

Analysis of Strategic HR Business Partners and Managerial Competencies on the Effectiveness of HR Management in the Manufacturing Industry in Karawang

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ABSTRACT

This study examines the role of Strategic Human Resource Business Partner (Strategic HRBP) and managerial competencies in improving HR management effectiveness in manufacturing companies in Karawang, West Java. A quantitative approach with a cross-sectional survey design was employed. Data were collected from 135 respondents working in manufacturing companies using a structured questionnaire measured on a five-point Likert scale. The data were analyzed using IBM SPSS Statistics version 25 through descriptive statistics, validity and reliability testing, classical assumption tests, Pearson correlation, multiple linear regression, t-tests, F-tests, and coefficient of determination. The results show that Strategic HRBP has a positive and significant effect on HR management effectiveness. Managerial competencies also have a positive and significant effect. Simultaneously, both variables significantly influence HR management effectiveness, as indicated by $F = 70.501$ and $p < 0.001$. The model explains 51.6% of the variance in HR management effectiveness ($R^2 = 0.516$). Managerial competencies show a slightly stronger contribution than Strategic HRBP. These findings indicate that effective HR management in manufacturing organizations requires both strategic integration of the HR function and competent managerial execution. Strengthening HR business partnering and managerial capabilities can therefore support more responsive, strategically aligned, and effective human resource management.

Keywords: Strategic HR Business Partner, Managerial Competencies, HR Management Effectiveness, Human Resource Management, Manufacturing Industry

1. INTRODUCTION

The manufacturing industry operates under persistent pressures arising from production efficiency, technological change, stringent quality requirements, workforce specialization, and increasingly complex organizational coordination. Under these conditions, competitive performance depends not only on technological and operational capabilities but also on an organization's capacity to align its workforce with evolving business priorities. This has altered the position of human resource management (HRM) within manufacturing firms [1], [2]. Rather than functioning primarily as an administrative unit responsible for payroll, recruitment documentation, attendance, and compliance, HR is increasingly expected to contribute to workforce planning, organizational transformation, capability development, and strategic decision-making. Such a transition reflects the broader development of strategic HRM, in which human resources are treated as organizational resources whose management can contribute directly to long-term performance and organizational effectiveness [3]–[5].

One important manifestation of this transition is the development of the Strategic Human Resource Business Partner (Strategic HRBP) role. The HRBP model positions HR professionals closer to business operations by requiring them to understand organizational priorities, translate business requirements into people-related interventions, and provide management with evidence-based workforce insights [6]–[8]. In manufacturing organizations, this role is particularly consequential

because problems involving workforce shortages, competency gaps, absenteeism, employee turnover, industrial relations, performance inconsistency, or leadership deficiencies can directly disrupt production continuity [9], [10]. Strategic HRBPs are therefore expected to move beyond procedural HR support by participating in workforce planning, talent development, performance management, organizational change, and the resolution of workforce issues that have operational consequences. The effectiveness of the HRBP role ultimately depends on its ability to connect HR architecture with the realities and strategic requirements of the business.

However, strategic HR architecture alone does not ensure effective people management. The practical realization of HR policies occurs largely through line managers and supervisors who allocate work, communicate expectations, assess performance, resolve employee problems, provide feedback, and implement development initiatives in everyday organizational settings. Previous HRM research has demonstrated that the effectiveness of HR practices is substantially influenced by the manner in which line managers interpret and implement those practices [4], [11], [12]. This places managerial competencies at the center of HR implementation. Competencies such as leadership, communication, decision-making, problem-solving, conflict management, employee development, adaptability, teamwork, and strategic thinking determine whether managers can translate formal HR systems into consistent employee-management practices [13], [14]. In manufacturing environments, where managers must simultaneously maintain productivity, quality, safety, discipline, and employee coordination, deficiencies in these competencies can create an implementation gap between formally designed HR policies and their actual application within operational units.

Strategic HRBP capability and managerial competencies thus represent two distinct but complementary dimensions of HR management effectiveness. Strategic HRBP provides organizational alignment, HR expertise, workforce analysis, and strategic support, whereas managerial competencies determine the quality with which HR practices are enacted at the operational level. An organization may possess sophisticated HR policies but obtain limited benefits when managers lack the capability to apply them effectively [15], [16]. Conversely, competent managers may struggle to manage employees consistently when HR systems are fragmented, administratively oriented, or disconnected from operational requirements. HR management effectiveness should therefore not be viewed exclusively as an outcome of HR policy design or the capability of HR professionals. It also reflects the capacity of managers to convert organizational HR systems into employee practices that support performance, workforce development, coordination, and organizational adaptability [17], [18]. Examining these two determinants simultaneously provides a more comprehensive explanation of how strategic HR intentions are translated into organizational practice.

Despite the growing literature on strategic HRM, HR business partnering, and managerial competencies, an important empirical gap remains. Research on HR business partnering has largely concentrated on changing HR roles, strategic involvement, organizational alignment, and competencies required of HR professionals, whereas managerial competency studies have commonly examined outcomes such as leadership effectiveness, employee performance, productivity, or broader organizational performance. Consequently, comparatively less attention has been devoted to examining Strategic HRBP and managerial competencies simultaneously as determinants of HR management effectiveness, particularly within manufacturing settings. This limitation becomes more important when institutional and operational context is considered.

Karawang represents a major manufacturing concentration in Indonesia, where firms operate within production-intensive environments characterized by complex organizational hierarchies, technical workforce requirements, industrial relations issues, and continuous pressure for efficiency and competency adaptation. Such characteristics make the coordination between strategic HR functions and operational managers particularly salient and justify context-specific empirical investigation.

Against this background, this study examines the influence of Strategic Human Resource Business Partner and managerial competencies on HR management effectiveness in manufacturing companies in Karawang. The study advances the strategic HRM literature by bringing together two levels of HR execution that have frequently been examined separately: the strategic capability of the HR function and the managerial capability through which HR practices are implemented in daily operations. This perspective shifts the explanation of HR management effectiveness away from an HR-centered view toward a more integrated understanding in which strategic HR alignment and managerial execution jointly determine the functioning of HR systems. Empirically, the manufacturing context of Karawang provides an appropriate setting for examining this relationship under conditions of high operational interdependence and workforce complexity. The findings are expected to clarify the relative importance of Strategic HRBP and managerial competencies while offering practical implications for the design of HR structures, HR-line manager collaboration, managerial development, and workforce management practices in manufacturing organizations.

2. LITERATURE REVIEW

2.1 *Strategic Human Resource Management Perspective*

Strategic human resource management (SHRM) emphasizes aligning human resource practices with organizational strategy to improve organizational effectiveness [19], [20]. Drawing on the resource-based view, employees and managerial capabilities can become strategic resources when their knowledge and competencies are effectively developed and integrated into organizational processes [21]. Accordingly, HR effectiveness should be assessed not only through administrative efficiency but also through its contribution to workforce capability, managerial performance, and strategy implementation [22], [23]. This perspective strengthens the relevance of the Strategic Human Resource Business Partner role, particularly in manufacturing organizations where HR professionals and line managers must work together to support productivity, technological adaptation, quality, safety, and operational continuity.

2.2 *Strategic Human Resource Business Partner*

The Strategic Human Resource Business Partner (Strategic HRBP) reflects the transformation of HR from an administrative function into a strategic organizational partner [6], [7]. Strategic HRBP works closely with leaders and line managers to align HR practices with business priorities through business understanding, workforce planning, strategic alignment, HR-manager collaboration, talent and competency development, and organizational change support. By translating organizational strategies into relevant workforce requirements and HR solutions, Strategic HRBP can strengthen the responsiveness, consistency, and strategic contribution of HR practices [24], [25]. Therefore, effective implementation of the Strategic HRBP role is expected to improve HR management effectiveness, leading to the following hypothesis:

H1: Strategic Human Resource Business Partner has a positive and significant effect on HR management effectiveness in the manufacturing industry in Karawang.

2.3 Managerial Competencies

Managerial competencies are essential for effective HR implementation because line managers translate organizational policies into daily employee practices. These competencies include leadership, communication, decision-making, problem-solving, employee development, interpersonal capability, and adaptability, which enable managers to coordinate employees, resolve workforce issues, and respond to organizational change [26], [27]. Because the effectiveness of HR practices depends substantially on how managers apply them in practice [28], [29], stronger managerial competencies are expected to improve the consistency, quality, and effectiveness of HR management. Therefore, the second hypothesis is proposed:

H2: Managerial competencies have a positive and significant effect on HR management effectiveness in the manufacturing industry in Karawang.

2.4 HR Management Effectiveness

HR management effectiveness refers to the extent to which HR systems and managerial practices support organizational objectives and employee outcomes through strategic alignment, workforce development, performance management, responsiveness to workforce issues, service quality, and consistent implementation. From a strategic HRM perspective, effectiveness is determined not only by administrative efficiency but also by the contribution of HR systems to organizational capability and performance [30]–[32]. In manufacturing organizations, effective HR management is particularly important because weaknesses in staffing, competency development, performance management, or employee relations can directly affect productivity and operational continuity.

2.5 Strategic HRBP and HR Management Effectiveness

Strategic HRBP improves HR management effectiveness by aligning HR practices with organizational priorities, translating business needs into relevant workforce policies, and strengthening collaboration with line managers. In manufacturing firms, this alignment helps ensure that workforce planning, recruitment, competency development, and performance management correspond with production and technological requirements [24], [25]. Strategic HRBP also supports evidence-based decision-making through workforce analysis, enabling HR functions to respond more effectively to employee and operational challenges. Therefore, stronger Strategic HRBP implementation is expected to enhance the integration, responsiveness, and overall effectiveness of HR management [19], [33].

2.6 Managerial Competencies and HR Management Effectiveness

Managerial competencies influence HR management effectiveness because line managers play a central role in translating formal HR policies into daily employee practices. Through leadership, communication, problem-solving, decision-making, and employee-development capabilities, managers implement performance evaluations, communicate expectations, address workforce issues, and support employee development [28], [29]. When these competencies are weak, HR practices may be applied inconsistently and lose effectiveness. Therefore, managerial competency

represents an important mechanism through which HR systems are operationalized, reinforcing that effective HR management is a shared responsibility between HR professionals and line managers [28], [29].

2.7 *Combined Role of Strategic HRBP and Managerial Competencies*

Strategic HRBP and managerial competencies represent complementary organizational capabilities that support HR management effectiveness through strategic translation and managerial execution. Strategic HRBP translates organizational priorities into workforce strategies [28], [34], HR policies, and human capital initiatives, while managers implement those priorities through leadership, communication, employee development, and daily workforce management. Strong HR strategies may have limited impact when managers lack implementation capability, whereas competent managers may also be constrained by HR systems that are poorly aligned with organizational objectives [28], [29]. Therefore, HR management effectiveness is expected to be stronger when strategic HR integration and managerial execution operate consistently, particularly in manufacturing organizations that require close coordination between workforce capability and operational demands.

H3: Strategic Human Resource Business Partner and managerial competencies simultaneously have a positive and significant effect on HR management effectiveness in the manufacturing industry in Karawang.

3. METHODS

This study employed a quantitative explanatory design with a cross-sectional survey approach to examine the effects of Strategic Human Resource Business Partner (Strategic HRBP) and managerial competencies on HR management effectiveness in manufacturing companies in Karawang, West Java, Indonesia. The study involved 135 respondents selected through purposive sampling based on their employment in manufacturing firms and their knowledge or experience regarding HR and managerial practices. Primary data were collected using a structured questionnaire measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The research examined three constructs: Strategic HRBP, managerial competencies, and HR management effectiveness. Strategic HRBP was measured through business understanding, strategic alignment, workforce planning, HR-manager collaboration, talent and competency development, and change support. Managerial competencies comprised leadership, communication, decision-making, problem-solving, employee development, interpersonal competency, and adaptability, while HR management effectiveness covered strategic alignment, workforce capability development, performance management, responsiveness to workforce issues, HR service quality, and consistency of HR implementation.

Data were analyzed using IBM SPSS Statistics version 25. Instrument quality was assessed using Pearson Product-Moment correlation for validity and Cronbach's Alpha for reliability. The analysis subsequently included descriptive statistics, normality, multicollinearity, and heteroscedasticity tests, followed by Pearson correlation and multiple linear regression. Partial effects were evaluated using the t-test, simultaneous effects using the F-test, and the explanatory power of the model using the coefficient of determination (R^2 and Adjusted R^2), with statistical significance determined at the 5% level.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

A total of 135 valid questionnaires were included in the analysis. The respondents represented employees at different organizational levels within manufacturing companies in Karawang, allowing the study to capture perceptions of HR practices from both operational and managerial perspectives.

Table 1. Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	82	60.7
	Female	53	39.3
Age	<25 years	22	16.3
	25–34 years	54	40.0
	35–44 years	39	28.9
	≥45 years	20	14.8
Education	Senior high school	17	12.6
	Diploma	30	22.2
	Bachelor's degree	78	57.8
	Master's degree	10	7.4
Position	Staff	63	46.7
	Supervisor	41	30.4
	Manager	24	17.8
	Senior manager/HR leadership	7	5.2
Length of Service	<2 years	19	14.1
	2–5 years	48	35.6
	6–10 years	40	29.6
	>10 years	28	20.7

Table 1 shows that the respondent profile is dominated by males (60.7%), individuals aged 25–34 years (40.0%), and respondents holding a bachelor's degree (57.8%). In terms of organizational position, most respondents were staff (46.7%) and supervisors (30.4%), while managers and senior managers/HR leaders represented a smaller proportion. Regarding tenure, the majority had worked for 2–5 years (35.6%) or 6–10 years (29.6%), indicating that most respondents had sufficient organizational experience to understand HR policies, managerial practices, and workplace conditions. Overall, the distribution of respondents provides perspectives from both operational and managerial levels, which is relevant for assessing Strategic HRBP, managerial competencies, and HR management effectiveness in manufacturing organizations.

4.2 Validity and Reliability Tests

Before hypothesis testing, instrument quality was assessed using validity and reliability tests. Pearson Product-Moment analysis showed that all questionnaire items had item-total correlations exceeding the critical value of 0.169 and significance levels below 0.05, confirming that all items were valid and suitable for further analysis.

Table 2. Validity Test Results

Variable	Item	r-count	r-table	Sig.	Result
Strategic HRBP	X1.1	0.672	0.169	<0.001	Valid
	X1.2	0.741	0.169	<0.001	Valid
	X1.3	0.709	0.169	<0.001	Valid
	X1.4	0.784	0.169	<0.001	Valid
	X1.5	0.756	0.169	<0.001	Valid
	X1.6	0.688	0.169	<0.001	Valid
Managerial Competencies	X2.1	0.701	0.169	<0.001	Valid
	X2.2	0.773	0.169	<0.001	Valid

	X2.3	0.742	0.169	<0.001	Valid
	X2.4	0.817	0.169	<0.001	Valid
	X2.5	0.785	0.169	<0.001	Valid
	X2.6	0.729	0.169	<0.001	Valid
	X2.7	0.694	0.169	<0.001	Valid
HR Management Effectiveness	Y1	0.716	0.169	<0.001	Valid
	Y2	0.801	0.169	<0.001	Valid
	Y3	0.764	0.169	<0.001	Valid
	Y4	0.779	0.169	<0.001	Valid
	Y5	0.738	0.169	<0.001	Valid
	Y6	0.825	0.169	<0.001	Valid

Table 2 confirms that all measurement items were valid, with r-count values ranging from 0.672 to 0.825, exceeding the critical r-table value of 0.169, and all significance values below 0.001. The highest item-total correlation was found for Y6 ($r = 0.825$), while the lowest was recorded for X1.1 ($r = 0.672$). These results indicate that all indicators adequately represent their respective constructs—Strategic HRBP, managerial competencies, and HR management effectiveness—and can therefore be retained for subsequent statistical analysis.

Table 3. Reliability Test Results

Variable	Items	Cronbach's Alpha	Criterion	Result
Strategic HRBP	6	0.891	>0.70	Reliable
Managerial Competencies	7	0.907	>0.70	Reliable
HR Management Effectiveness	6	0.896	>0.70	Reliable

Table 3 indicates that all constructs demonstrated strong internal consistency, with Cronbach's Alpha values of 0.891 for Strategic HRBP, 0.907 for managerial competencies, and 0.896 for HR management effectiveness, all exceeding the recommended threshold of 0.70. These results confirm that the measurement items for each construct are reliable and consistently measure their respective variables, supporting their use in subsequent analyses.

4.3 Descriptive Statistics

Descriptive statistical analysis was performed to determine the general tendency of respondents' evaluations of Strategic HRBP, managerial competencies, and HR management effectiveness.

Table 4. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Strategic HRBP	135	2.91	4.89	4.02	0.46
Managerial Competencies	135	2.74	4.92	3.94	0.49
HR Management Effectiveness	135	2.88	4.91	4.05	0.44

Table 4 shows that respondents generally reported favorable perceptions of all research variables. HR management effectiveness recorded the highest mean score ($M = 4.05$, $SD = 0.44$), followed by Strategic HRBP ($M = 4.02$, $SD = 0.46$) and managerial competencies ($M = 3.94$, $SD = 0.49$). These values indicate that HR practices, strategic HR involvement, and managerial capabilities were perceived to be relatively strong across the sampled manufacturing organizations. The comparatively low standard deviations suggest that respondents' assessments were reasonably consistent, although managerial competencies showed slightly greater variation than the other constructs.

4.4 Classical Assumption Tests

4.4.1 Normality Test

The normality test showed a Kolmogorov–Smirnov statistic of 0.067 with a significance value of 0.200, exceeding the 0.05 threshold. This indicates that the regression residuals were normally distributed and that the normality assumption was satisfied. The Normal P–P Plot was also consistent with this result, as the residual points were distributed approximately along the diagonal reference line.

4.4.2 Multicollinearity Test

Multicollinearity was evaluated using Tolerance and Variance Inflation Factor (VIF) statistics.

Table 5. Multicollinearity Test

Independent Variable	Tolerance	VIF	Result
Strategic HRBP	0.773	1.293	No multicollinearity
Managerial Competencies	0.773	1.293	No multicollinearity

Table 5 shows that both Strategic HRBP and managerial competencies had Tolerance values of 0.773 and VIF values of 1.293. Since the tolerance values exceed 0.10 and the VIF values are well below 10, the regression model is free from multicollinearity, indicating that the two independent variables do not exhibit problematic linear relationships and can be included simultaneously in the regression analysis.

4.4.3 Heteroscedasticity Test

The Glejser test was used to evaluate whether residual variance was systematically associated with either independent variable.

Table 6. Glejser Heteroscedasticity Test

Variable	Sig.	Criterion	Result
Strategic HRBP	0.436	>0.05	No heteroscedasticity
Managerial Competencies	0.287	>0.05	No heteroscedasticity

Table 6 shows that the significance values for Strategic HRBP (0.436) and managerial competencies (0.287) were both greater than 0.05. These results indicate that no heteroscedasticity was detected, confirming that the variance of the regression residuals was sufficiently constant and that the homoscedasticity assumption was satisfied.

4.5 Multiple Linear Regression Analysis

Multiple linear regression was conducted to determine the individual and combined contribution of Strategic HRBP and managerial competencies to HR management effectiveness. The model summary indicates a strong combined relationship between Strategic HRBP and managerial competencies with HR management effectiveness ($R = 0.719$). The R^2 value of 0.516 shows that both predictors jointly explain 51.6% of the variance in HR management effectiveness, while the Adjusted R^2 of 0.509 confirms that the model retains substantial explanatory power after adjustment. The remaining 48.4% of the variance is attributable to factors outside the model. In addition, the Durbin–Watson value of 1.874 is close to 2, suggesting no serious autocorrelation problem in the regression residuals.

Table 7. ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.399	2	6.699	70.501	<0.001
Residual	12.543	132	0.095		

Total	25.942	134			
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Table 7 shows that the regression model is statistically significant, with $F = 70.501$ and $p < 0.001$. This result indicates that Strategic HRBP and managerial competencies, when considered simultaneously, have a significant effect on HR management effectiveness. Therefore, the overall regression model is appropriate for explaining variation in HR management effectiveness, and the simultaneous hypothesis is supported.

The regression coefficients were subsequently examined to determine the individual effect of each predictor.

Table 8. Multiple Linear Regression Coefficients

Variable	B	Std. Error	Standardized Beta	t	Sig.
Constant	0.966	0.262	–	3.688	<0.001
Strategic HRBP	0.388	0.066	0.405	5.890	<0.001
Managerial Competencies	0.387	0.062	0.431	6.263	<0.001

Table 8 shows that both Strategic HRBP and managerial competencies have positive and statistically significant effects on HR management effectiveness. Strategic HRBP recorded $B = 0.388$, $\beta = 0.405$, $t = 5.890$, $p < 0.001$, while managerial competencies showed $B = 0.387$, $\beta = 0.431$, $t = 6.263$, $p < 0.001$. These results indicate that improvements in both predictors are associated with higher HR management effectiveness, with managerial competencies exerting a slightly stronger standardized effect than Strategic HRBP.

Discussion

The findings support H1, showing that Strategic HRBP has a positive and significant effect on HR management effectiveness. This result reinforces the strategic HRM perspective of Wright and [1], [2], [4] strategic partner framework, which emphasize that HR creates greater organizational value when its practices are aligned with business objectives rather than confined to administrative functions. In manufacturing companies, this relationship is particularly relevant because workforce planning, recruitment, competency development, performance management, and employee relations are closely connected with production continuity, quality, safety, and productivity. The relatively high mean score for Strategic HRBP ($M = 4.02$) further indicates that respondents generally perceived HR as strategically involved in their organizations. Nevertheless, the result suggests that organizations should view HRBP not merely as a formal position or structural designation, but as a capability requiring business understanding, workforce analysis, managerial collaboration, and active participation in organizational decision-making.

The findings also support H2, as managerial competencies have a positive and significant effect on HR management effectiveness. This finding is consistent with [35], [36], who emphasize that line managers play a critical role in translating formal HR policies into employees' actual workplace experiences. In manufacturing environments, supervisors and managers directly influence work allocation, performance feedback, discipline, employee development, conflict resolution, and operational coordination. Consequently, even well-designed HR systems may produce limited outcomes when managers lack the leadership, communication, problem-solving, and employee-development competencies required for effective implementation. Although the mean score for managerial competencies was relatively high ($M = 3.94$), it was slightly lower than those of Strategic HRBP and HR management effectiveness, indicating that managerial capability remains an important area for organizational development.

The standardized coefficient for managerial competencies was slightly higher than that of Strategic HRBP, suggesting that managerial execution has a somewhat stronger association with HR management effectiveness within the observed model. This does not diminish the strategic contribution of HRBP; rather, it highlights the importance of translating HR strategies into consistent managerial practices. Strategic HR initiatives can establish appropriate policies, workforce priorities,

and development systems, but their effectiveness ultimately depends on how managers communicate, apply, and reinforce them in everyday work settings. The result therefore indicates that HR transformation should not focus exclusively on strengthening the HR function, but should also incorporate systematic managerial development to improve leadership, coaching, decision-making, communication, and workforce problem-solving capabilities.

Finally, the simultaneous analysis supports H3, with Strategic HRBP and managerial competencies jointly exerting a significant effect on HR management effectiveness ($F = 70.501$, $p < 0.001$) and explaining 51.6% of its variance ($R^2 = 0.516$). This finding demonstrates that HR management effectiveness is shaped by two complementary mechanisms: strategic HR alignment and managerial execution. Strategic HRBP provides the strategic infrastructure by connecting workforce management with organizational priorities, whereas managerial competencies determine how effectively these priorities are implemented through everyday employee management. Strong strategic HR systems may therefore be insufficient without competent managers, while capable managers may also be constrained by poorly aligned HR structures. For manufacturing organizations, the results imply that improving HR effectiveness requires an integrated approach in which HR professionals strengthen their strategic contribution while managers simultaneously develop the competencies necessary to translate HR policies into effective operational practices.

Implications for Manufacturing Companies in Karawang

The findings suggest that manufacturing companies in Karawang should strengthen both Strategic HRBP and managerial competencies by positioning HR closer to business operations, developing HR capabilities in business acumen, workforce analytics, organizational diagnosis, and strategic communication, and improving managers' leadership, communication, coaching, problem-solving, and employee-development skills. HR effectiveness should therefore be treated as a shared responsibility between HR professionals and line managers. However, because the model explains 51.6% of HR management effectiveness, future research should examine additional factors such as organizational culture, employee engagement, digital HR systems, leadership, reward practices, and industrial relations.

CONCLUSION

This study concludes that Strategic Human Resource Business Partner and managerial competencies are important determinants of HR management effectiveness in manufacturing companies in Karawang. Strategic HR involvement strengthens the alignment between workforce practices and organizational priorities, while managerial competencies ensure that HR policies are translated effectively into daily employee management. The findings highlight that HR effectiveness should be viewed as a shared responsibility between HR professionals and line managers, requiring both strategic HR capability and strong managerial execution. Manufacturing organizations should therefore strengthen business-oriented HR roles and continuously develop managerial capabilities in leadership, communication, coaching, decision-making, and problem-solving to support more consistent and effective human resource management.

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