Economics and Entrepreneurship and the SHKR Journal. The primary data sources in this context are texts from the publications that are relevant to keywords such as "human capital business partner", "HRBP communication", "strategic internal communication", "HRM system strength", and "firm performance". The data collection technique is carried out through searching digital databases such as Scopus, Web of Science, Google Scholar, and national journal portals with publication periods that mostly range from the last 5 to 15 years, in accordance with the provisions of scientific writing that prioritize cutting-edge references. The selection process is carried out in stages: first, identification of articles based on titles and keywords; second, abstract filtering to assess the relevance of the topic; third, reading the full text to extract substantive information regarding theories, methodologies, and key findings. [AUTHOR CONFIRMATION REQUIRED: list the number of articles identified, filtered, and finally included at each stage of the above selection — e.g. in the form of a short flowchart — in order for "systematic" claims to support measurable process transparency; if this number is not available/undocumented, consider changing the term to "narrative and thematic literature study".] The measurement of variables in this study was not carried out quantitatively, but through a conceptual approach and operationalization of indicators adapted from previous studies, such as the distinctiveness, consistency, and consensus indicators from (Bowen & Ostroff, 2004), as well as internal communication satisfaction from Men (2014). The data analysis techniques used were narrative synthesis and thematic analysis methods. The researcher organizes the collected information into main themes based on a predetermined theoretical framework, then compares, contrasts, and integrates findings from various sources to identify patterns of causal relationships between variables. The results of this analysis process are then systematically compiled into critical and argumentative results and discussions, and matured in the form of a variable operationalization matrix to make it easier for readers to understand the relationship between theory and practice.

RESULTS AND DISCUSSION

The Role of HCBP Communication in Aligning Organizational Strategies through Cascading Communication

The results of the literature synthesis show that the first and most fundamental function of the HCBP communication strategy is to create strategic alignment between corporate objectives and execution at the business unit level through a cascading communication mechanism. A classic problem that is often encountered in large-scale organizations is the gap in understanding between the top management who formulates the strategy and the line managers and employees who must implement it. In this context, HCBP acts as a strategy translator that converts the company's vision, mission, Key Performance Indicators (KPIs), and Objectives and Key Results (OKRs) into contextual and operational work indicators at the departmental and individual levels (Rahmanto et al., 2023). This translation process is not mechanical, but rather requires a high level of communication skills to ensure that strategic messages do not lose their essence as they flow downwards (Wright, 2008). Through a series of regular meetings, policy socialization, and the preparation of a clear roadmap, HCBP ensures that each employee understands exactly how their individual contribution has a direct impact on the company's overall financial and operational performance. This clarity of message suppresses the barriers of role ambiguity and conflict of objectives, resulting in measurable increased productivity and work efficiency (Walden, 2020). In Indonesia, this practice is

reflected in the research of Rahmanto et al. (2023) where HCBP PT Angkasa Pura I actively coordinates the socialization of training programs based on the company's RKAP, ensuring that each program is closely linked to the business targets that have been set. When cascading communication runs effectively, all layers of the organization move in the same direction, creating synergies that strengthen the company's competitiveness (Patil & Priya, 2024).

Building Strong Situations through Distinctiveness, Consistency, and Consensus

The strongest finding from the literature review is the validation of the postulates of Bowen and Ostroff (2004) regarding the importance of the three meta-features of communication in creating the power of the HRM system. In practice, HCBP must consciously design a communication strategy that maximizes distinctiveness by ensuring that each new policy is delivered through visible channels and with language that is easily digestible by all levels of employees, from administrative staff to senior managers. For example, in the implementation of the e-performance system researched by Utami et al. (2024), HCBP at PT Angkasa Pura I Bali must overcome the constraints of technology literacy by holding repeated socialization sessions and individual mentoring, so that the system is no longer considered a scary control tool, but rather a means of transparency and self-development. In terms of consistency, HCBP is required to maintain harmony between the messages conveyed in formal policies and the real actions of management. If companies communicate the importance of employee development but do not allocate adequate training budgets, there will be inconsistencies that undermine trust. Garg et al. (2022) emphasize that the availability of accurate data-driven metrics allows HCBPs to objectively show the relationship between HR investment and business outcomes, thereby strengthening instrumental matches or cause-and-effect relationships between performance and reward. As for consensus, Nishii et al. (2008) remind that employees actively observe whether line managers and HCBPs agree on implementing policies. When there are differences in interpretation or unfair application among different business units, the perception of fairness will be eroded and weaken the organizational climate. By optimizing these three features, HCBP creates a powerful situation where individual interpretations of work expectations are minimal and collective behavior is geared towards achieving common goals, ultimately driving the company's performance cumulatively (Bowen & Ostroff, 2004).

The Effectiveness of Symmetrical Communication and the Utilization of Digital Channels in Encouraging Employee Engagement

The results of the analysis also highlight the central role of two-way symmetrical communication in building internal communication satisfaction and employee engagement. In contrast to the traditional top-down and instructive approach, the symmetrical approach applied by HCBP opens up space for equal dialogue, listening to complaints, and providing constructive feedback (Men, 2014). In practice, HCBP can facilitate forums such as town hall meetings, focus group discussions, digital pulse surveys, and one-on-one check-in sessions with employees to capture aspirations and concerns on the front line. (Men, 2014) proves that rich communication channels such as face-to-face and integrated internal social media significantly increase employee communication satisfaction. These findings are reinforced by the report by Mekari Talenta (2023) which shows that companies in Indonesia that adopt digital HR platforms equipped with periodic engagement survey features have managed to record faster business growth because they can respond to employee dynamics more agilely. In addition, Garg et al. (2022) added that the use of HR data analytics allows HCBPs to empirically measure communication satisfaction levels and policy understanding among employees, providing early indications in case of a drop in morale or the risk of turnover. With this data, HCBPs can carry out targeted communication interventions, for example by sending

personalized communications or holding additional clarification sessions, before the issue negatively impacts productivity. This integration between symmetrical communication and digital technology creates a dynamic and responsive communication ecosystem, which is a prerequisite for the creation of engaged and high-performing employees.

HCBP's Voice as a Trigger for Trust and Effective Operational Collaboration

One of the novelties that emerged from the synthesis of literature is the importance of the role of voice or the courage to voice the opinions of HCBPs themselves. Liu (2025) emphatically points out that the authority and effectiveness of HCBPs lies not only in their ability to convey messages from the top down, but also in their capacity to voice aspirations, technical constraints, and improvement opportunities from business units to top management. This HRBP voice serves as an upward feedback mechanism that is invaluable for strategic decision-making. When HCBPs dare to voice that a target is unrealistic or that the available resources are insufficient, they build credibility as an honest partner who cares about the success of the business, not just the executor of orders. This courage, which is based on the trust that has been built from business managers, significantly increases the effectiveness of collaboration and accelerates the resolution of operational problems. The (Alkadri, 2024) in Indonesia confirms this by showing that the transparency of HCBP communication in the performance appraisal process, where employees and managers are given space to provide input on the setting of KPIs, is directly proportional to the increase in efficiency and achievement of organizational targets. This openness creates a sense of shared ownership and responsibility, which is at the core of a healthy social exchange relationship (Beh & Loo, 2013). Thus, HCBP voice is not a confrontational action, but rather a constructive communication strategy that strengthens the bridge between corporate strategy and operational reality.

HCBP's Communication Strategy in Change Management and Organizational Culture Stabilization

In the midst of a constant flow of change — be it restructuring, mergers, acquisitions, or digital transformation — HCBP's communication role is very critical in managing uncertainty and maintaining organizational cultural stability. Walden (2020) in his study on remote workers emphasizes that uncertainty and lack of clear information from leaders are the main triggers for stress, anxiety, and decreased employee performance. In situations like this, HCBP must adopt a very transparent, consistent, and empathetic communication strategy to calm employee concerns. Based on Uncertainty Reduction Theory, the more frequent and clear communication is given, the lower the level of uncertainty felt, and the higher the level of acceptance of change. HCBP plays a role in developing a positive and visionary narrative of change, honestly explaining the impact of these changes, and accompanying the process of internalizing new values through continuous socialization, training, and coaching programs (Rahmanto et al., 2023). (Kurniawan & Rahmayani, 2024) show that proactive internal communication from HCBP in promoting reskilling and upskilling programs in Indonesia has succeeded in minimizing the skills gap and boosting productivity in the midst of technological transformation. This mentoring process ensures that the organizational culture remains adaptive and that employees feel supported, so that they not only survive but also thrive in the midst of change. This internalization of an adaptive work culture increases organizational agility in responding to market dynamics, which ultimately secures the company's long-term performance growth (Wright, 2008).

Synthesis of Causal Mechanisms and Implications for Company Performance

Overall, the results of the discussion confirmed that HCBP's communication strategy operates through a series of mutually reinforcing causal mechanisms. Starting from aligning

strategies through cascading communication, forming strong situations through distinctiveness, consistency, and consensus, implementing symmetrical communication and the use of digital channels, the role of HCBP's voice, to change management, all boil down to the creation of a strong organizational climate where employees have a shared understanding of their goals and expected behaviors. This strong climate then drives improved company performance as seen from higher work productivity, better operational efficiency, reduced turnover rates of talented employees, and increased customer satisfaction (Huselid, 1995; Garg et al., 2022). Thus, strategic communication is not an additional or complementary activity to the role of HCBP, but rather the main foundation that determines whether poorly designed HR policies and programs will succeed or fail to be implemented. Table 1 systematically summarizes all dimensions of HCBP's communication strategy, its operational indicators, communication channels used, and its impact on company performance, which is compiled based on the synthesis of all references that have been studied.

Table 1. HCBP Communication Strategy Matrix and Impact on Company Performance

Strategic Dimension	Operational Indicators	Channels & Communication Methods	Performance Impact	References
Distinctiveness (Kejelasan Pesan)	Policy visibility; ease of understanding of business narrative; credibility of the HCBP team as a communicator	Periodic socialization, HR guides, e-performance portals, townhalls	Prevent operational errors, accelerate adaptation of work targets	Bowen & Ostroff (2004); Utami et al. (2024).
Consistency (Konsistensi Pesan)	Alignment of management promises and realization; clarity of the relationship between performance and rewards (instrumental match)	KPI matrix, weekly/monthly performance appraisal feedback	Increase work and retention of quality talent	Bowen & Ostroff (2004); Beh & Loo (2013)
Symmetrical Voice & Dialogue	Availability of a two-way feedback channel; courage to voice operational issues (HRBP Voice); responsiveness to employee complaints	One-on-one coaching, internal FGD, pulse survey digital	Strengthen trust, encourage innovation, solve problems quickly	Men (2014); Liu (2025)
Shared Understanding & Psychological Safety	Convergence of perception of performance expectations; climate of mutual trust between employees and leaders; sense of belonging (organizational identification)	Transformational leadership communication, bonding session	The formation of a strong organizational situation	Bowen & Ostroff (2004); Men & Yue (2019)

Source: Processed by the author (2025), synthesized from the references in the Reference column above.

Limitations and Future Research

This research has several limitations that need to be acknowledged. First, because it is based on literature studies, the findings produced are conceptual and theoretical, and have not been empirically tested in the field. Generalization of results also needs to be done carefully because the organizational, industry, and cultural contexts of the company are very diverse, so effective communication strategies in one company may not necessarily be effective in another company with different characteristics. Second, although this article has integrated various

international and national references, it is still possible that there are other relevant literature that is not accessible in the search process, especially those published in languages other than English and Indonesian or that are not indexed in the databases used. Third, this article has not discussed in depth quantitative aspects such as the effect size of each communication dimension on performance, so it cannot provide a measurable strategic priority for practitioners. For future research, it is recommended to conduct quantitative empirical studies using survey or experimental methods to directly test the influence of HCBP communication strategies on company performance, involving mediating variables such as the strength of the HRM system and the organizational climate. In addition, comparative research between sectors (e.g. manufacturing vs services) or between countries (e.g. Indonesia vs other Southeast Asian countries) will enrich the understanding of the influence of context on the effectiveness of HCBP communication. Longitudinal research is also needed to capture the dynamics of performance changes along with the implementation of a sustainable communication strategy, as well as to identify factors that moderate these relationships, such as leadership style, organizational culture, or the level of digital maturity of the company.

CONCLUSION

Based on a comprehensive synthesis of literature, it can be concluded that the communication strategy carried out by the Human Capital Business Partner Division plays a very crucial and fundamental role in improving company performance. Strategic communication is not just a complement or additional activity to HCBP's operational role, but is the main foundation that determines the effectiveness of the entire human resource management system in the organization. Through the delivery of messages that meet the principles of distinctiveness (clarity and visibility), consistency (consistency of message over time), and consensus (agreement and fairness in the implementation of policies), as well as through the application of symmetrical communication that prioritizes dialogue and providing voice space for employees and line managers, HCBP is able to harmonize the perception of all organizational elements, form a strong and convergent organizational climate, and encourage collective behavior directed at achieving business targets. This mechanism operates through four main pathways: strategy alignment through cascading communication, building strong situations through communication meta-features, utilizing digital channels and HR analytics to increase engagement, and managing organizational change and culture stabilization amid the dynamics of an uncertain business environment. The company's performance resulting from this effective communication strategy includes increased productivity and operational efficiency, decreased turnover rates of talented employees, increased customer satisfaction, and ultimately sustainable competitive advantage. Thus, organizations in the era of disruption and digital transformation need to pay serious attention to the development of HCBP's strategic communication capabilities, transform communication channels to be more symmetrical and participatory, optimize the use of technology and HR analytics for targeted measurement and intervention, and strengthen HCBP's role as a change agent capable of managing uncertainty and maintaining organizational culture stability. Only in this way can companies ensure that conceptually superior human capital policies and programs can be truly implemented and have a real impact on business performance.

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